38th Commandant’s Force Design

April 2022
A Legacy of Forward Thinking

“If we fail to adapt, fail to innovate, fail to develop and grow, we will find ourselves forever reacting and struggling. How do we adapt? When do we realize that the old models do not work anymore?
- Gen (Ret) Tony Zinni in Leading the Charge

“It is our obligation to subsequent generations of Marines, and to our Nation, to always have an eye to the future – to prepare for tomorrow’s challenges today.”
- 34th CMC, Gen (Ret) James T. Conway in Marine Corps Vision and Strategy 2025

“The fact of the matter is that the Marine Corps has a history of innovation...we’ve been improvisers. Amphibious doctrine, close air support, the use of VSTOL, the use of vertical envelopment – those are all Marine Corps innovations. And yet, if you go back to the Commandants in those times and said, ‘Hey, General Vandergrift, was it easy? Did everyone jump on board?’ His answer would have been, ‘Absolutely not.’ Because change is tough, it is hard.
- 31st CMC, Gen (Ret) Charles Krulak in 1997
“What do the Fleet Commanders want from the Marine Corps, and what does the Navy need from the Marine Corps?”

–General Berger, 38th Commandant of the Marine Corps
“The Department will prioritize China as our number one pacing challenge and develop the right operational concepts, capabilities, and plans to bolster deterrence and maintain our competitive advantage.”

-SECDEF Austin, March 2021
Approach to Force Design 2030

Threat Informed

Concept Based

Capability Development
Force Design 2030 Process Map
Threat Informed, Concept Based, Campaign of Learning

Pre 2020
- NDS 2018
- DP 2018

2020
- DPG 2019
- DPG 2020

2021
- Interim NSS
- Tri-Service Maritime Strategy

2022
- SecNav POM 24
- NDS 2022

China / Russia / DPRK / Iran / VEOs

Strategic Guidance

Threat Analysis

Concepts
- Distributed Maritime Operations
- Littoral Operations in a Contested Environment
- Expeditionary Advanced Base Operations
- Joint Warfighting Concept
- Stand-In Forces
- Recon / Counter-Recon

Studies & Analysis
- Joint Force Operating Scenario (IFOS) 2.2
- GBASM
- JFOS 2.2 Naval Services Excursion
- FMF Self and Point Defense
- ARV Analysis of Alternatives
- Connector Gaos in LOCE
- Mobility Capability Requirements
- Future Naval Force Study
- Logistics C2
- C2 Enablers
- Forward Engagement Concept 2.0
- Forward Engagement Concept 3.0
- ARV Maritime Counter-Insurgency

Wargaming
- PACFLT 11
- Ghost Fleet
- Ghost Fleet 2
- Ender’s Shadow
- Pacific Surprise
- POM-22
- Black Sheep
- OP Wg Sys
- PACFLT 12
- GO Wargame
- EW 20
- NSG 20
- Provident Forge
- OIE
- III MEF
- MLR Series
- MEU Series
- POM-24
- Littoral maneuver
- Littoral Log
- EW-21
- Enigma Series
- PACFLT 13
- PACFLT 14
- Global 21
- Threat TTX
- Aviation
- OIE
- RIMPAC-22
- Valiant Shield-22
- Project Convergence-22
- IBX-30
- MWX
- Cold Response
- Naval Engineering Force
- ISK Enterprise pt 2
- All-Domain C2
- Synchronization

Experimentation
- Trident Juncture-19
- SLTE
- RIMPAC-20
- Valiant Shield-20
- IBX-30
- Steel Knight-20
- LSE-21
- Talsman Saber
- Project Convergence-22
- IBX-30
- MWX
- Cold Response

Integrated Planning Teams
- MLR pt 1
- MEU pt 1
- Reserve pt 1
- Infantry Battalion
- BISOG Manpower
- Aviation pt 1
- Logistics: ISO VF
- Artillery
- Medium Range Air Defense
- Training & Education
- Command Arrangements
- Ground Combat & Tact Vics
- Recon / X-Recon
- Littoral Maneuver & Sustainment
- Synchronization
- Prepositioning
- Naval Tactical Grid
- Anti-Ship Capabilities
- Recon / X-Recon
- Littoral Maneuver & Sustainment
- Integrated Air & Missile Defense
- Littoral Maneuver
- Synchronization
- Aviation pt 2
- Componency
- Communications Formations
- Service Retained Forces
- Synchronization
- Naval Engineering Force
- ISK Enterprise pt 2
- All-Domain C2
- Synchronization

Campaign of POMs
- POM-21
  A Pivot to Force Design
- POM-22
  Force Design
- POM-23
  Maturing Kill Webs
- POM-24
  Set & Sustain the Stand-in Force
Capability Development

Evolve legacy capabilities balanced across MAGTF with greater precision, range and lethality relative to the threat.
Modernization across all warfighting functions enhances our ability to remain a global crisis response force in a 21st century operating environment.
Stand-in Force Concept

Designed specifically to operate across the competition continuum to impose challenges the adversary cannot ignore.

Strategically placed where they can collect targeting data, strike to close choke points, or herd adversaries to areas where Naval and Joint Forces can bring more weapons to bear.

Purpose of SIF is to enable the Fleet and the Joint Force to win the reconnaissance-counter reconnaissance battle at every point along the competition continuum.
Marine Corps Modernization

1. Force Design
   • Reconnaissance and Counter Reconnaissance
   • Fleet Design and Naval Integration
   • Posture, Installations, and Logistical Resilience

2. Warfighting
   • Naval Expeditionary Stand-in Forces
   • Competition, Deterrence, and Global Response
   • Readiness and Risk (Invest and Divest)

3. Education and Training
   • Wargaming, Analysis, and Experimentation
   • Live Virtual Training Environment
   • Gender Integrated Training

4. Core Values
   • Countering Malignant Individuals and Sub-Cultures
   • Accountability & Diversity

5. Command and Leadership
   • Personnel & Talent Management: Mature the Force
   • Manpower Processes and Modernization Systems
   • Headquarters and Supporting Establishment Reductions

Force Design was never just about reinvestment in the Hi-End fight
Key Takeaways

- The character of war is changing
  - Force Design 2030 is a holistic modernization effort to adapt the force to win a 21st century conflict

- 2030 is a way point, not the end of modernization
  - Our emerging concepts and modernized capabilities will continue to be molded through rigorous experimentation and analysis.

- Our doctrine of maneuver warfare places a premium on individual judgment and action
  - To compete at peak effectiveness we must recruit, invest-in, and retain the right people, with the right skills, for the right duties
Questions
UNCLASSIFIED

Active Component Construct

2018 (186.4K)

- Inf Bn (24)
- Inf Regt (8)
- HIMARS Btry (7)
- Cannon Btry (21)
- LMSL Btry (0)
- Tank Co (7)
- LAR Co (9)
- AAV Co (6)
- CLBs (15)
- Fighter/Attack Sqdn (18)
- Helicopter Attack Sqdn (7)
- Heavy Lift Sqdn (8)
- Tiltrotor Sqdn (18)
- KC-130 Sqdn (3)
- Marine Wing Support Sqdn (9)
- Air Defense Bn (2)
- Unmanned Aerial Vehicle Sqdn (3)

Today (178.5K)

- Inf Bn (21)
- Inf Regt (7)
- HIMARS Btry (7)
- Cannon Btry (21)
- LMSL Btry (0)
- Tank Co (0)
- LAR Co (9)
- AAV Co (5)
- CLBs (15)
- Fighter/Attack Sqdn (18)
- Helicopter Attack Sqdn (5)
- Heavy Lift Sqdn (5.25)
- Tiltrotor Sqdn (15)
- KC-130 Sqdn (3)
- Marine Wing Support Sqdn (9)
- Air Defense Bn (2)
- Unmanned Aerial Vehicle Sqdn (3)

2030 Potential Force (174.6K)

- Inf Bn (21)
- Inf Regt (7)
- HIMARS/ MMRL Btry (14)
- Cannon Btry (7)
- LMSL Btry (0)
- Tank Co (3)
- LAR Co (12)
- AAV Co (5)
- CLBs (18)
- Fighter/Attack Sqdn (18)
- Helicopter Attack Sqdn (5)
- Heavy Lift Sqdn (5.25)
- Tiltrotor Sqdn (16)
- KC-130 Sqdn (4)
- Marine Wing Support Sqdn (9)
- Air Defense Bn (3)
- Unmanned Aerial Vehicle Sqdn (6)
III Marine Expeditionary Force

Legend

USMC
USN
JIIM
OPCON Coordination Engagement Sector Air Defense

III MIG 1st MAW 3D MARDIV 3D MLG

MARFORPAC

PACFLT

C7F

JFACC

MEU ARG

III MEF

Marine Littoral Regiment (MLR) x 3

MLR Headquarters (MLR HQ)

Long Range Unmanned Surface Vessel (LRUSV)

Networking On-the-Move (NOTM)

Littoral Combat Team (LCT)

Littoral Anti-Air Battalion (LAAB)

Combat Logistics Battalion (CLB)

Ground Based Anti-Ship Missile (GBASM)

Marine Air Defense Integrated System (MADIS)

Ground/Air-Task Oriented Radar (G/ATOR)

Mobile Power Exp. Fuel Exp. H₂O

ULS-A Enhanced Medical
Talent Management

Seven decades after its creation, the Marine Corps personnel system is overdue for a fundamental redesign. Our organization, processes, and approach to personnel and talent management are no longer suited to today’s needs and incompatible with the objectives of Force Design 2030. Transitioning to a talent management focus, and system, is required. Without profound improvements made at speed, the deficiencies in the current system will result in the failure of broader service modernization efforts.

- **Yesterday’s Industrial Age Model**
  - The Urgency of Change

- **Tenets of a Talent Management System**
  - Marines are individuals, not inventory
  - Talents can be identified and evaluated
  - Talents can be developed
  - Matching talents to duties maximizes performance
  - Incentives power the system
  - Always a boat space for talent
  - Data drives decision-making

- **New Models for Recruiting Talent**
  - Rebalance recruiting and retention to mature the force
  - Diversity, Equity, Inclusion, and Talent Management
  - Specialized recruiting for individuals with critical skills

- **Assignments**
  - Creating a talent marketplace
  - Reduce PCS Frequency
  - 360-degree Feedback

- **Increasing Career Flexibility**
  - Promotion Opt-out
  - Creating a path for Talented Staff Officers
  - Lateral move retention incentive
  - Retaining High Performing Officers
  - Enhancing Parental Leave

- **Adopting Modern Digital Tools, Analytics, and Processes**
  - Prioritizing data and employing better analytics
  - Decision support tools for promotion and selection boards
  - Upgrading HR Systems
Kill Web Concept

- Depending on the platform, each point of the kill chain can act like the other two.
- Capable of communicating targeting data from point to point.
- No central hub – allows for comm redundancy in a degraded comm environment.
- Will confuse adversary decision calculus.
- If identified, adversary will be challenged to determine the current role.