



38th Commandant's Force Design

April 2022

April 27, 2022
V3.1

The overall classification of this brief is: **UNCLASSIFIED**

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

38th Commandant's Planning Guidance



Force Design

Warfighting

Education and Training

Core Values

Command and Leadership

- Design the Marine Corps of the next 25 years as prescribed in the NDS, NMS, DPG, and as further visualized in our family of naval concepts.
- Re-establish our identity as a naval expeditionary force, and enhance our relationship with the Fleets as an extension of naval power through the Fleet Marine Force.
- Marines = Innovative and revolutionary thinkers, well disciplined and accountable, and transparent and responsive to our collective civilian leadership.

“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 Operational Environment



“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

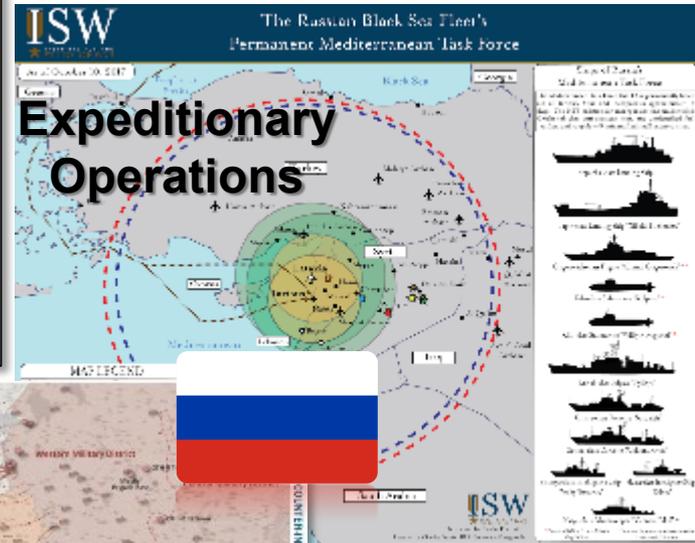


Image: CSIS – Missile Defense Project



Image: Sydney Morning Herald



Image: Institute for the study of War: iswresearch.org

Image: Center for Strategic & Budgetary Analysis (CSBA)



Naval Power

Image: cimsec.org



Iranian Fast Attack Swarms



North Korean KN-08 ICBM

Image: dailymail.co.uk



Approach to Force Design 2030

Threat Informed

"The NDS states that we are now in an era of Great Power Competition, with our principal challengers being China, then Russia, and that we must move away from low intensity conflict and prepare once again for high intensity warfare."
SECDEF Esper, 15 Feb 2020

Economic & Diplomatic

Anti-Access Area Denial

Naval Power

Iranian Fast Attack Swarms

N. Korean KN-08 ICBM

Expeditionary Operations

Competition in 2035

TSW

ESW

Image Institute for the study of War (IIAS)

Image Center for Strategic & Budgetary Analysis (CSBA)

Image: CSB - Naval Extension Project

Image: dailymail.co.uk

Image: dailymail.co.uk

Concept Based

Advantage at Sea

Integrated

Perseverance with

Littoral Operations in a Contested Environment

2017

10th Anniversary Edition

OPERATION PLAN A: Approach to public release: declassified - limited

A Concept for Stand-in Forces

TENTATIVE MANUAL FOR EXPEDITIONARY ADVANCED BASE OPERATIONS

FEBRUARY 2021

DEPARTMENT OF NAVY

HEADQUARTERS U.S. NAVY

NAVY OPERATIONAL CONCEPTS

Capability Development

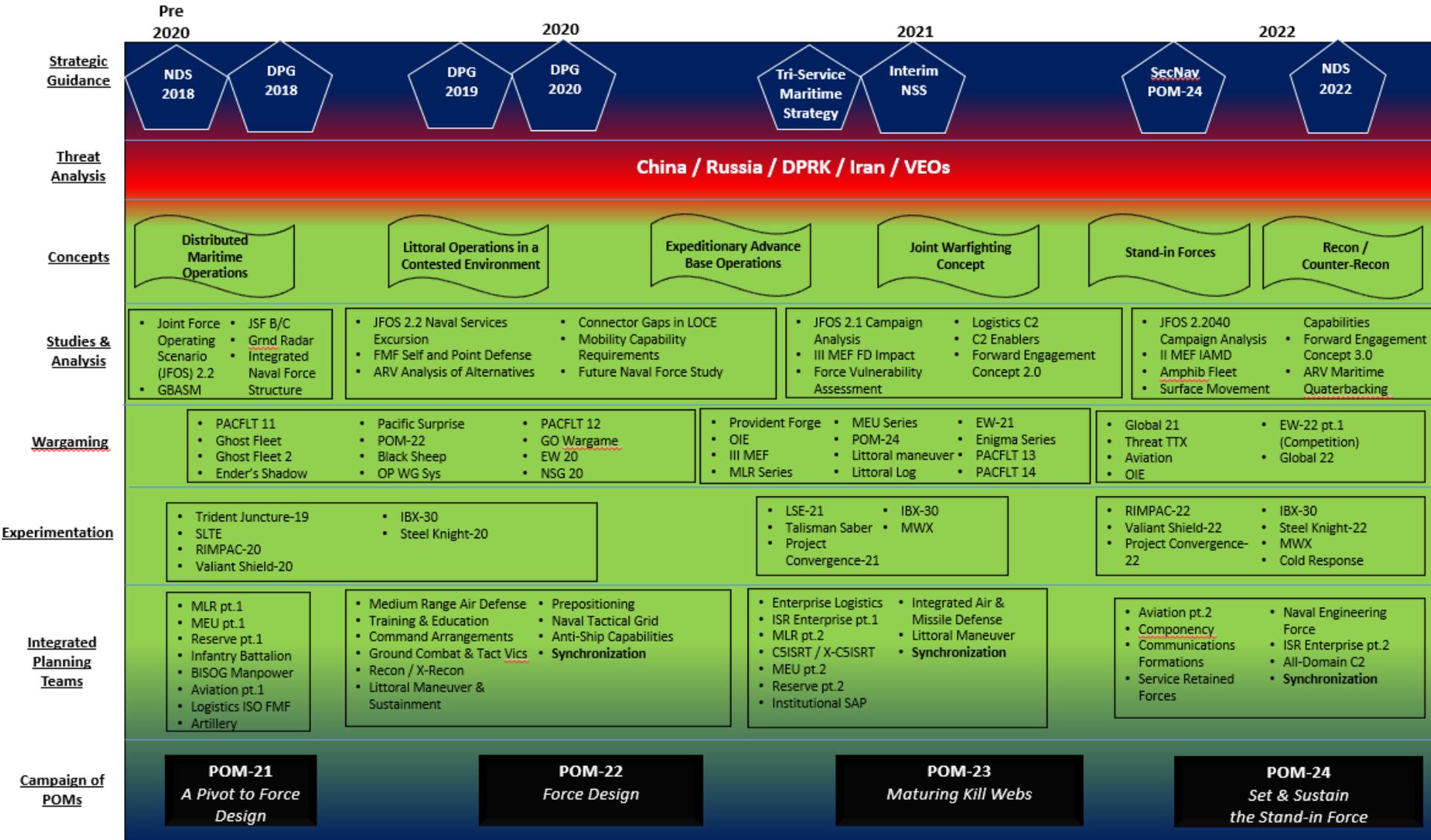
Commandant's Planning Guidance

33rd Commandant of the Marine Corps



Force Design 2030 Process Map

Threat Informed, Concept Based, Campaign of Learning



Capability Development



From 2018

To Today

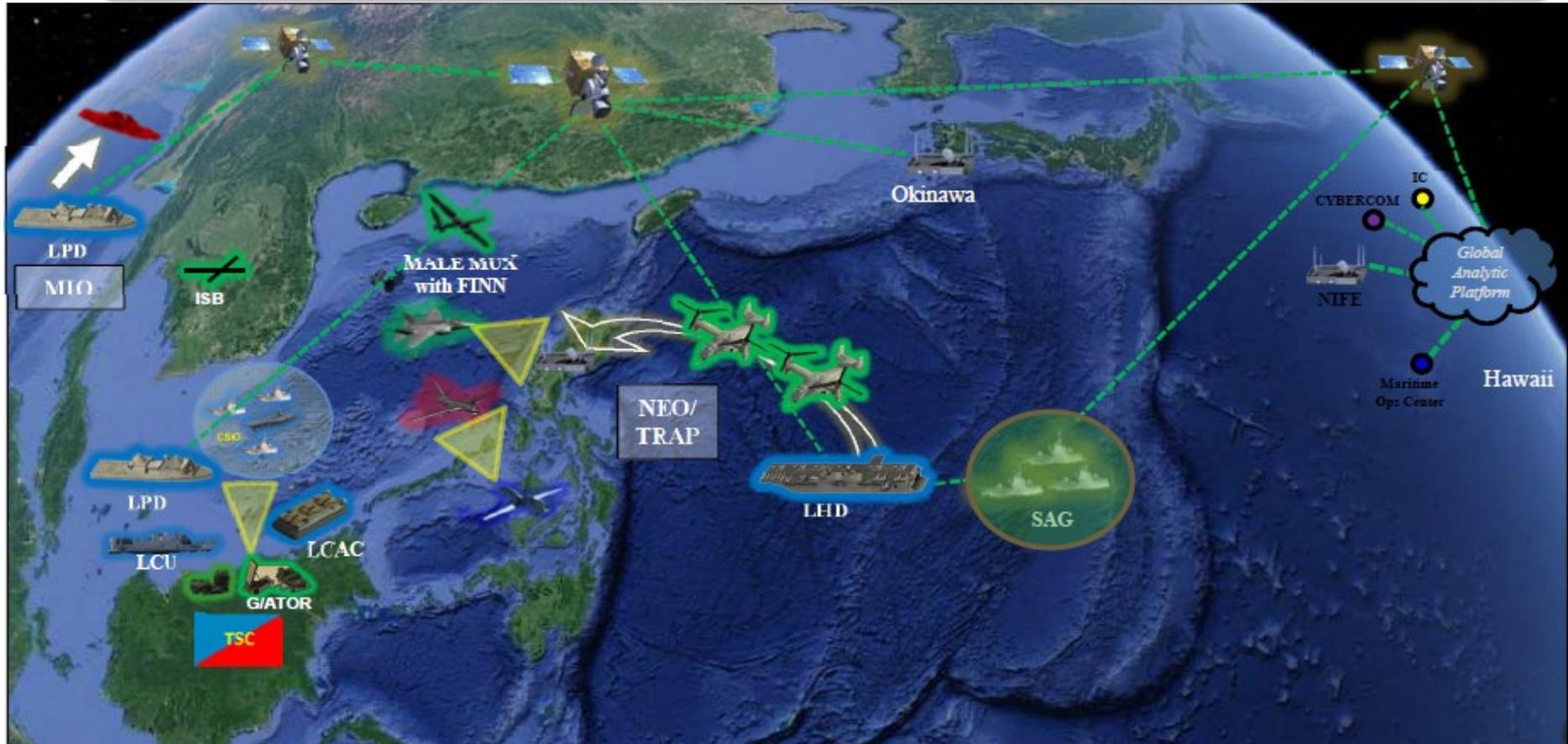
Into 2030



Evolve legacy capabilities balanced across MAGTF with greater precision, range and lethality relative to the threat

Global Crisis Response

Marine Corps Remains The Nation's Premier Global Crisis Response Force



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.



MLR Concept of Employment



III MEF

3d MARDIV

12th MLR

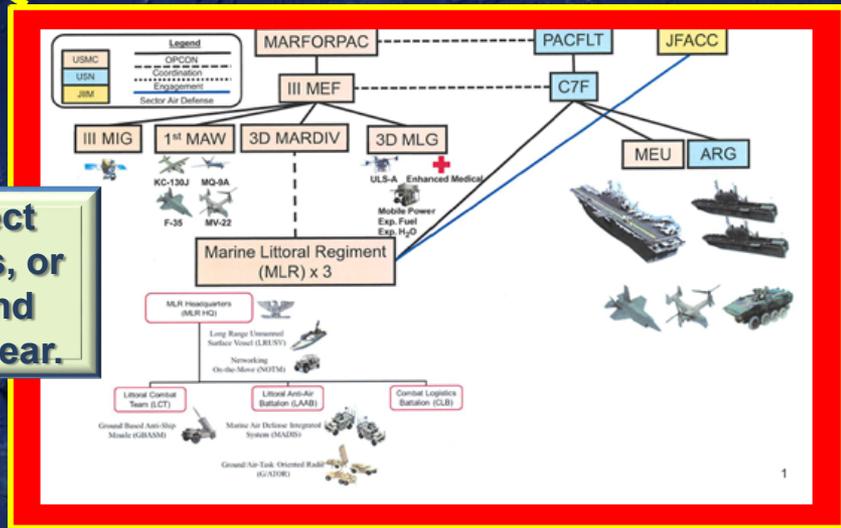
4th MLR

3d MLR

31st MEU

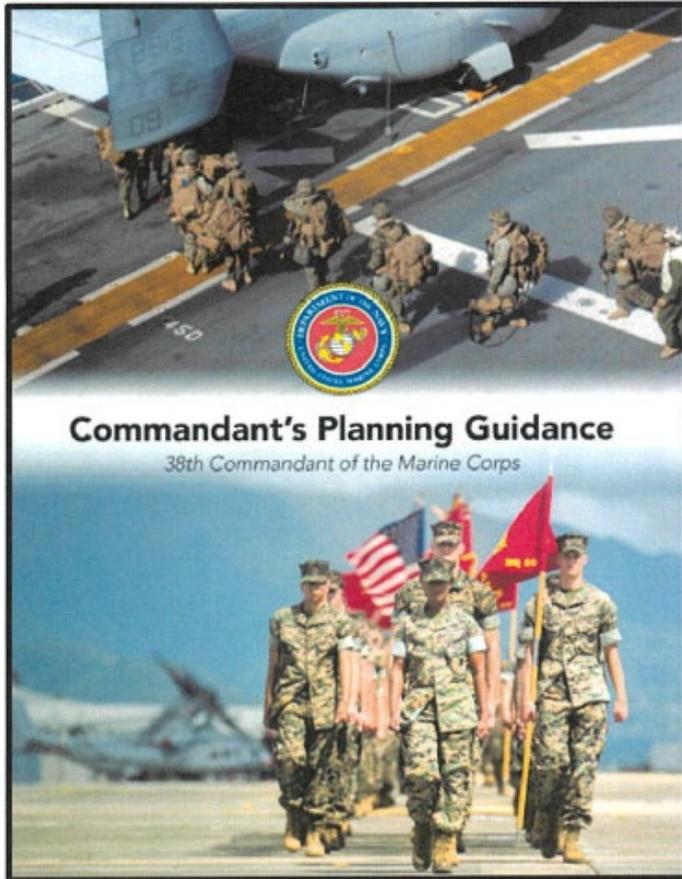
Strategically placed where they can collect targeting data, strike to close choke points, or herd adversaries to areas where Naval and Joint Forces can bring more weapons to bear.

MRF-D



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.

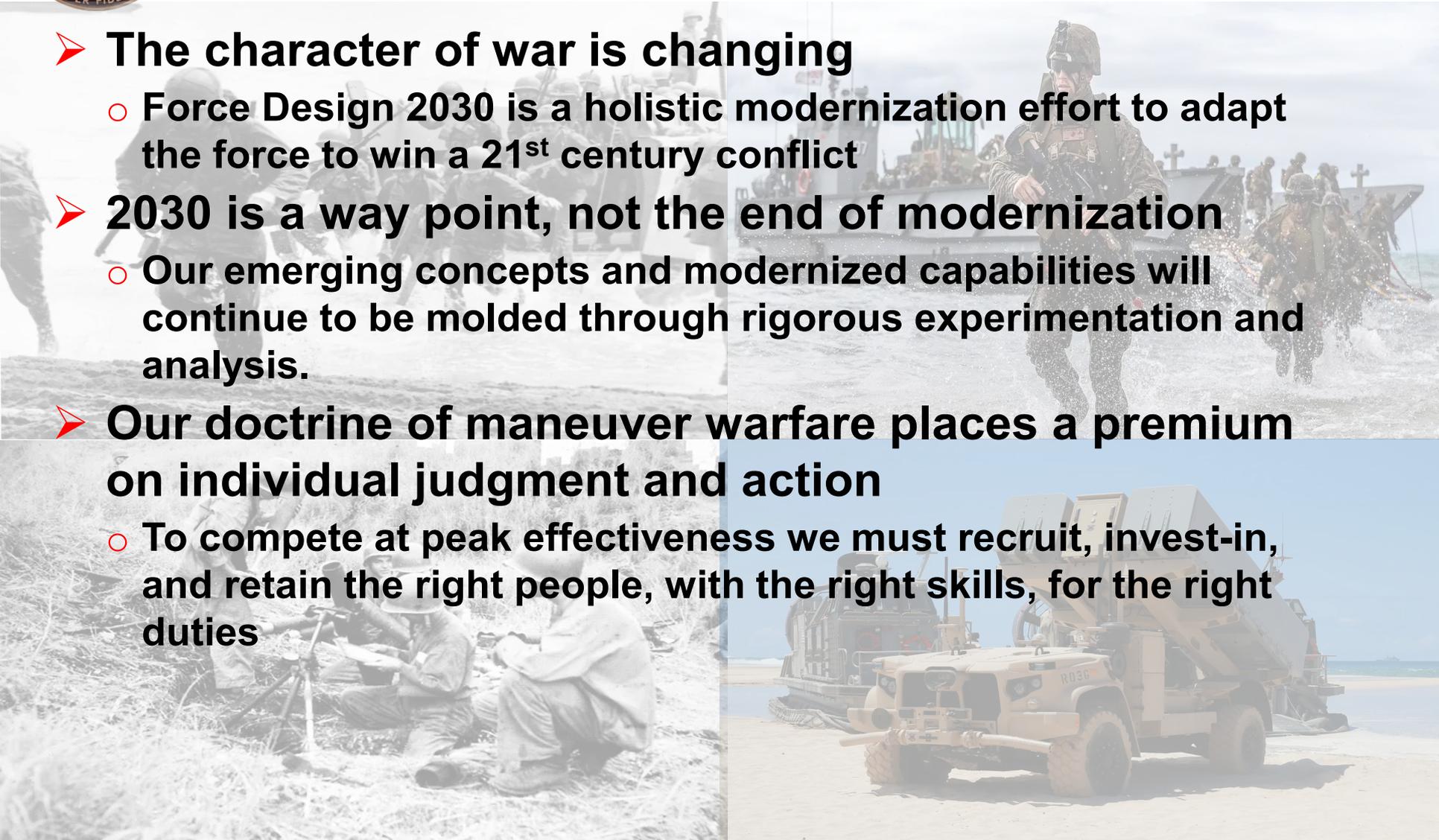
Marine Corps Modernization



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

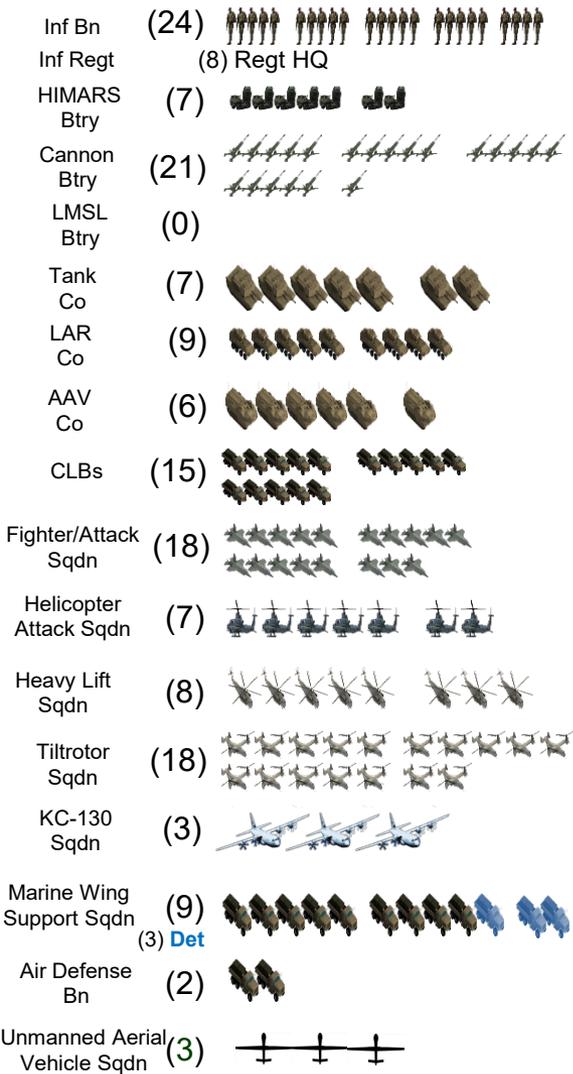
Key Takeaways

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- 
- **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

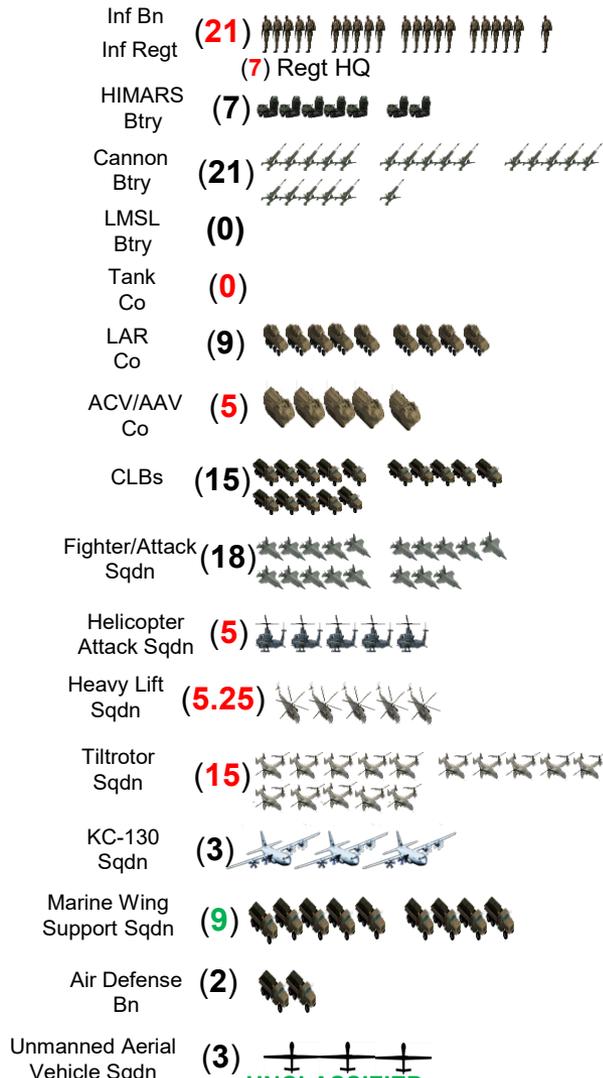
Active Component Construct



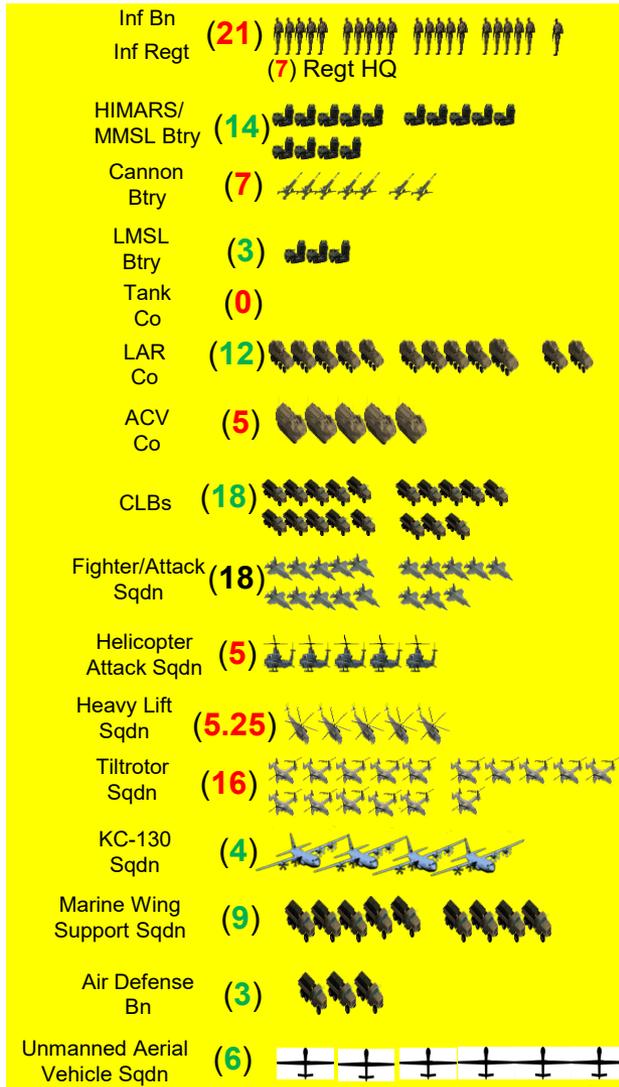
2018 (186.4K)



Today (178.5K)



2030 Potential Force (174.6K)

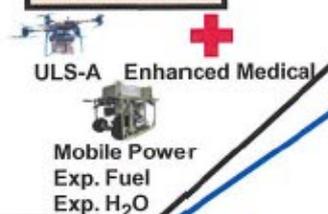
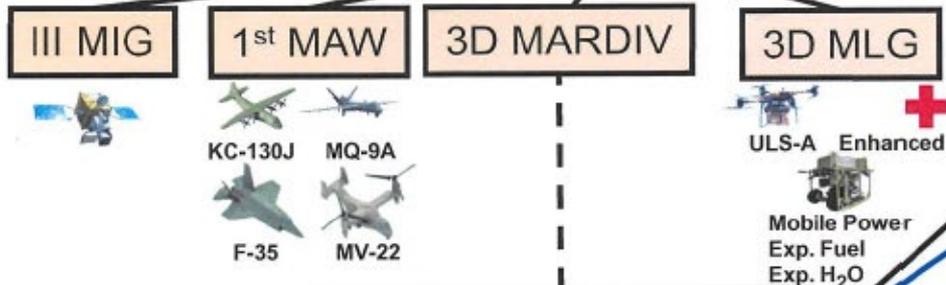


III Marine Expeditionary Force

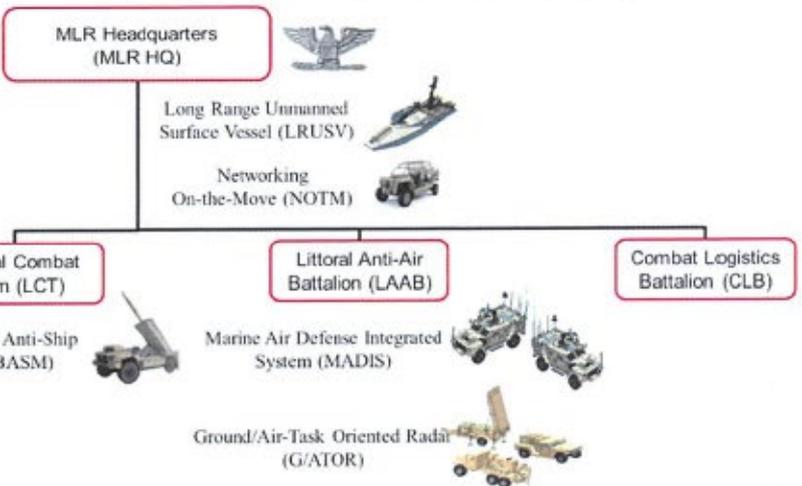


Legend

| | |
|------|--------------------|
| USMC | OPCON |
| USN | Coordination |
| JIIM | Engagement |
| | Sector Air Defense |



Marine Littoral Regiment (MLR) x 3



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.

TALENT MANAGEMENT

2030

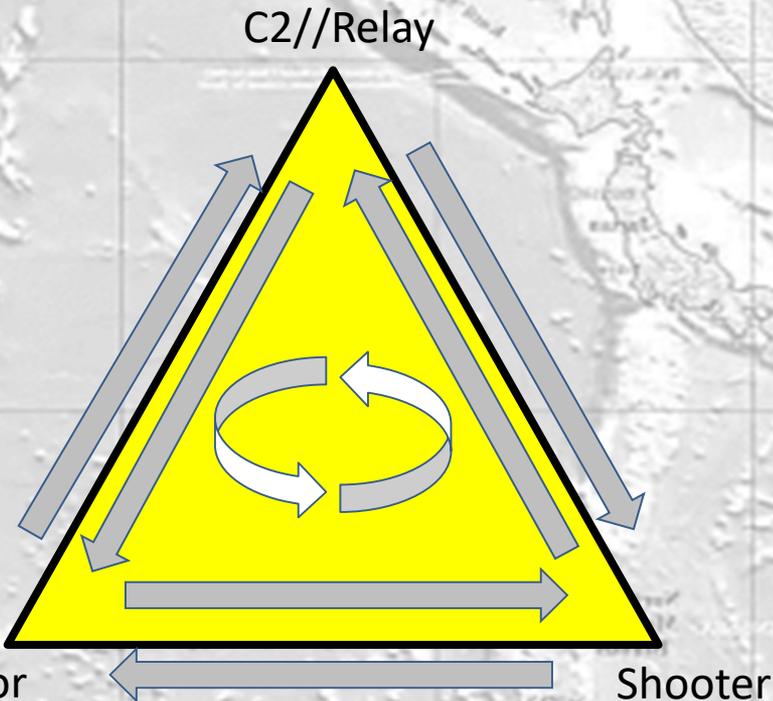


- ❑ **Yesterday's Industrial Age Model**
 - The Urgency of Change
- ❑ **Tenets of a Talent Management System**
 - Marines are individuals, not inventory
 - Talents can be identified and evaluated
 - Talents can be developed
 - Matching talents to duties maximizes performance
 - Incentives power the system
 - 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

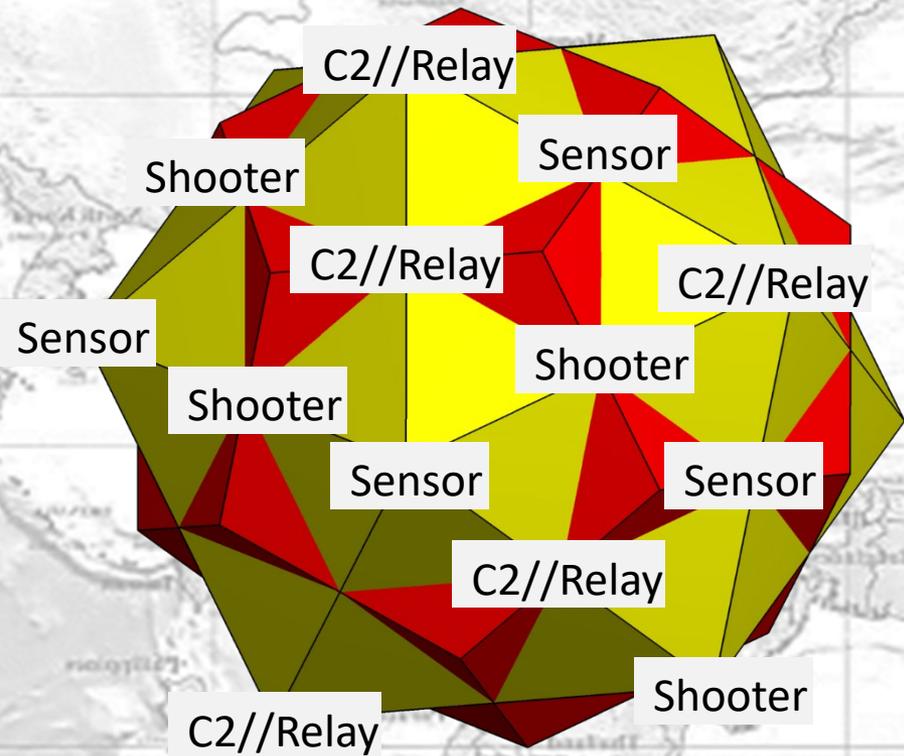
Kill Web Concept



Kill Chain - Linear



Kill Web - Dynamic



- 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