

MARINE REQUIREMENTS OVERSIGHT COUNCIL

MROC



HANDBOOK

10 July 2013

Marine Requirements Oversight Council Handbook

The MROC Handbook is designed to familiarize users with the MROC process and to assist briefing organizations in preparing and presenting issues for MROC decision.

The MROC Principals expect presentations structured as outlined in this handbook. Following the administrative and briefing guidelines closely will prepare you for your presentation and facilitate an informed MROC decision.

The MROC handbook is produced by the MROC Secretariat. Your feedback and recommendations are welcome and should be forwarded to the Secretariat.



G.M. WALTERS

Lieutenant General, U.S. Marine Corps
MROC Secretary

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1. **REFERENCES**. See (Enclosure (1)).
2. **PURPOSE**. To familiarize users with the MROC process and assist briefing organizations prepare and present issues for MROC Review Board (MRB) review and MROC decision.
3. **MROC HISTORY, MISSION, AND FUNCTIONS**

- a. **MROC HISTORY**

(1) September 1999

(a) Commandant James L. Jones, Jr. chartered the MROC on 24 September 1999 (CMC Policy Memo 2-99) to improve the requirements review process and information flow from the operating forces. The original mission of the MROC was to advise the Commandant on matters related to defining and validating requirements and reviewing major force structure initiatives.

(b) The permanent MROC members consisted of the Assistant Commandant (Chairman), the Commanding General of Marine Corps Combat Development Command, and the Deputy Commandants. The Deputy Commandant for Programs and Resources was designated the Executive Agent for the MROC and tasked with providing administrative support for the MROC process.

(c) The MROC Review Board (MRB) was established to review briefs prior to their presentation to the MROC, nominate topics for MROC consideration, and provide advice to the MROC Chairman.

(d) The original MROC Charter also included initial Marine Corps Air-Ground Task Force (MAGTF) element advocate assignments, since the MROC was structured to provide a venue for the MAGTF element advocates to raise and discuss critical MAGTF/operating force issues. Those advocate responsibilities were originally assigned and described in CMC Policy Memo 1-99 of 21 September 1999.

(2) January 2001. On 17 January 2001, Commandant James L. Jones, Jr. published an updated MROC Charter. The new charter version updated advocate assignments, documented proponent responsibilities and assignments, and elaborated on the role of the MRB.

(3) October 2005. The Counsel for the Commandant (CL) was added as a permanent MROC member.

(4) August 2006. The Commander of Marine Forces Command (COMMARFORCOM) was added as a permanent MROC member.

(5) April 2007. The Director of the Marine Corps Staff (DMCS) was added as a permanent MROC member.

(6) July 2008. On 29 July 2008, Commandant James T. Conway published an updated MROC Charter. The updated charter reflected changes to the MROC process and membership that occurred as the MROC evolved from its original purpose (requirements validation and review of force structure initiatives) to its current role as enterprise integrator and Marine Corps leadership advisor supporting the Commandant in the execution of his Title 10 U.S. Code and Joint Chiefs of Staff responsibilities. The July 2008 Charter update included the following changes:

(a) Formally documented the earlier additions of DMCS, COMMARFORCOM, and CL as permanent voting MROC members.

(b) Added the MRB Chairman as a non-voting, permanent MROC member.

(c) Added the MROC function of conducting requirements/ acquisition gate reviews in accordance with the Department of the Navy's (DoN) Requirements/Acquisition Gate Review Process (Reference (a)).

(d) Added the decision support role of Programs & Resources Department Program Analysis and Evaluation (PA&E) Division.

(e) The charter update omitted most references to advocacy and proponentcy from the MROC Charter, directing members to adopt a MAGTF or institutional perspective when the MROC meets, rather than representing individual advocate or proponent constituencies.

(7) On 6 May 2011, Commandant James F. Amos published an updated MROC Charter. The Charter update included the following changes:

(a) Formally documented the addition of COMMARFORPAC and COMMARFORRES as permanent MROC members.

(b) Documented requirements for MROC briefs to include the following, where applicable:

1. Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities/Cost Working Group (DOTMLPF/C WG) assessment results.

2. Funding strategies and funding sources (i.e., offsets), to include identifying risks to programs used as funding sources.

3. Capability risk to the institution of not approving the proposal or applying less than the requested resources.

4. Acquisition program-related briefs to include standard schedule, funding, and risk charts.

(c) Reference (b) is the current MROC Charter, dated 6 May 2011.

b. **MROC MISSION** as published in the MROC Charter of 6 May 2011 follows:

The Marine Requirements Oversight Council (MROC) serves as the primary, senior-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 Service 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; 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 a framework body for integrating and synchronizing these diverse institutional perspectives to ensure the Commandant is well-served in effectively executing his statutory responsibilities.

c. **MROC MEMBERSHIP**. The Assistant Commandant of the Marine Corps chairs the MROC. On selected topics, the Commandant of the Marine Corps will chair the MROC (normally referred to as the Expanded-MROC (EMROC)). Principal members have voting status. When unavailable and upon approval of the MROC Chairman, principal members may have an appropriate senior person from their staff represent them and vote on their behalf. 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 (See Figure 1.):

(1) Assistant Commandant of the Marine Corps (ACMC).

(2) Director of the Marine Corps Staff (DMCS).

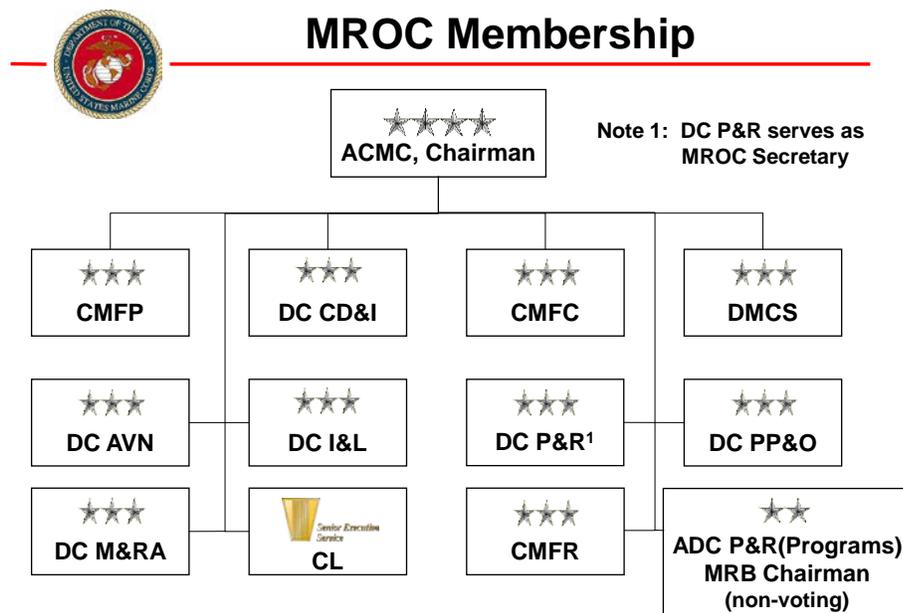
(3) Deputy Commandant for Aviation (DC AVN).

(4) Deputy Commandant for Combat Development and Integration (DC CD&I).

(5) Deputy Commandant for Installations and Logistics (DC I&L).

- (6) Deputy Commandant for Manpower and Reserve Affairs (DC M&RA).
- (7) Deputy Commandant for Plans, Policies, and Operations (DC PP&O).
- (8) Deputy Commandant for Programs and Resources (DC P&R). Also designated MROC Secretary.
- (9) Commander, Marine Forces Command (COMMARFORCOM).
- (10) Commander, Marine Forces Pacific (COMMARFORPAC).
- (11) Commander, Marine Forces Reserve (COMMARFORRES).
- (12) Counsel for the Commandant (CL).
- (13) Assistant Deputy Commandant, Programs (MRB Chairman). Non-voting member.

Figure 1. MROC Membership



d. **MROC FUNCTIONS** as published in the MROC Charter of 6 May 2011:

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 U.S. law and approved policies of the DON, the Office of the Secretary of Defense (OSD), and Joint Staff. Within the Marine Corps and the well-defined Department of Defense (DoD) framework of systems and processes (e.g., Guidance for Development of the Force (GDF); Integrated Priority Lists (IPL); Marine Corps

Force Development System (MCFDS); Urgent Needs Process (UNP); Total Life Cycle Management (TLCM); Planning, Programming, Budgeting, and Execution (PPBE) system; Joint Capabilities Integration and Development System (JCIDS), and Joint Requirements Oversight Council (JROC)), the MROC role is to validate requirements, ensure program acquisition execution, approve resource priorities and allocation, and where applicable, promote a greater degree of integration and interoperability to improve operational effectiveness with DON and the Joint establishment. The MROC will:

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

(2) Manage and Oversee the Marine Corps Performance Management Framework to improve resource visibility throughout the PPBE system and provide relevant information to support the annual Marine Corps Strategic Health Assessment (MCSHA). Review, validate and approve the annual MCSHA to improve understanding of resource to readiness effects and support Marine Corps leadership resource decisions.

(3) Review, validate and approve the Marine Corps Enterprise Integration Plan (MCEIP), the culminating document created at the end of the annual MCFDS integrated capabilities planning (ICP) cycle, as foundational input for annual POM development program reviews, capability development, and decision support to the programming process. 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 Urgent Universal Need Statements (UUNS), validate them and direct appropriate action such as funding priority and offsets.

(4) Conduct reviews of activities that pertain to preparations for the Service development of the Program Objective Memorandum (POM) and Strategic Investment Plan (SIP). When directed, review issues of substance within the POM development process and evaluate the draft Marine Corps POM and SIP in preparation for CMC decision.

(5) 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 describes the process.

(6) 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.

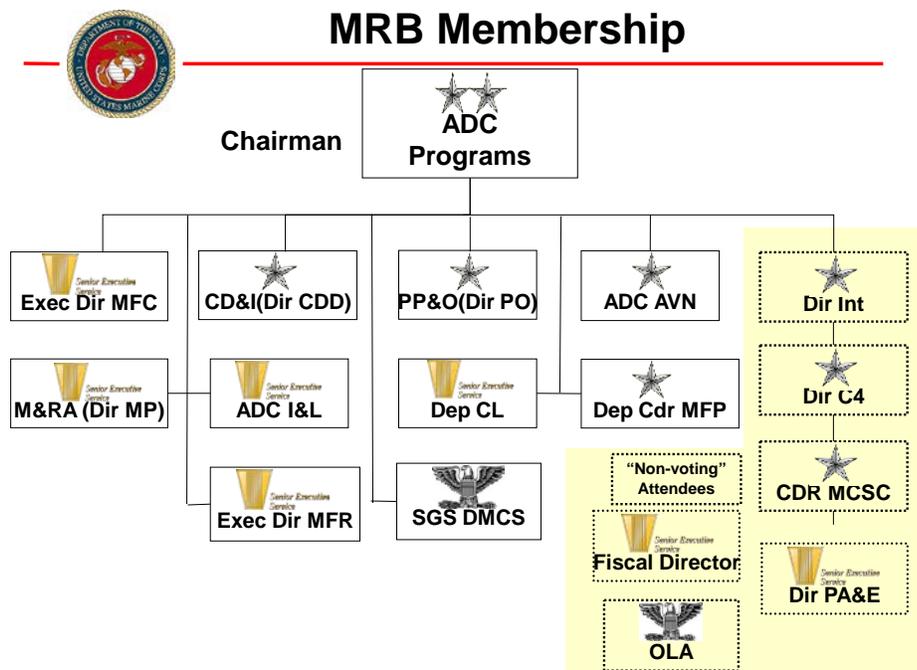
(7) Develop recommended Marine Corps positions and strategies on DoD, Joint and Naval concepts, capabilities proposals, programs, and issues. These include, but are not limited to, issues that are scheduled for the DepSecDef-chaired Deputy’s Management Action Group (DMAG), SECNAV, JROC, or AMCB review/action.

4. **MROC REVIEW BOARD (MRB)**

a. **MRB OVERVIEW.** The MRB is a General Officer/ Senior Executive (GO/SES) venue (1-2 star or equivalent) that serves as a decision-making body and vetting mechanism in advance of formal discussion and presentation of topics to the MROC.

b. **MRB MEMBERSHIP.** The Assistant Deputy Commandant (Programs) chairs the MRB. MRB voting members are GOs/SESs assigned by each MROC Principal. Director C4, Director Intelligence, Marine Corps Systems Command, the Fiscal Director of the Marine Corps, Director, Marine Corps Program Analysis and Evaluation (PA&E), and the Legislative Assistant to the Commandant are also represented as non-voting members. 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.

Figure 2. MRB Membership



c. **MRB FUNCTIONS** (as published in the MROC Charter of 6 May 2011):

(1) 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.

(2) Review all briefs, proposals and documents to confirm the issues presented warrant MROC consideration and the presentations are structured to facilitate MROC decisions (note: UUNS are normally not reviewed by the MRB prior to MROC staffing since their processing is time sensitive and their format is standardized). The MRB also recommends suitable topics for electronic staffing vice formal briefing, when appropriate. The MRB will ensure that briefs adhere to the following policies:

(a) 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.

(b) Each course of action involving military or civilian structure requirements or equipment initiatives will have a CD&I Total Force Structure Division (TFSD) chaired 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.

(c) 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 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.

(d) 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.

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

(3) Direct that further integration and coordination be effected, if necessary, in a given topic area prior to presentation before the MROC.

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

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

(6) 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.

(7) Develop and forward MRB recommendations and dissenting opinions, if any, to the MROC Chairman.

(8) Act as a conduit of information to the MROC Principals on MROC-related matters.

d. MRB PROGRAM REVIEWS

(1) The MRB also conducts periodic , formal reviews of Marine Corps investment programs. A majority of the MRB program reviews will involve Marine Corps acquisition programs (i.e., All Marine Corps ACAT I/II and select ACAT III/IV programs), but other non-acquisition programs involving significant Marine Corps investments may also be reviewed. The intent is to review major acquisition programs to keep senior USMC leadership informed of program status and appropriately influence programs, when necessary, prior to requirements or acquisition events, to include (but not limited to) ASN(RDA) Gate Reviews, milestone decision reviews, and substantial or significant Acquisition Program Baseline (APB) changes. At a minimum, Marine Corps ACAT I/II programs shall be reviewed annually.

(2) MRB members may nominate candidate programs via the MROC Secretariat. The MROC Secretary shall approve the list of eligible programs for MRB scheduling.

(3) During their reviews, the MRB shall:

(a) Review the program's capabilities development documentation, requirements changes (over time), acquisition program baseline (APB) changes, program cost, schedule, performance and other issue risks/challenges.

(b) Confirm that the capability remains a current requirement and that the program is designed to procure a solution that provides the required capability.

(c) Review program health/status and ship integration suitability assessments.

5. **MROC SECRETARY RESPONSIBILITIES**. DC P&R is designated the MROC Secretary. The MROC Secretary's functions include the following:

- a. Provide administrative support to the MROC and MRB Chairmen.
- b. Schedule and coordinate MROC/MRB meetings and briefings.
- c. Ensure 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/MRB memoranda, briefing materials, and supporting documentation. These materials will be directly accessible to the MROC and MRB 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 Analysis and Evaluation Division to coordinate independent MROC decision support and conduct assessments of prospective initiatives.
- j. Act as a conduit of information to the MROC Principals on MROC-related matters.
- k. The MROC Secretary has established an MROC Secretariat within the P&R Department to assist him in the execution of his MROC Secretary responsibilities. Enclosures (2) and (3) contain MROC Secretariat functions and contact information, respectively.

6. **MROC PROCESS**

a. **MROC PROCESS OVERVIEW**

(1) The MROC is first and foremost, a deliberative, decision-making body. The MROC process is, therefore, organized to provide decision briefs that will facilitate informed MROC decisions.

(2) The MROC normally does not schedule information briefs, as there are other avenues for providing informational topics to the senior leadership (e.g., MCATS, General Officer Symposium (GOS), Executive Offsite (EOS), informal staffing, ad hoc meetings, and e-mail).

(3) Since the MROC's chartered mission is to advise and assist the Commandant in the execution of his Title 10 USC and JCS responsibilities, issues appropriate for MROC consideration fall within a wide range of Service functions related to those responsibilities. While the range of issues is diverse, the issues have the following in common: they require decision at the 3-4 Star General Officer level; they involve critical issues having cross-cutting Corps or MAGTF-wide impact; and, they require integration or synchronization with other capabilities, functions, or equities.

(4) The MROC considers issues within the well-defined DoD and Marine Corps framework of systems and processes. Therefore, the MROC will not consider issues for decision when doing so would result in the circumvention or bypassing of established DoD, Joint, DoN, or Marine Corps processes for deciding or prioritizing such issues (e.g., to seek MROC funding approval for an initiative or program rather than to compete for funding in the PPBE process).

(5) A majority of issues presented for MROC consideration are formally briefed at MROC meetings. However, some do not require "in-person" briefing and are suitable for electronic MROC staffing. Subsequent sections of this handbook discuss the formal briefing and electronic staffing processes.

(6) MROC decisions resulting from formal briefs or electronic staffing are documented in MROC Decision Memoranda that are signed by the MROC Chairman.

(7) All topics scheduled for formal MROC briefs, and many topics slated for electronic staffing, are reviewed by the MRB prior to consideration by the MROC. Waivers to this rule are only approved with justification.

(8) The MROC Secretariat acts as a trusted agent and assists briefers in navigating the MROC process. This includes providing advice and assistance, clarifying requirements, reviewing briefing materials for adherence to content and format policies.

b. **TOPIC IDENTIFICATION.** Topics for MROC scheduling consideration are brought to the attention of the MROC Secretariat via a number of means, to include the following:

(1) Top-down direction. The MROC Chairman or MROC Secretary may direct the scheduling of a topic.

(2) Requests for scheduling. The MROC members or other HQMC Department Heads may request to schedule a topic. Commander, Marine Corps Systems Command (MCSC) and Program Executive Officer, Land Systems (PEO LS) may also request scheduling for acquisition-related topics. Normally, they do so via their Executive Assistants/Chiefs of Staffs, designated MROC points of contact (POCs), or other senior staff members.

(3) MROC, EOS, or MRB generated topics. MROC, EOS, or MRB meeting discussion and decisions may result in the identification of new topics or comeback briefs requiring MROC scheduling. Likewise, the MROC may decide that an issue requires CMC approval. In such cases, a subsequent MROC meeting with the Commandant in attendance is normally scheduled to present the MROC's recommendation(s) to the Commandant. In some cases, the MROC Chairman may decide to discuss the MROC's recommendation(s) with the Commandant individually, or in a smaller group. In those cases, the MROC Secretariat will request feedback in order to document the Commandant's decision(s) in an MROC decision memorandum.

(4) Topics may be identified as a result of external forum discussion or decision, or in preparation for presenting a topic at an external forum. For example, the Marine Corps leadership may decide to discuss a topic at the MROC prior to its presentation to the Army-Marine Corps Board (AMCB), Joint Requirements Oversight Council (JROC), or a Department of the Navy forum.

(5) Recurring topics. Certain recurring topics, such as UUNS approval requests, Program Objective Memorandum (POM) development related topics, Unfunded Programs Lists (UPL), Fiscal Year Mid-Year Reviews, Marine Corps Aviation Plan, Joint Capabilities and Technology Demonstrations (JCTDs), and capability development documents are normally considered appropriate for MROC consideration and decision.

(6) Returning topics. In some cases, previously decided issues may need to be revisited due to changing circumstances. In such cases, the issue should be revisited by the MROC to ensure that the subsequent decision is formally documented as an MROC decision.

(7) MROC Secretariat identified topics. The MROC Secretariat may recognize the need to consider a topic for MROC scheduling based on conversations with senior leaders, their staffs, or other input.

c. **MROC/MRB SCHEDULING**

(1) **Pre-Scheduling Activities.** It is incumbent on the sponsoring organization to effect all necessary formal/informal staffing and coordination with HQMC process owners (e.g., Total Force Structure, Expeditionary Force Development, Manpower, Acquisition, Programming, Budgeting, and Fiscal Execution) and stakeholders prior to entering the MROC process. This includes, but is not limited to:

- (a) Completion of a TFSD chaired DOTMLPF/C WG assessment 30 days prior to entering the MROC process.
- (b) P&R validation of all cost estimates.
- (c) Coordination with P&R to identify prospective funding strategies, alternatives, and offsets.
- (d) Coordination with M&RA input on manning impacts.
- (e) Coordination with I&L on facility, military construction, or environmental impacts.
- (f) MARFOR/Operating Force coordination (when appropriate).

Early liaison with the MROC Secretariat can be useful in identifying pre-scheduling coordination requirements.

(2) **Scheduling Requests.** Organizations requesting scheduling will complete and forward a scheduling request form to the MROC Secretariat. Enclosure (4) is the scheduling request form template. The MROC Secretariat uses the information provided in the scheduling request to determine the following:

- (a) The purpose of the brief, associated issue(s), areas of contention, and decisions sought.
- (b) Whether the topic warrants MROC consideration based on the MROC's chartered mission and functions.
- (c) Whether all necessary staffing and coordination has been accomplished with process owners and stakeholders.
- (d) Whether to recommend to the MROC Secretary that an independent assessment of the topic/initiative be conducted.
- (e) When the sponsoring organization will be prepared to provide briefing slides, an executive summary, and other supporting materials.
- (f) The desired briefing or electronic staffing timeframe, timeline drivers (if any), and the impact of a failure to obtain an MROC decision within the desired timeframe. This information is used to prioritize topics in case of competing scheduling priorities.
- (g) Whether a formal brief at an MROC meeting or electronic staffing is appropriate.

(h) Prospective pre-brief and MRB/MROC meeting dates/times; in the case of an electronically staffed topic, the prospective due date for MCATS staffing responses.

(3) Scheduling Approval

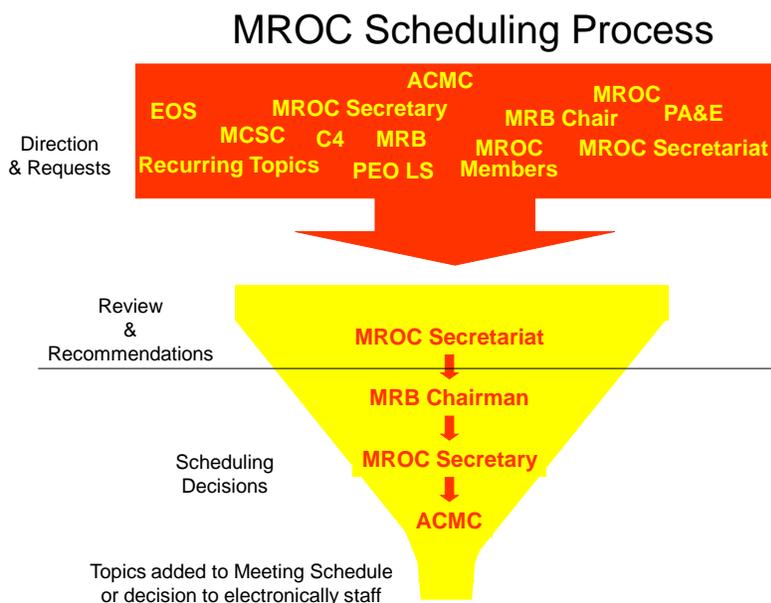
(a) The MROC Secretariat uses the information from the sponsoring organization’s scheduling request and conducts additional coordination, as needed, to develop a scheduling recommendation for MROC Secretary approval.

(b) After coordinating with the MRB and MROC Chairmen’s offices to develop prospective pre-brief and MRB/MROC meeting dates and times, the MROC Secretariat meets with the MROC Secretary to discuss the scheduling recommendation and obtain the Secretary’s approval for scheduling the brief or electronically staffing the topic.

(c) Once approved for scheduling, the sponsoring organization’s POC is notified and the topic is added to the MROC schedule. The MROC schedule is normally distributed via e-mail attachment to the MROC and MRB members’ front offices and other approved parties each Friday. The MROC schedule is also posted on the MROC Archive SharePoint site (see paragraph 8 “Administrative Topics” for more information on the MROC schedule, e-mail distribution list composition, and MROC Archive SharePoint site access).

(d) Figure 3 depicts a high level view of the MROC scheduling process. The figure displays the wide range of sources for identifying prospective MROC topics, the MROC Secretariat reviewing and developing scheduling recommendations, and scheduling approval by the MROC Secretary, and in some cases the MROC Chairman.

Figure 3. MROC Scheduling Process



d. **FORMAL BRIEFING PROCESS.** There are several required events leading up to an MROC meeting. Required events normally span a two to three week period depending on the needs of the individual topic, principal participant availability, and other considerations. The following constitute the required events in the briefing process (Figure 4 depicts a notional schedule of the key events in the formal briefing cycle):

(1) **Scheduling of Key Events.** The formal briefing process begins with scheduling the topic for each of the required events. The MROC Secretariat strives to accommodate the briefing organizations’ scheduling desires when possible. Meeting scheduling is, however, contingent on MROC/MRB Chairman availability and other considerations to include the following: the criticality of attaining MROC decision on an issue in advance of any deadlines; the prioritization of topics competing for meeting timeslots; facilitating attendance of the MROC member sponsoring the topic and other senior leaders with key equities, and whether an independent assessment of the initiative is directed. Under normal circumstances, sufficient time is allotted between pre-briefs and meetings to refine the presentation as it moves toward a scheduled MROC. There are, however, occasions when events must be rescheduled. In such cases, the MROC Secretariat will coordinate and disseminate schedule changes as they arise.

(2) **Briefing Organization Responsibilities.** Briefing organizations are responsible for ensuring their briefer(s) are available and prepared for each scheduled event; briefing materials have been approved by their leadership prior to submission to the MROC Secretariat; and all required briefing materials are submitted by established due dates.

Figure 4. MROC Cycle Battle Rhythm



(3) Submission of Briefing Materials to the MROC Secretariat.

Required read ahead/briefing materials consist of a PowerPoint slide presentation, executive summary, and any other supporting materials needed to prepare the MRB/MROC members for the brief and their deliberations. All briefing materials are due to the MROC Secretariat no later than 2 working days prior to the MRB Pre-Brief. The due date may be adjusted in the event that an independent assessment of the topic/initiative is directed. Executive Summary and slide presentation guidelines and formats are located at enclosures (5) and (6), respectively.

(4) MRB Chairman Pre-Brief

(a) The purpose of the MRB pre-brief is to 1) orient the MRB Chairman to the brief and associated issues; 2) confirm that all necessary coordination and staffing has been completed; 3) confirm that the brief is structured logically, supports the purpose and recommendations of the brief, and contains all information necessary to facilitate an informed MROC decision; and 4) prepare briefers for likely MRB/MROC questions or concerns.

(b) MRB pre-briefs are informal, conducted with lap charts, and scheduled for 30 minutes in the MRB Chairman's office (4E335) 2-3 working days prior to the scheduled MRB meeting. Attendees normally include the MRB Chairman, the briefer(s), an MROC Secretary representative, and P&R advisors. Briefing teams are normally limited to 2 members per topic. The MRB Chairman may invite additional pre-brief attendees and SMEs to facilitate a fuller discussion of the subject, as well as members of his P&R staff.

(c) Briefers should bring a copy of all briefing materials for themselves and the members of their briefing team. The MROC Secretariat will provide copies for the MRB Chairman and other attendees.

(d) The Uniform for MRB Pre-Briefs (and all MROC events) is the HQMC uniform of the day (or Service equivalent) for military and business suit for civilians.

(e) At the conclusion of the MRB pre-brief, the MROC Secretariat and briefer confirm any slide presentation refinements and the due date for submitting the refined slide presentation to the MROC Secretariat.

(f) The MROC Secretariat is responsible for scheduling an MRB pre-brief for the MRB Chairman. Other MRB members desiring a pre-brief should contact the briefing organization directly to schedule a pre-brief. Briefer contact information can be found on the MROC Schedule.

(5) **MRB Read Ahead**

(a) The MRB read ahead, consisting of the slide presentation, executive summary, and any supporting materials is sent to the MROC e-mail distribution list 24-48 hours prior to the MRB. In the case of particularly sensitive content, distribution may be further restricted. Parties who wish to obtain a copy of the briefing materials in advance of the read ahead should contact the briefer or sponsoring organization's POC directly to obtain a copy.

(b) The slide presentation is considered final once the read ahead has been electronically distributed. After that, slide presentation changes will only be accepted to correct factual inaccuracies, and then only if the changes are received 24 or more hours in advance of the MRB meeting. Briefers will speak to any inaccuracies identified within the 24 hour window when they brief the topic to the MRB. It is highly recommended that briefing organizations conduct all internal pre-briefs with their own leadership well in advance of their submission of the read ahead to prevent late changes.

(c) MRB read aheads contain sensitive, pre-decisional content. Read ahead recipients are to limit further distribution to those staff members who require the information to prepare their MRB representatives for the meeting or in the performance of their duties. Under no circumstances are read ahead materials to be released outside the Marine Corps without the express approval of the MROC Chairman or MROC Secretary.

(6) **MRB Brief**

(a) The MRB brief is a formal brief to the chairman and members of the MRB. MRB meetings are normally conducted on a weekly basis, but may be scheduled more or less frequently based on need. Briefers are normally allotted a maximum of 45 minutes for their brief, to include 20 minutes for questions and answers (Q&A).

(b) Attendees include the MRB Chairman, MRB members, briefer(s), and MROC Secretariat representatives. The MRB Chairman may invite guests or SMEs to facilitate a fuller discussion of the subject. Depending on topic, backseaters may be approved at the discretion of the MRB Chairman. Requests for backseat attendance should be made through the MROC Secretariat a minimum of 2 working days prior to the MRB meeting.

(c) At the conclusion of the MRB brief and deliberations, the MRB may decide to:

1. Forward the topic for formal MROC briefing without modification.

2. Forward the topic for formal MROC briefing with directed refinements.

3. Recommend to the MROC Secretary that the topic be electronically staffed to the MROC as a non-contentious issue (a.k.a. “paper” MROC).

4. Include MRB recommendations and dissenting opinions on issues forwarded for MROC consideration.

5. Direct further integration, coordination or modification prior to forwarding the topic to the MROC (this may entail an MRB comeback brief).

6. Recommend to the MROC Secretary that the topic be withdrawn from the MROC process. This may occur if the MRB determines the topic does not warrant MROC consideration, because it is strictly informational (i.e., no decision required) or one that can be resolved without MROC decision.

7. Resolve the issue at the MRB level without further MROC action.

(d) Classified Briefs. For classified briefs, attendees must have current visit request/clearance information on file with the P&R security office a minimum of two working days in advance of the MRB meeting. Attendees are asked not to bring cell phones, PDAs, lap top computers, or other electronic devices to classified briefs. The MROC Secretariat will collect these devices prior to the start of classified briefs. The devices will be returned to attendees at the conclusion of the meeting.

(e) MRB meetings are normally held in the H. M. Smith Conference Room located in the Pentagon Room 4E771. The MROC schedule lists the location of each event. The Smith Conference room is capable of handling up to 16 secure, internet protocol-based video-teleconference (VTC) links simultaneously. MRB members who wish to attend an MRB meeting via VTC should have their VTC POC coordinate with the MROC Secretariat a minimum of 1 working day prior to the meeting.

(f) The Uniform for MRB meetings is the HQMC uniform of the day (or Service equivalent) for military and business suit for civilians.

(g) At the conclusion of the MRB meeting, the MROC Secretariat and briefer will confirm any slide presentation refinements and the due date for submitting the refined slide presentation to the MROC Secretariat.

(7) MROC Secretary (DC P&R) Pre-Brief

(a) The purpose of the MROC Secretary pre-brief is to 1) orient the MROC Secretary to the brief and associated issues; 2) confirm that the brief is

ready for MROC presentation; and 3) prepare the briefers for likely MROC questions or concerns.

(b) MROC Secretary pre-briefs are informal, conducted with lap charts, and scheduled for 30 minutes in the MROC Secretary's office (4E336). The pre-brief is normally scheduled 2-3 working days prior to the MROC Chairman's pre-brief. Attendees normally include the MROC Secretary, MRB Chairman, the briefers, an MROC Secretary representative, and P&R advisors. Briefing teams are normally limited to two members per topic.

(c) Briefers should bring a copy of all briefing materials for themselves and the members of their briefing team. The MROC Secretariat will provide copies for the MROC Secretary and other attendees.

(d) The Uniform for the MROC Secretary pre-brief (and all MROC events) is the HQMC uniform of the day (or Service equivalent) for military and business suit for civilians.

(e) At the conclusion of the MROC Secretary pre-brief, the MROC Secretariat and briefers will confirm any slide presentation refinements and the due date for submitting the refined slide presentation to the MROC Secretariat.

(f) The MROC Secretariat is responsible for scheduling MROC pre-briefs for the MROC Secretary and the MROC Chairman. Other MROC members desiring a pre-brief should contact the briefing organization directly to schedule a pre-brief. Brifer contact information can be found on the MROC Schedule.

(8) **MROC Read Ahead**

(a) The MROC read ahead, consisting of the slide presentation, executive summary, and any supporting materials is sent to the MROC e-mail distribution list as early as possible but no later than 24-48 hours prior to the MROC. In the case of particularly sensitive content, distribution may be further restricted. Parties who wish to obtain a copy of the briefing materials in advance of the read ahead should contact the briefers or sponsoring organization's POC directly to obtain a copy.

(b) The slide presentation is considered final once the read ahead has been electronically distributed. After that, only slide presentation changes to correct previously unidentified factual inaccuracies will be accepted, and then only if the changes are received 24 or more hours in advance of the MROC Chairman pre-brief. Briefers will speak to any factual inaccuracies identified within the 24 hour window when they pre-brief the topic to the MROC Chairman.

(c) MROC read aheads contain sensitive, pre-decisional content. Read ahead recipients are to limit distribution to those staff members who require the information to prepare their MROC representatives for the meeting or in the performance of their duties. Under no circumstances are read ahead materials to be released outside the Marine Corps without the express approval of the MROC Chairman or MROC Secretary.

(9) **MROC Chairman (ACMC) Pre-Brief**

(a) The purpose of the MROC Chairman pre-brief is to orient the MROC Chairman to the brief and associated issues; confirm that the brief is ready for MROC presentation; and prepare the briefers for likely MROC questions or concerns.

(b) MROC Chairman pre-briefs are informal, conducted with lap charts, and scheduled for 15-30 minutes in the MROC Chairman's office (4E756). The pre-brief is normally scheduled the 1-2 working days prior to the MROC brief. Attendees normally include the MROC Chairman, the Military Assistant to the Assistant Commandant, the briefer(s), and an MROC Secretariat representative. The MROC Secretary or MRB Chairman may also attend. Briefing teams are normally limited to 2 members per topic.

(c) Briefers should bring a copy of all briefing materials for themselves and the members of their briefing team. The MROC Secretariat will provide copies for the MROC Chairman and other attendees.

(d) The Uniform for the MROC Chairman pre-brief (and all MROC events) is the HQMC uniform of the day (or Service equivalent) for military and business suit for civilians.

(e) At the conclusion of the pre-brief, the MROC Secretariat and briefer will confirm any MROC Chairman-directed slide presentation refinements and the due date/time for submitting the refined slide presentation to the MROC Secretariat. Only refinements approved at the MROC Chairman pre-brief will be accepted.

(10) **MROC Brief**

(a) The MROC brief is a formal brief to the MROC Chairman and members. MROC meetings are normally conducted on a weekly basis in the H.M. Smith conference room (Pentagon room 4E771), but may be scheduled more or less frequently based on need. Briefers are normally allotted up to 45 minutes for their brief, to include 20 minutes for questions and answers (Q&A).

(b) The MROC is considered an internal senior leadership decision-making forum. Therefore, attendance is controlled to facilitate frank senior leadership discussion of topics that are often sensitive. Attendees include the

MROC Chairman, MROC members, Legislative Assistant to the Commandant, Director Public Affairs, Fiscal Director of the Marine Corps, Director USMC Program Analysis and Evaluation (PA&E), Military Assistant to the Assistant Commandant, briefer(s), and MROC Secretariat representatives. The Commandant attends MROC briefs when issues require his presence.

(c) MROC members are normally afforded the courtesy of bringing one SME to backseat them at the MROC meeting, except in the case of Executive Session meetings. External guests (i.e., from non-USMC organizations) and additional Marine Corps attendees require MROC Secretary approval. Requests for external guests should be made through the MROC Secretariat as early in the MROC process as possible to allow for approval and the extension of formal invitations. The names of backseat USMC attendees and requests for additional USMC attendees will be made through 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 a seating plan for submission to the MROC Chairman.

(d) Classified Briefs. For classified briefs, attendees must have current visit request/clearance information on file with the HQMC AR Division security office a minimum of 2 working days in advance of the MROC meeting. Attendees are asked not to bring cell phones, PDAs, lap top computers, or other electronic devices to classified briefs. The MROC Secretariat will collect these devices prior to the start of classified briefs. The devices will be returned to attendees at the conclusion of the meeting.

(e) The H.M. Smith conference room is capable of handling up to 16 secure, internet protocol-based video-teleconference (SIPRNET VTC) links simultaneously. MROC members who wish to attend an MROC meeting via VTC should have their VTC POC coordinate with the MROC Secretariat a minimum of 2 working days prior to the meeting.

(f) Briefers should bring a copy of all briefing materials for themselves and the members of their briefing team. The MROC Secretariat will provide copies for the MROC Chairman, MROC members, and invited guests.

(g) The Uniform for MROC meetings is the HQMC uniform of the day (or Service equivalent) for military and business suit for civilians.

(h) The MROC Secretariat drafts a MROC Decision Memorandum (MROCDM) to document the results of each MROC brief. Paragraph 7 “MROC Documentation” of this handbook discusses MROCDMs.

e. **MROC ELECTRONIC STAFFING PROCESS (“PAPER” MROCs)**

(1) **Topics Suitable for Electronic Staffing**

(a) Electronic MROC staffing (also known as “Paper” MROCs) is reserved for topics that are not contentious or do not require a formal “in-person” MROC brief. Capability documents, such as Initial Capability Documents (ICDs), Capability Development Documents (CDDs), and Capability Production Documents (CPDs) are usually staffed electronically, since they have already undergone formal staffing as part of the Expeditionary Force Development Process (EFDS) and are normally not contentious. Likewise, Urgent Universal Needs Statements (UUNS) also lend themselves to electronic staffing, since they follow a standard format the MROC members are familiar with and have already been reviewed by representatives of a majority of the MROC members at the CD&I-chaired Capability Development and Integration Board (CDIB) prior to MROC staffing. For other topics, required documentation consists of a PowerPoint slide presentation, executive summary, and any other supporting materials needed to ensure that the MROC members fully understand the issue and the decision(s) sought.

(b) Topics that do not fall within the capability document or UUNS categories, but are believed suitable for electronic staffing, are often formally briefed to the MRB prior to electronic MROC staffing. The MRB brief confirms the topic is not contentious and does not require a formal MROC brief. It also facilitates MRB guidance for refining the slide presentation and supporting materials, which is important to ensure the required documentation clearly articulates the issue(s), decisions sought, and potential impacts. Finally, the MRB brief familiarizes the MROC member staffs with the issue prior to MROC staffing. Once the MRB confirms the topic is suitable for electronic staffing, the MRB Chairman recommends the MROC Secretary approve the topic for electronic staffing.

(2) **MROC Staffing Memoranda (MROCSM) & Recipients.** Once the MROC Secretary approves a topic for electronic staffing, the MROC Secretariat drafts a MROCSM for the MRB Chairman’s signature. MROCSMs are serialized (e.g., MROCSM 01-2013, 02-2013, etc.) and identify the topic, enclosure(s), due date, and topic POC information. The signed MROCSM and enclosures (e.g., slide presentation, executive summary and supporting materials) are entered into the Marine Corps Action Tracking System (MCATS) and addressed to the following MROC member organizations’ organizational accounts:

- DMCS_MCATS
- AVN_MCATS
- PPO_MCATS
- IL_MCATS
- MCCDC_MCATS
- MRA_MCATS
- CL_MCATS
- PR_MCATS
- MARFORCOM_G9_MCAT
- MFP_MCATS
- MFR_MCATS

The MROC Secretariat simultaneously sends an e-mail to the MROC e-mail distribution list confirming the MROCSM has been sent to the MCATS accounts for action and the due date.

(3) **MROCSM Response Due Dates.** MROCSMs are normally due 10 working days from the date entered in MCATS (5 working days for UUNS). Due dates may be adjusted on a case-by-case basis.

(4) **MROCSM Responses**

(a) MROC members may concur, concur with comment, or non-concur (with rationale) with the recommendations contained in an electronically staffed topic.

(b) If all MROC members concur with the recommendations, the MROC Secretariat will draft a proposed MROC Decision Memorandum (MROCDM) and forward it for the MROC Chairman's signature.

(c) In the event one or more MROC members concur with comment, the MROC Secretariat will forward the comments to the topic sponsor for the sponsor's response. Comments and responses may be included in the proposed MROCDM.

(d) In the event one or more MROC members non-concur with one or more recommendations, the non-concurrences will be forwarded to the topic sponsor. The MROC Secretariat will allow a reasonable time period (e.g., one week) for the topic sponsor to resolve the non-concurrence(s) with the non-concurring MROC member(s). In the event the non-concurrence(s) are not resolved, the MROC Secretariat will obtain guidance from the MROC Secretary. The MROC Secretary may direct a formal MRB and/or MROC brief, or consult with the MROC Chairman to resolve the issue.

(e) MROC member responses to electronically staffed topics must be signed by the MROC member or deputy, and delivered to the MROC Secretariat on or before the due date. MROC member staffs must contact the MROC Secretariat to request an extension in the event a response cannot be provided by the established due date. The MROC Secretariat accepts Adobe Acrobat file, facsimile, or hard copy signed responses.

7. MROC DOCUMENTATION. In addition to MROC Charter (reference (b)) and MROCSMs (discussed in paragraph 6.e.(2)), the following memoranda are used to document MROC/MRB results and policies:

a. **MROC DECISION MEMORANDA (MROCDM)**

(1) MROCDMs formally document the results of all MROC briefs and electronically staffed topics, and are signed by the MROC Chairman. MROC DMs are serialized (e.g., MROC DM 01-2013, 02-2013, etc.), include the purpose of the brief/topic, a list of attendees (for briefs), discussion highlights or staffing results, and decisions/taskings. MROCDMs frequently include enclosed copies of the associated brief(s), executive summaries, and other supporting materials.

(2) Because the MROC is an internal HQMC senior leadership forum and MROCDMs document MROC deliberation highlights and decisions on critical issues that are often “works in progress” or business sensitive, MROCDMs are produced at the For Official Use Only (FOUO) level, and distribution is limited to those who require the information in the performance of their duties. MROC DMs and briefs should not be distributed widely within staffs and their release outside the Marine Corps is prohibited without prior approval of the MROC Chairman or MROC Secretary. Requests to release MROC briefs or MROC DMs outside the Marine Corps should be forwarded to the MROC Secretariat. While MROCDMs are primarily for the benefit of the MROC members and their staffs who must take action as a result of MROC decisions, those decisions often result in MARADMINs, ALMARs, White Papers, Marine Corps Orders or Bulletins, or other correspondence that is for the benefit of wider audiences.

(3) The MROC Secretariat authors Decision Memoranda and will frequently forward a copy of draft MROCDM to the briefer(s) and recipient(s) of significant taskings for informal comment. Responses are due within 48 hours of receipt of the draft MROCDM. Briefer/tasking recipient comment is solicited to ensure that the final product presented to the MROC Chairman for signature accurately depicts the discussion highlights, decisions, and taskings that will be clearly understood by those who must take actions as a result of the MROC’s decisions. This solicitation of informal input should not, however, be construed as granting briefers/tasker recipients approval authority over MROCDM content, as the MROC Secretary remains responsible for the accuracy and quality of MROCDMs submitted for MROC Chairman signature.

(4) MROCDMs are normally presented to the MROC Chairman for signature within two weeks of the MROC brief. To achieve that timeline, it is imperative that those involved with staffing draft MROCDMs expedite their processing.

(5) Once signed, the MROC Secretariat distributes MROCDMs within 24 hours to the MROC e-mail distribution list and posted to the MROC Secretariat Archive SharePoint site. In the case of particularly sensitive content, distribution may be further restricted. Copies of MROCDMs are also provided for the Commandant's review. Parties who are not members of the MROC e-mail distribution list, may contact the MROC Secretariat to request copies of MROC DMs. MROC DMs are also archived at the MROC SharePoint Site, which is discussed in Paragraph 8 "Administrative Topics" of this handbook.

b. **MROC MEMORANDA (MROCM)**. Serialized MROCMs are used to promulgate MROC policy and administrative information to the MROC members.

c. **MRB MEMORANDA (MRBM)**. The MRB Chairman uses serialized MRB Memoranda (MRBM) to document the results of MRB briefs that are not intended for MROC presentation (e.g., MRB Program Reviews), are decided at the MRB level, or are not forwarded to the MROC for some other reason (e.g., not suitable or ready for MROC presentation).

8. ADMINISTRATIVE TOPICS

a. **MROC Member Staff POCs**. The MROC and MRB member organizations and the MARFOR headquarters shall designate one or more staff members as their MROC POC(s) to facilitate the flow of MROC-related information and materials, and to coordinate with the MROC Secretariat on administrative issues involving their organization. MROC POCs are responsible for:

(1) Serving as the MROC/MRB liaison between their Principals and the MROC Secretariat.

(2) Informing Action Officers within their organization of the procedures outlined in this handbook.

(3) Reviewing the content and format of the briefings and executive summaries for conformance to the guidelines set forth in this handbook.

(4) Obtaining their Principal's approval of all briefs and executive summaries sponsored by their Principal for MRB/MROC consideration; and, providing electronic copies of these documents and other supporting documents, as required, to the MROC Secretariat by established due dates.

(5) Providing their Principals with copies of briefs and supporting documentation for all MROC actions.

(6) Coordinating with the MROC Secretariat on MROC e-mail distribution list composition and MROC Archive SharePoint site access for designated staff members.

(7) Establishing internal distribution policies within their organizations to disseminate MROC related briefs and memoranda to appropriate staff members (who require the information in the performance of their duties).

b. **MROC Schedule.** The MROC Secretariat maintains the current MROC Schedule, which lists all scheduled topics, and their associated MRB/MROC pre-brief and meeting dates. POC contact information for each topic is also listed. The MROC Secretariat also produces a calendar view of MROC and MRB meetings sans pre-briefs. The MROC schedule and calendar view are normally distributed each Friday to members of the MROC e-mail distribution list and posted to the MROC Archive SharePoint site.

c. **MROC E-Mail Distribution List.** The MROC Secretariat maintains an e-mail distribution list, which is used to distribute MROC schedules, read aheads, MROCDMs, and announce schedule changes. The e-mail distribution list is comprised of designated staff members from the MROC/MRB member organizations and MARSOC. Distribution list membership is limited to those who regularly participate in the MROC process and have a recurring need to be apprised of the MROC schedule, read aheads, and MROCDMs. These include HQMC General Officers/Senior Executives, MROC member Executive Assistants/Chiefs of Staff, Secretaries/ Schedulers, Aides, and designated MROC Member Staff POCs. MROC member organizations may establish internal distribution lists to further distribute MROC documentation within their organization. Recipients should be informed on their responsibility for safeguarding MROC-related information.

d. **MROC Archive SharePoint Site**

(1) Content. The MROC Secretariat maintains a SharePoint site containing an archive of MROCDMs and associated supporting documentation (e.g., PowerPoint briefs and executive summaries), the current MROC Schedule and meeting calendar, the MROC Charter, a list of designated MROC POCs within the MROC and MRB member organizations and MARFOR Headquarters, and MROC Secretariat contact information. Army-Marine Corps Board minutes and briefs, and Acquisition/Requirements Gate Review related information is also available at this site. The MROC Archive SharePoint Site is located at:

<https://ehqmc.usmc.mil/org/pr/extcoord/mrocambgate/default.aspx>

(2) Access. The MROC schedule, meeting calendar, MROC Charter, list of designated MROC POCs at member organizations, MROC Secretariat contact information, AMCB, and Gate Review related information are accessible to anyone with a MCEITS SharePoint account. Access to the MROCDM archive and associated documentation is limited to those who regularly participate in the MROC process and/or have a recurring need to access a wide range of

archived material. Members of the MROC e-mail distribution list are automatically added to the archive access list. Others who believe they have a recurring need to access a wide range of MROC archived documentation should contact their organization's designated MROC POC, who will validate their need and contact the MROC Secretariat to arrange access. In most cases, action officers requiring one or several archived MROCDMs or briefs for a project or tasking do not require access to the entire archive and should contact the MROC Secretariat directly to request the required documents. The MROC Secretariat can usually find documents quicker than a requester scouring the archive him/herself. Frequently, the MROC Secretariat is also able to provide a more comprehensive response by adding additional related documentation that the requester may not be aware of, or providing context to the documents.

ENCLOSURE (1): REFERENCES

References

- a. SECNAVINST 5000.2E, Implementation and Operation of the Defense Acquisition System and the Joint Capabilities Integration and Development System,” 1 September 2011
- b. CMC Policy Memorandum 02-11, “MROC Charter,” 6 May 2011

Additional Pertinent Documents

DoDD 5000.01, “The Defense Acquisition System,” 12 May 2003

DoDI 5000.02, “Operation of the Defense Acquisition System,” 8 Dec 2008

CJCSI 3170.01 Series, “Joint Capabilities Integration and Development System”

CJCSM 3170.01 Series, “Operation of the Joint Capabilities Integration and Development System”

MCO 3900.15B, “Marine Corps Expeditionary Force Development System (EFDS),” 10 March 2008

MCO 3900.17, “The Marine Corps Urgent Needs Process (UNP) and the Urgent Universal Need Statement (Urgent UNS),” 17 Oct 2008

MCO 5216.20, “HQMC Supplement to the DoN Correspondence Manual,” 7 April 1992

MCO 5311.1D, “USMC Total Force Structure Process,” 26 February 2009

MCO XXXX.XX (Draft), “Advocate and Proponent Assignments and Responsibilities”

ENCLOSURE (2): MROC SECRETARIAT FUNCTIONS

1. The MROC Secretariat resides within the Senior Forum Coordination Branch (RPC) of Programs Division (RP), Programs and Resources (P&R) Department. The Secretariat provides all support required to facilitate the MROC and Army-Marine Corps Board processes. The Secretariat also coordinates DC P&R's participation in the Navy Resource Requirement Review Board (R3B) process and ASN(RDA) Acquisition Gate Reviews of major Navy and Marine Corps acquisition programs.

2. The MROC Secretariat consists of a Section Head, MROC Coordinator, AMCB Coordinator, and Naval Board/Acquisition Governance Forum Coordinator. MROC Secretariat contact information is located at Enclosure (3).

3. MROC Secretariat functions include:

a. Support to ACMC as the MROC Chairman

b. Support to DC P&R as the MROC Secretary, AMCB Co-Chair, Marine Corps member of the Navy's R3B, and Marine Corps representative at ASN(RDA) Acquisition Gate Reviews.

c. Support to ADC P&R (Programs) as the MRB Chairman & AMCB 1&2 Star Co-Chair.

d. Facilitate the MROC/AMCB processes:

(1) Schedule and Coordinate pre-briefs, meetings, attendees, etc.

(2) Advise briefers on process, presentation content, engaging stakeholders, etc.

(3) Promulgate read ahead materials and MROC schedules.

(4) Support pre-briefs and meetings.

(5) Electronically staff non-contentious issues.

(6) Draft, staff, and distribute MROCDMs.

(7) Archive MROC memoranda, briefing materials, and supporting documentation. Make archived documentation available to designated members of the MROC and MRB Principals' staffs.

(8) Monitor implementation of MROC decisions.

(9) Act as a conduit of information to MROC/MRB Principals and their staffs on MROC related matters.

(10) Field information queries.

ENCLOSURE (3): MROC SECRETARIAT CONTACT INFORMATION (current July 2013)

- MROC Secretariat Office: Pentagon 4D343

- MROC Secretariat Personnel
 - MROC Secretariat Head
 - Mr. Steve Crowell, 703-692-5696 (DSN: 222-5696)
stephen.crowell@usmc.mil
stephen.crowell@usmc.smil.mil

 - AMCB & MROC Electronic Staffing Process Coordinator
 - Mr. Chad Lienau, 703-692-5772 (DSN: 222-5772)
chad.lienau@usmc.mil
lienauc@usmc.smil.mil

 - MROC/MRB Coordinator
 - Mr. Aaron Otte, 703-692-5861 (DSN: 222-5861)
aaron.otte@usmc.mil
otteam@usmc.smil.mil

 - Acquisition Governance Forum Coordinator (MROC Requirements/
Acquisition Program Gate Reviews and P&R participation in ASN/RDA
Gate Reviews and OPNAV R3B meetings)
 - Mr. Tony Mauro, 703-692-5765 (DSN: 222-5765)
francis.mauro.ctr@usmc.mil
francis.mauro.ctr@usmc.smil.mil

ENCLOSURE (4): MROC SCHEDULING REQUEST FORM

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Date:

Topic Title:

MROC Member Sponsoring the Topic:

POC for Coordination Purposes (name/org/phone):

Briefer(s) name/org (if different than Coordination POC):

Purpose/MROC Decisions Sought:

Issue(s): *List each.*

Desired Outcome(s): *List each.*

Background:

Include all coordination that has been effected with HQMC process owners and stakeholders (includes MARFOR/MEF coord), to include completion of a CD&I DOTMLPF Working Group Assessment, P&R cost estimate validation, M&RA manning impacts, etc. Also, note any issues of contention identified during coordination to date.

Recommendations:

- Formal brief or electronic staffing & rationale
- If Sponsor recommends foregoing an MRB, provide justification

Desired Timeframe:

- In addition to desired timeframe, include date when Executive Summary, Slide Presentation, and any necessary supporting documentation will be available to support pre-briefs.
- If a MROC Decision is required by a specific date or timeframe, identify the No-Later-Than date and provide sufficient information concerning the Time Line Driver(s), so that the MROC Secretary can prioritize topics in the event of competing scheduling priorities.

Recommended External Attendee(s)/Guests: (e.g., ASN RDA, specific DASNs, CDR MARCORSYSCOM, Dir C4)

Attachments:

Prepared by: (Insert Name, Office, and Phone Number)

Classified by:

Reason of Reasons

Declassify On: (e.g. Date of event 25 years or less)

FOR OFFICIAL USE ONLY

ENCLOSURE (5): MROC EXECUTIVE SUMMARY FORMAT

FOR OFFICIAL USE ONLY

Pre-Decisional

MROC Executive Summary

Name (Maj A. B. Benatz)

Date (1 October 2010 format)

Title of Brief

Purpose

To obtain MROC decision on....

Background Information

Issue

Options

COA 1:

Pro:

Con:

Resources Required

COA 2:

Pro:

Con:

Resources Required

COA 3:

Pro:

Con:

Resources Required

Preferred COA

Implementation/Way Ahead

Recommendation(s)

MROC approve...

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ENCLOSURE (6): BRIEFING SLIDE PRESENTATION CONTENT REQUIREMENTS

1. The MROC members expect briefs and associated slide presentations to be structured in accordance with direction provided in this handbook. Standardization supports informed MROC decisions by ensuring that briefs include all necessary information, exclude superfluous content, and present issues in a logically structured manner that is familiar to the members. That said, briefing organizations are afforded sufficient latitude to refine slide presentation structure to the extent necessary to meet the unique requirements of their brief. Briefers should consult with the MROC Secretariat during slide presentation development to ensure refinements are in consonance with current MROC briefing policy and guidance.

2. Adhere to the following guidelines when developing briefs for MROC consideration:

a. Briefing content shall be at the four-star level and must include all information necessary for an informed decision. Briefs must be concise and logically constructed to fit within the 45 minutes normally allotted for presentations, to include 20 minutes for questions and answers (Q&A). Detailed, “drill-down” information should be included in back-up slides, rather than the main brief.

b. Briefing slides should convey ideas rather than just a display of data. The briefer should be able to explain the relevance or “take away” of each slide in one or two sentences; if not, the information contained on the slide is likely superfluous to the framing or justifying the proposal of the brief.

c. Since the MROC is a decision-making body, it is imperative that the briefer state his or her purpose and decision(s) desired at the beginning of the presentation. By facilitating a firm understanding of the purpose and decisions sought at the start of the brief, the briefer enables the MROC members to focus on the subsequent briefing points and content in the context of the decision(s) they are being asked to render.

d. The brief must present the preferred course of action **and** an appropriate range of viable alternatives. Courses of actions (COA) that are not viable (a.k.a. “throw away” COAs) will not be included. The MAGTF and/or institutional risk and resource requirements (i.e., funding and military/civilian structure) of each course of action must be clearly identified and quantified.

(1) Each alternative involving military or civilian structure requirements or equipment initiatives will have a TFSD chaired DOTMLPF/C WG assessment completed 30 days prior to entering the MROC process. The MROC Secretariat will not accept slide presentations without the DOTMLPF/C WG assessment results included in the slide presentation. The slide(s) presenting the DOTMLPF/C WG assessment results will note that they were prepared by TFSD. A TFSD or appropriate representative will present the results during the MRB/MROC briefs and pre-briefs.

(2) Funding requirements, funding strategy alternatives, and funding offsets (i.e., bill payers) for each alternative will be provided by the briefing organization and included in the slide presentation. The full cost to complete the proposal will be identified. The briefing organization will coordinate with P&R Department to confirm

their accuracy. All funding related slides will reference the P&R representative who confirmed the data.

(3) Funding data must be clearly identified (i.e., appropriation categories, “constant” or “then years” dollars, and the unit of measure used (e.g., TY\$M)) and will be consistent throughout the brief.

e. The brief should lay out the proposal, all relative facts, and stand on its own without the need for extensive explanation. Briefing points on slides should be bulletized and extensive narrative avoided. Overcomplicated slides or slides containing excessive verbiage do not benefit the brief or support a successful outcome.

f. Where possible, avoid use of acronyms as they may not be known to all MROC members. Where acronyms are necessary, spell them out the first time they are used in the briefing slides. The use of technical jargon should be minimized or eliminated. If technical terminology is necessary, a “glossary” slide in the “back up” portion of the slide presentation may be used to provide simplified definitions.

g. All slides will be marked with page numbers, as “pre-decisional”, and “For Official Use Only” (unless classified). To maintain slide presentation version control all slides will be marked with the slide presentation date (e.g., 10 Jul 13) and version (e.g., v.1.2). All standardized slide markings will be in accordance with the slide template provided by the MROC Secretariat.

ENCLOSURE (7): BRIEF SLIDE TEMPLATE

1. The enclosed MROC decision brief template will be used to develop MROC decision briefs. Separate templates are used for MROC Requirements and Acquisition Governance Process Gate Review briefs and MRB Requirements and Acquisition Program Review briefs. Briefing organizations must contact the MROC Secretariat to obtain Gate Review and Program Review Microsoft PowerPoint slide templates, as selection of the appropriate template is dependent on where the program is in its life cycle. Enclosure (3) contains MROC Secretariat contact information.

2. A Microsoft PowerPoint version of the current MROC decision brief slide template can be obtained from the MROC Secretariat or downloaded from the MROC SharePoint Archive located at:

<https://ehqmc.usmc.mil/org/pr/extcoord/mrocambgate/default.aspx>

3. The following slides comprise the MROC decision brief slide template. Each slide is explained in the accompanying template:

1. Title slide
2. Purpose and Decisions Sought
3. Agenda
4. Background
5. Overview
6. Assumptions and Parameters
7. Courses of Action (lists all viable COAs)
8. COA 1 (one slide to explain each COA)
9. COA 1 Resource Requirements and Offsets (one or more slides may be required for each COA)
10. COA 1 Funding Requirement (one slide per COA)
11. COA 1 Pros and Cons (one slide per COA)
12. Preferred COA (explains reason(s) the sponsor prefers this COA)
13. Implementation Strategy / POA&M / Way Ahead (explains how the proposal would be implemented, milestones, potential off ramps, timeline; more than one slide may be required)
14. Recommendations (should mirror the Purpose and Decisions Sought slide)

15. Back up slide separator (separates main brief from back up slides)
 16. IPT Composition (used when an Integrated Process/Product Team or working group developed, or assisted in the development of the proposal)
4. An Adobe Acrobat pdf version of the slide template follows:



Title of Brief

MROC Decision Brief

MROC: DD Month YYYY

MRB: DD Month YYYY

(‘N/A,’ ‘TBD’ if MROC/MRB dates are unknown/unneeded)

Name of MROC Member Sponsoring the Brief

Sponsor’s Title

(e.g., Deputy Commandant for Programs and Resources)

Briefer: Rank & Name

Pre-Decisional

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Purpose & Decisions Sought

List the purpose of the brief and each decision sought. Be specific. Be concise, but not at the expense of clarity or specificity.

- ◆ Decisions: To obtain MROC approval of:
 - ◆ The proposal to.....
 - ◆ The following active military and/or civilian structure and sources
 - ◆ The following MilCon requirements
 - ◆ The following FYXX (or POM-XX) funding and sources
 - ◆ The proposed Implementation POA&M/timeline

- Use bullets, not full sentences or paragraphs
- Use Arial font throughout (reads easier on screen)
- Size font to allow for separation between bullets
- Do not go below 18 font size
- Keep slides simple with separation between bullets
- Minimize use of acronyms & technical terminology. Spell out acronyms first time used

Text boxes may be used on slides to highlight “take aways” or key points

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Agenda

This is the standard agenda for MROC decision briefs. It may be tailored based on unique requirements of the issue/proposal, but the essential elements must remain.

- ◆ Background
 - ◆ Overview
 - ◆ Assumptions/Parameters
 - ◆ Courses of Action
 - ◆ COA 1 Pros/Cons
 - ◆ COA 1 Resource Requirements (Structure, Funding, MilCon, etc.) & Proposed Offsets (i.e., bill payers)
 - ◆ Preferred COA
 - ◆ Implementation Strategy, Timeline, POA&M
 - ◆ Recommendations & Decisions Sought
- for ea COA



Background

- ◆ Provide background information on the genesis of/reasons for the proposal. If the proposal is in response to a MRB/MROC, Executive Offsite (EOS), Department of the Navy (DoN), Office of the Secretary of Defense (OSD), Joint or statutory tasker or requirement, identify the source and reiterate the task or requirement
- ◆ Identify studies and/or past work that provide the basis for this proposal or have a bearing on it
- ◆ Identify recent events that influence the timing of the proposal or deadline for a leadership decision

Selected text may be highlighted, underlined, or colored to note key points, but overuse of these options reduces the impact and overcomplicates slides



Overview

- ◆ Explain the proposal
- ◆ Identify the capability the proposal provides, capability gaps it closes/reduces, or other impacts to the MAGTF or the institution
- ◆ Explain how the proposal changes or impacts current policies
- ◆ Explain the timing for implementation of the proposal
- ◆ Explain the risk incurred or impact of not approving the proposal or approving less than the requested resources (e.g., structure or funding)



Assumptions & Parameters

- ◆ Explain any assumptions made that have a bearing on the proposal having the desired effect or providing the desired results or capability
- ◆ Explain any parameters or boundaries that must be understood when considering the proposal
- ◆ Explain any factors or conditions whose presence, absence, or relative strength would adversely or favorably impact the proposal



Courses of Action

- ◆ List each of the courses of action (COA) presented for consideration. Subsequent slides provide detailed information on pro/cons and resource requirements for each COA

e.g.,

COA 1: “Maintain Reserve Component recruiting under MARFORRES”

COA 2: “Integrate Reserve Component recruiting under MCRC”

COA 3:.....

All viable COAs must be included



COA 1

- ◆ Explain the COA and any considerations (e.g., assumptions, parameters, conditions, Congressional/political interest) peculiar to this COA. Include all information necessary to provide a full understanding of the COA's scope and implications.



COA 1

Resource Requirements & Offsets

- ◆ List resource requirements & offsets (i.e., military and civilian structure, military construction, funding, etc).
- ◆ For Fiscal Requirements:
 - ◆ Identify costs across the FYDP. If this is an expansion of an existing project/program, list funding already applied/expended
 - ◆ Offsets must be identified by program line number for all FYDP costs
 - ◆ Cost estimates must be validated by P&R prior to submitting slides to the MROC Secretariat
 - ◆ The following slide will be used to depict COA FYDP funding requirements by appropriation
- ◆ For Structure requirements:
 - ◆ Identify military and civilian structure requirements by grade and timeframe required. Structure offsets must be identified
 - ◆ Military manpower structure initiatives must comply with the Uncompensated Structure Review Process (MARADMIN 547/07)

More than one slide may be necessary

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COA 1 Funding Requirement

(\$ in Millions / Then Year)	Prior Years	FY11	FY12	FY13	FY14	FY15	FY16	FYDP Yr 11-16	To Comp	Total
RDT&E										
Current \$ (PB12)	33.9	1.5	0.1	0.1	0.4	0.9	0.3	3.3	0.6	37.8
Required \$ (POM 13)	33.9	1.5	0.1	2.3	2.4	2.2	1.8	10.3	4.9	49.1
Delta \$ (Current - Required)	0.0	0.0	0.0	(2.2)	(2.0)	(1.3)	(1.5)	(7.0)	(4.3)	(11.3)
PROCUREMENT										
Current \$ (PB12)	636.0	254.9	103.1	2.0	2.3	2.9	2.3	367.5	4.3	1007.8
Required \$ (POM 13)	636.0	254.9	103.1	183.5	36.9	16.4	7.0	601.8	15.8	1253.6
Delta \$ (Current - Required)	0.0	0.0	0.0	(181.5)	(34.6)	(13.5)	(4.7)	(234.3)	(11.5)	(245.8)
O&M										
Current \$ (PB12)	6.5	4.9	1.5	0.5	0.5	0.5	0.3	8.2	0.6	15.3
Required \$ (POM 13)	6.5	4.9	1.5	1.2	0.6	0.6	0.5	9.3	1.0	16.8
Delta \$ (Current - Required)	0.0	0.0	0.0	(0.7)	(0.1)	(0.1)	(0.2)	(1.1)	(0.4)	(1.5)
MP										
Current \$ (PB12)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Required \$ (POM 13)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Delta \$ (Current - Required)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
MILCON										
Current \$ (PB12)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Required \$ (POM 13)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Delta \$ (Current - Required)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL										
Current \$ (PB12)	676.4	261.3	104.7	2.6	3.2	4.3	2.9	379.0	5.5	1060.9
Required \$ (POM 13)	676.4	261.3	104.7	187.0	39.9	19.2	9.3	621.4	21.7	1319.5
Delta \$ (Current - Required)	0.0	0.0	0.0	(184.4)	(36.7)	(14.9)	(6.4)	(242.4)	(16.2)	(258.6)
QUANTITIES										
Current \$ (PB12)	1251	449	51	0	0	0	0	500	0	1751
Required \$ (POM 13)	1251	449	51	249	0	0	0	749	0	2000
Delta Qty (Current - Required)	0	0	0	(249)	0	0	0	(249)	0	(249)

(Note: Adjust the template to reflect current POM/budget cycle)



COA 1 *Pros & Cons*

◆ Pros

- ◆ Provide a bulletized list of the benefits/advantages of this COA

◆ Cons

- ◆ Provide a bulletized list of the shortcomings/disadvantages of this COA

Relate COA Pro/Cons MAGTF/institution capabilities and risks, if applicable

Repeat slides 8 thru 11 for COA 2 and each additional COA



Preferred COA

- ◆ State the reason(s) this is the preferred COA
- ◆ Explain why in terms of relative weight of pros and cons (i.e., all pros/cons are not weighted equally. More Pros and/or less Cons does not necessarily indicate the best COA)



Implementation Strategy / POA&M / Way Ahead

- ◆ Explain how the proposal will be implemented under the preferred COA (be prepared to discuss how the other COAs would be implemented, if selected)
- ◆ Provide the implementation POA&M / timeline
 - ◆ Include dates/timeframes for implementation events or milestones (month/year is normally appropriate unless specific dates have been identified)
 - ◆ If implementation events or milestones are event driven, include expected timeframe(s) for the “trigger” events

Example

POM-14	
OCO-to-Base Study	14 - 28 June
Publish FEA	July
“Summer Series”	July - Aug
Publish IPG	Aug
Program Reviews	Oct - Nov
Publish PLANORD	Nov



Recommendations & Decisions

- ◆ Decisions: That the MROC approve the following:
 - ◆ COA....., which includes the following resource requirements:
 - ◆ List structure requirements
 - ◆ List funding requirements
 - ◆ etc..
 - ◆ The proposed way ahead and POA&M
 - ◆ etc....

The *Recommendations* slide should mirror the *Purpose* slide



Back Up Slides

- Use this slide to separate the main brief from back up slides
- Back up slide guidance:
 - Backup slides contain additional or more detailed information that may help to answer anticipated questions or otherwise clarify some portion of the brief
 - While superfluous information/slides should not be added to either the “main” or “back up” portions of the brief, more flexibility is afforded to adding back up slides, which can be referred to during the brief if the need arises, than adding to the main brief.
 - Back up slides may be connected to slides within the brief by hyperlink



IPT Composition

- ◆ If the proposal was developed by, or with the assistance of, a working group/team comprised of representatives from more than one organization, include a back up slide that lists the members by name, grade and organization