MARINE & FAMILY PROGRAMS DIVISION
CAMPAIGN PLAN
2021-2024
Leaders:
Our programs, services, and resources touch the lives of hundreds of thousands of Marines and Sailors, their families, and Department of Defense (DOD) Civilians as they navigate career milestones and life challenges. Our programs must be accessible to all patrons, fiscally affordable as we balance many priorities and competing interests, and adaptable to support this Total Force in peacetime and war. Our organization will require collaboration and integrated plans, policies, resources, analysis, and assessment in support of program execution and services delivery for a ready and resilient Marine Corps.

In his 38th Commandant’s Intent, General Berger says, “I will ensure that Marines are well-led in and out of combat, and taken care of physically, emotionally, and spiritually. Taking care of Marines means doing all we can to ensure that they are mentally and physically equipped for the rigors of combat.”

We must enable Marines and family members to make better choices by addressing the psychological, social, and physiological factors that contribute to readiness. Our Campaign Plan provides a guide for describing and accomplishing our priorities over the next three years. This plan highlights our efforts at the Headquarters level and seeks to enhance our support to unit commanders and installation commanders in their mission to take care of Marines and their families.

Our programs and services must evolve along the following lines of effort (LOEs) to preserve the Total Force:

**LOE 1: PARTNERSHIPS**
Expand community and base capacity to enhance program delivery and leverage resources

**LOE 2: PROGRAM DELIVERY**
Implement and maintain flexible, relevant, and sustainable delivery of integrated programs and services

**LOE 3: COMMUNICATION**
Engage in active two-way communication with all customers, employees, and stakeholders to increase awareness and understanding

**LOE 4: MODERNIZATION**
Employ best practices, including technology solutions to improve performance, reduce cost, and meet new requirements

**LOE 5: ASSESSMENT**
Continuously evaluate program and service performance, cost, and relevance and make changes where indicated

**LOE 6: WORKFORCE EXCELLENCE**
Invest in developing and sustaining a skilled and efficient workforce
To support these key concepts, we will focus on:

**FISCAL SUSTAINABILITY:**
Provide a clear picture of the total operating costs of our programs, how this is likely to change over time, develop realistic budget plans, and ensure that we execute to those approved plans.

**ACTIVE COMMUNICATION:**
Create an environment where trust is the basis of all we do. Our communication and actions are the currency that enables this trust.

**INSTALLATIONS OF THE FUTURE:**
Expand community base capacity by stepping outside of the traditional brick and mortar, flexing operating hours, flexing service delivery, overhauling curriculum, promoting the use of micro-learning, and encouraging blended teaching methods.

Our programs must guide participants through an inspiring and interactive journey that integrates seamlessly into everyday life. We start with science. We deepen with training. We empower with people. We insist on outcomes. We aim to shift health, development, and community from a reactive mode to an era of proactive touchpoints that enable personalized diagnosis, wellness, and growth.

M.C. Balocki - Director
Marine and Family Programs Division
ABOUT MARINE AND FAMILY PROGRAMS DIVISION

Within Manpower and Reserve Affairs, Marine and Family Programs Division (MF) focuses on supporting Force Preservation and Marine and family fitness (mind, body, spirit, and social).

MISSION

Our mission is to provide plans, policies, procedures, and resources to facilitate the commander’s ability to deliver standardized, coordinated, and responsive services which support Marines and their families regardless of geographical location. We accomplish our mission through resourcing, advocacy, program oversight, services, and initiatives that cover a wide spectrum of activities serving Marines and their families at every stage of their military lifecycle.

VISION

Our vision is to bolster Force Preservation, resiliency, and combat effectiveness through adaptable, affordable, and accessible Marine and family programs and services that provide exemplary support to the Total Force.

Our embedded and installation-based programs enable our Marines and their families to adapt to the changing circumstances of our operational tempo and missions, successfully reintegrate post-deployment, and maintain readiness to deploy again. We are specifically designed to support holistic fitness for Marines and their families. On installations, Marine and Family Programs is a critical component of Force Preservation. Comprised of the operational areas listed below, programs and services are delivered via installation, unit, and independent duty environments.
ABOUT MARINE AND FAMILY PROGRAMS DIVISION

BEHAVIORAL PROGRAMS
Our Behavioral Programs promote social, behavioral, and psychological fitness in order to enhance mission effectiveness. Behavioral Programs include Family Advocacy, Community Counseling, Substance Abuse Programs, as well as Sexual Assault Prevention and Response, Suicide Prevention, Combat and Operational Stress Control, and Embedded Preventive Behavioral Health. Through integrated service delivery and collaboration, installation-and command-based programs ensure comprehensive resources, services, and care are available to Marines and their families across the Corps.

CAREER AND EDUCATION SERVICES
Our Career and Education Services promote a strong and ready Marine Corps by helping Marines and their families successfully formulate and pursue their employment and educational goals. The programs, which include Credentialing, Family Member Employment Assistance, Transition Assistance, Volunteer Management, Leadership Scholar, Voluntary Education, and Libraries, provide a continuum of support designed to help Marines and their families navigate career and educational plans impacted by military life; from recruitment, through transition, and beyond.
ABOUT MARINE AND FAMILY PROGRAMS DIVISION

FAMILY READINESS SERVICES

Our Family Readiness programs understand that family readiness is critical to overall readiness and combat effectiveness. Programs include Information, Referral and Relocation, Marine Corps Family Team Building, Personal Financial Management, and the Unit, Personal and Family Readiness Program. These programs are offered to strengthen and fortify Marines and their families through integrated programming and readiness preparedness training. Our programs also ensure access to information and referrals to qualified professionals and vital unit, installation, and community support to help prepare Marines and their families for the challenges of life in the Marine Corps.

FAMILY CARE

Our Child and Youth Programs, Exceptional Family Member Program, and School Liaison Program aim to reduce the negative impacts of the military lifestyle, and support the care and development of our Corps’ children and family members with special needs. These family care services encompass a continuum of care that allows Marines to focus on their mission and supports the development of strong families by addressing or mitigating the impacts of mission and other environmental factors that may challenge the resiliency, care, health, quick acclimation, education, or safety of Marine Corps children and family members.
ABOUT MARINE AND FAMILY PROGRAMS DIVISION

PERSONNEL SERVICES
Our Personnel Services function as the Marine Corps Program Office for the Defense Enrollment Eligibility Report System (DEERS) which provides timely and accurate information on service members, retirees, and their dependents who are eligible for military benefits and entitlements, including TRICARE. We assist the Real-time Automated Personnel Identification System (RAPIDS) sites across the Marine Corps with the issuance of Uniform Services Identification Cards/Common Access Cards for eligible personnel. Personnel Services is responsible for the adjudication of all Secondary Dependency Determination claims related to Basic Allowance for Housing and travel/transportation entitlements, and policy oversight for the Marine Corps Postal Affairs and Voting Assistance Programs.

MARINE FOR LIFE NETWORK
Our Marine for Life Network offers linkages both to the Marine Corps and to the employment, education, career/technical, and entrepreneurial opportunities that await Marines and their families. The network is supported by Reserve Marines located in cities across the country standing ready to provide location-specific information and resources.
ABOUT MARINE AND FAMILY PROGRAMS DIVISION

CASUALTY ASSISTANCE
Our Casualty Assistance services execute and manage the Marine Corps Casualty Assistance Program by providing assistance to families with compassion, dignity, and honor. We protect the noble legacy of our fallen Marines by ensuring families receive prompt and accurate information regarding their Marine’s death, injury, or illness; issue travel orders and funding for next of kin to travel to bedside, burial, and dignified transfer; process casualty and mortuary benefits and entitlements; and provide long-term assistance to surviving family members. In addition, we coordinate the repatriation of Marines recovered, identified, and returned from past conflicts and arrange Military Funeral Honors on behalf of active, retired, and veteran Marines.

SEMPER FIT AND RECREATION
Our Semper Fit and Recreation programs strengthen resiliency and contribute to military effectiveness by promoting and maintaining the mental and physical well-being of Marines and other authorized patrons through physical fitness, single Marine activities, combat fitness capabilities, benefits-based recreation, competitive sports, and health promotions. Programs include Fitness and Health Promotion (Tobacco Cessation, Physical Fitness, Injury Prevention, Nutrition, Weight Management); Sports (All-Marine, Intramurals, Varsity, and Youth); Deployment Support; Single Marine Program; and Recreation Programs and Activities.
To achieve our mission, we will promote collaboration throughout the MF Division and across the Marine Corps. Additionally, we will reinforce relationships with external agencies and seek to broaden those partnerships where gaps may exist. These partnerships will enhance our programs and services and ensure we offer patrons the very best resources and support to meet their needs. This proactive emphasis on collaboration will require a continual exchange of information with our partners, with a focus on eliminating redundancies, resolving gaps, and identifying mutually advantageous opportunities between stakeholders. Our collaborations must be flexible, transparent, and focused on achieving accessible, adaptable, and affordable services for our patrons.

To strengthen existing relationships, we must develop processes that encourage regular engagement. Through this collaboration we will identify strengths and areas for growth to deliver a comprehensive portfolio of support for our Marines and their families. We must seek a seamless system of care that engages all stakeholders, both internal and external to the Marine Corps, to include Congress, the Department of Defense, the Department of the Navy, other government agencies, and the public/private sector. We must remain diligent in expanding our partnerships into the future.

Through these partnerships, we will expand our reach and enhance the programs and services our patrons most need. Ultimately, we will ensure our Marines and their families have access to exemplary programs and services, while providing value to external stakeholders at all levels.

“It is our shared responsibility to ensure the continued health of our collective soul and identity.”
- General Berger, 58th CMC, Planning Guidance
PARTNERSHIPS - EXPAND COMMUNITY AND BASE CAPACITY TO ENHANCE PROGRAM DELIVERY AND LEVERAGE RESOURCES

Goal #1: Within the mf portfolio of programs and services, promote cross-collaboration throughout the marine corps (internal)

- Establish and maintain regular collaboration and the exchange of information across the Marine Corps
- Mutually identify and retain, modify, or eliminate duplication, overlaps, or fragmentation in programs and services

Goal #2: Strengthen existing relationships (external)

- Sustain current partnerships with DON, DOD, local, state, federal government agencies, and public and private sector
- Develop mechanisms/forums to regularly engage with these organizations to collaborate and support mutually beneficial opportunities

Goal #3: Expand partnerships (external)

- Identify key stakeholders where gaps in engagements exist
- Conduct outreach to understand stakeholder interest and willingness to participate in periodic engagements
- Incorporate new partners into existing forums, or establish new
PROGRAM DELIVERY - IMPLEMENT AND MAINTAIN FLEXIBLE, RELEVANT, AND SUSTAINABLE DELIVERY OF INTEGRATED PROGRAMS AND SERVICES

Our programs and services delivery model is multi-faceted and requires a collaborative effort to address the current and future needs of Marines and their families. We provide program oversight, advocacy, and resourcing while the delivery of the programs and services are predominantly the responsibility of commanders at both the installation and unit levels. We must enable the delivery of integrated quality programs and services that maintain flexibility, relevancy, and sustainability.

We will support installations and commanders in providing high-quality programs and services to the Total Force, which are aligned with higher-level strategic guidance. To achieve this, we will assess our core programs and services and divest of those activities which are not mandated by law or policy, or do not provide a favorable return on investment. Baseline standards will be developed to ensure consistent capabilities across the fleet with flexible delivery methods.

We will be good stewards of program funding, manpower, equipment, and other valued resources. Working together as a Division, we will promote cross-functional initiatives and programmatic collaborations to integrate our programs and services to be accessible to the Total Force. We will be committed to transparency, fiscal stewardship, and the public trust. Resources will be aligned to achieve our strategic goals and refine budget practices that contribute to informed decision-making. Our offerings will be improved by continuously evaluating program efficacy and relevancy by listening to the voice of the customer.

We will strive to understand the evolving needs of our Marines and their families and adapt our programs and services to more effectively meet those needs. Baseline standards will be developed to ensure consistent capabilities across the fleet with flexible delivery methods.

“We cannot continue to accept the preservation of legacy capabilities with little to no demand signal.”
- General Berger, 38th CMC, Planning Guidance
PROGRAM DELIVERY - IMPLEMENT AND MAINTAIN FLEXIBLE, RELEVANT, AND SUSTAINABLE DELIVERY OF INTEGRATED PROGRAMS AND SERVICES

Goal #1: Support quality programs and services
- Define and prioritize MF core programs and services
- Eliminate, realign, or outsource "non-core" programs and services
- Develop and publish baseline standards for delivery of the programs and services

Goal #2: Align resources with priorities in Collaboration with the installations
- Invest in programs and services that demonstrate effectiveness and divest of those that do not
- Refine budget practices to better understand resources which will result in improved decision-making

Goal #3: Create conditions for flexible, valued, and relevant Programs and services
- Expand access to MF Division programs and services through program integration and mobilization.
- Optimize external resources to expand the reach of MF programs and services
- Field a customer feedback system to determine availability, quality, and satisfaction of programs and services
Marine and Family Programs has evolved into a portfolio of programs that focuses on the readiness, resiliency, and quality of life for Marines and their families. However, many Marines do not understand our capabilities and resources or recognize them as part of the Force Preservation construct. For the active-duty Marine audience and their family, they seemingly engage with Marine and Family Programs on an as-needed basis, depending on their life-stage, career-stage, and near-term situation.

Most of the engagement is initiated in response to an event or incident, and the program is often used as a reactive response to a situation, instead of a proactive one. As a result, there is often a negative stigma associated with many programs as Marines are forced to engage. Branding and marketing issues have led to misconceptions regarding many of the programs in our portfolio, and Marines do not utilize the portfolio as a holistic suite of capabilities to address their needs. The large variety of communications materials across our installations, coupled with the complex nature of the programs available, creates a barrier for Marines and their families to gain the knowledge they need to use our programs and services as designed.

In order to reduce the impact of these misconceptions and increase utilization and understanding of our capabilities and personnel expertise, procedures must be put into place to create an open, transparent, and two-way communication environment with our various audiences. Communicating with our many stakeholders in smart, fresh, and innovative ways is a critical way ahead for our organization. To better engage Marines and their families, we will explore ways to communicate Marine and Family Programs as an essential, day-to-day resource for maintaining readiness, resiliency, and quality of life while in the Marine Corps.

We will focus our communication efforts on the activities, events, messages, and touchpoints that will motivate Marines and their families to proactively engage our programs. Our key audience must be identified by segments to develop strategically sound communication strategies. Each group will require a distinct tone, message, and set of proof points to be relevant and effective. Due to the variety of audiences, both internal and external, this effort will likely require more than traditional marketing tools. Thus, we must leverage all communication channels to appropriately engage key audiences and influencers on the importance of the program and scope of services that are offered.

As we continue to develop our comprehensive digital and mobile approach to communication, it is also critical we engage stakeholders throughout the Corps and across installations. Lastly, our brand recognition is further fractured by installation marketing efforts. We will focus our efforts on increasing the Marine and Family Programs’ name and recognition recall. By doing so, we aim to increase the level of brand awareness, brand knowledge, and comprehension of Marine and Family Programs as the purveyor of readiness, resilience, and quality of life.
Goal #1: Establish MF as the reliable and trusted authority on all matters related to its portfolio

- Provide information in a convenient, timely, and accessible manner for all stakeholders
- Employ a multi-media and multi-level communication approach
- Convey messages through partnerships with internal and external organizations
- Invest in an end-to-end digital experience to improve online services

Goal #2: Enhance communication efforts

- Develop communication campaigns with a focus on issues/services impactful to stakeholders
- Prioritize information according to the needs of Marines and their families
- Support program activities with marketing materials
- Establish and maintain relationships with the media, Defense Department, and Congressional policymakers

Goal #3: Improve brand strength and recognition by creating brand alignment globally

- Understand our current true brand equity(ies)
- Develop consistent messaging that builds a distinct brand for Marine and Family Programs
- Foster a sense of shared community and connectedness through information sharing and messaging
- Implement processes to improve collection and understanding of stakeholder feedback

COMMUNICATION - ENGAGE IN ACTIVE TWO-WAY COMMUNICATION WITH CUSTOMERS, EMPLOYEES, AND STAKEHOLDERS IN ORDER TO INCREASE AWARENESS AND UNDERSTANDING
LOE 4

MODERNIZATION - EMPLOY BEST PRACTICES, INCLUDING TECHNOLOGY SOLUTIONS, TO IMPROVE PERFORMANCE, REDUCE COST OR MEET NEW REQUIREMENTS

We will encourage innovation, looking to both industry leaders and internally developed solutions. Our research, studies, and pilots must be focused on results that make our programs and services more accessible, adaptable, and affordable. As we develop policies, we will leverage emerging technologies and be ambitiously forward thinking, as these policies must anticipate changes and remain flexible to adapt with the changing environments.

Modernization will require investment. Those costs should be offset by the value of improved services and programs and the efficiencies and cost savings discovered by new models of delivery. Modernization will go beyond information technology (IT) improvements to include the evaluation of physical spaces, equipment/hardware, and program/service delivery techniques.

Ambitious modernization efforts will include a mix of near-term changes targeting “quick wins” and long-term improvements. To achieve these goals, we must conduct an honest assessment of existing processes and techniques, with a willingness to divest of ineffective legacy methodologies. We must maintain a willingness to divest of costly equipment and hardware and eliminate unproductive programs, as those savings will ultimately fund future enhancements.

New technology is changing how we manage and deliver programs and services. Marines and their families expect the same level of innovation, speed, and quality received from non-governmental organizations. The current technology infrastructure is insufficient to support a high-performance culture or to support an effective program delivery. We will focus on the right technology investments in order to help the organization become more agile and responsive in an environment of rapid change. Our information technology investments and strategies will help to achieve our mission and need to be modernized, secure, and responsive to customer demands. We will bolster our information technology infrastructure and systems to support high-quality program delivery. Our future investments in technology systems will support program delivery coordination, service integration and excellence, and communication among staff across headquarters and the installations, resulting in a more positive experience for our Marines and their Families. We will invest in technology infrastructure capacity to fully support a culture of high performance and our transformation to a data-driven organization.

“...The National Defense Strategy (NDS) has directed us to focus in new areas, and this requires us to think, innovate, and change."
- General Berger, 38th CMC, Planning Guidance
MODERNIZATION - EMPLOY BEST PRACTICES, INCLUDING TECHNOLOGY SOLUTIONS, TO IMPROVE PERFORMANCE, REDUCE COST OR MEET NEW REQUIREMENTS

Goal #1: Provide user-friendly online/virtual program and training delivery options
- Increase the availability and capacity of technology options that best meet service delivery and training needs
- Integrate physical and virtual service delivery environments to enhance opportunities
- Define and develop a virtual access strategy that balances security and ease of access (24-7) to MF programs
- Leverage cloud-based technologies
- Provide a conduit for referrals and warm handoffs across our service portfolio

Goal #2: Enhance IT system infrastructure by providing secure, high quality, reliable, and effective IT-enabled solutions
- Create and update integrated client tracking and case management systems to support data-driven decision-making and program service delivery
- Support the installations in proactively managing technology and equipment inventory and life cycles
- Provide systems that enable commanders and senior enlisted advisors to make informed and timely decisions on Force Preservation risk assessments

Goal #3: Improve access to enterprise data and analytical competence to inform decision making
- Leverage existing institutional data, collaboratively across the Division, to further improve support
- Increase access to external data systems
- Automate, collect, or receive data to generate reports to support performance management data analysis
- Explore the viability of artificial intelligence and machine learning (AI/ML), dashboards, and software as a service (SaaS)

Goal #4: Encourage creative, critical, and forward-thinking solutions
- Promote innovation by exploring novel solutions, industry best practices, and new delivery strategies
- Encourage experimentation that yields solutions
- Update policies to keep pace with emerging solutions and industry standards
We will continuously evaluate the performance of our programs and services to ensure they remain relevant and effective. Evaluation findings must inform policy, programmatic plans, and financial sustainment. We will stay current with industry best practices, obtain feedback from patrons, and fully engage our performance management framework to make proactive, data-informed decisions to meet the needs of our Marines and their families.

We will improve the operation of our programs through collaboration with installation counterparts; sharing evaluation data, monitoring customer needs and feedback, and developing recommendations for the way forward. Logic models will be required for our programs identifying key inputs, activities, outputs, and most importantly, measures of effectiveness, and we will continue to refine these models. We will ensure programs are in compliance with existing policy and regulations. We will fully analyze our policies and remove any self-imposed constraints that are impeding our program performance.

Ultimately, our goal is to provide the best programming we can to our patrons. Utilizing an enterprise risk management model, we will assess risks associated with our programming. We will employ an internal audit capability to analyze and assess data and business processes. We will conduct analysis of findings to improve our service delivery. We are committed to working with installations to assist them with meeting and exceeding standards.

Effective assessment of programs involves evaluating our processes on a continuous basis. We will conduct internal assessments of our processes to find the most efficient and effective means of doing business to ensure the delivery of exemplary programs.

Elite organizations do not accept mediocrity.
- General Berger, 38th CMC, Planning Guidance
### Goal #1: Conduct and complete comprehensive reviews

- Conduct research studies and assess customer surveys and evaluations, to inform policy and programming decisions
- Refine logic models to develop or improve measures of performance (MOP) and measures of effectiveness (MOE)
- Develop a system to: share data reports, assess consumer base, and evaluate trends and requirements
- Engage installation representatives and other stakeholders to develop recommendations
- Publicize findings to installation representatives and other stakeholders

### Goal #2: Conduct oversight of programs and services

- Review functional area checklists/installation certification checklists and eliminate unnecessary requirements
- Conduct certification, Inspector General (IG), and CDC inspections to ensure compliance with published standards
- Perform trend analysis on findings to correct deficiencies or improve programs and service delivery

### Goal #3: Ensure program compliance with existing law and policies

- Analyze USMC policies against authoritative requirements (laws) or policy requirements (regulations)
- Identify and remove legal or policy constraints that impact program performance

### Goal #4: Demonstrate a commitment to continuous process improvements

- Develop a continuous process improvement plan
- Convene cross-functional teams to map, analyze, and recommend specific controls to improve organizational processes
- Use enterprise risk management model to assess risks associated with MF programs and services
- Manage internal audit capability to support process improvements

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**LOE 5**

**ASSESSMENT - CONTINUOUSLY EVALUATE PROGRAM AND SERVICE PERFORMANCE, COST, RELEVANCE, AND MAKE CHANGES WHERE INDICATED**
The Marine and Family Programs Division has always been a high-performing organization, and our workforce is our greatest asset. The recruitment, training, development, and retention of high-quality, mission-focused people is paramount to our success. We must foster an environment that unlocks the full potential of our workforce, enabling them to effectively respond to today’s needs while postured to meet future challenges. A workforce capabilities assessment will be conducted, along with an organizational alignment review, which will serve as the foundation to achieving workforce excellence. The proper alignment of capabilities across the division will ensure organizational optimization with the flexibility to respond to changing demand signals. We will expeditiously address workforce vacancies, particularly those identified as critical.

We must be able to attract, recruit, identify, incentivize, and retain a talented and diverse workforce who are committed to the mission. The employee assessment and selection process will be standardized to ensure both the most-qualified and best-fit for the organization. We will adopt a more professional and effective onboarding experience for our new employees that is both welcoming and demonstrates our commitment to individual development. We will build on our existing recognition program to identify and recognize the outstanding contributions of our teammates’ efforts across the division.

Our success depends on the readiness of our workforce. We must encourage and support employee development in both their professional and personal lives. We will endeavor to create an environment where all levels of the workforce feel empowered, valued, and treated with dignity. We will institutionalize a continuous employee feedback system in order to gauge workforce satisfaction and solicit ideas for improvement. We will conduct a critical examination of our existing Human Resource (HR) policies through a quality-of-life lens in order to achieve an effective work-life balance.

We are committed to supporting the workforce through on-going training and development. Workforce competencies will be expanded. We will empower employees to explore new ideas and create a strong team prepared for further advancement within the organization. We will focus on the training and resourcing of supervisors to effectively lead subordinates. We will seek new opportunities for employee development and credentialing so that we maintain a high-performing workforce and prepare the next generation of leaders.
Goal #1: Identify and address gaps between the workforce of today and the human capital needs of tomorrow
• Conduct a comprehensive workforce capabilities and organizational alignment review
• Prepare the workforce to respond to changing customer needs and institutional demands
• Implement workforce strategies to mitigate personnel and capability gaps

Goal #2: Recruit and retain a talented and diverse staff
• Improve recruitment process with a more robust candidate assessment strategy
• Create and implement a consistent and effective onboarding experience
• Identify and implement new opportunities to recognize outstanding contributions

Goal #3: Fortify workforce resiliency
• Create an environment where employees are valued and treated with dignity
• Institutionalize the capability to actively engage, support, and solicit employee feedback
• Develop policy to establish or maintain an effective work-life balance

Goal #4: Support workforce training and development
• Identify and implement new strategies to expand workforce competencies that build strong teams, boost initiative, and promote collaboration
• Bolster supervisor competencies to effectively lead in a rapidly changing work environment
• Seek opportunities for employees to attend leadership development courses, advance education, and attain industry certifications

LOE 6

WORKFORCE EXCELLENCE - INVEST IN DEVELOPING AND SUSTAINING A SUCCESSFUL AND EFFICIENT WORKFORCE
This campaign plan is my guidance for the next three years, and our success requires that everyone reads, understands, and takes action to deliver accessible, affordable, and adaptable support to Marines and their families. While the future is uncertain, we will do well to have robust partnerships and clear communication. We must strive to continuously improve our program delivery and constantly evaluate performance, cost, and relevance through assessments. This will require a focus on the future through modernization and an investment in you - our workforce. Our Marines and their families deserve the best programs and services we can offer with ease of access, when and where they want that support. We must be fiscally disciplined, ready to invest and divest where prudent, to ensure a sustainable business model. Finally, we must be ready to change as the lives and needs of the Marines and their families change. This is our plan, and now it’s time to implement the plan.

**THESE NEXT STEPS WILL OCCUR TO ENSURE SUCCESS:**

- Task #1: LOE Managers will be identified and designated in writing within 30 days of publishing this plan.
- Task #2: Each Branch will distribute and discuss the MF Campaign Plan within 30 days of publishing this plan.
- Task #3: Each Branch will develop their implementation strategy to be included as an annex to the MF Campaign Plan within 90 days of publishing this plan. Employ techniques to explain (e.g. S.W.O.T. Analysis) and measure (e.g. MOEs/MOPs/Logic Models) your proposed efforts.
- Task #4: Branch Heads will participate in quarterly reviews to evaluate progress. The Chief of Staff will oversee all reviews.
- Task #5: Chief of Staff will deliver an annual progress report.
- Task #6: Revalidate this plan when a new CMC publishes his guidance every four years.

**THE WAY AHEAD**

The continued loss of 8,000 Marines per year to non-EAS attrition is unacceptable. According to Manpower and Reserve Affairs (M&RA), Between FY09-19, The OPFOR lost 11,765 Marines to non-EAS attrition for drug and alcohol offenses, and another 13,571 for misconduct. The total replacement cost for these 25,336 Marines is in excess of $1 billion. This must change.

“...” - General Berger, 38th CMC, Planning Guidance
### Core Values

**HIGHER**

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<td><strong>Goal 1</strong></td>
<td>Support quality programs/services</td>
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<td><strong>Goal 2</strong></td>
<td>Strengthen existing relationships (internal)</td>
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<td><strong>Goal 3</strong></td>
<td>Strengthen existing relationships (external)</td>
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**LoE**

- **Partnerships**
  - Expand community and base capacity to enhance program delivery and leverage resources (accessibility, adaptability, affordability)

### Campaign Plan

**Warfighting**

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<td>Define and prioritize MF “core” programs and services</td>
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<td>Implement and maintain flexible, relevant, sustainable delivery of integrated programs and services (accessibility, adaptability, affordability)</td>
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<td><strong>Goal 3</strong></td>
<td>Create conditions for flexible, valued and relevant programs and services</td>
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**Program Delivery**

- Align resources with priorities in collaboration with the installations
- Optimize external resources to expand the reach of MF programs and services
- Field a customer feedback system to determine availability, quality, and satisfaction of program and services

**Support**

- Convene leadership to validate stakeholder interest and willingness to participate in periodic engagements
- Office of the Chief of Staff

**HIGHER**

- **Partnerships**
  - Expand community and base capacity to enhance program delivery and leverage resources (accessibility, adaptability, affordability)

### MF Division Branches

- **Higher**
  - **Goal 1**
    - Within the MF portfolio of programs/services, promote cross collaboration throughout the Marine Corps (internal)
  - **Goal 2**
    - Sustain current partnerships with DoD, DoI, local state/federal government agencies, and public and private sector
  - **Goal 3**
    - Identify key stakeholders where caps in engagements exist

- **LoE**
  - **Partnerships**
    - Expand partnerships (external)
    - Conduct outreach to understand stakeholder interest and willingness to participate in periodic engagements
    - Incorporate new partners into existing forums, or establish new
### COMMAND AND LEADERSHIP

**GOAL 1** - ESTABLISH MF AS THE RELIABLE AND TRUSTED AUTHORITY ON ALL MATTERS RELATED TO ITS PORTFOLIO

- Develop communication campaigns with a focus on issues/services impactful to stakeholders
- Prioritize information according to the needs of Marines and families
- Support program activities with marketing materials
- Establish and maintain relationships with the media, defense department and congressional policymakers
- Understand our current true brand equities
- Develop consistent messaging that builds a distinct brand for marine and family programs
- Foster a sense of shared community and connectedness through information sharing and messaging
- Implement processes to improve collection and understanding of stakeholder feedback

**GOAL 2** - ENHANCE COMMUNICATION EFFORTS

- Engage in active two-way communication with customers, employees and stakeholders in order to increase awareness and understanding

**GOAL 3** - IMPROVE BRAND STRENGTH AND RECOGNITION BY CREATING BRAND ALIGNMENT GLOBALLY

### MODERNIZATION

**GOAL 1** - IMPROVE USER-FRIENDLY ONLINE/VIRTUAL PROGRAM AND TRAINING DELIVERY OPTIONS

- Increase the reliability and capacity of technology options that best meet service delivery and training needs
- Integrate physical and virtual training environments to enhance opportunities for learning
- Define and develop a virtual access strategy that balances security and ease of access (24-7) to mf programs
- Leverage cloud-based technologies
- Provide a conduit for measurable and warm hand-offs across our service portfolio

**GOAL 2** - ENHANCE IT SYSTEM INFRASTRUCTURE BY PROVIDING SECURE, HIGH QUALITY, RELIABLE AND EFFECTIVE IT-ENABLED SOLUTIONS

- Create and deploy optimized client-facing and care management systems to support data, decision science and program service delivery
- Support the installations in managing technology and equipment inventory life-cycles
- Provide systems that enable informed and timely decisions on force preservation risk
- Simplify data end-to-end through shared collaboration across the division, to enhance access to external data

**GOAL 3** - IMPROVE ACCESS TO ENTERPRISE DATA AND ANALYTICAL COMPETENCE TO INFORM DECISION MAKING

- Increase access to enterprise data systems
- Automate, collect, or receive data to generate reports to support performance management data analytics
- Maximize the value of data, analytics and insights to support decision-making and business needs
- Promote innovation by exploring novel solutions, industry best practices and new delivery strategies
- Encourage experimentation that yield solutions
- Update policies to keep pace with emerging solutions and industry standards

**GOAL 4** - ENCOURAGE CREATIVE, CRITICAL, AND FORWARD THINKING SOLUTIONS

### EDUCATION AND TRAINING

**GOAL 1** - PROVIDE USER-FRIENDLY ONLINE/VIRTUAL PROGRAM AND TRAINING DELIVERY OPTIONS

- Increase the reliability and capacity of technology options that best meet service delivery and training needs
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**GOAL 4** - ENCOURAGE CREATIVE, CRITICAL, AND FORWARD THINKING SOLUTIONS

### HIGHER EDUCATION AND TRAINING
- GOAL 1 -
CONDUCT AND COMPLETE COMPREHENSIVE REVIEWS
- ASSESSMENT -
CONTINUOUSLY EVALUATE PROGRAM AND SERVICE PERFORMANCE, COST, AND RELEVANCE AND MAKE CHANGE WHERE INDICATED
- GOAL 2 -
CONDUCT OVERSIGHT OF PROGRAMS AND SERVICES
- GOAL 3 -
ENSURE PROGRAM COMPLIANCE WITH EXISTING LAW AND POLICIES
- GOAL 4 -
DEMONSTRATE A COMMITMENT TO CONTINUOUS PROCESS IMPROVEMENTS

WORKFORCE - EXCELLENCE
INVEST IN DEVELOPING AND SUSTAINING A SUCCESSFUL AND EFFICIENT WORKFORCE