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**DEPARTMENT OF THE NAVY**  
**HEADQUARTERS UNITED STATES MARINE CORPS**  
**3000 MARINE CORPS PENTAGON**  
**WASHINGTON, DC 20350-3000**

IN REPLY REFER TO  
R (MROC)

**MAY 6 2011**

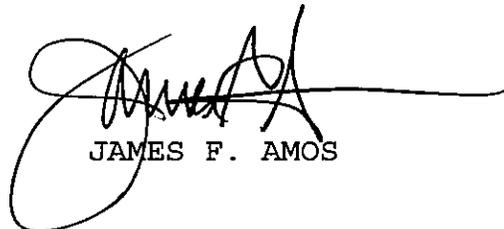
COMMANDANT OF THE MARINE CORPS POLICY MEMORANDUM 2-11

Subj: MARINE REQUIREMENTS OVERSIGHT COUNCIL CHARTER

Ref: (a) CMC Policy Memorandum 01-08

Encl: (1) Marine Requirements Oversight Council Charter

1. This memorandum cancels and replaces the reference, the previous Marine Requirements Oversight Council (MROC) Charter.
2. The enclosure updates the MROC Charter to reflect changes to the MROC process and membership that have occurred as the MROC continues to evolve to better advise and support the Commandant of the Marine Corps in the execution of his Title 10 U.S. Code and Joint Chiefs of Staff responsibilities.
3. The charter adds Commander, Marine Forces Pacific, and Commander, Marine Forces Reserve, as principal MROC members.
4. The MROC continues to perform a vital service to the Corps, providing advice on a wide range of corporate functions and rendering decisions to achieve the Commandant's strategic and institutional objectives.

A handwritten signature in black ink, appearing to read "James F. Amos", is written over the typed name. The signature is stylized and includes a long horizontal flourish extending to the right.

JAMES F. AMOS

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## MARINE REQUIREMENTS OVERSIGHT COUNCIL CHARTER

1. Mission. The Marine Requirements Oversight Council (MROC) serves as the primary, enterprise-level Marine Corps leadership forum to advise and assist the Commandant of the Marine Corps in the execution of his Title 10 USC and Joint Chiefs of Staff (JCS) responsibilities. The MROC advises the Commandant on a wide range of corporate functions within a framework of well-defined systems and processes in order to effect changes to enhance the Corps ability to accomplish its missions. These functions include military and civilian manpower; individual and unit training; equipping and sustaining fielded units; operational matters; logistics and acquisition management; force structure; warfighting concepts, capabilities and requirements; and securing, allocating, and managing resources. These are just a few of the many critical functions that must be addressed to enhance military capabilities and organizational effectiveness. In this capacity, the MROC is the central corporate means of integrating and synchronizing these diverse institutional perspectives to ensure the Commandant effectively executes his statutory responsibilities.

2. Membership. The Assistant Commandant of the Marine Corps chairs the MROC. On selected topics, the Commandant of the Marine Corps will chair the MROC. Principal members have voting status and, when unavailable and upon approval of the MROC Chairman, may have an appropriate senior person in their staff represent them. The MROC Chairman may designate associate members and invite guests, including persons from other Services or staffs, who have no voting status, for appropriate portions of meetings. The principal voting members of the MROC are:

- a. Assistant Commandant of the Marine Corps (ACMC).
- b. Director, Marine Corps Staff (DMCS).
- c. Deputy Commandant for Aviation (DC AVN).
- d. Deputy Commandant for Combat Development and Integration (DC CD&I).
- e. Deputy Commandant for Installations and Logistics (DC I&L).
- f. Deputy Commandant for Manpower and Reserve Affairs (DC M&RA).

g. Deputy Commandant for Plans, Policies, and Operations (DC PP&O).

h. Deputy Commandant for Programs and Resources (DC P&R).

i. Commander, Marine Forces Command (CMFC).

j. Commander, Marine Forces Pacific (CMFP).

k. Commander, Marine Forces Reserve (CMFR).

l. Counsel for the Commandant (CL).

m. Assistant Deputy Commandant for Programs and Resources - Programs (MROC Review Board (MRB) Chairman). Non-voting member.

### 3. MROC Decision-Making Perspective

a. The MROC, as the enterprise integrator, views issues from an institutional perspective and relies strongly on the strategic awareness, operational experience, and functional area expertise of the MROC principal members. While specific issues may demand a more narrow view, principal member focus will always be on achieving the Commandant's strategic and institutional objectives.

b. By virtue of their primary duties as a Deputy Commandant, Commander, or Counsel, each MROC member is responsible to the Commandant for specific enterprise functional area(s) and for providing expert advice in those areas. MROC members have also been assigned Advocate and Proponent responsibilities by the Commandant. As such, the MROC, as a group, possesses a wealth of experience and information on a wide-range of Office of the Secretary of Defense (OSD), Joint, Department of the Navy (DON), and Service headquarters functional processes, specialized activities, and policy and resource issues. Regardless of their primary duty, Advocate, or Proponent responsibilities, each MROC member is expected to provide informed, balanced, and independent advice to the benefit of the institution as a whole. The scope of expertise represented at the MROC includes the following:

(1) ACMC. Department of Defense (DoD)/DON policy matters; Deputy's Advisory Working Group (DAWG), Joint Requirements Oversight Council (JROC), Enterprise functions (e.g., Marine Corps National Capital Region (MCNCR) and Safety), and Marine Corps Systems Command related matters.

(2) DMCS. Headquarters Marine Corps related matters, to include lead on HQMC administrative support, staff processes and activities, and DON executive functions.

(3) DC AVN. Overall Naval Aviation Program, including Aviation Combat Element (ACE) plans and programs, organization, equipment, systems acquisition, manpower, training, Marine Corps aviation units and installations support; Joint aviation matters and alignment with Expeditionary Maneuver Warfare.

(4) DC CD&I. Expeditionary Force Development System (EFDS), Joint Capabilities Integration and Development System (JCIDS), Joint Operations Concepts Development Process (JOPSCDP), and Urgent Needs Process (UNP) lead; MAGTF and Naval Warfighting capabilities integration, including Command Element (CE) and Command and Control capabilities, Training and Education, Analytic Agenda support, Warfighting Laboratory, Science and Technology, Joint Concept Development and Experimentation, Joint Capability Development, Marine Corps National Capital Region Command, Marine Corps Forces Cyberspace Command, and Marine Corps Combat Development Command (MCCDC) related matters.

(5) DC I&L. Logistics policy and materiel readiness management; Enterprise-level Total Life Cycle Management (TLCM), Naval Logistics Integration (NLI), Logistics Combat Element (LCE) plans and programs, Facilities/Installations, and Marine Corps Logistics Command related matters; Enterprise Business Process Improvement.

(6) DC M&RA. Active and Reserve Component Manpower policy, plans and programs. Marine Corps Recruiting Command related matters.

(7) DC PP&O. Marine Corps plans and policies related to structure, deployment and employment of Marine forces. JCS matters (as the Commandant's Operations Deputy). Ground Combat Element (GCE) and amphibious ship plans and programs, Marine Corps Special Operations Command, Current Operations, Homeland Defense and Civil Support, Political-Military matters, Readiness Reporting, Mine Countermeasures, Maritime/Geo-Prepositioning Forces, Naval Surface Fire Support, Joint Non-Lethal Weapons (JNLW), Chemical/Biological Incident Response Force, Marine Corps Security Forces, and Marine Corps Embassy Security Group matters.

(8) DC P&R. Manages Marine Corps Planning, Programming, Budgeting and Execution System (PPBES), including assessment of prioritized objectives, allocation of resources, and translation into budget. Quadrennial Roles and Missions and Defense Review (QRM and QDR), DAWG, 3 Star Programmers, MROC, Army-Marine Corps Board (AMCB), Navy-Marine Corps Board (NMCB), Navy Resource and Requirements Review Board (R3B), including the DON Acquisition Gate Review process. DoD, Joint, DON and Marine Corps program/budget matters, Congressional budget support, and financial execution matters.

(9) Commander, Marine Forces Command. Operating Force and Marine Corps regional installation related matters. Supports Commander, U.S. Joint Forces Command's development of joint concepts and experimentation, joint training, integration, readiness, and global force management related issues.

(10) Commander, Marine Forces Pacific. Operating Force, Pacific force laydown/Defense Policy Review Initiative (DPRI), and Marine Corps regional installation related matters. Service Component Commander for U.S. Pacific Command. Commands all U.S. Marine Corps forces assigned to the U.S. Pacific Command and provides combat ready forces to other commands, as required.

(11) Commander, Marine Forces Reserve. Reserve related matters to include the organization, capabilities, readiness, mobilization/demobilization, integration, and deployment/redeployment of Reserve Component forces serving as both an operational and strategic reserve.

(12) Counsel for the Commandant. Comprehensive legal advice in the areas of business and commercial law, including environmental law, land use, civilian personnel law, procurement and fiscal law, government ethics, and all other matters under the cognizance of the General Counsel of the Navy.

4. Functions. The MROC's central responsibility is to provide the Commandant with informed recommendations and policy positions that enhance the Marine Corps ability to accomplish its mission and ensure compliance with approved policies within the DON, OSD, and Joint Staff. Within the Marine Corps and the well-defined DoD framework of systems and processes (e.g., Guidance for Development of the Force (GDF), Integrated Priority Lists (IPL), EFDS, UNP, TLCM, PPBES, JCIDS, JROC, and DAWG), the MROC role is to validate requirements, ensure acquisition program execution, approve resource priorities and allocation, and where applicable, promote a greater degree of integration

and interoperability to improve operational effectiveness with the DON and the Joint establishment. The MROC will:

a. Conduct comprehensive reviews of current and emerging issues, new policies, and/or proposed programs that appropriately incorporate operational needs, costs and affordability, funding strategies, risk, and other relevant factors enabling development of feasible and effective courses of action for CMC decision.

b. Review, prioritize, validate and approve products developed during phases I and II of the EFDS process (i.e., MAGTF Capabilities List (MCL), MAGTF Gap List (MGL), Solution Planning Directive (SPD), and MAGTF Requirements List (MRL)), and when appropriate, approve Initial Capabilities Documents (ICDs), Capability Development Documents (CDDs), Capability Production Documents (CPDs), Operational and Organizational (O&O) Concepts, and force structure recommendations. The MROC will review and approve capabilities documents for entry into the JCIDS process. Additionally, the MROC will review extraordinary capability needs not addressed within JCIDS such as UUNS, validate them and direct appropriate action such as funding priority.

c. Ensure the draft Marine Corps Program Objective Memorandum (POM) and Budget Estimate Submission (BES) submitted for CMC approval reflects an appropriate allocation of limited resources and are focused on satisfying critical priority needs of the Corps. The MROC will ensure the draft POM and BES are in compliance with CMC, DON and DoD guidance.

d. Conduct Service-chaired Requirements/Acquisition Gate Reviews (Gates 1 through 3) of Marine Corps Acquisition Category I (ACAT I) and selected ACAT II programs as part of the DON "two-pass, six-gate" process. The SECNAVINST 5000.2 series prescribes the process.

e. Conduct selected acquisition program reviews of critical MAGTF and/or Naval programs (not reviewed under the DON "two-pass, six gate process) to ensure performance, costs, and schedules are on track and all substantive issues are addressed prior to DON, OSD, or Congressional review.

f. Develop recommended Marine Corps positions and strategies on DoD, Joint and Naval concepts, capabilities proposals, programs, and issues. These include, but are not

limited to, issues that are scheduled for DAWG, SECNAV, JROC, NMCB, AMCB review/action.

5. MROC Attendance. To facilitate discussion and informed decision-making, attendance at MROC meetings by other than MROC Principal Members will be kept to an absolute minimum. The following guidelines apply:

a. MROC Chairman Pre-Briefs. Attendance at MROC pre-briefs will be limited to the MROC Principal with cognizance over the given brief, and the minimum number of briefers required, based on the scheduled topics. Except in extraordinary circumstances, the total number of participants per topic shall be limited to two. The MROC Secretary or MRB Chairman may also attend selected pre-briefs.

b. MROC Meetings. Attendance at MROC meetings will be limited to the MROC Chairman, the MROC Principals, as listed in paragraph 2 of this charter, the MRB Chairman, and the minimum number of briefers required, based on the scheduled topics. MROC Principals are authorized to bring one person with them, in addition to any briefers, if necessary. The names of subject matter experts (SMEs) accompanying MROC members will be provided to the MROC Secretariat no later than Wednesday of the week prior to the scheduled MROC meeting in order to inform the MROC Secretary and facilitate development of the seating plan for submission to the MROC Chairman. The MROC Secretary will ensure that Principal Members receive briefing materials as soon as available, with Associate Members designated by the MROC Chairman provided materials only as needed.

c. Requests for additional attendees other than those identified in paragraphs 5a and 5b above will be submitted to the MROC Secretariat no later than Wednesday of the week prior to the scheduled MROC meeting. The MROC Secretary will consider all additional requests and will extend by-name invitations via the MROC Secretariat.

6. MROC Secretary. The DC, P&R is designated as the MROC Secretary. The MROC Secretary will:

- a. Provide administrative support to the MROC Chairman.
- b. Schedule and coordinate MROC meetings and briefings.
- c. Ensure that briefing materials are appropriately formatted and disseminated in a timely manner.

d. Coordinate the electronic staffing of non-contentious issues.

e. Record and promulgate all MROC decisions.

f. Administratively track the implementation of MROC decisions.

g. Maintain historical files containing all MROC memoranda, briefing materials, and supporting documentation. These materials will be directly accessible to the MROC members via the MROC SharePoint site.

h. Maintain the MROC Handbook to serve as a source of information and guidance on MROC procedures and briefing preparation.

i. Assign the Director, Program Assessment and Evaluation Division to coordinate independent MROC decision support and conduct program cost and affordability assessments of prospective initiatives to ensure MROC visibility of resource impact.

j. Act as a conduit of information to the MROC Principals on MROC-related matters.

7. MROC Review Board (MRB). The MRB is a General Officer/Senior Executive Service (GO/SES) venue (1- and/or 2-star or equivalent) that serves as a decision-making body and vetting mechanism in advance of formal discussion and presentation to the MROC. MRB membership is composed of GOs/SESS assigned by each MROC Principal (to include representation from the Command, Control, Communications, and Computers Department, Intelligence Department, Marine Corps Systems Command, and the Director, Marine Corps Program Assessment and Evaluation (PA&E)). The Assistant Deputy Commandant for Programs and Resources (Programs) serves as the MRB Chairman. The MRB Chairman may request that representatives from other staff agencies/commands attend MRB meetings, on a non-voting basis, to provide technical advice and other assistance. The MRB will:

a. Ensure that coordinated, institutionally beneficial, cost-effective Operating Forces and Supporting Establishment-focused solutions are presented to the MROC. The MROC normally considers decision briefs; informational briefs are appropriate for other forums and are only scheduled at the MROC Secretary's direction.

b. Review all briefs, proposals and documents to confirm that the issues presented warrant MROC consideration and the presentations are structured to facilitate MROC decisions (Urgent Universal Need Statements (Urgent UNS) are normally not reviewed by the MRB prior to MROC staffing since their processing is time sensitive and their format is standardized). The MRB will ensure that briefs adhere to the following policies:

(1) Where appropriate, more than one course of action will be presented for MROC consideration. All courses of action will be properly costed and the total resource implications (fiscal, structure, etc.) will be presented.

(2) Each course of action involving military or civilian structure requirements or equipment initiatives will have a CD&I Total Force Structure Division (TFSD) chaired Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities/Cost Working Group (DOTMLPF/C WG) assessment completed 30 days prior to entering the MROC process. The DOTMLPF/C assessment results will be presented in the brief by a TFSD or appropriate representative.

(3) Each course of action will include two or more viable funding strategies developed by the sponsor of the proposal (Urgent UNS typically recommend a single course of action and funding strategy). The funding for at least one of the funding strategy alternatives will be sourced from lower priority or under-executing programs or funding lines under the cognizance of the proposal's sponsor. The brief will include a statement confirming that the sponsor coordinated each funding strategy with the P&R Department, and P&R believes the strategies are fiscally executable. In cases where one or more of the funding strategies involve "corporate" level funding, the proposal's sponsor will obtain funding source information from P&R. The sponsor will include the impacts/risks to all programs used as funding sources.

(4) All briefs will discuss the risk to the institution of not approving the proposal, or applying less than the requested level of resources (e.g., structure or fiscal). Risk will be defined by the capability gained, lost, delayed, or otherwise impacted. Risk will not be defined in terms of dollar amounts or the delta between funded and required equipment quantities or structure.

(5) All briefs relating to a specific acquisition program will include schedule, funding and risk charts.

c. Direct further integration and coordination be affected, if necessary, in a given topic area prior to presentation before the MROC.

d. Establish, at the MRB's Chairman's direction, ad hoc working groups to complete short-duration special projects in support of MROC issues.

e. Nominate topics for MRB/MROC consideration and advise the MROC Secretary on issues requiring MROC review.

f. Render decisions on behalf of the MROC when directed by the MROC Chairman, or when otherwise appropriate. In such cases, the MRB Chairman will forward a proposed MROC Decision Memorandum for the MROC Chairman's signature.

g. Develop and forward MRB recommendations and dissenting opinions, if any, to the MROC Chairman.

h. Act as a conduit of information to the MROC Principals on MROC-related matters.