



**Calhoun: The NPS Institutional Archive**  
**DSpace Repository**

---

Faculty and Researchers

Selected Student Publications

---

2022-10-31

# Manpower, Personnel and Administration Operational Advisory Group After-Action Report

Hastings, Emily; Margolick, Jon

Manpower & Reserve Affairs, Headquarters Marine Corps

---

Hastings, Emily and Jon Margolick. Manpower, Personnel and Administration  
Operational Advisory Group After-Action Report. October 31, 2022.  
<http://hdl.handle.net/10945/71188>

---

This publication is a work of the U.S. Government as defined in Title 17, United States Code, Section 101. Copyright protection is not available for this work in the United States.

*Downloaded from NPS Archive: Calhoun*



Calhoun is the Naval Postgraduate School's public access digital repository for research materials and institutional publications created by the NPS community. Calhoun is named for Professor of Mathematics Guy K. Calhoun, NPS's first appointed -- and published -- scholarly author.

**Dudley Knox Library / Naval Postgraduate School**  
**411 Dyer Road / 1 University Circle**  
**Monterey, California USA 93943**

<http://www.nps.edu/library>



Manpower, Personnel and Administration  
Operational Advisory Group  
After-Action Report

18-20 October 2022  
Quantico, Virginia

AAR submitted  
31 October 2022



TABLE OF CONTENTS

**Executive Summary ..... 3**

**Section 1: Current State ..... 5**

**Section 2. Opportunities ..... 8**

**Section 3. Ways Ahead, Plans of Attack ..... 9**

**Section 3. Lessons and Feedback..... 10**

**Major insights..... 10**

**Quantitative ..... 10**

**Qualitative ..... 11**

**Section 4. Participants and Methods ..... 14**

**Attendees..... 14**

**Facilitators ..... 14**

**Pre-conference..... 15**

**Conference..... 16**

**Enclosures..... 20**

# Executive Summary

From 18-20 October 2022, Manpower and Reserve Affairs Secretariat's office sponsored the 2022 Manpower, Personnel and Administration (MPA) Operational Advisory Group (OAG). The OAG's purpose was to bring together MPA community practitioners from across the Total Force to:

1. Establish a common operational picture of the current state of MPA community activities,
2. Identify a desired future state of MPA community activities relevant to FD 2030 and TM 2030, and
3. Produce limited near-term tasks and long-term goals to inform the future of Marine Corps Administration.

To these ends, the OAG brought together community representatives – 0102s, 0111s, and 0170s, E-5 to O-6, detailed in – through three Phases. The first Phase, in service of Priority 1, compiled a common operating picture of the MPA community. To this end, OAG staff collected Strength, Weakness, Opportunity, Threat (SWOT) assessments of the community from participants of the OAG and those who could not attend. Summary included in Section A, with full results at Enclosure (3). Themes that emerged from these analyses included:

- A need for USMC manpower IT system modernization
- A need for MOS reconciliation, to include 01XX assignments and clarity on MPA career path
- A need for MPA training to be improved at certain ranks/billets

To conclude the first phase, OAG participants anonymously performed an exercise to further pull-out successes, challenges and room for growth in the community. Detailed results and commentary are included within Enclosure (5). Primary insights included:

- 01xx community is often misunderstood and misused by its customers
- A need for IT modernization and proper use of data within those systems
- A need for more-rapid, evidence-based evolution of policy and practices in MPA community

The OAG itself spanned three days of facilitated exercises, detailed at Enclosure (2). In service of Priorities 2 and 3, participants concluded the OAG with proposals for 3-to-12-month projects envisioning the following future states of the community. The proposals, discussed in Section B and included in full at Enclosure (7), are listed as follows:

- “Stratification of the 01XX MOS”
- “Talent Management Program for the 01XX Community”
- “Social Media-Based Intermediate Level Training”
- “Plan to Revolutionize S-1 Level Service to Support Force Design 2030”
- “Manpower, Personnel, and Administration (MPA) personnel employment at the Major Subordinate Commands (MSC) level”
- “Automated Cloud-Based Filing System”
- “MOL Next: A Single Integrated Personnel Administration System”
- “01 Community Feedback Tool to Enhance Relevant Training and MOS Proficiency to Benefit the Marine Corps as a Whole”

Each team produced a press-release style document which included Frequently Asked Questions about their initiative. Each proposal created, included as an enclosure in the After Action Report, details follow-on actions specifying how this initiative will impact the MPA community as well as the Marine Corps as a whole.

Individuals who participated in the OAG came out enthused and hungry to accomplish the proposals created and voiced the need for follow-on support to accomplish these tasks. With the appropriate support given to MPA personnel who desire to continue the momentum of the OAG, these initiatives can seize opportunities now and change the way administration is performed in the Marine Corps.

E. F. HASTINGS

# Section 1: Current State

The below insights are drawn from SWOT analyses submitted before the OAG and anonymous feedback submitted during the OAG. The MPA community submitted 98 strengths, 128 weaknesses, 105 opportunities and 101 threats totaling 432 data points. All feedback from the SWOTs was then subcategorized into 104 categories. The following breaks down the top five categories for each part of the SWOT (full analysis in Enclosure 3):

**Strengths:** Skill Diversity (9), Relevance (5), Resource Management (5), Exposure/Experience (5) and Systems (5)

**Weaknesses:** Identity (14), Training (12), Warfighting Identity (11), Standardization (6) and Career opportunities (6)

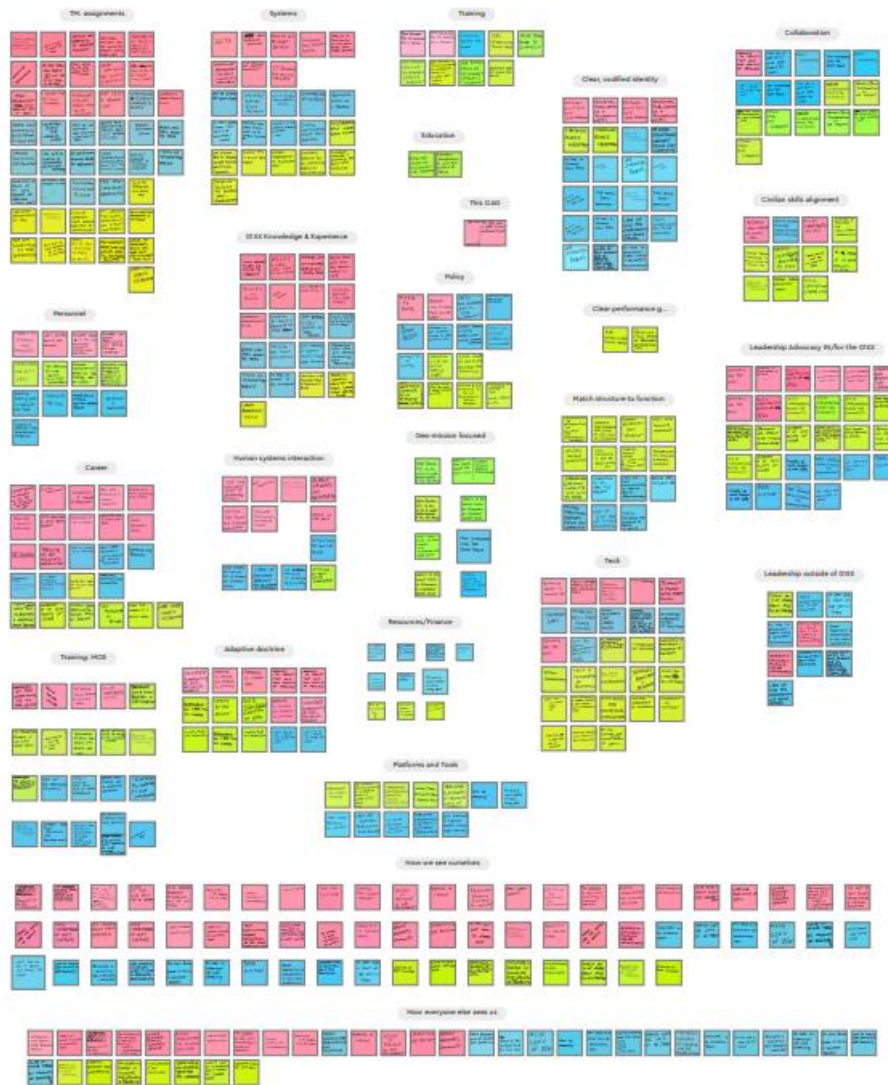
**Opportunities:** Training (15), Career Opportunities (9), IT Modernization (7), Policy (5), and Assignments (5)

**Threats:** Manning (9), Slating (8), Funding/Finance (8), Tech transition (6), and Identity (6)

The following is a distilled SWOT created by the Secretariat’s office:

SWOT Analysis Themes	Doctrine	Organize	Train	Equip	Culture
Favorable	DoD Focus on taking care of our people	Worldwide assignable	T&R Manual & CCRB- we own them	Platforms (MCTFS, MOL)	Smart, capable population
	Talent Management 2030	Location to the flagpole/key personnel		Broad Knowledge Base	Digital native generation filling our ranks; more tech savvy
	USMC manpower IT system modernization	Active Reserve Marines		Diverse workforce	O111 competitive for re-enlistments
	Capability for Marines to own their record (Milconnect, MOL, MyPay)			Capability for Marines to own record (Milconnect, MOL)	Worldwide assignable
	Redefine skills/functions of Bn to MEF level			Advancement timeline	Broad Knowledge base
		Location to flagpole	Diverse workforce Advancement timeline		
Unfavorable	DoD focus on taking care of our people	Single MOS (not stratified)	Well established career paths	Lack of further automation	Ability to articulate value proposition
	Talent Management 2030	Occupational field communication, synchronization & collaboration	Lack of distance learning/remote training opportunities	Acquisition and O&M funding/prioritization	Culturally resists change/resistance to innovation
	USMC manpower IT system modernization	IPAC regionalization	Lack of identified credentialing opportunities	Inconsistent use of systems and applications (IBI, OBI, CLA, LimDu Smart, etc.)	Junior Officer/SNCO fatigue
	Capability for Marines to own their record (Milconnect, MOL, MyPay)	Validation of O1XX structure alignment	Low attendance at PASchool Career Courses	Systems access requirements	Structure reductions
	Timeliness for technological advancements	IGMC & MCAAT Inspection focus/influence	Lack of virtual training environments		Losing talent to other Services & civilian sector
	Lack of unified/standardized processes & procedures	Personnel Assignments	Availability of analytic & planning tools training		Neglect of MAGTF knowledge
	Lack of measures of performance & measures of effectiveness		No Corporate exchange agreements/fellowship programs		Focus on transactional admin
Lack of operational accountability systems	Lack of TF admin knowledge (civ, Navy & component)				
		Lack of exposure to civ sector HR practices			
		Data management			
		Global force management			

The anonymized feedback from the “Rose, Bud, Thorn (RBT)” exercise and the SWOT analyses were not identical but share a number of similarities. 465 data points were submitted in the RBT exercise and 25 themes emerged which were much more concise than the initial SWOTs submitted. The clusters, in the image below, captured the following themes: “01XX Knowledge & Experience”, “How everyone else sees us”, “Collaboration”, “Resources/Finance Personnel”, “Education”, “How we see ourselves”, “Policy”, “Clear performance goals”, “Human systems interaction”, “Systems”, “Training: MOS”, “Training”, “Platforms and Tools”, “Adaptive doctrine”, “Geo-mission focused”, “TM2030: assignments”, “Match structure to function”, “Career”, “Civilian skills alignment”, “Tech”, “Leadership Advocacy IN/for the 01XX”, “Clear-codified identity”, “This OAG”, and “Leadership outside of 01XX”. The participants submitted 149 positive data points that the community is doing/has, 175 data points that the community disliked or were hurtful to the community and 141 opportunity data points that the community could improve or execute. Highlighting the difference in how the data points were submitted, it should be noted that the factor of anonymity during the RBT exercise, may have allowed for more honest feedback.

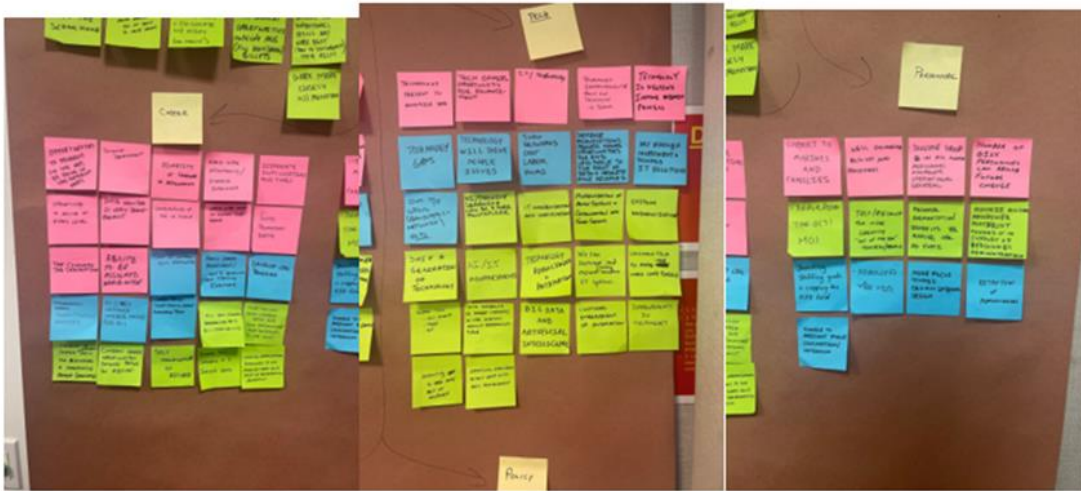


Data points that appeared in the initial SWOT analyses but didn't make it into the RBT heatmap:

- “Warfighting Identity”
- “Standardization”

Things that appeared in the heatmap but weren't reflected in the SWOT:

- “Leadership/Advocacy in/for the 01XX MOS”
- “Adaptive Doctrine”
- “Leadership outside the 01XX MOS”
- “Clear-codified identity”
- “Civilian Skills Alignment”
- “Match Structure to Function”
- “How everyone else sees us”
- “How we see ourselves”
- “Collaboration”
- “Human-systems interaction”



Future uses of this data include year-over-year comparison as well as useful starting points for initiatives in the community for members to reference. Next year's OAG can compare both sets of results to this one.

All submitted SWOT analyses, an aggregated SWOT theme breakdown and a detailed heat map are available in Enclosures 3, 4 and 5, respectively.



# Section 2. Opportunities

If that’s the current state, what should we be thinking about for the future?

The following insights emerged from the SWOT, heat map, and conversations throughout the OAG.

- a) sunseting obsolete skills and training in favor of emerging roles and
- b) making the most responsive possible use of available time, skills, and talent

154 opportunity data points emerged from the heat map that should be explored and have the potential to be tasked into smaller working groups to research what impacts they have on the community.

In addition to the opportunities within the SWOT and heat map, an additional opportunity is presented in the connection of the three following data points: “Match Structure to Function”, “How everyone else sees us” and “How we see ourselves”. These speak directly of the theme of “misuse of the 01XX” and are important to note. The full list of opportunities is listed in Enclosure (6).

01XX Knowledge & Experience	How everyone else sees us	Collaboration	Resources/Finance	Personnel	Education	How we see ourselves	Policy	Clear performance goals	Human systems interaction	Systems	Leadership outside of 01XX
01XX SINCO - ODF MENTORSHIP PRIOR TO DEMANDING S-1 BULLETS	REDEFINE AND COMMUNICATE OUR VALUE PROPOSITION	COLLABORATION ACROSS THE OCG FIELD	Not all improvements costs \$.	REPURPOSE THE 01XX MOB.	REQUIRE ADVANCE EDUCATION FOR PROMOTION	VICTIM OF PAST SUCCESS	MANCATE CLA FOR ENTIRE MARINE CORPS	KSA's CAPTURED IN DIGITA TRAINING JACKETS	CAPITLIZE ON TECHNATIVE GENERATION Etc.	FULLY AUTOMATE BASIC GENERAL ADMIN FUNCTIONS	TEACH 100-01XX MBRS about new ROLES/FUNCTION
KEEPING CERTAIN MACHINES AT IPAC LONGER THAN NORMAL TOUR	SEPERATE SPECIALIST FROM GENERALISTS.	NAVAL/JOINT INTEGRATION OF HR MGMT	REALLOCATE RESOURCES WHERE NEEDED FOR IMPROVEMENTS	TEST/RESILIT FOR MORE CREATIVE "OUT OF THE Box" THINKERS/PEOPLE	Education acceleration or promotion incentive & Passcol	PROMOTE A 01XX ANNUAL CONF GACH YEAR	LOWER NUMBER OF O1X TO ALLOW MORE MONEY FOR TECHNOLOGY	DEVELOP TRUE MEAS OF PROFECIENCY AND EFFECTIVENESS		ONE SYSTEM THAT IS INTEGRATED FOR BOTH MILITARY AND CIVILIAN PERSONNEL	
CAREER PROGRESSION SKILLS	PHILOSOPHICAL CHANGE IN VALUE, USE, AND APPLICATION OF CAPABILITIES	GET MORE CHANCES FOR ADMINISTRATORS IN JOINT ENVIRONMENT (J15)	Process IMPROVEMENT vs. TIME	RESERVE AUGMENTATION BENEFITS THE MARINE, THE AD FORCE		OPPORTUNITY FOR INCREASED ADVOCACY IF WE CAN PROMOTE O1025 TO GO LEVEL	CREATE POLICY TO ENFORCE USE OF TECHNOLOGY/ SYSTEMS			Innovative Mon TO ALLOW SELF AUDITS	
	MISALIGNMENT of O1X STRUCTURE	CIVILIAN NAVAL JOINT INTEGRATION		MINIMIZE MILITARY MANPOWER FOOTPRINT TOWARD OF IN SUPPORT OF PERSONNEL ADMINISTRATION		CHANGE IN VALUE USE, AND APPLICATION OF CAPABILITIES PHILOSOPHICA	LIFE LONG SYSTEM A MARINE THROUGHOUT PCS MOVES			CONTINUED MODERNIZATION of 100/100/103 PCS	
	RESOURCE MANAGERS TRUSTED BY LEADERS	Lack of COLLABORATION ACROSS THE OCGFIELD				MISALIGNMENT of O1X STRUCTURE	CONTRACTOR AND EXPERTISE TO FIX OUR ACCOUNTABILITY SYSTEM PROBLEMS			ELECTRONIC REPOSITORY FOR ALL SYSTEMS, Plus, ALLECS, ETC. (THAT ACTUALLY WORKS)	
	COPY WHAT AN O1XX UNPROVED BRINGS SUPPORTS INT COMBAT POWER.	INTEGRATION OF HR MGMT NAVAL JOINT				TEACH 100-01XX MBRS about new ROLES/FUNCTIONS	ACCESS THAT FOLLOW A MARINE THROUGHOUT PCS			INCREASE MANPOWER OPERATIONAL ADMIN HIGH-SIDE TECHNOLOGY.	
	CONSOLIDATE S-1/S-1 JUST LIKE IPAC	USE MORE CHANCES FOR ADMINISTRATORS IN JOINT ENVIRONMENT (J15)				REDEFINE AND COMMUNICATE OUR VALUE PROPOSITION				DEVELOP SYSTEMS TO SUPPORT SELF-ADMINISTRATION	
		CIVILIAN NAVAL JOINT INTEGRATION				VICTIM OF PAST SUCCESS					

## Section 3. Ways Ahead, Plans of Attack

Prioritized projects responding to major themes identified in sections (1) and (2) above.

Eight proposals emerged from the OAG, each created by a subgroup of OAG participants:

**Stratification of the 01XX MOS** (Team members: Mr. Mickey Neal, MGySgt Eric Arriaga, GySgt Jose Chavez, LtCol Ricardo Medal, MSgt Jose MoralesSalgado, LtCol Mary LeValley and CWO4 Joseph Moseley)

- 3-month deliverable: A POA&M to conduct T/O review and capture KSAs by 01XX BICs within a manpower/TM system; develop and publish a survey; and convene a Working Group to conduct T/O review.

**Talent Management Program for the 01XX Community** (Team members: CWO5 Denis Lebreton, MSgt Eric Willoughby, LtCol Jeremy Nelson, Maj Matthew Sawh, LtCol Tim Sparks, CWO4 Quyen Phung)

- 3-month deliverable: Selected units identified for use of TMAT and data collection begins (PCSs, PCAs, present 01XXs at unit). A cost savings analysis for the overall three months will run concurrently.

**Social Media-Based Intermediate Level Training** (Team members: MGySgt Jorge De Los Rios, MGySgt Rafeek Edwards, LtCol Davina Evans and GySgt Joe Fralix)

- 3-month deliverable: TBD

**Plan to Revolutionize S-1 Level Service to Support Force Design 2030** (Team members: LtCol Nicole Bohannon, CWO5 Eric Bynes, Maj Katy Evezich, and Maj Robert Miller, LtCol Paul Clifford)

- 3-month deliverable: Chartered OPT with meeting schedule

**Manpower, Personnel, and Administration (MPA) personnel employment at the Major Subordinate Commands (MSC) level** (Team members: LtCol Bill C. Tamayo Jr., MGySgt Hector Vicente, MSgt Victor Velez, GySgt Mark Stone and CWO4 Polanco Polanco)

- 3-month deliverable: develop business case to present to MM

**Automated Cloud-Based Filing System** (Team members: GySgt Jose G. Chavez, LtCol Matthew Halton and CWO4 Adam Jones)

- 3-month deliverable: TBD

**MOL Next, a Single Integrated Personnel Administration System** (Team members: CWO4 Wojciech Faryniarz, Maj Jonathan Shih, CWO3 Ryan Stacey, MSgt Louis Vickers and LtCol Richard Wilkerson)

- 3-month deliverable: 1) Written proposal of the app features and proposed capabilities driven phase plan and 2) A survey querying Marines about this app should be drafted and prepared for dissemination. These proposals will be submitted to Headquarters, Marine Corps (MI).

**01 Community Feedback Tool to Enhance Relevant Training and MOS Proficiency to Benefit the Marine Corps as a Whole** (Team members: CWO5 Renee Garcia, Maj Leah Gonnella, Maj Larry Greene, Sgt Raquel Herald and CWO4 Tom Hull)

- 3-month deliverable: OAG Team pitches the idea to the O1 community via the M&RA monthly meeting / Brief the MI Team on application development / test via website or develop app (depending on timeline of development)

## Section 3. Lessons and Feedback

This OAG cost travel and time for 45 critical members of the MPA community, plus staff time to plan, execute, analyze, and chart future actions. Did it return value commensurate with that investment? What should the community sustain, improve, or eliminate for next time?

Facilitators collected quantitative and qualitative feedback. Representative selections follow. All collected feedback is available in full by request.

### Major insights

Participants compared the OAG favorably with others they had attended, focusing on:

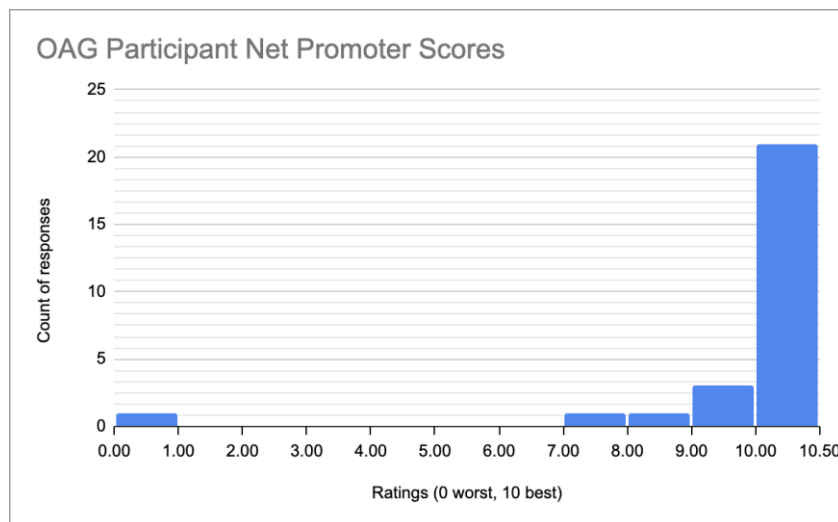
- Freedom to express their views
- Equal weight accorded regardless of rank
- Equal time and input from all
- Diversity of inputs
- Opportunities to build relationships while focusing on common goals
- Chance to develop actionable items worthy of follow-on effort

For next time, they recommend:

- Improve: Larger group
- Improve: Inclusion of additional (hand-picked) junior personnel
- Improve: An additional day or two to work their proposals
- Improve: Initial context briefs about structure and efforts of M&RA
- Retain: Facilitators
- Retain: Methods
- Eliminate: Discouraging outside briefs

### Quantitative

Participants were assessed on industry-standard Net Promoter Score: “How likely are you to recommend this workshop to a friend or colleague?” Full results:



Representative statistics: Average 9.31, mode 10, median 10. N = 27 surveys submitted.

## Qualitative

Participants submitted their own assessments of OAG methods and outcomes.

Representative quotes on methods:

- “To be honest, 20 years in the Marine Corps and have never experienced a working group like the OAG. Very relaxed and welcoming environment.” – Senior Enlisted
- “...This [OAG] set a fantastic example of a creative approach to generating ideas and framing the problem for a rather large array of different ideas from the admin community.” – Field-grade Officer
- “Exponentially more productive [than other OAGs]. This OAG was designed to generate focused ideas. The pre-OAG SWOT analysis required attendees to think through what they would offer at the OAG. As a result, this was not a meeting of feelings but rather a meeting of minds.” – Field-grade Officer
- “I have only attended one other OAG and this one was better by far. There was less complaining in the room than normal and you had people who sacrificed the specific "want" they had coming in to try and solve a problem as a group.” – Senior Enlisted
- “This has been one of the best OAGs I have been a part of. I felt that this one was more engaged and everyone participated and felt they had a voice.” – Chief Warrant Officer
- “Best [OAG] ever! Why, egos were checked at the door. Historically, most administrators don’t like each other. So when you bring all that knowledge and attitude together, nothing gets accomplished.” – Senior Enlisted
- “The most important part of this workshop was the changing of ideas from different perspectives (work, rank, component). This exchange helped question my own logic for a number of positions I hold on MOS advocacy, training, and employment. It broadened my understanding of current events. Plus, it was an opportunity to see old friends and make new friends in the community.” – Field-grade Officer
- “It was great to get diverse input that enabled the group to identify which ideas were going to get the attention. This kept dominant opinions and those senior personnel from consuming the majority of resources during the OAG. The process really allowed for feedback and iterations to refine each issue. The process really works!” – Field-grade Officer
- “I liked that we could bring two concepts each to the second exercise and that the small group could vote on one focus. This shows visibly that we know we have many valid ideas and things we would like to change; and that we need to exercise discipline to conform to natural constraints of time, energy, resources by prioritizing our work. It also humbly yields us to the challenges of others that, at least for the time, might be more urgent than our own. The interviews as well opened our minds up to the broader group’s thoughts and opinions on the true pain points to keep us on track to solve the real problem instead of continuing to plan on what might have been false assumptions. The brainstorming methods are easily repeatable with future problem framing forums, and I look forward to using it with my team...” – Field-grade Officer
- “The most important part of this workshop was the changing of ideas from different perspectives (work, rank, component). This exchange helped question my own logic for a number of positions I hold on MOS advocacy, training, and employment. It broadened my understanding of current events. Plus, it was an opportunity to see old friends and make new friends in the community.” – Field-grade Officer

- “I liked that no one led each group. Meaning, in the end it wasn’t one person's idea and outstanding everyone to get on board, it was collaborative and based on everyone’s thoughts we were able to come to a problem. Then collectively and individually we addressed pain points. And then from that collectively we were able to come up with a solution to address the problem.” – Chief Warrant Officer
- “[The most important part was] The small group work was the most important to me. That is where we were making our money in terms of finding potential solutions to pain points. The next most valuable part was the feedback from the large group, it provided lots of validation/confirmation that we were either headed in the right direction or not.” – Senior enlisted
- “I’d actually like for the OAG to be about 24 hours longer. I think 3 days is a little short. An extra day could have allowed us not to rush the end product.” - Field-grade Officer
- “The one thing I would change is to not have MI come in on day two and tell you that they don’t have money to do anything. It just sucked the air out of the room for all the success everyone felt they were making. Everyone felt as though MI was saying no before even hearing potential solutions to address admin shortfalls.” – Chief Warrant Officer

Representative quotes on outcomes:

- “The methods used in the workshop built upon each other and helped in creating the final product. It was a learning experience in seeing it all come together.” – Chief Warrant Officer
- “The final product was [the most important part] for sure. Really enjoyed putting all of that together in the end, felt good creating something/culminating with a way forward.” – Field-grade Officer
- “The most important thing was that we were able to produce a product that will be able to take action on vice just talking and not resolving anything.” - Senior Enlisted
- “The most important part of this workshop was to get results. I think that many of the groups including our group were able to come up with a solid outcome for the future development and improvement to the Marine Corps.” – Chief Warrant Officer
- “[The most important part was] Establishing a working relationship with others in the MOS. We can create change as a meeting of the unit. It’s much more effective than a bunch of people in different locations talking/venting.” – Field-grade Officer
- “[The most important part was] Development of action items. A rare event in the O1 community.” – Senior leader
- “This workshop allowed for a much wider audience to get involved and see the larger community challenges. This effort will enable the younger generation to take the lead in shaping the future of the community. The community has some momentum that must continue. The face to face interaction between community members was also invaluable.” – Field-grade Officer
- “[The most important part was] Seeing good ideas become products and actionable ideas.” – Field-grade Officer
- “[The most important part was] Networking. I needed to avail myself to the group; and likewise, learn the faces, names and motivations of my fellow O1XX community members. We are better together, and I think we were all reminded that it is harder to operate in a vacuum - yet often we are so isolated as one of one senior administrators in our units and so overwhelmed with the daily grind — too busy to come up for air and break bread with our counterparts. In doing so, we learn processes, project[s], intuiti[ons] and strategies from one another of which we were previously unaware.” – Field-grade Officer

Outlier. Only one participant submitted a score below 7.

## Section 4. Participants and Methods

### Staff

Colonel Zachary Schmidt, M&RA Secretariat, zachary.schmidt@usmc.mil

LtCol Lechelle Bane, M&RA Assistant Secretariat, lechelle.rapallini@usmc.mil

MGySgt Shayne Crawford, 0111 MOS Specialist, shayne.crawford@usmc.mil

### Attendees

MSC	MSE	Rank	Grade	Last Name	First Name	MOS	E-mail address
M&RA	M&RA	MGySgt	E9	Arriaga	Eric	0111	eric.arriaga@usmc.mil
OUSD	P&R	LtCol	O5	Bohannon	Nicole	0102	nicole.m.bohannon2.mil@mail.mil
M&RA	M&RA	CWO5	W5	Bynes	Eric	0170	eric.a.bynes@usmc.mil
MCICOM	MCIPAC (MCAS Iwakuni)	GySgt	E7	Chavez	Jose	0111	jose.chavez@usmc.mil
MARFORPAC	G-1	LtCol	O5	Clifford	Paul	0102	paul.clifford@usmc.mil
III MEF	G-1	MGySgt	E9	De Los Rios	Jorge	0111	jorge.delosrios@usmc.mil
MARFORPAC	G-1	MGySgt	E9	Edwards	Rafeek	0111	rafeek.edwards@usmc.mil
II MEF	2d MEB	LtCol	O5	Evans	Davina	0102	davina.c.evans@usmc.mil
TECOM	TRNGCMD (TBS)	Maj	O4	Evezich	Katy	0102	kathryn.evezich@usmc.mil
I MEF	3d MAW	CWO4	W4	Faryniarz	Wojciech	0170	wojciech.faryniarz@usmc.mil
MARCENT	G-1	GySgt	E7	Fralix	Joseph	0111	joseph.fralix@usmc.mil
MCICOM	MCIPAC (MCB Camp Butler)	CWO5	W5	Garcia	Renee	0170	rene.i.garcia@usmc.mil
MARFOREUR	G-1	Maj	O4	Gonnella	Leah	0102	leah.gonnella@usmc.mil
MARFORCOM	G-1	Maj	O4	Greene	Lawrence	0102	lawrence.greene@usmc.mil
II MEF	2D MAW G-1	LtCol	O5	Halton	Matthew	0102	matthew.halton@usmc.mil
TECOM	TRNGCMD (PAScol)	Sgt	E5	Herold	Raquel	0111	raquel.herold@usmc.mil
TECOM	TRNGCMD (PAScol)	CWO4	W4	Hull	Thomas	0170	thomas.hull@usmc.mil
HQMC	MCAAT	CWO2	W2	Jackson	Antonio	0170	antonio.r.jackson@usmc.mil
MARCENT	G-1	CWO4	W4	Jones	Adam	0170	adam.j.jones@usmc.mil
I MEF	G-1	MGySgt	E9	Kamara	Ibrahim	0111	ibrahim.kamara@usmc.mil
MARFORSOC	G-1	Maj	O4	Langston	Michael	0102	michael.v.langston.mil@socom.mil
MCICOM	MCIVEST	CWO5	W5	Lebreton	Denis	0170	denis.lebreton@usmc.mil
III MEF	3d MARDIV	LtCol	O5	LeValley	Mary	0102	mary.levalley@usmc.mil
III MEF	G-1	LtCol	O5	Medal	Ricardo	0102	ricardo.medal@usmc.mil
III MEF	G-1	Maj	O4	Miller	Robert	0102	robert.e.miller8@usmc.mil
MCICOM	G-1	MSgt	E8	MoralesSalgado	Jose	0111	jose.moralesalgado@usmc.mil
MARFOREUR	RPAC	CWO4	W4	Moseley	Joseph	0170	joseph.moseley@usmc.mil
II MEF	G-1	Mr.	GS	Neal	Mickey	Civ	robert.m.neal1@usmc.mil
TECOM	TRNGCMD (PAScol)	LtCol	O5	Nelson	Jeremy	0102	jeremy.m.nelson1@usmc.mil
TECOM	TRNGCMD (PAScol)	CWO4	W4	Phung	Quyen	0170	quyen.phung@usmc.mil
MARFORRES	MISSO 16/17	CWO4	W4	Polanco	Polanco	0170	polanco.polanco@usmc.mil
MCRC	ERR G-1	Maj	O4	Sawh	Matthew	0102	matthew.sawh@usmc.mil
III MEF	3d MLG	Maj	O4	Shih	Jonathan	0102	jonathan.shih@usmc.mil
MARFORK	G-1	LtCol	O5	Sparks	Timothy	0102	timothy.a.sparks1@usmc.mil
MARFORRES	IPAC	CWO3	W3	Stacey	Ryan	0170	ryan.stacey@usmc.mil
MARFORPAC	G-1	GySgt	E7	Stone	Mark	0111	mark.stone@usmc.mil
HQMC	DMCS	MSgt	E8	Surunis	Josef	0111	josef.surunis@usmc.mil
I MEF	3d MAW	LtCol	O5	Tamayo	Bill	0102	bill.tamayo@usmc.mil
HQMC	PP&O	MSgt	E8	Velez	Victor	0111	victor.velez@usmc.mil
TECOM	TRNGCMD (PAScol)	MGySgt	E9	Vicente	Hector	0111	hector.vicente@usmc.mil
III MEF	3d MLG	MSgt	E8	Vickers	Louis	4821	louis.vickers@usmc.mil
MCICOM	MCIPAC (MCB Camp Butler)	CWO2	W2	Wehrli	Timothy	0170	timothy.wehrli@usmc.mil
LOGCOM	G-1	LtCol	O5	Wilkerson	Richard	0102	richard.wilkerson@usmc.mil
MARFORRES	G-7	MSgt	E8	Willoughbv	Eric	0111	eric.willoughbv@usmc.mil

### Facilitators

Capt Emily Hastings, Centers for Adaptive Warfighting / Naval Postgraduate School, emily.hastings@nps.edu.

Jon Margolick, CEO, Ground Truth Design, LLC. jon@groundtruth.design.

GySgt Brandon Smart, Centers for Adaptive Warfighting / Talent Management Group,  
brandon.smart@usmc.mil

LtCol Tom Kulisz, Centers for Adaptive Warfighting / Commanding Officer, 1st Intelligence Battalion,  
tom.kulisz@usmc.mil

## Pre-conference

Pre-OAG planning was the task of the action officers solicited. The action officers for this event were Master Gunnery Sergeant Shayne Crawford (M&RA, Secretariat's office) and Captain Emily Hastings (CAW, NPS). The preparation for this event surpassed one hundred hours of coordination in a four-month planning period. Milestones and divisions of labor are available by request.

Individuals of the 01XX community were asked to construct a SWOT analysis as individuals or on the behalf of their current command. Twenty-two SWOT analyses were submitted via the MarineNet MPA communities' page and were incredibly valuable for the insight needed to set up OAG exercises. An analysis was performed on the SWOTs submitted in order to pull out differences and likenesses to what was said and written during the conduct of the OAG. For data farming to be smoother, future submissions of feedback, pre-conference should be written in Microsoft Excel so that the individual performing a comparison, is able to easily present this information back to participants along with a "current state of the community" brief. The full analysis of SWOTs is available in Enclosure (3).

Two Q&A sessions were held for participants who desired to know more about how the three days would be spent. The Secretariat and staff were on both calls along with at least one facilitator to give insight into what could be expected. The Q&A session was added value to give amplifying information and create excitement within the community. Each call was about an hour and two different times, making it convenient for participants to join from any coast. Slides used for the session may be viewed in Enclosure (1).



## Conference

Conference design emphasized an environment of trust, alternating between creating and focusing exercises to build from challenges to solutions, validating assumptions and building cross-community relationships along the way. Conference tools were drawn largely from the field of Human-Centered Design. Several attendees requested the exercise rubric for their own use.

### DAY ONE

Icebreakers:

- Horse-sized duck. “Who would win in a fight: One hundred duck-sized horses, or one horse-sized duck?” Signals unusual approaches, normalizes humor, and encourages realistic thinking about even outlandish possibilities. Discuss as a group.
- Two-minute convo. “For two minutes, have a meaningful conversation with someone next to you. Don’t talk about work.” Normalizes use of first names and permission to share more than narrowly-professional information. Reinforces relationships, ensuring everyone has at least one sympathizer in the room.
- Superhero. Break the group into two large circles, with one person at a time in the center. “My name is \_\_\_\_, I’m from \_\_\_\_, if I had a superpower it would be \_\_\_\_, and my special skill is \_\_\_\_.” Facilitators go first, taking care to choose unusually embarrassing special skills . . . which they then demonstrate. Normalizes taking risks, shows that being creative or incorrect isn’t punished in this environment. Cements relationships, first-name usage, and safety of the environment.

SWOT digestion, discussion. Participants broke down into small groups to refamiliarize themselves with and discuss the SWOT results.

Anonymous Rose/Bud/Thorn. Choosing from the SWOTs or from their own experience, participants selected what they each saw as the nine most important facts for the future of the MPA community: Three positive, three negative, and three exciting possibilities. Each idea got its own sticky note, using pink for positive facts (roses), blue for negative (thorns), and green for possibilities (buds). All ideas were submitted with the understanding of anonymity by dropping them into a central basket.

Heat mapping. Participants took turns selecting a random sticky note and applying it to a central wall, clustering sticky notes by topic. All sticky notes from the previous exercise ended up on the wall with appropriate labels for each cluster. Over lunch, facilitators neatened and subdivided clusters as appropriate. This exercise surfaces insights that might not have made it into the SWOTs, which had names attached to them, and ensured that only the most important insights from the community were represented for use through the rest of the conference.

Icebreaker: Rock/Paper/Scissors tournament. Noisy and decisive.  
Pictured: The winner, with the winning weapon.

Convergent/Divergent thinking explanation. Effective innovative processes move back and forth between creativity and pragmatism, clearly distinguishing each stage. The next exercises do both.



Delphi Dotmocracy. Participants toured the Heat Map to select two topics for further inquiry. Each brought two proposals back to their small groups, yielding ten potential proposals in each small group of five. Participants took turns briefing the importance of each of their two ideas. After a short reflection period, all participants voted simultaneously on which topic to tackle for the remainder of the day. This exercise, from the Ground Truth Design arsenal, combines two functions: Delphi forecasting, in which a group of experts shares unique insights to allow fully-informed group decision making, and “Dotmocracy,” which allows a group to vote without the influence of rank or extroversion.

First-cut ideation sets, targeting the issues identified through Delphi Dotmocracy:

- **Climb the Mountain.** The group sequentially focuses on each of three questions related to the selected issue: 1) What’s not working about the current state of affairs? 2) What would an ideal state of affairs look like? 3) What steps might help us to move from the current state toward the ideal future state?
- **Affinity clusters.** Working with the ideas from step (3), group all ideas into clusters revealing the underlying insights. For example, if the issue had been “The family needs to get a pet,” and one cluster of stickies had read, “Wet nose,” “Unconditional love,” “Freely expresses emotions,” and “plays games”, the resultant cluster might have read “Dog”.
- **PICK chart.** Participants rank-order cluster proposals by impact and by feasibility, resulting in a four-quadrant chart. The upper-right quadrant holds high-impact, high-feasibility ideas which should be Implemented. High-impact, low-feasibility ideas are Challenging. Low-impact, high-feasibility ideas are Possible. Low-impact, low-feasibility ideas should be Killed early.

Overnight. Each group went home to consider the ideas revealed in their Ideation Sets, accounting for likely feasibility and impact, and select the problem and solution they’d like to pursue using the phrase: “In pursuit of [a Marine Corps, FD/TM2030, or community priority], we need to do [action] in order to change [problem].”

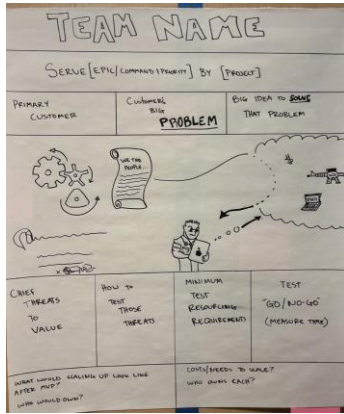
## **DAY TWO:**

Share problem statements. Each group shared their problem statements, to commentary and feedback from all other groups, facilitators, and OAG staff.

Second cut ideation. Project selection becomes COA dev. With problem statements and refinements in hand, each small group ran another Ideation Set (Mountain, Cluster, PICK chart) to dig down another level and suggest concrete Courses of Action.

Icebreaker: Tape exercise. “Everyone in the room needs to touch this roll of tape. The same person needs to touch it first and last. Time starts at first contact. How quickly can you do that?” Successive iterations highlight the importance of understanding the root problem before generating solutions – and how much more effective tightly-tailored solutions can be, relative to first ideas.





Pitch demos, poster model. This tool captures the essential elements of any proposal for change: Message, beneficiaries, problem addressed, and the recommended actions. It also elicits proposals to de-risk experimentation by finding fast, cheap, small-scale ways to test an idea against its riskiest assumptions before committing to larger-scale implementation, along with a picture of what that envisioned large-scale implementation might resemble and require.

Pitches prep. Groups had an hour to turn their problem statements into pitches.

Pitches, feedback. Groups took turns pitching their proposals to the room.



Three minutes per pitch, plus approximately two minutes of feedback and questions for future iteration. Minimal debate – just, “That’s a great question. We’ll look into it. Thank you!”

Interview preparation. This interviewing model focuses on the riskiest assumptions inherent in each proposal, designing interview plans to elicit realistic assessments, prior experience, and co-design from 01xx stakeholders not present in the room. Participants took this time to prepare their interview plans, including scripts and selecting likely interviewees.

Interview time. During the overnight break through 0930 the following morning, small groups had time to conduct their risk-testing interviews.

### DAY THREE:

Share feedback. Day Three opened with each team sharing insights from their interviews. Every group indicated they’d had fundamental assumptions challenged and learned something unexpected, all without expending a dime.

Reframe your pitch. Groups returned to their small groups to update their pitches with what they’d learned.

Pitch to central stakeholder. Groups offered their updated pitches to the room, with first feedback from the OAG lead.



Talent reassignment. Based on the updated pitches, participants had a chance to reassign themselves into a group working on a problem they were more passionate about, to split into separate groups if urgent ideas had presented themselves, or to merge groups if efficiencies had become apparent.

PR/FAQ output. Groups memorialized their projects using an industry-standard tool adapted for Marine Corps use. These tools offer a short Press Release (PR) imagining the release of a future, fully-formed Marine Corps initiative based on their idea, and a multi-page Frequently Asked Questions (FAQ) write-up to explain practicalities to stakeholders. All are included at Enclosure (8). Each PR/FAQ included insights the group had drawn from their interview process, as well as their proposed work plan for the first three months of the project.

## Enclosures

- (1) Q&A Session Slides
- (2) OAG Detailed Schedule
- (3) SWOT Analyses
- (4) Aggregated SWOT Analysis Themes
- (5) Rose, Bud, Thorn Data
- (6) Opportunities Data
- (7) Draft Survey
- (8) PR/FAQs

## References

- (a) MPA COMMUNITY OAG Calling Message dtd 162051Z Aug 22
- (b) MPA Advocacy Process Charter dtd 17 Dec 2018