

\*\*\*\*\* UNCLASSIFIED/ \*\*\*\*\*

Subject: SUBJECT/MARFORRES MANPOWER MANAGEMENT POLICY AND PROCEDURES

Originator: COMMARFORRES G1(UC)

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Precedence: ROUTINE

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To: CG 4TH MAR DIV(UC), CG 4TH MLG(UC), CG 4TH MAW(UC), 3RD CIVAFFAIRSGRU(UC), 4TH CIVAFFAIRSGRU(UC), 3RD ANGLICO(UC), 4TH ANGLICO(UC), INTEL SPT BN(UC)

cc: CMC WASHINGTON DC MRA RA(UC)

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CG 4TH MAR DIV

CG 4TH MLG

CG 4TH MAW

3RD CIVAFFAIRSGRU

4THCIVAFFAIRS GRU

3RD ANGLICO

4TH ANGLICO

INTEL SPT BN

MSGID/GENADMIN/ COMMARFORRES

SUBJECT/MARFORRES MANPOWER MANAGEMENT POLICY AND PROCEDURES

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REF/B /MCO 1001R.1K/MCRAMM

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REF/D/MCO1080.40AC/MCTFSPRIUM

POC/SHANNON L. SHINSKIE/MAJ/MARFORRES G-1 MANPOWER BRANCH HEAD/TEL: 504-697-7188/E-MAIL/SHANNON.SHINSKIE@USMC.MIL//

POC/DAVID S. ROBERTS/CIV/MARFORRES G-1 MANPOWER RECRUITING AND RETENTION OFFICER/TEL: 504-697-7193/E-MAIL/DAVID.S.ROBERTS@USMC.MIL//

NARR/REF (A) PROVIDED COMMARFORRES GUIDANCE AND PROCEDURES FOR PROPER SMCR BILLET IDENTIFICATION CODE (BIC) ASSIGNMENT AND REPORTING. REF (B) IS THE MARINE CORPS RESERVE ADMINISTRATIVE MANAGEMENT MANUAL. REF (C) IS THE TOTAL FORCE STRUCTURE PROCESS. REF (D) IS THE MARINE CORPS TOTAL FORCE SYSTEM PERSONNEL REPORTING INSTRUCTIONS MANUAL.

RMKS/1. SITUATION. THE CURRENT ALIGNMENT OF THE ON-HAND MARFORRES FORCE TO THE AUTHORIZED STRUCTURE REPORT (ASR) OF MARFORRES UNITS IS SUBOPTIMAL. FORCE SHAPING ACTIONS ARE NECESSARY TO REBALANCE THE INVENTORY TO MATCH REQUIREMENTS, REALIZE COST SAVINGS, AND POSTURE MARFORRES TO ALIGN MORE SEAMLESSLY WITH THE AC WHEN NECESSARY TO AUGMENT AND REINFORCE IN SUPPORT OF THE TOTAL FORCE.

2. MISSION. UNITS WILL VALIDATE ALL MARINES NOT PROPERLY ASSIGNED TO VALID STRUCTURE IN ACCORDANCE WITH THE PROCEDURES OUTLINED IN THIS POLICY. COMMARFORRES RETAINS AUTHORITY TO INVOLUNTARILY TRANSFER MEMBERS TO THE INDIVIDUAL READY RESERVE (IRR). NO MARINE WILL BE INVOLUNTARILY TRANSFERRED FROM A UNIT TO THE IRR WITHOUT SPECIFIC COMMARFORRES APPROVAL.

### 3. EXECUTION

A. COMMANDER'S INTENT. WE WILL REBALANCE OUR INVENTORY TO BETTER MATCH OUR REQUIREMENTS WHILE MAINTAINING UNIT COMBAT POWER. UNITS WILL IMPROVE MANPOWER MANAGEMENT PROCESSES, WHICH WILL SUSTAIN IMPROVEMENTS AND PERPETUATE OUR SUCCESS TODAY INTO THE FUTURE BY IMPROVING THE ACCURACY OF MANPOWER PLANS MEANT TO BALANCE THE FUTURE INVENTORY.

B. CONCEPT OF OPERATIONS. TARGETED ENFORCEMENT OF EXISTING WRITTEN POLICIES CONTAINED IN CHAPTER NINE OF REF (B) WILL REBALANCE THE SKILL AND GRADE COMPOSITION OF THE RC AND IMPROVE THE ALIGNMENT OF ON-HAND MARINES TO AUTHORIZED STRUCTURE. UNIT-LEVEL ADMINISTRATORS WILL FOLLOW IMPROVED REPORTING PROCEDURES MEANT TO INCREASE HQMC'S VISIBILITY OF THE UNIT-LEVEL ON-HAND INVENTORY. THIS NEW CAPABILITY WILL ALLOW HQMC TO MORE ACCURATELY FORECAST FUTURE MANPOWER INVENTORY NEEDS, FROM WHICH OUR UNITS WILL BENEFIT IN FUTURE YEARS.

#### C.TASKS

(1) MARFORRES G-1 MANPOWER BRANCH

(A) DESIGNATED AS LEAD FOR THIS EFFORT.

(B) ENSURE UNIT COMPLIANCE WITH NEW REPORTING REQUIREMENTS NLT 17 JANUARY 2012.

(C) FORECAST THE RESULTANT INVENTORY ACHIEVED THROUGH THE ENFORCEMENT OF EACH AVAILABLE POLICY CONTAINED IN REF (B) WITH THE SUPPORT OF RESERVE AFFAIRS.

(D) ADVISE COMMARFORRES OF IMPACT ON OVERALL END STRENGTH AND UNIT MANNING LEVELS ACHIEVED THROUGH IMPLEMENTATION OF EACH MANPOWER SHAPING POLICY. COALESCE AND ANALYZE INFORMATION FROM FORECASTED INVENTORIES AND UNIT REPORTING VALIDATION (EBI's), AND RECOMMEND A COURSE OF ACTION FOR IMPLEMENTATION NLT 2 FEBRUARY 2012.

(E) ENSURE FULL DISSEMINATION OF THE COMMARFORRES DECISION AND ENSURE UNIT COMPLIANCE TO THE GUIDANCE CONTAINED THEREIN NLT 90 DAYS FROM DECISION.

(F) MONITOR AND APPRISE COMMARFORRES EACH MONTH OF END STRENGTH AND UNIT MANNING LEVELS, FSRG EVENTS INFLUENCING UNIT MANNING LEVELS, AND PROGRESS OF UNIT-LEVEL POLICY ENFORCEMENT. BE PREPARED TO RECOMMEND SUBSEQUENT POLICY IMPLEMENTATION COA'S IF NECESSARY.

(2) MARFORRES G-3. PROVIDE MOS RETRAINING OPPORTUNITIES FOR MARINES ELECTING REDESIGNATION, IF FEASIBLE.

(3) MARFORRES G-8. COORDINATE WITH THE MARFORRES G-1 WHILE PLANNING AND EXECUTING THE 33 FSRG DIRECTED TASKS TO CAPITALIZE ON ANY OPPORTUNITY TO MAKE APPROPRIATE STRUCTURAL ADJUSTMENTS, DRIVEN BY DEMOGRAPHIC DATA AND HUBS OF VIABLE SKILL BASIS THAT WILL OPTIMALLY RECAPITALIZE ON CURRENT PERSONNEL AND UNIT LAY DOWN.

(4) MSC CG'S AND FORCE ASSET UNIT COMMANDERS

(A) ENSURE UNITS VALIDATE ALL PERSONNEL NOT PROPERLY ASSIGNED TO VALID STRUCTURE AND MAKE APPROPRIATE UNIT DIARY ENTRIES TO REPORT THIS VALIDATION (EBI'S) NLT 17 JANUARY 2012. IMPROVED PROCEDURES FOR VALIDATING EXCESS PERSONNEL ARE CONTAINED IN COORDINATING INSTRUCTIONS. ENSURE ALL PERSONNEL RESPONSIBLE FOR THE CONTINUOUS MAINTENANCE OF THE UNIT'S MANPOWER ASSETS HAVE A MARFORRES SHAREPOINT ACCOUNT, AS THIS IS THE PRIMARY MEANS OF COMMUNICATION BETWEEN MARFORRES AND UNITS. THE MARFORRES G-1 MANPOWER SHAREPOINT PORTAL CONTAINS A THREE-STEP APPROACH TO MANPOWER MANAGEMENT THAT WILL INSTRUCT THE UNIT IN A STEP-BY-STEP, INSTRUCTIONAL FASHION, THROUGH THE PROCESS OF MANAGING A UNIT'S T/O AND MANPOWER INVENTORY.

(1) STEP 1. PROVIDES A MANPOWER MANAGEMENT 101 INSTRUCTIONAL GUIDE CREATED BY MARFORRES G-1 MANPOWER, BIC COMPLIANCE REPORTS PER UNIT, AND POTENTIAL BIC MATCH REPORTS FOR EACH UNIT. UNITS SHOULD VIEW ALL AVAILABLE INFORMATION PERTAINING TO THEIR MANPOWER INVENTORY.

(2) STEP 2. PROVIDES LEADERS AND T/O MANAGERS A TOOL (UNIT BIC MANAGEMENT WORKSHEET) THAT ORGANIZES ALL AVAILABLE INFORMATION OF STEP 1 AND ASSISTS LEADERS WITH THE DECISION MAKING PROCESS OF BIC ASSIGNMENTS. ASSISTANCE WITH THIS TOOL IS OBTAINABLE FROM THE POCS OF THIS MESSAGE. UNITS WILL CREATE THEIR INDIVIDUAL UNIT BIC MANAGEMENT WORKSHEET AND USE THE INFORMATION AVAILABLE IN STEP 1 TO PROPERLY ASSIGN PERSONNEL TO THE AUTHORIZED STRUCTURE OF A UNIT.

(3) STEP 3. THE FY12 AND FY 13 RECRUITING PLANS. ONCE A UNIT CREATES THE UNIT BIC MANAGEMENT WORKSHEET AND FILLS IN THE CURRENT INVENTORY, UNITS MUST POPULATE THE WORKSHEET WITH THE FY12 AND FY13 RECRUITING PLANS IOT VALIDATE THEIR CURRENT INVENTORY ANALYSIS WITH THEIR FUTURE MANPOWER INVENTORY ANALYSIS, AND DETERMINE ACTUAL NEED. IF DETERMINED THAT THE UNIT DOES NOT NEED ADDITIONAL MANPOWER AS PLANNED IN THE FY 13 RECRUITING PLAN, UNITS MUST SUBMIT REQUESTED CHANGES TO THEIR FY 13 PLANS IMMEDIATELY TO MARFORRES G-1 MANPOWER VIA THEIR MSC IN ORDER TO REALIGN RECRUITING EFFORTS. IMPROPER RECRUITING EFFORTS THAT LEAD TO EXCESS MANNING PERPETUATE THE PROBLEM OF AN UNBALANCE FORCE AND WASTE MANPOWER DOLLARS.

(B) ENSURE UNITS ENFORCE WRITTEN POLICY AS DIRECTED WITHIN 90 DAYS OF THE DECISION.

(C) DO NOT ALLOW MARINES TO PERFORM ANY DUTY BEYOND THE NORMALLY SCHEDULED DRILL OR ANNUAL TRAINING (AT) PERIODS DURING THIS 90-WINDOW. ENSURE UNITS DO NOT PERMIT MARINES TO "DRILL OUT" OR CONDUCT AN UNSCHEDULED AT PRIOR TO INTER-UNIT TRANSFER (IUT) OR TRANSFER TO THE IRR. THIS IS A CRITICAL RESTRAINT PLACED UPON THE UNIT BECAUSE IF MARINES ARE PERMITTED TO "DRILL OUT" OR PERFORM AT'S, THE DESIRED END STATE OF SAVING MANPOWER COSTS WILL NOT BE ACHIEVED.

(5) MARFORRES PAO

(A) DEVELOP A COMMUNICATION PLAN IN SUPPORT OF THIS EFFORT.

(B) BE PREPARED TO RESPOND TO MEDIA QUERIES AND INTERPERSONAL QUERIES DERIVED FROM SOCIAL MEDIA PLATFORMS CONSISTENT WITH AN INTEGRATED COMMUNICATION PLAN.

(C) PUBLICALLY DISCLOSE MARFORRES MANPOWER MANAGEMENT POLICY AND PROCEDURES VIA THE MARFORRES PAO COMMUNICATION PRODUCTS AND ACTIONS.

D. COORDINATING INSTRUCTIONS

(1) PREVIOUS REPORTING INSTRUCTIONS PRESCRIBED IN REF A REMAIN IN EFFECT. HOWEVER, UNITS MUST NOW VALIDATE PERSONEL PREVIOUSLY REPORTED "EXCESS" WITH IMPROVED REPORTING PROCEDURES. UNITS WILL REPORT THE APPROPRIATE EXCESS BIC IDENTIFIER (EBI) FOR ALL MARINES NOT PROPERLY ASSIGNED TO VALID STRUCTURE AS OUTLINED BELOWED. THE EBI PROVIDES MANPOWER PLANNERS A RATIONALE FOR CONTINUED AFFILIATION AND IS NECESSARY TO APPRECIATE THE FULL IMPACT OF DIRECTED ENFORCEMENT OF CERTAIN WRITTEN MANPOWER MANAGEMENT POLICIES.

(2) PER REF (A), EXCESS BICS WERE PREVIOUSLY REPORTED AS UNIT IDENTIFICATION CODE NUMBER (UIC#) PLUS 5 ZEROS. EXAMPLE: A MARINE WHO IS AN EXCESS FROM UIC M12345 WOULD BE REPORTED AS BIC M1234500000. EFFECTIVE IMMEDIATELY, THE EBI REQUIREMENTS CHANGES THE REPORTING OF EXCESS BICS AS FOLLOWS:

(A) OBLIGOR MOS AND GRADE MATCH, NO AVAILABLE STRUCTURE: RUN BIC = UIC "PLUS" EX001 OR M12345EX001 (EXAMPLE BIC).

AMPLIFICATION: A MARINE HAVING REMAINING TIME ON CONTRACTUAL SMCR AFFILIATION THAT IS IN EXCESS TO THE UNIT'S CURRENT AUTHORIZED STRUCTURE, BUT IS AN MOS AND GRADE MATCH TO A BILLET RESIDENT ON THE UNIT'S ASR WILL BE REPORTED AS: UIC "PLUS" EX001.

(B) OBLIGOR MOS MATCH BUT GRADE MISMATCH, NO AVAILABLE STRUCTURE: RUN BIC = UIC "PLUS" EX002 OR M12345EX002 (EXAMPLE BIC).

AMPLIFICATION: A MARINE HAVING REMAINING TIME ON CONTRACTUAL SMCR AFFILIATION THAT DOES HAVE THE REQUISITE MOS TO FILL A UNIT'S AUTHORIZED STRUCTURE, BUT IS TOO SENIOR OR TOO JUNIOR TO BE PROPERLY ASSIGNED TO A BIC WILL BE REPORTED AS: UIC "PLUS" EX002

(C) OBLIGOR MOS MISMATCH, NO AVAILABLE STRUCTURE: RUN BIC = UIC "PLUS" EX003

AMPLIFICATION: A MARINE HAVING REMAINING TIME ON CONTRACTUAL SMCR AFFILIATION THAT DOES NOT HAVE THE REQUISITE MOS TO FILL A UNIT'S AUTHORIZED STRUCTURE, NORMALLY AS A RESULT OF AN INTER-UNIT TRANSFER AT THE MARINE'S REQUEST, WILL BE REPORTED AS: UIC "PLUS" EX003

(D) NON-OBLIGOR MOS AND GRADE MATCH, NO AVAILABLE STRUCTURE: RUN BIC = UIC "PLUS" EX004

AMPLIFICATION: A MARINE WITH NO REMAINING TIME ON CONTRACTUAL SMCR AFFILIATION OR A PRIOR SERVICE MARINE THAT DOES HAVE THE REQUISITE MOS TO FILL A UNIT'S AUTHORIZED STRUCTURE, AND IS AN APPROPRIATE GRADE MATCH, BUT THERE IS NO AVAILABLE STRUCTURE FOR ASSIGNMENT WILL BE REPORTED AS: UIC "PLUS" EX004. THIS IS NORMALLY THE RESULT OF UNPLANNED RETENTION WHEN A REPLACEMENT MARINE IS ASSIGNED TO THE MORE JUNIOR BIC.

(E) NON-OBLIGOR MOS MATCH/GRADE MISMATCH, NO AVAILABLE STRUCTURE: RUN BIC = UIC "PLUS" EX005

AMPLIFICATION: A MARINE WITH NO REMAINING TIME ON CONTRACTUAL SMCR AFFILIATION OR A PRIOR SERVICE MARINE THAT DOES HAVE A REQUISITE MOS TO FILL A UNIT'S AUTHORIZED STRUCTURE, BUT IS TOO SENIOR OR TOO JUNIOR TO BE PROPERLY ASSIGNED WILL BE RUN AS: UIC "PLUS" 005. THIS IS NORMALLY THE RESULT IN UNPLANNED RETENTION OF A MARINE THAT OUTGROWS THE AVAILABLE STRUCTURE WITHIN THE DESIRED GEOGRAPHIC LOCATION AND THE REPLACEMENT MARINE IS ASSIGNED TO THE MORE JUNIOR BIC.

(F) NON-OBLIGOR MOS MISMATCH, NO AVAILABLE STRUCTURE: RUN BIC = UIC "PLUS" EX006

AMPLIFICATION: A MARINE WITH NO REMAINING TIME ON CONTRACTUAL SMCR AFFILIATION OR A PRIOR SERVICE MARINE THAT DOES NOT HAVE THE REQUISITE MOS TO FILL A UNIT'S AUTHORIZED STRUCTURE WILL BE RUN AS: UIC "PLUS" 006. THIS IS NORMALLY THE RESULT OF AN INTENDED LATERAL MOVE, AN AC TO RC TRANSITION, OR AN IUT AT THE MARINE'S REQUEST. UNITS HAVING OVER 100 PERCENT MANNING MUST BE PREPARED TO JUSTIFY CONTINUED AFFILIATION OF MARINES FAILING TO RETRAIN TO A NECESSARY MOS.

(G) OBLIGOR PENDING ADMIN SEP, STRUCTURE IS AVAILABLE AND COMMANDER DESIRES REPLACEMENT RECRUITING EFFORT: RUN BIC = UIC "PLUS"EX007

AMPLIFICATION: A MARINE HAVING REMAINING TIME ON CONTRACTUAL SMCR AFFILIATION AND HAVING THE REQUISITE MOS AND RANK TO FILL VALID STRUCTURE AND THE UNIT HAS AVAILABLE STRUCTURE, BUT THE MARINE IS AN UNSATISFACTORY PARTICIPANT, RUN BIC: UIC "PLUS" EX007. MARINES WITH THIS BIC MUST ALSO HAVE A STRENGTH CATEGORY "X" POSTED IN MCTFS PER REF (D).

(H) OBLIGOR PENDING MEDICAL SEPARATION, STRUCTURE IS AVAILABLE BUT COMMANDER DESIRES REPLACEMENT RECRUITING EFFORT: RUN BIC = UIC "PLUS" EX008

AMPLIFICATION: A MARINE HAVING REMAINING TIME ON CONTRACTUAL SMCR AFFILIATION AND HAVING THE REQUISITE MOS AND RANK TO FILL VALID STRUCTURE AND THE UNIT HAS AVAILABLE STRUCTURE, BUT THE MARINE IS PENDING MEDICAL SEPARATION, RUN BIC: UIC "PLUS" EX008. MARINES WITH THIS BIC MUST ALSO HAVE THE APPROPRIATE STRENGTH CATEGORY AND DUTY LIMITATION CODE POSTED IN MCTFS PER REF (D).

(I) NON-OBLIGOR PENDING MATTER RENDERING THEM INEFFECTIVE, STRUCTURE IS AVAILABLE BUT COMMANDER DESIRES REPLACEMENT RECRUITING EFFORT: RUN BIC = UIC "PLUS" EX009

AMPLIFICATION: A MARINE WITH NO REMAINING TIME ON CONTRACTUAL SMCR AFFILIATION OR A PRIOR SERVICE MARINE THAT IS NOT EFFECTIVE TO FILL VALID STRUCTURE FOR REASONS OF MOBILIZATION, LONG-TERM ADOS, PENDING MISCONDUCT, PENDING RETIREMENT, PENDING ADMINISTRATIVE MATTERS (UNSATISFACTORY PARTICIPANT), MEDICAL MATTERS, PENDING IUT, PENDING TRANSFER TO THE IRR, OR CONTRACTUAL ISSUES WITH REENLISTMENT, AND THE UNIT HAS AVAILABLE STRUCTURE THAT THE COMMANDER DESIRES A REPLACEMENT RECRUITING EFFORT: RUN BIC: UIC "PLUS" EX009

(3) WHEN O/H INVENTORIES EXCEED AVAILABLE STRUCTURE, THE FOLLOWING WILL BE USED TO DETERMINE BIC ASSIGNMENT PRIORITY:

(A) OBLIGOR FIRST-TERM (MOST JUNIOR TO MOST SENIOR)

(B) CONTRACTUALLY OBLIGATED MARINE (I.E., PSMRP, LATMOV, OR INCENTIVE RECIPIENT).

(C) NON-OBLIGOR GRADE AND MOS MATCH

(D) NON-OBLIGOR GRADE OR MOS MISMATCH

(E) UNSATISFACTORY PARTICIPANT WITH A MCEAS PACKAGE (MUST BE A CATEGORY "X") SUBMITTED TO REGIMENT LEVEL OR HIGHER

(4) COMMANDERS ARE AUTHORIZED TO TEMPORARILY EXCEED THE UNIT'S ASR BY TEN PERCENT (110%) WITH THE EXCEPTION OF COLONELS, LTCOLS, SERGEANTS MAJOR AND 1ST SERGEANTS WHO ARE SUBJECT TO MORE RESTRICTIVE ASSIGNMENT POLICIES, PER REF (B). HOWEVER, EVERY EFFORT MUST BE MADE TO MINIMIZE EXCESS JOINS OR MOS/GRADE MISMATCHES FOR PERSONNEL ATTACHED/ASSIGNED TO THE UNITS. IT IS UNDERSTOOD THAT UNCONVENTIONAL CIRCUMSTANCES UNIQUE TO THE LIMITATIONS OF RC MANPOWER MANAGEMENT OR FSRG DIRECTED ACTIONS SOMETIMES NECESSITATE SUCH ASSIGNMENTS. MSC CG'S DO MAINTAIN THE AUTHORITY TO RETAIN MARINES NOT HAVING THE NECESSARY MOS OR EXCEEDING THE GRADE LIMITATIONS IF NO OTHER STAFFING SOLUTION IS AVAILABLE AND UNIT FALLS BELOW 100 PERCENT MANNING.

#### 4. ADMINISTRATION AND LOGISTICS

##### A. ADMINISTRATION

(1) AS UNIT BIC ASSIGNMENT ERRORS ARE DISCOVERED DURING THE DAY-TO-DAY EXECUTION OF PERSONNEL PROCUREMENT PLANNING, ADMINISTRATION, AND OVERSIGHT OPERATIONS, MARFORRES G-1 WILL NOTIFY THE UNIT VIA THE CHAIN OF COMMAND, AND MONITOR THE REPORTING UNIT UNTIL CORRECTIVE ACTION IS COMPLETED.

(2) IT IS UNDERSTOOD THAT THE DAY TO DAY BUSINESS OF RESERVE PERSONNEL ADMINISTRATION WILL OFTEN YIELD UNIQUE CIRCUMSTANCES WHICH MAY PRESENT A CONFLICT TO THE ESTABLISHED BIC ASSIGNMENT PROCEDURES, THEREFORE T/O MANAGERS ARE HIGHLY ENCOURAGED TO COMMUNICATE DIRECTLY WITH THE MARFORRES G-1 POC FOR BIC MANAGEMENT. AS THE PROCESS EVOLVES AND BIC MANAGEMENT ISSUES ARE ADJUDICATED MARFORRES G-1 WILL COMMUNICATE THE CHANGES TO UNIT LEADERSHIP.

##### B. LOGISTICS. N/A

#### 5. COMMAND AND SIGNAL.

##### A. COMMAND

(1) MARFORRES G-1 MANPOWER BRANCH IS RESPONSIBLE FOR THE LONG TERM PROCESS CONTROL AND MONITORING OF UNIT COMPLIANCE WITH THE SMCR BIC ASSIGNMENTS AND REPORTING PROCEDURES CONTAINED HEREIN.

(2) MARFORRES G-1 MANPOWER BRANCH WILL PROVIDE DIRECT SUPPORT TO MSCS AND FORCE LEVEL UNITS.

(3) THESE PROCEDURES WILL BE ENFORCED VIA MARFORRES UNIT INSPECTION PROGRAMS.

(4) INQUIRIES AND/OR ASSISTANCE REGARDING ANY CASE NOT COVERED BY PROCEDURES HEREIN WILL BE ADDRESSED TO MARFORRES G-1 (MANPOWER).

B. SIGNAL

(1) MARFORRES RECRUITING AND RETENTION OFFICER, COML 504-697-7193.

(2) MARFORRES MANPOWER BRANCH HEAD, COML 504-697-7188.

BT