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THESIS

MARINE CORPS PAY INCENTIVES

by

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The purpose of this thesis to provide the Marine Corps with a comprehensive report on pay incentive programs and special pay that were available to Marines from 2000 to 2017. The thesis includes a literature review on economic theory related to pay incentives in the Department of Defense, a summarization of pay incentive categories, a data analysis on take-up rates and average annual amounts at the end of each fiscal year, and a program review of the Foreign Language Proficiency Pay Bonus (FLPB) Program. An understanding of the policies and take-up rates for the various special and incentive pays during this period can assist the Marine Corps in implementing and updating policies that target the intended population group for hard-to-fill assignments and retention in specific military occupational specialties (MOSs). The program review on the FLPB explains how the changes in the pay incentive policy can affect the performance of the eligible population of Marines on the Defense Language Proficiency Test (DLPT). The analysis identifies the Critical Skills Retention Bonus (CSRB) as an incentive pay that the Marine Corps could use to offset any potential shortages in critical MOSs from the implementation of the Blended Retirement System.

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MARINE CORPS PAY INCENTIVES

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LIST OF ACRONYMS AND ABBREVIATIONS

ACCEL	Acceleration Duty
ACIP	Aviation Career Incentive Pay
ACOL	Annualized Cost of Leaving
ACP	Aviation Continuation Pay
AIP	Assignment Incentive Pay
ALMARs	All Marine Messages
AMOS	additional military occupational specialty
ASED	Aviation Service Entry Date
AvB	Aviation Retention Bonus
AVF	All-Volunteer Force
BOG	boots on ground
BMOS	billet military occupational specialty
BRS	Blended Retirement System
CEFIP	Career Enlisted Fly Incentive Program
CMC	Commandant of the Marine Corps
CNA	Center for Naval Analysis
COT	Consecutive Overseas Tour
CP	continuation pay
CSB	Career Status Bonus
CSO	critical skills operator
CSRB	Critical Skills Retention Bonus
DEP	Deployment Extension Program
DIRINT	Director of Intelligence
DLPT	Defense Language Proficiency Test
DMDC	Defense Manpower Data Center
DoD	Department of Defense
DODFMR	Department of Defense Financial Management Regulation
DRM	dynamic retention model
EAS	end of active service

EBP	Enlisted Bonus Program
EOD	Explosive Ordinance Disposal
FAO	Foreign Affairs Officer
FAS	Foreign Affairs Staff Noncommissioned Officer
FLPB	Foreign Language Proficiency Pay Bonus
FLPP	Foreign Language Proficiency Pay Program
HDIP	hazard duty incentive pay
HFP	Hostile Fire Pay
IDP	imminent danger pay
IEC	Involuntary Extension Compensation Policy
IHLs	Institutions of Higher Learning
ILR	Interagency Language Roundtable
IPACs	Installation Personnel Administration Centers
IPCOT	In-Place Consecutive Tours
JSOC	Joint Special Operations Command
LREC	Language Skills, Regional Expertise, and Culture Awareness Program
M&RA	Manpower and Reserve Affairs
MARADMINs	Marine Administrative Messages
MARSOC	Marine Corps Forces Special Operations Command
MCBULs	Marine Corps Bulletins
MCT	Marine Combat Training
MCTFS	Marine Corps Total Force System
MCO	Marine Corps Order
MOC	Marine Corps Operating Concept
MOS	military occupational specialty
MSG	Marine Security Guard
NDAA	National Defense Authorization Act
OEF	Operation Enduring Freedom
OIF	Operation Iraqi Freedom
OTEIP	Overseas Tour Extension Incentives Program
PAANs	Personnel and Allowance Advisory Notices

PAC	Continuation of Pay and Allowances
PCS	permanent change of station
PDUSD	Principal Deputy Under Secretary of Defense
PEF	Program Enlisted For
PMCUB	Permanent Marine Corps Uniform Board
PMOS	primary military occupational specialty
R&R	rest and recuperative leave
RCLF	Regional, Culture, and Language Familiarization
REP	Recruiter Extension Program
SCAADL	Special Compensation for Assistance with Activities of Daily Living
SD	special duty
SDA	Special Duty Assignment
SDAP	Special Duty Assignment Pay
SMUs	special mission units
SRB	Selective Retention Bonus
SWO	Surface Warfare officer
T/O	Table of Organization
TFDW	Total Force Data Warehouse
TFSMS	Total Force Management System
WRR	Wounded Warrior Regiment

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EXECUTIVE SUMMARY

The purpose of this thesis is to provide a detailed summary and analysis on all available bonus and incentive pay programs the Marine Corps has offered since 2000. The research in this area is important to military manpower and personnel for two reasons. First, the Marine Corps implemented the Blended Retirement System (BRS) as an option for Marines with less than 12 years of active duty service as 1 January 2018 to take in lieu of the legacy retirement system. The legacy retirement system provided Marines with a built-in incentive to serve for a duration of 20 years (the vesting period) in order to receive retirement compensation through a defined benefit plan. Analyzing the responsiveness of Marines who took advantage of available bonus and pay incentive programs since 2000 will provide the Marine Corps with useful information for understanding ways to effectively use bonus and special pay programs to influence the behavior of Marines under the BRS. Studies regarding the BRS suggest that the Marine Corps may face challenges with retention on active duty at the 12-year to 16-year mark of service if the organization does not effectively incentivize Marines at stay or leave decision points in their careers.

Second, with the vision and strategy for the Force of the Future 2025, the Marine Corps is changing its organizational structure to meet a demand for an advanced technological force, causing a change to manpower requirements. As a result, the Marine Corps may have to develop new or restructure additional pay incentive programs as a force-shaping tool in order to maintain healthy manpower levels in critical military occupational specialty (MOS) categories. For example, Manpower and Reserve Affairs (M&RA) may need to introduce a new special bonus program at re-enlistment periods for the cyber community in order to maintain healthy levels in the MOS as well as each rank. In addition, pay incentives may be necessary to maintain a specific number of officers beyond their service obligation in the cyber security community who have technical and valuable experience. In order for a Marine to decide to remain in service, the marginal utility for remaining on active duty must be greater than the marginal utility for taking civilian employment. A historical assessment of how Marines have responded to existing pay incentives in the past will provide the Marine Corps with a better understanding of how

much or how little they should invest in incentivizing Marines to remain in service through monetary means.

(1) Methodology

I provide a qualitative and quantitative analysis detailing how the different pay incentives in the Marine Corps have changed through time and identify the "take-up rate" of the eligible Marine population in each of the separate pay incentive categories. I define the "take-up rate" in this analysis as the percentage of the eligible population who took advantage of a particular pay incentive or special pay.

The qualitative portion of the analysis covers a holistic overview of existing economic theory associated with pay incentives in defense manpower. The literature review regarding military compensation in the form of bonus and special pay incentives also includes published studies from both RAND and the Center for Naval Analysis (CNA). Some of the published studies on the effects of special pays on re-enlistment rates used data from Defense Manpower Data Center (DMDC) for all services. Two examples for such recent studies estimating the responsiveness of service members to changes in monetary compensations include the following:

- *Cost Benefit Analysis of Lump Sum Bonuses for Zone A, Zone B, and Zone C* (Hattiagandi et al., 2004), which analyzes the effect of lump sum bonuses on the probability of Marines reenlisting. The Marine Corps switched from a periodic payment plan system for the SRB to a lump sum. The study finds a significant effect of the SRB on the rate of reenlistment in each zone. However, the authors claim to have overestimated the effect using the Annualized Cost of Leaving (ACOL) model.

- *Developing the Navy Reserve's Language and Culture Pilot Program* (Moskowitz et al., 2010) outlines the findings of a study on 168 enlisted discussion group participants. The majority were supportive of the use of monetary incentives to promote language skills and cultural awareness. However, some personnel expressed their concerns of the program, such

as the threat of it being a waste of time for reservists if their newly acquired language skills were not put to use.

The second portion of the qualitative analysis categorizes, summarizes, and tracks the various pay incentives using references such as the Department of Defense (DoD) Instructions, Marine Corps Orders (MCOs), and Marine Administrative Messages (MARADMINs) and identifies how the programs have changed from 2000 to 2017. It tracks the changes to the pay tables for many of the special pay incentives that have been available to the public since 2000. The thesis organizes 15 different pay incentives in three major special pay categories: incentives targeting retention through assignment, incentives targeting retention through special skills, and incentives targeting participation.

Incentives targeting retention through assignment include Aviation Career Incentive Pay (ACIP), Assignment Incentive Pay (AIP), Fly Duty Pay, Overseas Extension Pay, and Special Duty Assignment Pay (SDAP). Incentives targeting retention through special skills are Aviation Continuation Pay (ACP), Career Status Bonus (CSB), Critical Skills Retention Bonus (CSRB), Enlisted Bonus Program (EBP), Foreign Language Proficiency Pay Bonus (FLPB), and Selective Retention Bonus (SRB). Incentives targeting participation include Acceleration Duty (ACCEL) Pay, Additional Uniform Allowance, Assisted Living Allowance, and Hostile Fire Pay (HFP). The comprehensive description of the changes to policies in each category can serve as supporting documentation for future Marine Corps pay incentive studies involving the econometric analysis of pay elasticities in each of the incentive categories.

The quantitative part of the analysis uses pay and foreign language data from the Total Force Data Warehouse (TFDW) at Headquarters, U.S. Marine Corps and DMDC end strength totals from 2000 to 2017. The pay data from TFDW is a snapshot of the entire Marine Corps population on September 30 of each fiscal year who took advantage of at least one of the 15 special pay incentives categorized in the thesis. The first section in the quantitative analysis explains the take-up rate for each of the special incentive pay categories for each fiscal year. The second section provides a program review for the FLPB and measures to what extent the incentive pay influenced the performance of the eligible

Marine population on the Defense Language Proficiency Test (DLPT) using regression analysis.

Few studies have been done on the FLPB program in the other services. In the Marine Corps, there is also a lack of literature on the how many Marines have taken the test to qualify each year and how many of them received the incentive. In order to receive the FLPB, Marines must qualify on DLPT annually. Their scores on the certification test and the identification of the language as "Immediate or Emerging" on the annual MARADMIN determine the pay schedule that is applicable to their score and language-identification combination (Category A). The maximum rate under the current policy is $12,000 per year ($500 per month). The Department of Defense determines the language list in Category A, and it sets the rates for Schedule 1 payments (higher rates) for "Immediate" and "Emerging" languages. However, the Marine Corps has the ability to determine the rates for the languages it designates in Category B as "Enduring" under the Schedule 2 payments (lower rates). The Marine Corps also controls a separate list of languages eligible for Schedule 1 or Schedule 2 rates based on strategic capability.

The most recent policy for FLPB is MCO 7220.52F signed on 27 September 2016. The current order canceled the previous policy, MCO 7220.52E signed on 6 June 2006, and made numerous changes regarding eligibility of Marines for the incentive. Various MARADMINs throughout the years provided updates to which languages qualify for each level of pay incentive. The list of languages and associated pay entitlements vary from year to year due to changes in strategic policy. Although the list is not readily available to the public, I will provide insight to how effective the pay incentive has been to the eligible Marine population for the last 17 years.

(2) Research Questions and Findings

The analysis answers two primary questions:

1. What bonus pay and incentive pay programs have been available to Marines since 2000?

2. Of the eligible Marine population, what percentage of Marines took advantage of the bonus pay and incentive pay programs since 2000?

The thesis also answers one secondary question:

1. Using the Foreign Language Proficiency Bonus Program (FLPB) as a case study, to what extent has the FLPB influenced the performance of the eligible Marine population on the DLPT?

The policy and data analysis suggest the following:

- The take-up rate for incentives targeting retention through assignment decreased significantly for the aviation community since the drawdown, but the take-up rate has increased gradually for overseas extensions and SDAs for the last decade.
- The take-up rate for incentives targeting retention for Marines who have special skills have declined significantly since the drawdown except for FLPB.
- There is a small percentage of Marines who qualify for FLPB each year, but the take-up rate among the Marines from all language sources (home environment, military school source, and civilian school source) has increased from 2008 to 2017.
- The percentage of Marines from a military school source who are performing well on the DLPT increased from 2008 to 2017, while the percentage of Marines from the home environment decreased for the same period. However, at the margin, the school trained Marines still do not perform as well on the DLPT as Marines from a home environment or civilian institution.

- The average increase in the FLPB from 2008 to 2017 could be correlated to the large increase in the percentage of Marines from a military source who are performing better on the DLPT.

The results of the analysis led to three recommendations the Marine Corps could use to improve efficiencies and gain return of on investment in the FLPB program:

- Allow flexibility in the policy for FAO and FAS to allow for a specialized track for Marines to increase the time they spend immersed in the assigned language and optimize the return of investment in the FLPB program.

- Consider and track the placement of Marines with specific language skills to SDA such as recruiting and Marine Security Guard MSG duty as a way to increase the return of investment in the FLPB program.

- Develop an off the shelf plan for the CSRB program prior to experiencing any potential shortages as a result of the BRS. I recommend varying pay levels among Marine populations identified and forecasted to show the projected shortages. I also recommend examining the wage differentials between the civilian and military sector in those occupations.

Overall, my thesis provides the Marine Corps with a summary of the different pay incentives that the service controls and identifies the ways they have changed within the last 17 years. The analysis gives the Marine Corps an estimate of how many Marines took advantage of the different pay incentive programs at the end of each fiscal year for the last 17 years. Finally, the program review of the FLPB provides the Marine Corps with a comprehensive analysis on one special pay category, and it can help the service improve pay incentive programs for Marines who are only eligible for the new BRS.

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I. ECONOMIC THEORY

The end of conscription and the implementation of the All-Volunteer Force (AVF) in July 1973 was a demand signal for the United States military to employ marketing strategies to attract, retain, and promote qualified personnel to serve in the armed forces. Major policy changes like the AVF and the recent change from the legacy retirement system to the Blended Retirement System (BRS) in January 2018 serve as "random shocks" to military's system of retention. Since the early 1980s, economists from the private and public sector published numerous studies related to military compensation and the estimated the effects of different levels of compensation on retention in the services. This chapter summarizes some of these studies and categorizes them into two main areas in defense economic theory: labor demand in an AVF and bonus programs and incentives. A thorough review of the economic theory and its application to bonus programs can enhance the Marine Corps' ability to maintain quality of personnel, use pay incentives efficiently, and increase operational capability.

A. LABOR DEMAND IN AN ALL-VOLUNTEER FORCE

The National Security Strategy and the Marine Corps mission as defined in the National Defense Strategy shapes the demand for labor in the service. The Marine Corps publishes the demand for labor for each fiscal year in the Table of Organization (T/O), accessible through the Total Force Management System (TFSMS). Unlike in the civilian competitive labor market where compensation is set at the market wage rate, the Marine Corps manages manpower in a resource constrained environment with statutory limitations on military compensation. For example, the U.S. Senate Armed Services Committee published the summary to the FY17 National Defense Authorization Act (NDAA) that "authorizes $134 billion for military personnel, including costs of pay, allowances, bonuses, death benefits, and permanent change of station moves." The law also "reauthorizes over 30 types of bonuses and special pays aimed at encouraging enlistment, reenlistment, and continued service by active duty and reserve component military personnel" (McCain & Reed, 2017). The NDAA not only restricts base pay for Marine

Corps personnel, but it also restricts the types and amounts of bonuses that the service can use as incentives to retain personnel. The challenges to the manpower process with statutory limitations on military compensation are apparent when the Marine Corps demands high-quality personnel with a specific mix of skills to maintain operational capabilities in a dynamic environment. The September 2016 Marine Corps Operating Concept (MOC) states that

> Our ability to successfully execute the concept will depend greatly on the extent to which we have designed and implemented manpower systems, policies, processes to attract, develop, retain, and support highly qualified Marines and civilian employees prepared for the rigors of 21st century expeditionary operations—*because we are in a fight for the best and the brightest talent.* (Marine Corps Combat Development Command, 2016, p. 9)

How well the Marine Corps manages various incentive pay and bonus programs to attract and maintain talented personnel will affect how quickly the organization can adapt to a changing operational environment with new requirements.

1. Managing Incentives in a Total Force Structure

In Volume 2 of the *Handbook of Defense Military Economics*, economists summarize updates to the economic theory behind the challenges manpower managers face in the post-Cold War Era. The authors note that U.S. force managers need increased capability to manage the force in a fluid, dynamic environment, but are often constrained by outmoded "legacy" systems and personnel practices that inhibit movement toward more efficient force mixes (Asch, Hosek, & Warner, 2007, p. 1105). The authors claim that an increase in technological advancements decreases the need for manpower in certain occupations in the military. However, the technological advancements have also increased the requirement for services to attract and retain personnel who have high quality, experience, and special skills.

Incentives matter with the assignment of personnel to areas that may be viewed as less desirable. In 2003, the Navy began exploring the internet auction as a way to set the Assignment Incentive Pay (AIP) rates for select overseas locations. Normally, assignments targeted with AIP are usually hard-to-fill billets at locations designated by each service

department. In the same year, the Navy implemented the internet auction so that sailors could submit bids for different locations in an attempt to set the AIP rate by using the market (Asch, Hosek, & Warner, 2007, p. 1111). The auction site for AIP allowed the Navy to set the rate by the first or second marginal bid. Preliminary indications from the implementation showed that it was effective, but other services were resistant to use a market-based incentive to set the rate for AIP. Since AIP affects a small percentage of all of the services' population combined, the success of a market rate based incentive could serve as a cost-effective way to structure AIP programs across the services.

CNA conducted several studies in order to explore innovative ways to manage retention in high-demand billets and assignments. *Officer Off-On Ramps* (Parcel, 2007), addresses the Navy's interest in officer off-on ramps as an option to manage the total force and fill billets. An off-on ramp allows an officer to leave active duty and return to active duty at some point in time, and the officer would be able to continue serving upon return without a negative impact from the sabbatical on career progression. At the time, the retention of female officers in the Surface Warfare officer (SWO) community was of concern, and policies such as the Career Intermission Pilot Program were under review in attempt to address the retention issue.

The study finds a correlation between overall community retention in the SWO community with increases in retention bonuses, but the retention gap between males and females is the community did not diminish with an increase of the bonus (Parcell, 2007, p. 46). The study suggests that the stay or leave decisions the females were making would not translate well into retention policies because the two reasons they cited most were morale and difficulty achieving the work/life balance (p. 45). The available bonuses were not enough to incentivize more female officers to remain on active duty between 4 and 12 years of service. The on-off ramp was an attempt to address the balance between work and life by giving members an option to leave and return to active duty without a negative impact on career advancement.

2. Re-evaluation of Incentives for Future Retention

In response to the change in the retirement policy in January 2018 from the legacy system to the Blended Retirement System (BRS), RAND published a study regarding the effects of the new policy on retention across the services. Continuation pay, a component of the BRS, is supposed to "sustain the size and experience mix of the force by providing a retention incentive to those in their mid-careers to offset the reduction in retention incentives caused by the reduced DB multiplier (Asch, Hosek, & Maddock, 2017, p. 6)." They used the dynamic retention model (DRM) to estimate the effects of the continuation pay on retention in the Marine Corps without the higher defined benefit multiplier at the end of the 20-year vesting period.

The results suggest that a higher continuation pay multiplier for officers over enlisted may be necessary to maintain healthy forces levels among officers under the BRS in the steady state. Furthermore, "Additional special and incentive pays would be needed to sustain officer retention at baseline levels if the CP multiplier were set below a year's worth of basic pay (p. 46)." The continuation pay multiplier even at the estimated level of 5 or 7 was not enough compensation to sustain the same personnel levels for officers as there were under the legacy system beyond 12 years of active service. The study highlights a recommendation to the services to understand the current policies and programs in place for special pays and bonuses. Bonus programs and special pays are currently the ways for the services to offset military compensation. Knowing how effective they have been in the past in influencing personnel stay and leave decisions at various points in their career may assist the services in maintaining a healthy force with the right skills, experience, and quality of personnel.

B. STUDIES ON BONUS PROGRAMS AND INCENTIVES

RAND and CNA published numerous studies from 2000 to 2017 that estimated the effects of special pays on retention in the services. "The array of special pay and incentives as well as bonuses are policy variables that can facilitate management flexibility by offering an efficient means of varying the level of compensation in response to differences in the desirability of different locations and duties" (Asch, Hosek, & Warner, 2007,

p. 1113). Of these studies, three of them provide valuable insight on the estimated effects of bonuses on retention in three separate categories of pay incentives: aviation retention, selective retention bonus (SRB), and language bonus program.

1. Aviation Retention

The Effect of Compensation on Aviator Retention (Hansen & Moskowitz, 2006) examines the effect of monetary incentives on the retention of naval aviators. The authors' analysis suggests that there is statistical significance that small increases in basic pay in the aviation community lead to an increase in pilot retention in the Navy (Hansen & Moskowitz, 2006, p. 45). Specifically, a $1,000 per year increase in Aviation Continuation Pay (ACP) has a positive effect in the retention rate of naval aviators, but the data suggests that the responsiveness was higher for propeller pilots than that of helicopter pilots. Of note, the authors recommend that the Navy pay particular attention to varying the levels of ACP for the different communities to ensure the service targets the bonus to the platform communities with higher shortages.

2. Selective Retention Bonus (SRB)

Cost-Benefit Analysis of Lump Sum Bonuses for Zone A, Zone B, and Zone C Reenlistments: Final Report (Hattiagandi et al., 2004) to estimates the effects of SRB multiples on reenlistment rates by occupational field in the Marine Corps. The authors suggest that lump-sum SRBs significantly raised reenlistment rates in Zone A, Zone B, and Zone C, but the estimated effect of lump sum SRBs for Zone A reenlistments appeared to be too high. They highlight several drawbacks to their estimations. First, the large impact in Zone A estimate was probably "picking up more than the impact of the lump sum," such as other special pay, allowances, and incentives (Hattiagandi et al., 2004, p. 47). Second, when controlling for occupational fields in estimating the SRB effect, they used many years of reenlistment information in an attempt to capture enough variation in the bonus levels within each occupational field. Some MOSs with high reenlistment rates have lower multiples, and MOSs with lower reenlistment rates tend to have higher multiples; therefore, the authors suggest the data in their study was not be rich enough to capture the true effects of the SRB on reenlistments. From the estimations, the researchers had difficulty

distinguishing between observations who were at the margin and reenlisting because of the level of multiple and the observations who would have reenlisted regardless of the level of multiple.

3. Language Bonus Program

The Navy began the Language Skills, Regional Expertise, and Culture Awareness Program (LREC) in 2009 as a pilot program. In 2010, CNA conducted research and provided recommendations on the language incentive program structure for enlisted personnel and officers in the Navy Reserve. The purpose of the program was to incentivize reserve personnel take college courses in designated language and culture skills at Institutions of Higher Learning (IHLs). The bonus was in the form of a lump sum payment after agreeing to take the courses in the designated language (Moskowitz et al., 2010, p. 3). The research suggests that developing an efficient tracking system to identify reservists with language skills from the program and assigning them to geographic locations for mobilization would benefit the Navy. The mobilization to specific regions would develop an immersion approach to developing specific language skills that are perishable if not developed and used through time.

4. Chapter Summary

The chapter highlights some of the literature available regarding the demand of labor in the DoD. The association between economic theory and management practices within the services can assist the military in creating and implementing policies that are timely, applicable to the intended population groups, and efficient within budgetary constraints. Each of the services maintains some flexibility on how they manage pay incentive and bonus programs. Therefore, knowing how personnel responded to changes in the pay incentive programs in the past can prepare each service on how to offset the effects of “random shocks” to the system in the future.

II. EXPLANATION OF PAY INCENTIVES

Title 37 USC is the statutory authority for pay and allowances in the uniformed services. Volume 7A of the DODFMR sets the limit for the maximum amount rate in each of the special pay and incentive bonus categories, which allows each of the services to design and tailor bonus and incentive programs to fit the demand for their respective service. Occasionally, the DoD develops and publishes separate directives and instructions to establish certain special pay and bonus programs as guidelines in order to standardize the policies across the services. However, the directives and instructions still allow the services to make adjustments and tailor their programs to their services' needs. The Marine Corps publishes its policies and changes to the policies for each of the pay incentive programs through MCOs, MARADMINs, ALMARS, and MCBULs. Normally, MCOs establish the programs, MARADMINs provide updates to the programs, ALMARs communicate the CMC's intent and importance of the programs, and MCBULs serve as annual updates to the programs with automatic cancellation dates set after one year (unless otherwise specified in the message). This chapter summarizes and tracks policy changes to 15 special and incentive pays applicable to the Marine Corps from 2000 to 2017. The chapter categorizes the special and incentive pays in three major categories: incentives targeting retention through assignment, incentives targeting retention through special skills, and incentives targeting participation.

A. INCENTIVES TARGETING RETENTION THROUGH ASSIGNMENTS

Incentives targeting retention through assignment include Aviation Career Incentive Pay (ACIP), Assignment Incentive Pay (AIP), Fly Duty Pay, Overseas Extension Pay, and Special Duty Assignment Pay (SDAP). All five special pay categories serve as incentives for Marines to volunteer for an assignment resulting in a monthly payment at a set rate for the duration of the tour of duty.

1. Aviation Career Incentive Pay

MCO 1000.6 (ACTSMAN) describes the authority of the Marine Corps to issue orders to Marine aviators for flying duty (operational and non-operational) and to grant

waivers for aviators who do not meet performance requirements for the incentive. Chapter 22, Volume 7A of the current version of the DODFMR extended the period of statutory authority for the entitlement to Aviation Career Incentive Pay (ACIP) until December 31, 2017 (Under Secretary of Defense Comptroller, 2016). The DODFMR explains the provisions by which Marine aviators are allowed to receive ACIP.

a. Summary of Aviation Career Incentive Pay

Continuous ACIP is an entitlement that begins at the Aviation Service Entry Date (ASED), which is when the Marine reports to initial flight training. Officers who are above 25 years of aviation service or are in the grade of O-6 or above are not entitled to ACIP. Marine aviators must meet a specific number of operational flight hours before reaching operational flying gates, or screening checkpoints, at the 12-year and 18-year mark in their careers.

For example, before the first flight gate at 12 years in service, Marines must have at least 6 years of operational flight hours. As long as the Marine meets the requirement, the continuous ACIP extends until 18 years in service regardless of duty assignment. If a Marine does not have enough operational flight years at the first gate, he or she no longer has the entitlement to continuous ACIP but may request entitlement to conditional ACIP through Headquarters, U.S. Marine Corps upon completing the required amount of operational flight hours per month. The second operational flight gate is when the Marine aviator reaches the 18-year mark. By 18 years, the Marine aviator is supposed to have accrued at least 9 to 11 years of operational flight time to be entitled to continuous ACIP until 22 years of aviation service. If the Marine aviator accrues at least 11 years of operational flight time at the second operational flight gate, his or her entitlement will extend until 25 years of service. Requests for operational flight gate waivers are routed through Manpower Management Officer Assignments (MMOA) for determination.

b. Changes to ACIP Policy (2000–2017)

The administrative updates from 2000–2017 to the ACIP policy are listed in Table 1. Of note, the titles and numbers to the chapters in the DODFMR designated for the description of ACIP changed several times from 2000–2017.

Table 1. Policy Changes to ACIP (2000–2017)

Aviation Career Incentive Pay (ACIP)			
Year	**Date of Release (YYYYMMDD)**	**Reference ID**	**Name of Reference**
2016	201611DD	DOD 7000.14-R, VOLUME 7A, CHAPTER 22	AVIATION INCENTIVE PAYS (AVIP)
2015	201505DD	DOD 7000.14-R, VOLUME 7A, CHAPTER 23	AVIATION INCENTIVE PAYS
2013	20130703	MCO 1000.6	ASSIGNMENT, CLASSIFICATION, AND TRAVEL SYSTEM MANUAL (ACTSMAN}
	201305DD	DOD 7000.14-R, VOLUME 7A, CHAPTER 24	AVIATION INCENTIVE PAYS
2012	201210DD	DOD 7000.14-R, VOLUME 7A, CHAPTER 25	AVIATION INCENTIVE PAYS
2011	201105DD	DOD 7000.14-R, VOLUME 7A, CHAPTER 26	AVIATION INCENTIVE PAYS
2010	201006DD	DOD 7000.14-R, VOLUME 7A CHAPTER 22	AVIATION INCENTIVE PAYS
2008	200811DD	DOD 7000.14-R, VOLUME 7A CHAPTER 22	AERIAL FLIGHTS
2001	200102DD	DOD 7000.14-R, VOLUME 7A CHAPTER 22	AERIAL FLIGHTS
2000	200002DD	DOD 7000.14-R, VOLUME 7A CHAPTER 22	MILITARY PAY POLICY AND PROCEDURES ACTIVE DUTY AND RESERVE PAY
1997	19971205	ALMAR 405/97	FY98 PAY AND ALLOWANCES CHANGES

ALMAR 405/97 announced the policy change on January 1, 1999, to the ACIP maximum rate increase for aviators to the amounts listed in Table 2. MCO 1000.6 (ACTSMAN) explains that Marine aviators may be assigned to operational tours and non-operational tours. Marine aviators receive continuous ACIP either at the DIFDEN rate when assigned non-operational tours of duty or at the DIFOP rate when assigned to operational tours of duty. The differences in pay table rates for DIFDEN and DIFOP from 2000–2017 are not publicly published, but they may be available through Personnel and Allowance Advisory Notices (PAANs) archived at the Installation Personnel Administration Centers (IPACs). Please see Table 2 for the list of maximum rates for ACIP as published in the DODFMR:

Table 2. ACIP Maximum Rates by Fiscal Year

ACIP Max Rates per DODFMR (2000-2017)										
Year	Less than 2	Over 2	Over3	Over 4	Over 6	Over 14	Over 22	Over 23	Over 24	Over 25
2017	125	156	188	206	650	840	585	495	385	250
2016	125	156	188	206	650	840	585	495	385	250
2015	125	156	188	206	650	840	585	495	385	250
2014	125	156	188	206	650	840	585	495	385	250
2013	125	156	188	206	650	840	585	495	385	250
2012	125	156	188	206	650	840	585	495	385	250
2011	125	156	188	206	650	840	585	495	385	250
2010	125	156	188	206	650	840	585	495	385	250
2009	125	156	188	206	650	840	585	495	385	250
2008	125	156	188	206	650	840	585	495	385	250
2007	125	156	188	206	650	840	585	495	385	250
2006	125	156	188	206	650	840	585	495	385	250
2005	125	156	188	206	650	840	585	495	385	250
2004	125	156	188	206	650	840	585	495	385	250
2003	125	156	188	206	650	840	585	495	385	250
2002	125	156	188	206	650	840	585	495	385	250
2001	125	156	188	206	650	840	585	495	385	250
2000	125	156	188	206	650	840	585	495	385	250

2. Assignment Incentive Pay

The DODFMR (2012) explains the different assignment incentive programs available to the Marine Corps since 2006 (Under Secretary of Defense Comptroller, 2012). Some of the programs that used Assignment Incentive Pay **(**AIP) as an incentive were the Deployment Extension Program, the Combat Extension Program, Marine Corps AIP Programs for Involuntary Extension of Tour Lengths in Iraq and Afghanistan, FY07 End Strength Incentive Program, Recruiter Extension Program, Special Mission Unit Program, and the Voluntary Extension Beyond 365 Days Boots on Ground in Iraq or Afghanistan. By 2011, the authorizations for most of the AIP programs ended, and the Marine Corps Assignment Incentive Pay Program for Special Mission Units (SMUs) and the AIP Program for Involuntary Extensions beyond one year are the current programs still applicable to Marines.

a. Summary of Assignment Incentive Pay

The DODFMR (2016) explains the current policy for special mission unit (SMU) operators in the Marine Corps. Marines with less than 3 years of SMU service are eligible to receive AIP of $750 per month, while those with more than 3 years of service are eligible for $1,000 per month after completion of qualifying requirements. SMU operators are required to serve in SMU billets for 12 to 48 months while receiving AIP. Marines who are involuntarily extended in Iraq, Afghanistan, or other theater units beyond 365 days are eligible to receive payment on the amount of $800 per month beyond 365 days in theater.

b. Changes to Assignment Incentive Pay (2000–2017)

In 2007, the Marine Corps published MARADMIN 108/07 establishing Deployment Extension Program (DEP) for payment of AIP to Marines who were involuntarily extended as a result of a unit deployments. Marines who agreed to extend an enlistment or reenlistment to complete the deployment were eligible to receive $500 of AIP for every month they extended beyond their original EAS.

MARADMIN 106/07 established the Recruiter Extension Program (REP) that was offered to select recruiters to remain in various recruiting billets. The AIP payment of $500 per month encouraged recruiters to extend their tours for a duration of 6 to 12 months on station. The policy was extended through the end of fiscal year 2008.

MARADMIN 323/07 in fiscal year 2007 established the Combat Extension Program offering payment of AIP to Marines who voluntarily extended their EAS beyond 1 October 2007 in order to complete a 7-month or 12-month deployment in Iraq, Afghanistan, Bahrain, or the Horn of Africa. The AIP for 7-month deployments was a lump sum payment for $3,000 and the AIP for a 12-month deployment was $7,000. The deployment extension program ended in 2010.

MARADMIN 107–07 established the FY07 End Strength Incentive Program for Marines under 27 years of service who reenlisted in FY07. Marines with less than 20 years of service were offered $10,000 in lump sum for reenlisting for four years, and Marines who had over 20 years of service but less than 27 years were offered $10,000 in lump sum to serve another three-year enlistment. The AIP payment was eligible for the combat zone

tax exclusion if the Marine signed the AIP agreement in a combat zone. The program ended in July 2009.

The Involuntary Extension Compensation Policy (IEC) was adjusted in 2008 to authorize Marines who were involuntarily extended in Iraq, Afghanistan, Bahrain, or the Horn of Africa entitlement to $800 per month for every month they were involuntarily extended beyond 12 months from the date they arrived in theater (also known as the boots on ground (BOG) date). By the end of 2008, the AIP payment under IEC increased to $1,000 per month.

Also in 2008, the FY09 Operating Force Extension Incentive extended the authority to pay Marines (in designated operating force categories) $18,000 in lump sum who agreed to sign 18-month extensions and $20,000 to Marines who agreed to sign 23-month extensions. The Operating Force Extension Incentive ended in June 2009. After the drawdown, the policy for AIP was updated in 2011 to authorize AIP in the amount of $1,000 per month for the involuntary extensions in support of specific operations in a combat zone if the unit was involuntarily extended beyond the initial 365 days in country. It also authorized the payment of $250 per month to Marines on involuntary extensions while serving in units involuntarily extended in a combat zone beyond the 210-day mark but less than 365 days in country. Table 3 is the comprehensive list of references establishing, revising, and terminating the different AIP programs from 2000–2017.

Table 3. Reference Changes to Assignment Incentive Pay (AIP)

Assignment Incentive Pay			
Year	Date of Release (YYYYMMDD	Reference ID	Name of Reference
2016	201609DD	DoD 7000.14-R, VOLUME 7A, CHAPTER 15	SPECIAL PAY – ASSIGNMENT INCENTIVE PAY
2014	201407DD	DoD 7000.14-R, VOLUME 7A, CHAPTER 15	SPECIAL PAY – ASSIGNMENT INCENTIVE PAY
2013	20130104	MARADMIN	RESTORATION OF AUTHORITY FOR CERTAIN SPECIAL PAYS AND BONUSES
	20130102	MARADMIN 001/13	SUSPENSION OF AUTHORITY FOR CERTAIN SPECIAL PAYS AND BONUSES Date Signed: 1/2/2013
2012	20120801	DoD 7000.14-R, VOLUME 7A, CHAPTER 15	SPECIAL PAY – ASSIGNMENT INCENTIVE PAY
2011	201105DD	DoD 7000.14-R, VOLUME 7A, CHAPTER 15	SPECIAL PAY – ASSIGNMENT INCENTIVE PAY
	20110405	MARADMIN 216/11	REVISED ASSIGNMENT INCENTIVE PAY (AIP) FOR INVOLUNTARY EXTENSION BEYOND NORMAL DEPLOYMENT DURATION IN USCENTCOM
	20110314	MARADMIN 161/11	REVISED ASSIGNMENT INCENTIVE PAY (AIP) FOR VOLUNTARY EXTENSION OF COMPENSATION FOR SERVICE BEYOND 365 DAYS BOOTS-ON-THE-GROUND (BOG) INIRAQ OR AFGHANISTAN
2010	20101228	MARADMIN	TERMINATION OF DEPLOYMENT EXTENSION PROGRAM INCENTIVE
	201011DD	DoD 7000.14-R, VOLUME 7A, CHAPTER 15	COMPENSATION FOR SERVICE BEYOND 365 DAYS BOOTS-ON-THE-GROUND (BOG) IN
2009	20091103	MARADMINS 623/08	REVISED INVOLUNTARY EXTENSION COMPENSATION POLICY
	20090629	MARADMIN 0385/09	TERMINATION OF FY09 OPERATING FORCE (OPFOR) EXTENSION INCENTIVE
	20090304	MARADMIN 0149/09	CONTINUATION OF ASSIGNMENT INCENTIVE PAY (AIP) FOR VOLUNTARY EXTENSION OF COMPENSATION FOR SERVICE BEYOND 365 DAYS BOOTS-ON-THE-GROUND (BOG) IN IRAQ OR AFGHANISTAN
	200903DD	DoD 7000.14-R, VOLUME 7A, CHAPTER 15	SPECIAL PAY – ASSIGNMENT INCENTIVE PAY
2008	20081222	MARADMIN 716/08	REVISED 12-MONTH BOOTS-ON-THE-GROUND INVOLUNTARY EXTENSION COMPENSATION POLICY
	20081201	MARADMIN	FY09 OPERATING FORCE (OPFOR) EXTENSION INCENTIVE
	20081103	MARADMIN	REVISED INVOLUNTARY EXTENSION COMPENSATION POLICY
	20080120	MARADMIN	FY09 RECRUITER EXTENSION PROGRAM (REP)
	20080113	MARADMIN	EXPANSION OF THE FY08 COMBAT EXTENSION PROGRAM
	20080110	MARADMIN 028/08	RESUMPTION OF AUTHORITY TO UTILIZE CERTAIN ASSIGNMENT INCENTIVE /PAY (AIP) PROGRAMS
2007	20071231	MARADMIN	SUSPENSION OF AUTHORITY FOR CERTAIN SPECIAL PAYS AND BONUSES
	20071022	MARADMIN	MODIFICATION OF THE FY08 COMBAT EXTENSION PROGRAM
	20071002	MARADMIN	FY08 RECRUITER EXTENSION PROGRAM (REP)
	20071002	MARADMIN	FY08 COMBAT EXTENSION PROGRAM
	20070521	MARADMIN	COMBAT EXTENSION PROGRAM
	20070214	MARADMIN	MCBUL 7220. FY07 END STRENGTH INCENTIVE (CORRECTED COPY)
	20070214	MARADMIN	MCBUL 7220. RECRUITER EXTENSION PROGRAM (REP) (CORRECTED COPY)
	20070214	MARADMIN	DEPLOYMENT EXTENSION PROGRAM (CORRECTED COPY)
2006	20060501	DOD 7000.14-R, VOLUME 7A, CHAPTER 15	MONTHLY INCENTIVE PAYS

3. Fly Duty Pay

Flight duty pay is a hazard duty incentive pay (HDIP) listed under DODFMR (2016) Volume 7A, Chapter 22. MCO 1000.6 (CMC, 2013) and MCO 1326.2G are the assignment policies that explain the process by which officer and enlisted Marines are

assigned to fly duty on orders as crew members or non-crew members. Both crewmembers and non-crew members are entitled to HDIP upon assignment on orders to fly duty.

a. Summary of Fly Duty Pay

The DODFMR (2016) states that a member is entitled to fly duty HDIP when a member on orders participates in frequent and regular aerial flights at a minimum or four hours of aerial flight per month. The regulation states that members must fulfill the minimum flight hours for each month, but if they are under the requirement for a current month, they may apply excess flight hours from the previous five months to qualify for fly duty HDIP in the current month. Officers who receive ACIP and enlisted personnel who receive payments under the Career Enlisted Fly Incentive Program (CEFIP) are not entitled to duty HDIP.

b. Summary of Changes to Fly Duty Pay

Table 4 is the list of administrative updates to the policy for fly duty pay and the list of pay rates per the DODFMR from 2000 to 2017. The pay tables make a distinction between the rates for personnel who are assigned as crewmembers and the personnel who are assigned as non-crewmembers of a unit who are eligible for HDIP. MCO 1326.2G is the regulation for the administration of temporary flight orders to enlisted members and some officers who participate in aerial flights as members or non-crew members. The assignment to this type of duty is temporary and on a voluntary basis. An example of a crewmember eligible for fly duty HDIP is a MV-22 crew chief who performs flight duties directly associated to in-flight operations and maintains the minimum flight hour requirements. An example of a non-crew member who could be eligible for fly duty HDIP under the non-crew member rate is an aerial gunner or observer assigned to temporary duty during frequent flight operations. HDIP for crew members vary by pay grade, while HDIP for non-crew members is a flat rate of $150 per month. Eligibility begins when a Marine is assigned to duty under temporary flight orders and begins to accrue the minimum number of flight hours necessary to receive fly duty HDIP payments.

Table 4. Reference Updates and Pay Tables for FDHDIP (2000–2017)

Fly Duty Pay			
Year	Date of Release (YYYYMMDD)	Reference ID	Name of Reference
2016	201611DD	DoD 7000.14-R VOLUME 7A, CHAPTER 22	AVIATION INCENTIVE PAYS (AVIP)
2015	201505DD	DoD 7000.14-R VOLUME 7A, CHAPTER 22	AVIATION INCENTIVE PAYS
2013	20130703	MCO 1000.6	ASSIGNMENT, CLASSIFICATION, AND TRAVEL SYSTEM MANUAL (ACTSMAN}
	201005DD	DoD 7000.14-R VOLUME 7A, CHAPTER 22	AVIATION INCENTIVE PAYS
2012	201210DD	DoD 7000.14-R VOLUME 7A, CHAPTER 22	AVIATION INCENTIVE PAYS
2011	201105DD	DoD 7000.14-R VOLUME 7A, CHAPTER 22	AVIATION INCENTIVE PAYS
2010	201006DD	DoD 7000.14-R VOLUME 7A, CHAPTER 22	AVIATION INCENTIVE PAYS
2008	200811DD	DoD 7000.14-R VOLUME 7A, CHAPTER 22	AERIAL FLIGHTS
2001	20010514	MCO 1326.2G	ADMINISTRATION OF TEMPORARY FLIGHT ORDERS
	200102DD	DoD 7000.14-R VOLUME 7A, CHAPTER 22	AERIAL FLIGHTS
2000	200002DD	DoD 7000.14-R VOLUME 7A, CHAPTER 22	AERIAL FLIGHTS
1999	19990506	MCO P1000.6G	ASSIGNMENT, CLASSIFICATION, AND TRAVEL SYSTEM MANUAL (ACTSMAN}

Grade	Flight Duty Pay (Hazard Duty Incentive Pay) Non-Crew Member 2000-2017	Flight Duty Pay (Hazard Duty Incentive Pay) Crew Member 2000-2017
O-10	$ 150.00	$ 150.00
O-9	$ 150.00	$ 150.00
O-8	$ 150.00	$ 150.00
O-7	$ 150.00	$ 150.00
O-6	$ 150.00	$ 250.00
O-5	$ 150.00	$ 250.00
O-4	$ 150.00	$ 225.00
O-3	$ 150.00	$ 175.00
O-2	$ 150.00	$ 150.00
O-1	$ 150.00	$ 150.00
W-5	$ 150.00	$ 250.00
W-4	$ 150.00	$ 250.00
W-3	$ 150.00	$ 175.00
W-2	$ 150.00	$ 150.00
W-1	$ 150.00	$ 150.00
E-9	$ 150.00	$ 240.00
E-8	$ 150.00	$ 240.00
E-7	$ 150.00	$ 240.00
E-6	$ 150.00	$ 215.00
E-5	$ 150.00	$ 190.00
E-4	$ 150.00	$ 165.00
E-3	$ 150.00	$ 150.00
E-2	$ 150.00	$ 150.00
E-1	$ 150.00	$ 150.00

4. Overseas Extension Pay

Overseas extension pay is an incentive given to members to extend a tour of duty at designated overseas locations. The designated overseas locations vary by service department. The DODFMR (2016) is the current regulation that explains the entitlement to overseas extension pay under the Overseas Tour Extension Incentives Program (OTEIP). The current regulation for the Marine Corps for OTEIP in the Marine Corps is MCO 1300.8 (2014): Marine Corps Personnel Assignment Policy.

a. Summary of Overseas Extension Pay

The DODFMR (2016) sets regulations on the maximum limits for payments under OTEIP. Special pay in monthly installments may not exceed $80 per month, and the annual bonus (paid in either lump or monthly installments) may not exceed $2,000 per year. The member must have a specialty that qualifies him or her under OTEIP, completed a tour of duty at a designated overseas location, and executed an agreement to extend for another period of duty that is at least one year. MCO 1040.31 (2010) establishes the OTEIP for

> enlisted Marines serving at dependents restricted MCCs, aboard ships homeported outside CONUS and Hawaii, and both MCCs at Marine Barracks, Guantanamo Bay, Cuba (GTMO), MCCs 044, 045, and 092

(MCASs, Iwakuni and Futenma, and MCB Camp Butler, respectively, Company D, MarSptBn, and Marine Corps Security Force Company, Panama. All MCCs at Diego Garcia are included in this program (A-4).

Career-designated officers from any MOS at the designated locations are also eligible for the incentive. As part of the incentives under this program, Marines accepted for OTEIP may elect to receive $166.66 per month for each of the 12 months extended, 30-day rest and recuperative leave (R&R), or a 15-day special R&R leave with a government funded round trip ticket to the nearest point of entry in CONUS.

b. Summary of Changes to Overseas Extension Pay

In 2009, Marines began submitting overseas extension requests under OTEIP through Total Force Retention System (TFRS). Prior to 2009, Marines submitted requests through the Overseas Processing System (OEPS). Once approved for an overseas extension, Marines are advised on their conditions of the entitlement to overseas extension pay under OTEIP. Marines who agree to serve under a voluntary extension under OTEIP are not eligible for Consecutive Overseas Tour (COT) or In-Place Consecutive Tours (IPCOT) allowances. Table 5 summarizes the administrative changes applicable to overseas extension pay from 2000–2017.

Table 5. Overseas Extension Pay (2000–2017)

Overseas Extension Pay			
Year	Date of Release (YYYYMMDD)	Reference ID	Name of Reference
2016	201608DD	DoD 7000.14-R, VOLUME 7A, CHAPTER 14	INCENTIVE FOR QUALIFIED MEMBERS EXTENDING DUTY AT DESIGNATED LOCATIONS OVERSEAS
2014	20140918	MCO 1300.8	MARINE CORPS PERSONNEL ASSIGNMENT POLICY
2010	20100908	MCO 1040.31	ENLISTED RETENTION AND CAREER DEVELOPMENT PROGRAM
	201006DD	DoD 7000.14-R, VOLUME 7A, CHAPTER 14	INCENTIVE FOR QUALIFIED MEMBERS EXTENDING DUTY AT DESIGNATED LOCATIONS OVERSEAS
2009	20090326	MARADMIN 0202/09	OVERSEAS EXTENSION REQUESTS(OER)
2008	200809DD	DoD 7000.14-R, VOLUME 7A, CHAPTER 14	SPECIAL PAY OR BONUS - QUALIFIED MEMBERS EXTENDING DUTY AT DESIGNATED LOCATIONS OVERSEAS
2005	200502DD	DoD 7000.14-R, VOLUME 7A, CHAPTER 14	SPECIAL PAY OR BONUS-QUALIFIED MEMBERS EXTENDING DUTY AT DESIGNATED LOCATIONS OVERSEAS
2000	200001DD	DoD 7000.14-R, VOLUME 7A, CHAPTER 14	SPECIAL PAY OR BONUS-QUALIFIED MEMBERS EXTENDING DUTY AT DESIGNATED LOCATIONS OVERSEAS

5. Special Duty Assignment Pay

Volume 7A, Chapter 8 of the DODFMR (2017) is the current reference explaining an enlisted member's entitlement to Special Duty Assignment Pay (SDAP). The Marine Corps revised the policy for SDAP via MARADMIN in 2017 to reflect the current rates by billet.

a. Summary of Special Duty Assignment Pay

The DODFMR (2017) says that a member is entitled to SDAP when the member performs in an assigned duty that the service component designates as "extremely difficult or involving an unusual degree of responsibility (Under Secretary of Defense Comptroller, 2017)." The Marine Corps may involuntary select Marines and Marines may voluntarily select to perform in such special duty assignments as long as they meet the requirements to perform those duties. The Marine Corps uses SDAP as an incentive tool to attract high quality enlisted Marines to sustain healthy manning levels at special duty assignments. Marines who receive SDAP are also able to receive other pay or allowances to which they are entitled.

b. Changes to Special Duty Assignment Pay

The SDAMAN (Commandant of the Marine Corps, 1999) included six special duty assignments in the Marine Corps: MSG (8151), Marine Corps Security Force Guard (8152), Marine Corps Security Force Trainer (8153), Marine Corps Security Force Close Quarters Battle Team Member (8154), Recruiter (8411), and Drill Instructor (8511). SDAP was only authorized for 8411/8412 (Career Recruiter) MOS at the $375.00 monthly rate, 8511 MOS at the $275.00 monthly rate, and 8151 MOS at the $110.00 monthly rate. By 2001, the monthly rate for the different SDA pay levels were changed to reflect the amounts in Table 6. In 2003, the Marine Corps released MARADMIN 185/03 (2003) that included Marine Combat Instructors (MOS 8513) as eligible for SDAP upon assignment at the SD-1 level rate. In 2006, SDAP was authorized for Marines in the grades of E4-E9 to receive SDAP at SD levels 2 through 5 if they were assigned to Marine Corps Forces Special Operations Command (MARSOC) by billet.

Table 6. SDAP Pay Rates (2000–2017)

Special Duty Assignment Pay (SDAP)						
Year	SD-1	SD-2	SD-3	SD-4	SD-5	SD-6
2000-2017	$ 75.00	$ 150.00	$ 225.00	$ 300.00	$ 375.00	$ 450.00

MARADMIN 712/07 (2007) announced the authorization for slated sergeants major and master gunnery sergeants serving as senior enlisted advisors to a general or senior executive service beginning in fiscal year 2008. The level of pay depended on the billet the senior enlisted advisor was holding. For example, the Sergeant Major of the Marine Corps received SD-6 pay, while senior enlisted advisors to three-star and two star generals received SD-4 and SD-3 rates, respectively. In 2008, the SDAP levels increased for Marine Combat Instructors to the SD-3 level. From 2009 to 2013, several MARADMINs were released to update the increase or decrease SDAP rates for certain billets, and more special billet assignments were added to the authorized list for SDAP. MARADMIN 302/17 (2017) is the advance notice to cancel the MCO 7220.12R (2013) Special Duty Assignment Pay Program (SDAP) and updates the current SDAP rates by billet. Table 7 lists the administrative updates to the SDAP policy from 2000–2017.

Table 7. Reference Changes to SDAP (2000–2017)

Special Duty Assignment Pay			
Year	Date of Release (YYYYMMDD)	Reference ID	Name of Reference
2017	20170613	MARADMIN 302/17	ADVANCE NOTIFICATION OF CHANGE TO MCO 7220.12R, SPECIAL DUTY ASSIGNMENT PAY (SDAP) PROGRAM
2015	20150815	DoD 7000.14-R VOLUME 7A, CHAPTER 8	SPECIAL PAY - SPECIAL DUTY ASSIGNMENT PAY - ENLISTED MEMBERS
2013	20130926	MARADMIN 504/13	AUTHORIZED BILLETS FOR RECEIPT OF SPECIAL DUTY ASSIGNMENT (SDA) PAY FOR SERGEANTS MAJOR AND MASTER GUNNERY SERGEANTS
	20130806	MCO7220.12R	SPECIAL DUTY ASSIGNMENT PAY (SDAP) PROGRAM
	201307DD	DoD 7000.14-R VOLUME 7A, CHAPTER 8	SPECIAL PAY - SPECIAL DUTY ASSIGNMENT PAY - ENLISTED MEMBERS
2012	20121015	MCO P1326.2 CH 2	SELECTING, SCREENING, AND PREPARING ENLISTED MARINES FOR SPECIAL DUTY ASSIGNMENTS AND INDEPENDENT DUTIES (SHORT T I T L E : SDAMAN)
2011	201106DD	DoD 7000.14-R VOLUME 7A, CHAPTER 8	SPECIAL PAY - SPECIAL DUTY ASSIGNMENT PAY - ENLISTED MEMBERS
	20110308	MARADMIN 175/11	CHANGE 2 TO MCO 7220.12P, SPECIAL DUTY ASSIGNMENT PAY (SDAP)
2010	20100908	MCO 1040.31	ENLISTED RETENTION AND CAREER DEVELOPMENT PROGRAM
2009	20090814	MARADMIN 0485/09	AUTHORIZED BILLETS FOR RECEIPT OF SPECIAL DUTY ASSIGNMENT (SDA) PAY FOR SERGEANTS MAJOR AND MASTER GUNNERY SERGEANTS
	200906DD	DoD 7000.14-R VOLUME 7A, CHAPTER 8	SPECIAL PAY - SPECIAL DUTY ASSIGNMENT PAY - ENLISTED MEMBERS
2008	20080521	MCO 7220.12P	SPECIAL DUTY ASSIGNMENT PAY (SDAP) PROGRAM
	20081201	MARADMIN	SPECIAL DUTY ASSIGNMENT PAY (SDAP)
	20080813	MARADMIN 440/08	CHANGE 1 TO MCO 7220.12P, SPECIAL DUTY ASSIGNMENT PAY (SDAP)
	20008020	MARADMIN 127/08	SPECIAL DUTY ASSIGNMENT PAY (SDAP) FOR MARINE COMBAT INSTRUCTORS
	20080130	MARADMIN 075/08	RESTORATION OF AUTHORITY TO PAY CERTAIN SPECIAL PAYS AND /BONUSES
	20071231	MARADMIN 765/07	SUSPENSION OF AUTHORITY FOR CERTAIN SPECIAL PAYS AND BONUSES
	20071231	MARADMIN 761/07	AUTHORIZED BILLETS FOR RECEIPT OF SPECIAL DUTY ASSIGNMENT (SDA) PAY FOR SERGEANTS MAJOR AND MASTER GUNNERY SERGEANTS
	20071205	MARADMIN 712/07	SPECIAL DUTY ASSIGNMENT PAY (SDAP) FOR SERGEANTS MAJOR AND MASTER GUNNERY SERGEANTS
	200704DD	DoD 7000.14-R VOLUME 7A, CHAPTER 8	SPECIAL PAY - SPECIAL DUTY ASSIGNMENT PAY - ENLISTED MEMBERS
2006	20060824	MARADMIN 398/06	CHANGE 1 TO MCO 7220.12N SPECIAL DUTY ASSIGNMENT (SDAP) PROGRAM
2005	200503DD	DoD 7000.14-R VOLUME 7A, CHAPTER 8	SPECIAL PAY - SPECIAL DUTY ASSIGNMENT PAY - ENLISTED MEMBERS
2003	20030419	MARADMIN 185/03	SPECIAL DUTY ASSIGNMENT PAY (SDAP) FOR MARINE COMBAT INSTRUCTORS;MOS 8513
1999	19990912	MCO P1326.2D	SELECTING, SCREENING, AND PREPARING ENLISTED MARINES FOR SPECIAL DUTY ASSIGNMENTS AND INDEPENDENT DUTIES (SHORT TITLE: SDAMAN)

B. INCENTIVES TARGETING RETENTION THROUGH SPECIAL SKILLS

Incentives targeting retention through special skills are Aviation Continuation Pay (ACP), Career Status Bonus (CSB), Critical Skills Retention Bonus (CSRB), Enlisted Bonus Program (EBP), Foreign Language Proficiency Pay Bonus (FLPB), and Selective Retention Bonus (SRB). All six incentive pays target the accession and retention of Marines in designated MOS's with projected shortages.

1. Aviation Continuation Pay

Chapter 20 of the DODFMR refers to Aviation Continuation Pay (ACP) as the Aviation Retention Bonus (AvB). The Marine Corps publishes the eligibility requirements through MCBULs, which specify the qualification criteria for application to receive ACP. The criteria for ACP varies from year to year, but generally, Marine aviators who are eligible must sign an agreement to have an additional year or more of obligated service to receive a lump or periodic payment of the bonus.

a. Summary of Aviation Continuation Pay

Under the current version of the DODFMR (2017), ACP is a bonus available on a selective basis offered to members of the Regular or Reserve Component when there is a projected shortage for qualified aviation specialties. The DODFMR limits the bonus to those periods in and aviation officer's career where the projected retention trend is a concern to the military service (20-3).

b. Changes to Aviation Continuation Pay (2000–2017)

From 1999 to 2017, the DODFMR limited the maximum amount of payment of ACP to $25,000 for each year covered by the agreement to remain on active duty. From 2003 to 2009, the Marine Corps released several MCBULs incentivizing fixed wing, rotary wing, and naval flight officers to sign a contract for ACP in exchange for a long term or short term obligated service commitment. Table 8 is the list of the ACP amounts offered for the different platforms during this period.

Table 8. ACP Pay Table for Aviation Platforms (2003–2009)

Aviation Continuation Pay						
	Short Term Contracts			Long Term Contracts		
Year	Fixed Wing	Rotary Wing	Naval Flight Officers	Fixed Wing	Rotary Wing	Naval Flight Officers
2017	*	*	*	*	*	*
2016	*	*	*	*	*	*
2015	*	*	*	*	*	*
2014	*	*	*	*	*	*
2013	*	*	*	*	*	*
2012	*	*	*	*	*	*
2011	*	*	*	*	*	*
2010	*	*	*	*	*	*
2009	$5,000 - $9,000	$2,000-$8,000	$ 2,500.00	$10,000 -$18,000	$5,000 -$17,000	$2,000-$5,000
2008	$5,000 -$10,000	$5,000 -$10,000	$ 2,500.00	$10,000 -$20,000	$10,000 -$20,000	$ 5,000.00
2007	$6,000 -$10,000	$6,000 -$10,000	$ 2,500.00	$12,000-$20,000	$12,000-$20,000	$ 5,000.00
2006	$ 18,000.00	$ 3,000.00	$ 3,000.00	$ 18,000.00	$ 18,000.00	$ 7,000.00
2005	$ 18,000.00	$ 3,000.00	$ 3,000.00	$ 25,000.00	$ 7,000.00	$ 7,000.00
2004	$ 18,000.00	$ 3,000.00	$ 3,000.00	$ 25,000.00	$ 7,000.00	$ 7,000.00
2003	$ 18,000.00	$ 3,000.00	$ 3,000.00	$ 25,000.00	$ 7,000.00	$ 7,000.00
2002	*	*	*	*	*	*
2001	*	*	*	*	*	*
2000	*	*	*	*	*	*

The messages defined a long-term contract as an agreement available to majors or major selects who had 37 or more months left to complete 16 years of service. Short-term contracts were 12 to 16 month agreements available to captains for remaining on active duty until 16 years of service. Due to the retirement of the CH-46 (rotary wing) platform, the Marine Corps released MARADMIN 366/11 to solicit requests for voluntary early release from ACP contracts in the 7562 community. Table 9 is a comprehensive list to the changes to the ACP policy from 2000 to 2017.

Table 9. Reference Changes to Aviation Continuation Pay (2000–2017)

Aviation Continuation Pay			
Year	Date of Release (YYYYMMDD)	Reference ID	Name of Reference
2016	201607DD	DOD 7000.14-R VOLUME 7A, CHAPTER 20	AVIATOR RETENTION BONUS
2015	201508DD	DOD 7000.14-R VOLUME 7A, CHAPTER 20	AVIATOR RETENTION BONUS
2014	201408DD	DOD 7000.14-R VOLUME 7A, CHAPTER 20	AVIATOR RETENTION BONUS
2013	201307DD	DOD 7000.14-R VOLUME 7A, CHAPTER 20	AVIATOR RETENTION BONUS
2012	201307DD	DOD 7000.14-R VOLUME 7A, CHAPTER 20	AVIATOR RETENTION BONUS
2011	20110629	MARADMIN 366/11	MCBUL 7220 VOLUNTARY EARLY RELEASE FROM AVIATION CONTINUATION PAY (ACP) FOR 7562
	2011105DD	DOD 7000.14-R VOLUME 7A, CHAPTER 20	AVIATOR RETENTION BONUS
2010	201001DD	DOD 7000.14-R VOLUME 7A, CHAPTER 20	AVIATOR RETENTION BONUS
2009	20091027	MARADMIN 0637/09	MCBUL 7220 FY10 AVIATION CONTINUATION PAY (ACP)
2008	20080926	MARADMIN 540/08	MCBUL 7220. FY09 AVIATION CONTINUATION PAY (ACP)
	200803DD	DOD 7000.14-R VOLUME 7A, CHAPTER 20	AVIATOR RETENTION BONUS
2007	20070917	MARADMIN 551/07	MCBUL 7220. FY08 AVIAITION CONTINUATION PAY
	200706DD	DOD 7000.14-R VOLUME 7A, CHAPTER 20	AVIATOR RETENTION BONUS
	20061003	MARADMIN 0637/09	MCBUL 7220 FY07 AVIATION CONTINUATION PAY (ACP)
2006	200603DD	DOD 7000.14-R VOLUME 7A, CHAPTER 20	AVIATOR RETENTION BONUS
2005	200505DD	DOD 7000.14-R VOLUME 7A, CHAPTER 20	AVIATOR RETENTION BONUS
2004	20041012	MARADMIN 440/04	MCBUL 7220. FY05 AVIATION CONTINUATION PAY (ACP)
2003	20031027	MARADMIN 502/03	MCBUL 7220. FY04 AVIATION CONTINUATION PAY (ACP)
2002	200202DD	DOD 7000.14-R VOLUME 7A, CHAPTER 20	AVIATOR RETENTION BONUS
2001	200102DD	DOD 7000.14-R VOLUME 7A, CHAPTER 20	AVIATOR RETENTION BONUS
2000	200002DD	DOD 7000.14-R VOLUME 7A, CHAPTER 20	AVIATOR RETENTION BONUS
1999	199909DD	DOD 7000.14-R VOLUME 7A, CHAPTER 20	AVIATOR RETENTION BONUS

2. Career Status Bonus

Beginning in August 2001, Marines who entered the service after July 1985 were offered a choice at 15 years of service to elect the Career Status Bonus (CSB/REDUX) retirement plan or retirement under the "high three" system. The Marine Corps required personnel to sign documentation in front of their commanding officers if they chose to elect the CSB/REDUX plan at 15 years because the decision was irrevocable. Members who elected retirement under the CSB/REDUX agreed to receive a one-time $30,000 bonus payment after 15 years of service in exchange for agreeing to serve until 20 years of service and retiring at a reduced retirement rate for life.

a. Summary of Career Status Bonus

From 2000 to 2012, the Marine Corps published five MARADMINs explaining the CSB/REDUX and providing Marines with links to CNA's retirement choice calculators. The messages urged Marines to seek counseling on their options for retirement at 15 years and cautioned the force about the potential of losing over $300,000 over the course of a lifetime if a member elected to receive CSB/REDUX at 15 years of service.

b. Changes to the Career Status Bonus (2000–2017)

MARADMIN 210/17 discontinued the CSB/REDUX plan by not allowing Marines to sign agreements for the CSB/REDUX after 31 December 2017. From the first date Marines became eligible to elect the bonus, the election percentage per year dropped from 60 percent to 26 percent in fiscal year 2007. By fiscal year 2011, 11 percent of all Marines eligible for CSB/REDUX elected the option. Table 10 lists the references applicable to administrative changes to the CSB/REDUX.

Table 10. Reference Changes to the Career Status Bonus (2000–2017)

Career Status Bonus			
Year	**Date of Release (YYYYMMDD)**	**Reference ID**	**Name of Reference**
2017	20170428	MARADMIN 219/17	DISCONTINUATION OF CAREER STATUS BONUS AND REDUX RETIREMENT PLAN
2013	201302DD	DoD 7000.14-R VOLUME 7A, CHAPTER 66	CAREER STATUS BONUS/REDUX ELECTION OPTION
2011	20110728	MARADMIN 427/11	FY11 UPDATE ON CAREER STATUS BONUS (CSB) REDUX
	201101DD	DoD 7000.14-R VOLUME 7A, CHAPTER 66	CAREER STATUS BONUS/REDUX ELECTION OPTION
2010	20100707	MARADMIN 372/10	FY10 UPDATE ON CAREER STATUS BONUS (CSB) REDUX
2009	20090504	MARADMIN 0294/09	FY09 UPDATE ON CAREER STATUS BONUS (CSB)/REDUX
2008	200808DD	DoD 7000.14-R VOLUME 7A, CHAPTER 66	CAREER STATUS BONUS/REDUX ELECTION OPTION
2007	20071129	MARADMIN 699/07	FY08 UPDATE ON CAREER STATUS BONUS (CSB)/REDUX
2005	200505DD	DoD 7000.14-R VOLUME 7A, CHAPTER 66	CAREER STATUS BONUS/REDUX ELECTION OPTION

3. Critical Skills Retention Bonus

DoD Directive 1304.21 (DoD, 2005) the DoD policy that directs the Marine Corps to administer the Critical Skills Retention Bonus (CSRB) and recommend specific military skills to the Principal Deputy Under Secretary of Defense (PDUSD) for designation as "critical" to the Marine Corps mission. The directive also states that the service is required make at least an annual review of the military skills designated for the bonus and revise the list as necessary to "attain bonus objectives" (p. 4). The CSRB is an authorized bonus under Title 37 USC.

a. Summary of the Critical Skills Retention Bonus

The purpose of the CSRB is to serve as a financial incentive paid to enlisted Marines and officers, in a critical MOS, who agree to reenlist or continue serving on active duty for at least one additional year beyond their current obligated service end date. The DoD Directive 1304.21 states that

> the intent of the bonus is to provide a financial incentive to influence the decisions of Service members in designated critical skills taking into consideration current or projected manning shortages, skill imbalances, and high training costs, or high replacement costs. In cases where less costly methods are inadequate or impractical. (DoD Directive 1304.21, p. 9)

The maximum limit a service member may receive in CSRB bonus payments over the course of his or her career is $200,000, and the annual payment for may not exceed $30,000 (with exceptions). The directive authorizes the services to set the limits of the bonus based on length of commitment, and members who are over 25 years or service are not authorized to receive any CSRB payments.

b. Changes to the Critical Skills Retention Bonus (2000–2017)

In October 2008, the Marine Corps released MARADMIN 611/08 that provided the CSRB incentive to captains serving in an MOS in the combat arms, combat support, and aviation community. All Marine captains in eligible MOSs were authorized to receive a $4,000 lump sum payment in exchange for agreeing to remain on active duty for 12 additional months beyond their current obligated service. The intent of the policy was to

contract as many eligible Marine captains as possible before 30 November 2008 and potentially give them orders beginning in calendar year 2009.

The Marine Corps published MARADMIN 106/11 to establish the eligibility requirements for Marines assigned to MARSOC or JSOC to receive the CSRB beginning in December 2010. Enlisted Marines in the grade of E-7 and above who completed at least 19 years of service and received certified training under MARSOC or JSOC were eligible to apply for and receive a lump sum payment for the following amounts: $18,000 for 2 years of additional service, $30,000 for 3 years, and $50,000 for 4 years. The policy was extended through fiscal year 2013 for MARSOC and through 2012 for JSOC Marines who were eligible.

The Marine Corps released MARADMIN 621/13 that made the CSRB available to Marines in the grade of E-7 and above with over 19 years of active service in the critical skills MOS of 0372 - critical skills operator (CSO). Marines eligible were offered a lump sum bonus of $18,000 in fiscal year 2014 in exchange for 3 years of additional obligated service. In June 2014, the CSRB rate for 0372 became $50,000 in exchange for an additional 4 years of service. In fiscal year 2015, the rates for the lump sum changed to $40,000 for 4 years, $24,000 for 3 years, and $14,000 for 2 years. The fiscal year CSRB program for the 0372 MOS ended in August 2015 and was reinstated again for fiscal year 2017. The available CSRB payment amount during fiscal year 2017 was $50,000 for 4 years, $30,000 for 3 years, and $18,000 for 2 years. MARADMIN 254/17 updated minimum and maximum years of service for eligibility under the CSRB for 0372s to 20 years and 28 years respectively for fiscal year 2017. Table 11 is tracks the administrative references changing the policy for CSRB.

Table 11. Changes to References for CSRB (2000–2017)

Critical Skills Retention Bonus			
Year	Date of Release (YYYYMMDD)	Reference ID	Name of Reference
2017	20170919	MARADMIN 521/17	FY 18 CRITICAL SKILLS RETENTION BONUS (CSRB) UPDATE
	20170524	MARADMIN 254/17	FY 17 CRITICAL SKILLS RETENTION BONUS (CSRB) UPDATE
2016	20161005	MARADMIN 529/16	FY17 CRITICAL SKILLS RETENTION BONUS (CSRB) PROGRAM
	20150723	MARADMIN 366/15	CHANGE 1 TO THE FY15 CRITICAL SKILLS RETENTION BONUS (CSRB) PROGRAM
2014	20140616	MARADMIN 285/14	FY15 CRITICAL SKILLS RETENTION BONUS (CSRB) PROGRAM
	20140616	MARADMIN 286/14	FY14 CRITICAL SKILLS RETENTION BONUS (CSRB) PROGRAM
2013	20131121	MARADMIN 621/13	FY14 CRITICAL SKILLS RETENTION BONUS (CSRB) PROGRAM
	20130114	MARADMIN 028/13	CRITICAL SKILLS RETENTION BONUS (CSRB) UPDATE
2012	20120409	MARADMIN 202//12	CRITICAL SKILLS RETENTION BONUS (CSRB) UPDATE
2011	20110214	MARDMIN 106/11	CRITICAL SKILLS RETENTION BONUS (CSRB)
2008	20081027	MARADMIN 611/08	USMC CAPTAIN RECOGNITION BONUS
	20080130	MARDAMIN 075/08	RESTORATION OF AUTHORITY TO PAY CERTAIN SPECIAL PAYS AND /BONUSES
2007	20071231	MARADMIN 765/07	SUSPENSION OF AUTHORITY FOR CERTAIN SPECIAL PAYS AND BONUSES
2005	20050131	DOD Directive 1304.21	POLICY ON ENLISTMENT BONUSES, ACCESSION BONUSES FOR NEW OFFICERS IN CRITICAL SKILLS, SELECTIVE REENLISTMENT BONUSES, AND CRITICAL SKILLS RETENTION BONUSES FOR ACRIVE MEMBERS

4. Enlistment Bonus Program

DoD Directive 1304.21 (2005) is the DoD policy regarding the use of enlistment bonuses to meet DoD personnel requirements. The purpose of the enlistment bonus is to serve as a monetary incentive paid to individuals who agree to enlist for a period of active duty service in a military skill or occupation designated as critical to the service department. DoD Instruction 1304.31 assigns the responsibilities, provides procedures for payment of the bonus, and identifies the eligibility requirements for the bonus. The instruction encourages the services to use the Enlistment Bonus Program (EBP) in a cost-effective manner, gives the services the ability to identify whether or not the payments should be in lump sum or periodic payments, and sets the limits for the maximum amounts of associated with the minimum years for obligated service.

a. Summary of the Enlisted Bonus Program

MCO 1130.53R (Commandant of the Marine Corps, 2012) establishes the Enlistment Bonus Program (EBP) for the Marine Corps. This bonus is a monetary incentive that Marine Corps Recruiting Command (MCRC) uses to attract qualified applicants into designated MOS's that are critical, short, and hard to fill in order to meet mission each fiscal year. CMC (MP) publishes the different award levels via MARADMIN prior to the beginning of each fiscal year with associated Program Enlisted For (PEF) code for the critically short and hard to fill MOSs. In order to receive the bonus, Marines must complete all required training and receive the designated MOS.

b. Changes to the Enlisted Bonus Program (2000–2017)

Table 12 is a consolidated list of the changes to the references surrounding the EBP. CMC (MP) released several MOS categories available under the EBP from 2006 to 2017. In 2006, the Marine Corps published MARADMIN 139/06 to announce the EBP under the UZ Program for MOS 0321 Reconnaissance Man. The intent of the incentive was to pay $10,000 to each Marine who enlisted under the program and successfully attained the MOS. At the time, the Marine Corps had to grow the structure for the MOS from 938 Marines to 1648 by fiscal year 2010. In 2009, the Marine Corps updated the incentive to a $7,500 bonus payment under the VZ Program for the 0321 MOS in exchange for a 5-year enlistment contract.

Table 12. Changes to References for EBP (2000–2017)

Enlisted Retention Bonus			
Year	Date of Release (YYYYMMDD)	Reference ID	Name of Reference
2017	20170912	MARADMIN 505/17	FY18 ENLISTMENT INCENTIVE PROGRAMS
	201705DD	DoD 7000.14-RVOLUME 7A, CHAPTER 9	ACTIVE DUTY ENLISTED MEMBERS ENLISTMENT, REENLISTMENT, AND RETENTION BONUSES
2016	20160928	MARADMIN 516/16	FY17 ENLISTMENT INCENTIVE PROGRAMS
2015	20151028	MARADMIN 545/15	FY16 ENLISTMENT INCENTIVE PROGRAMS
2014	20141006	MARADMIN 504/14	FY15 ENLISTMENT INCENTIVE PROGRAMS
	201410DD	DoD 7000.14-RVOLUME 7A, CHAPTER 9	ACTIVE DUTY ENLISTED MEMBERS ENLISTMENT, REENLISTMENT, AND RETENTION BONUSES
2013	20131028	MARADMIN 567/13	FY14 ENLISTMENT INCENTIVE PROGRAMS
	20130312	DODI 1304.31	ENLISTED MONUS PROGRAM (EPB)
	20130104	MARDAMIN 006/13	RESTORATION OF AUTHORITY FOR CERTAIN SPECIAL PAYS AND BONUSES
	20130102	MARADMIN 001/13	SUSPENSION OF AUTHORITY FOR CERTAIN SPECIAL PAYS AND BONUSES
2012	20121001	MARADMIN 546/12	FY13 ENLISTMENT INCENTIVE PROGRAMS
	201208DD	DoD 7000.14-RVOLUME 7A, CHAPTER 9	SPECIAL PAY – ENLISTMENT, REENLISTMENT, AND RETENTION BONUS - ENLISTED MEMBERS
2012	20120320	MCO 1130.53R	ENLISTMENT INCENTIVE PROGRAMS
2011	20110929	MARADMIN 569/11	FY12 ENLISTMENT INCENTIVE PROGRAMS
	20110118	MARADMIN 033/11	FY11 ENLISTMENT INCENTIVE PROGRAMS
	201105DD	DoD 7000.14-RVOLUME 7A, CHAPTER 9	SPECIAL PAY – ENLISTMENT, REENLISTMENT, AND RETENTION BONUS - ENLISTED MEMBERS
2010	201011DD	DoD 7000.14-RVOLUME 7A, CHAPTER 9	SPECIAL PAY – ENLISTMENT, REENLISTMENT, AND RETENTION BONUS - ENLISTED MEMBERS
2009	20090430	MARADMIN 0285/09	ENLISTMENT BONUSES (EB) FOR 0321 MOS MARINES
2008	200809DD	7000.14-RVOLUME 7A, CHAPTER 9	SPECIAL PAY – ENLISTMENT, REENLISTMENT, AND RETENTION BONUS - ENLISTED MEMBERS
	20080508	MARADMIN 004/95	MCO 1130.78 CH1 TO FY95 EBP
	20080130	MARADMIN 075/08	RESTORATION OF AUTHORITY TO PAY CERTAIN SPECIAL PAYS AND /BONUSES
2007	20071231	MARADMIN 765/07	SUSPENSION OF AUTHORITY FOR CERTAIN SPECIAL PAYS AND BONUSES
	200610DD	7000.14-RVOLUME 7A, CHAPTER 9	SPECIAL PAY – ENLISTMENT, REENLISTMENT, AND RETENTION BONUS - ENLISTED MEMBERS
	20060323	MARADMIN 139/06	ENLISTMENT BONUSES (EB) FOR 0321 MOS MARINES
	200505DD	7000.14-RVOLUME 7A, CHAPTER 9	SPECIAL PAY – ENLISTMENT, REENLISTMENT, AND RETENTION BONUS - ENLISTED MEMBERS
2005	20050131	DOD Directive 1304.21	POLICY ON ENLISTMENT BONUSES, SCCESSION BONUSES FOR NEW OFFICERS IN CRITICAL SKILLS, SELECTIVE REENLISTMENT BONUSES, AND CRITICAL SKILLS RETENTION BONUSES FOR ACRIVE MEMBERS
	20050131	DOD Directive 1304.21	POLICY ON ENLISTMENT BONUSES, ACCESSION BONUSES FOR NEW OFFICERS IN CRITICAL SKILLS, SELECTIVE REENLISTMENT BONUSES, AND CRITICAL SKILLS RETENTION BONUSES FOR ACRIVE MEMBERS
2002	200202DD	7000.14-RVOLUME 7A, CHAPTER 9	SPECIAL PAY – ENLISTMENT, REENLISTMENT, AND RETENTION BONUS - ENLISTED MEMBERS
2001	200104DD	7000.14-RVOLUME 7A, CHAPTER 9	SPECIAL PAY – ENLISTMENT, REENLISTMENT, AND RETENTION BONUS - ENLISTED MEMBERS
	200102DD	7000.14-RVOLUME 7A, CHAPTER 9	SPECIAL PAY – ENLISTMENT, REENLISTMENT, AND RETENTION BONUS - ENLISTED MEMBERS
2000		7000.14-RVOLUME 7A, CHAPTER 9	SPECIAL PAY – ENLISTMENT, REENLISTMENT, AND RETENTION BONUS - ENLISTED MEMBERS

All monetary incentive amounts for the EBP as well as associated PEF codes are displayed in Table 13 for fiscal years 2011 to 2017.

Table 13. Pay Table for Enlisted Bonus Program (2011–2017)

Enlistment Bonus Program (EPB)										
Year	PEF	BPEF	Description	Amount		Year	PEF	BPEF	Description	Amount
2017	BY	Q8	Electronics Maintenance	$ 8,000.00		2013	BY	Q8	Electronics Maintenance	$ 8,000.00
	CC	Q3	Supply, Accounting, and Legal	$ 3,000.00			CA	Q4	Transporation	$ 4,000.00
	DB	Q5	Command, Control, and Electrician	$ 5,000.00			CC	Q3	Supply and Accounting	$ 3,000.00
	HE	Q2	MAGTF Planner	$ 2,000.00			CG	Q2	Public Affairs	$ 2,000.00
	MT	Q4	Motor Transport	$ 4,000.00			DB	Q5	Command/Control and Electrician	$ 5,000.00
	QH	QH	Infantry 6-year Option	$ 5,000.00			DC	Q7	Crypto Linguists	$ 7,000.00
	U2/U4	Q6	Music	$ 6,000.00			U2/U4	Q6	Music	$ 6,000.00
	UJ	Q7	CBRN Defense	$ 7,000.00			ANY	Q1	Shipping Bonus	$ 1,000.00
	ANY	Q1	Shipping Bonus	$ 1,000.00						
2016	BY	Q8	Electronics Maintenance	$ 8,000.00		2012	BY	HY	Electronics Maintenance	$ 10,000.00
	CA	Q4	Transporation	$ 4,000.00			CA	HT	Transportation	$ 4,000.00
	CC	Q3	Supply and Accounting	$ 3,000.00			CG	HP	Public Affairs	$ 2,500.00
	DB	Q5	Command/Control and Electrician	$ 5,000.00			DB	HK	Command/Control and Electrician	$ 4,000.00
	DD	Q7	Intelligience and Crypto Linguists	$ 7,000.00			DC	HL	Crypto Linguists	$ 10,000.00
	QH	QH	Infantry 6-year Option	$ 5,000.00			HE	HW	METOC/MAGTF	$ 5,000.00
	U2/U4	Q6	Music	$ 6,000.00			ANY	HU	Shipping Bonus	$ 4,000.00
	ANY	Q1	Shipping Bonus	$ 1,000.00			U2/U4	HM	Music	$ 7,500.00
							HZ	HZ	Recon	$ 4,000.00
2015	BY	Q8	Electronics Maintenance	$ 8,000.00		2011	BY	HY	Electronics Maintenance	$ 10,000.00
	CA	Q4	Transporation	$ 4,000.00			CA	HT	Transportation	$ 4,000.00
	CH	Q2	Media and Public Affairs	$ 2,000.00			CC	HS	Supply and Accounting	$ 4,000.00
	DB	Q5	Command/Control and Electrician	$ 5,000.00			CG	HP	Public Affiars	$ 2,500.00
	DD	Q7	Intelligience and Crypto Linguists	$ 7,000.00			DB	HK	Command/Control and Electrician	$ 4,000.00
	U2/U4	Q6	Music	$ 6,000.00			DC	KL	Crypto Linguists	$ 10,000.00
	ANY	Q1	Shipping Bonus	$ 1,000.00			DD	HV	Intel	$ 3,000.00
2014	BY	Q8	Electronics Maintenance	$ 8,000.00			HE	HW	METOC/MAGTF	$ 5,000.00
	CA	Q4	Transporation	$ 4,000.00			ANY	HU	FY11 Shipping Bonus	$ 4,000.00
	CC	Q3	Supply and Accounting	$ 3,000.00			G6	HG	Food Service	$ 2,500.00
	DB	Q5	Command/Control and Electrician	$ 5,000.00			U2/U4	HM	Music	$ 7,500.00
	DD	Q7	Intelligience and Crypto Linguists	$ 7,000.00			HZ	HZ	Recon	$ 4,000.00
	U2/U4	Q6	Music	$ 6,000.00						
	ANY	Q1	Shipping Bonus	$ 1,000.00						

5. Foreign Language Proficiency Pay Bonus

DoD Directive 5160.41E (DoD, 2015) establishes the current policy for the Defense Language, Regional Expertise, and Culture (LREC) Program. DODI 1340.27 (DoD, 2013) that assigns responsibility of establishing Foreign Language Proficiency Pay Bonus (FLPB) programs to the head of each service department. MCO 7220.52F is the Marine Corps' current policy for FLPB Program, which provides instructions for the administration of FLPB guidance on updates to the criteria for eligibility.

a. Summary for Foreign Language Proficiency Pay Bonus

The purpose of the FLPB program is to "identify, maintain, and enhance foreign language capabilities by providing bonuses to Marines with demonstrated language skills" (CMC, 2016). The Marine Corps screens officers and enlisted personnel upon accession and enters any applicable foreign language codes in Marine Corps Total Force System

(MCTFS). For many languages, the FLPB is offered to select Marines who meet the minimum qualifying score of "2" in at least two of the three subtests of the Defense Language Proficiency Test (DLPT): Listening, Reading, and Speaking. Marines must recertify on the DLPT on an annual basis in order to receive continued payment under FLPB. If a Marine receives a score of "3" on two out of the three subtests, then the recertification is required every 2 years. The maximum rate that a Marine can receive for one language is $500 per month or $1,000 per month for multiple languages.

The Marine Corps has two pay category rates: FLPB Schedule 1 for languages in Category A, and FLPB Schedule 2 for languages in Category B. The Director of Intelligence (DIRINT) for the Marine Corps announces the list of languages designated in Category A and Category B via MARDMINs on an annual basis and distributes the list via separate correspondence through DC, M&RA and to the IPACs. Category A languages are designated as "Immediate and Emerging Languages" and are associated with higher rates, while Category B languages are considered "Enduring" and are associated with the lower rates. Both categories are available to all Marines who are eligible regardless of rank, MOS, or billet.

The Director of Intelligence also maintains a separate list of languages designated as "prevalent in force" identified as a "strategic capability" for Marines who possess a primary military occupational specialty (PMOS) or additional military occupational specialty (AMOS) of 26XX or 02XX (career linguists), an AMOS of 8440 – 8249 (FAO), an AMOS 8230–3239 (FAS), an AMOS 2799 (military interpreter), a PMOS 0370 or 0372 assigned to MARSOC, a BMOS 8411 (recruiter) or 8156 (Marine Security Guard) assigned to duty. Marines who meet the requirements for possessing a prevalent in force language are also eligible for entitlements under the FLPB. DIRINT announces the annual list of prevalent in force languages with associate entitlements via MARADMIN and distributes the list via separate correspondence via M&RA to the IPACs. Table 14 is a detailed list of policy changes under the LREC Program, which include changes to the FLPB.

Table 14. Reference Changes to FLPB (2000–2017)

Foreign Language Proficiency Pay Bonus			
Year	Date of Release (YYYYMMDD)	Reference ID	Name of Reference
2018	20170620	MARADMIN 361/17	FY 2018 MARINE CORPS FOREIGN LANGUAGE PROFICIENCY BONUS ELIGIBILITY REQUIREMENTS
2017	20170412	MARADMIN 177/17	UPDATE TO PORTUGUESE FOREIGN LANGUAGE PROFICIENCY VALIDATION
	201707DD	DoD 7000.14-R VOLUME 7A, CHAPTER 19	FOREIGN LANGUAGE PROFICIENCY BONUS
2017	20170606	MARADMIN 272/17	UPDATE TO CHINESE-CANTONESE FOREIGN LANGUAGE PROFICIENCY VALIDATION
2016	20161007	MARADMIN 536/16	FOREIGN LANGUAGE PROFICIENCY BONUS
	20160930	MARADMIN 521/16	MCBUL 7220 ANNOUNCING REVISED MCO 7220.52 FOR THE MARINE CORPS FOREIGN LANGUAGE BONUS PROGRAM
	20160927	MCO 7220.52F	FOREIGN LANGUAGE PROFICIENCY BONUS PROGRAM
	201607DD	DoD 7000.14-R VOLUME 7A, CHAPTER 19	FOREIGN LANGUAGE PROFICIENCY BONUS
2015	20150918	MARADMIN 456/15	FY 2016 MARINE CORPS FOREIGN LANGUAGE PROFICIENCY BONUS EXCEPTIONS
	20150918	MARADMIN 457/15	FY 2016 MARINE CORPS FOREIGN LANGUAGE PROFICIENCY BONUS ELIGIBLE LANGUAGES
	20150821	DOD Directive 5160.41E	DEFENSE LANGUAGE, REGIONAL EXPERTISE, AND CULTURE (LREC) PROGRAM
	20150511	MARADMIN 425/15	ANNOUNCEMENT AND SOLICITATION FOR VOLUNTEERS FOR USMC FOREIGN AREA STAFF NON-COMMISSIONED OFFICER (FAS) PROGRAM
2014	20141114	MARADMIN 595/14	FY 2015 MARINE CORPS FOREIGN LANGUAGE PROFICIENCY BONUS EXCEPTION ENTITLEMENTS
	20141028	MARADMIN 554/14	MCBUL 7220 FY 2015 FOREIGN LANGUAGE PROFICIENCY BONUS PROGRAM (FLPB) PAY SCHEDULE UPDATE
	201408DD	DoD 7000.14-R VOLUME 7A, CHAPTER 19	FOREIGN LANGUAGE PROFICIENCY BONUS
	20140331	MARADMIN 156/14	ANNOUNCEMENT AND SOLICITATION FOR VOLUNTEERS FOR USMC FOREIGN AREA STAFF NON-COMMISSIONED OFFICER (FAS) PROGRAM
2013	20130919	MARADMIN 475/13	FY 2014 MARINE CORPS FOREIGN LANGUAGE PROFICIENCY BONUS EXCEPTION ENTITLEMENTS
	20130812	MARADMIN 398/13	UPDATE TO FOREIGN LANGUAGE PROFICIENCY BONUS PROGRAM
	20130710	MARADMIN 342/13	UPDATE TO FOREIGN LANGUAGE PROFICIENCY PAY PROGRAM
	20130521	DODI 1340.27	MILITARY FOREIGN LANGUAGE SKILL PROFICIENCY BONUS
2012	20121121	MARADMIN 665/12	FY13 FAO AND RAO UTILIZATION ASSIGNMENT SOLICITATION
	20120306	MCO 1550.25A	MARINE CORPS FOREIGN LANGUAGE PROGRAM
	20121113	MARADMIN 645/12	FY 2013 MARINE CORPS FOREIGN LANGUAGE PROFICIENCY PAY EXCEPTION ENTITLEMENTS
	20121113	MARADMIN 646/12	FY 2013 MARINE CORPS FOREIGN LANGUAGE PROFICIENCY PAY ENTITLEMENTS AND ELIGIBLE LANGUAGES
	201208DD	DoD 7000.14-R VOLUME 7A, CHAPTER 19	FOREIGN LANGUAGE PROFICIENCY BONUS
2011	20111214	MARADMIN 724/11	ANNOUNCEMENT OF SELECTED PARTICIPANTS FOR BETA TEST OF USMC FAS-RAS PROGRAM AND ASSIGNMENT OF ADDITIONAL FAS MILITARY OCCUPATIONAL SPECIALTY (MOS)
	20111114	MARADMIN 666/11	FY 2012 MARINE CORPS FOREIGN LANGUAGE PROFICIENCY PAY EXCEPTION ENTITLEMENTS
	20111110	MARADMIN 664/11	FY 2012 MARINE CORPS FOREIGN LANGUAGE PROFICIENCY PAY
	20110830	MARADMIN 496/11	BETA TEST ANNOUNCEMENT AND SOLICITATION FOR VOLUNTEERS FOR USMC FOREIGN AREA STAFF NON-COMMISSIONED OFFICER (FAS) AND REGIONAL AFFAIRS STAFF NON-COMMISSIONED OFFICERS (RAS) PROGRAM
	20110328	MARADMIN 199/11	FY 2011 MARINE CORPS FOREIGN LANGUAGE PROFICIENCY PAY EXCEPTION ENTITLEMENTS
2010	20101119	MARADMIN 652/10	ESTABLISHMENT OF FULL-TIME LANGUAGE TRAINING DETACHMENTS FOR CAMP LEJEUNE AND CAMP PENDLETON
	201011DD	DoD 7000.14-R VOLUME 7A, CHAPTER 19	FOREIGN LANGUAGE PROFICIENCY BONUS
	20100520	MARADMIN 286/10	FY10 MARINE CORPS FOREIGN LANGUAGE ELIGIBILITY FOR FREE MILITARY OCCUPATIONAL SPECIALTY 2799 (MILITARY TRANSLATOR - INTERPRETER)
	20100126	MARADMIN 044/10	FY 2010 MARINE CORPS FOREIGN LANGUAGE PROFICIENCY PAY EXCEPTION ENTITLEMENTS
2009	20091123	MARDAMIN 0670/09	INCIDENTAL LANGUAGE CAPABILITY FOR COMMANDERS
	20091106	MARADMIN 0635/09	DLPT-DLAB PAPER AND PENCIL TESTING MATERIEL DESTRUCTION AUTHORIZATION
	20090914	MARADMIN 0551/09	AUTHORIZED TESTING SITES FOR THE DEFENSE FOREIGN LANGUAGE PROFICIENCY TEST AND THE DEFENSE LANGUAGE APTITUDE BATTERY
	20090213	MARADMIN 0090/09	CHANGE 1 FY 2009 MARINE CORPS FOREIGN LANGUAGE PROFICIENCY PAY ENTITLEMENTS AND ELIGIBLE LANGUAGES
2008	20081031	MARADMIN 619/08	FY09 GWOT LANGUAGE SCHOOL SEAT RE-ENLISTMENT RETENTION INCENTIVE
	20080828	MARADMIN 0526/09	DEFENSE LANGUAGE APTITUDE BATTERY TEST REQUIREMENT FOR MARINES IN OCCUPATIONAL FIELDS 02XX AND 26XX
	200808DD	DoD 7000.14-R VOLUME 7A, CHAPTER 19	FOREIGN LANGUAGE PROFICIENCY BONUS
	20080327	MARADMIN 210/08	DEFENSE FOREIGN LANGUAGE TESTS AND FOREIGN LANGUAGE PROFICIENCY PAY FOR DEPLOYED MARINES
2007	20071214	MARADMIN 733/07	DEFENSE LANGUAGE PROFICIENCY TEST (DLPT) TRANSITION AND FOREIGN LANGUAGE PROFICIENCY PAY(FLPP) CERTIFICATION POLICY UPDATE
	20070820	DODI 7280.03	FOREIGN LANGUAGE PROFICIENCY BONUS(FLPB)
	20070302	MARADMIN 148/07	DEFENSE LANGUAGE PROFICIENCY TEST (DLPT) TRANSITION AND FOREIGN LANGUAGE PROFICIENCY PAY (FLPP)CERTIFICATION
	20070301	MARADMIN 147/07	UNIFORM TUITION ASSISTANCE (TA) POLICY FOREIGN LANGUAGE;PROFICIENCY
2006	20060606	MCO 7220.52E	FOREIGN LANGUAGE PROFICIENCY PAY (FLPP) PROGRAM
2005	20050316	MARADMIN 128/05	LANGUAGE SKILL SELECTIVE REENLISTMENT BONUS MODIFICATION
2004	20040930	MARADMIN 428/04	FY05 ARABIC LANGUAGE SCHOOL SEAT ENLISTMENT RETENTION INCENTIVE
	20040809	MARADMIN 342/04	DEFENSE FOREIGN LANGUAGE TESTS AND FOREIGN LANGUAGE PROFICIENCY PAY FOR MARINES
	20040513	MARADMIN 220/04	FY 04 ANNUAL REVIEW OF LANGUAGES QUALIFYING FOR AMOS 8611 FOREIGN LANGUAGE (INTERPRETER) AND CRITERIA FOR RECEIVING ASSOCIATED FOREIGN LANGUAGE PROFICIENCY PAY
2003	20031210	MARADMIN 673/03	ONE-TIME SCREENING OF ALL MARINES FOR FOREIGN LANGUAGE CAPABILITIES AND IDENTIFICATION OF LANGUAGE REQUIREMENTS
	20031120	MARADMIN 531/03	DEFENSE FOREIGN LANGUAGE TESTS AND PROFICIENCY PAY FOR MARINES
	20030404	MARADMIN 159/03	DEFENSE LANGUAGE PROFICIENCY TESTS AND FOREIGN LANGUAGE ;PROFICIENCY PAY FOR MARINES
	20031210	ALMAR 072/03	IMPORTANCE OF FOREIGN LANGUAGE CAPABILITIES
2001	200102DD	DoD 7000.14-R VOLUME 7A, CHAPTER 19	SPECIAL PAY - FOREIGN LANGUAGE PROFICIENCY
2000	20001201	DoD 7000.14-R VOLUME 7A, CHAPTER 19	SPECIAL PAY-FOREIGN LANGUAGE PROFICIENCY

b. Changes to the Foreign Language Proficiency Pay Bonus

The Commandant of the Marine Corps (MP) conducted a program review of the Foreign Language Proficiency Pay Program (FLPP) in 2003 as a result of having identified language skills as a unique operational capability in Iraq and Afghanistan. In the same year, all Marines in every unit were screened for identification of language capabilities. Those Marines who were identified as having a foreign language skill regardless of source were reported in MCTFS under specific codes. Marines who entered the service prior to 2002 may have not been screened for language capabilities. From 2003 to 2004, the Marine Corps temporarily waived the requirement for the annual recertification on the DLPT due to a large number of deployed Marines who needed to maintain FLPP payments. In 2004, Marines selected for the AMOS 8611 (Interpreter) were eligible for the FLPP for up to $200 per month for one language and up to $300 per month for multiple languages. From

2004 to 2005, the Marine Corps also offered reenlistment incentives for Arabic language school seats and higher reenlistment multiples for Marines with specific language codes in MCTFS. MCO 7220.52E (CMC, 2006) established the criteria for Marines to qualify for the FLPP in three different categories: Category A, B, and C. Category A was for languages listed as "Immediate Investment," Category B was for languages listed as "Stronghold," and Category C was for "Other."

In 2007, the Marine Corps announced a change to from the previous version of the DLPT (paper and pencil) to the DLPT-5 (web-based version). In 2008, Marines who were deployed in support of Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF) were exempted from annual recertification for the FLPP, but were required to re-test 90 days after redeployment (return to home station). In 2010, the Marine Corps established the Free MOS 2799 (military interpreter) to quickly identify Marines with specific critical skills in certain languages to serve as interpreters on short notice. From 2010 to 2015, the Marine Corps announced solicitations for programs such as the FAO program for officers and the FAS program for SNCOs with associated FLPP incentives for earning the additional MOS. In 2016, MCO 7720.52F cancelled the previous order and established the current FLPB program. Table 15 tracks the changes and updates to the schedule of monthly payments based on the language pay category.

Table 15. Changes to the FLPP/FLPB Payment Schedule (2006–2017)

Foreign Language Proficiency Pay Bonus (FLPB)						
Year	Category A-Schedule 1		Category B- Schedule 2			
	DLPT Score	Amount	DLPT Score	Amount		
2016	1/1	$ 100.00	1/1	$ 25.00		
	1+/1+	$ 150.00	1+/1+	$ 50.00		
	2/2	$ 200.00	2/2	$ 100.00		
	2/2+	$ 250.00	2/2+	$ 125.00		
	2+/2+ or 2/3	$ 300.00	2+/2+ or 2/3	$ 150.00		
	2+/3	$ 350.00	2+/3	$ 200.00		
	3/3	$ 400.00	3/3	$ 400.00		
	3/3/3 or 4/4	$ 500.00	3/3/3 or 4/4	$ 500.00		
2014	1/1	$ 100.00	1/1	$ 25.00		
	1+/1+	$ 150.00	1+/1+	$ 50.00		
	2/2	$ 200.00	2/2	$ 100.00		
	2/2+	$ 250.00	2/2+	$ 125.00		
	2+/2+ or 2/3	$ 300.00	2+/2+ or 2/3	$ 150.00		
	2+/3	$ 350.00	2+/3	$ 200.00		
	3/3	$ 400.00	3/3	$ 400.00		
	3/3/3 or 4/4	$ 500.00	3/3/3 or 4/4	$ 500.00		
Foreign Language Proficiency Pay Bonus (FLPP)						
	Category A - Schedule A		Category B - Schedule B		Category - Schedule C	
2006	1/1, 1+/1, or 1/1+	$ 100.00	1/1, 1+/1, or 1/1+	$ 50.00	1/1, 1+/1, or 1/1+	$ 25.00
	2/2	$ 200.00	2/2	$ 150.00	2/2	$ 125.00
	2+/2 or 2/2+	$ 250.00	2+/2 or 2/2+	$ 175.00	2+/2 or 2/2+	$ 150.00
	2+/2+	$ 300.00	2+/2+	$ 200.00	2+/2+	$ 175.00
	3/2+ or 2+/3	$ 350.00	3/2+ or 2+/3	$ 250.00	3/2+ or 2+/3	$ 200.00
	3/3	$ 400.00	3/3	$ 300.00	3/3	$ 275.00
	3/3/3 or 4/4	$ 500.00	3/3/3 or 4/4	$ 400.00	3/3/3 or 4/4	$ 300.00

6. Selective Retention Bonus

The current DoD reference for the Selective Retention Bonus (SRB) is DODFMR (DoD, 2017) Volume 7A, Chapter 9. The regulation describes the SRB eligibility criteria for members of the military who agree to reenlist or extend in a MOS under the conditions set by the service departments. To qualify for the bonus, members must be at least in the grade of E-3 or higher, reenlist for at least 3 years or extend an enlistment for at least a year, and execute a written agreement with the service detailing the exact amount, method of payment, period of service and MOS. MCO 7220.24P (CMC, 2016) is the current Marine Corps policy for the SRB Program. The Marine Corps publishes an annual MCBUL 7220 that announces the SRB policy changes for every fiscal year.

a. Summary of Selective Retention Bonus

The Marine Corps designates a PMOS as eligible for the SRB when M&RA identifies a critical shortage in the MOS that may impact the mission of the Marine Corps. The service considers the high cost of the training pipeline and the demand for the specific skill in the civilian market when designating a PMOS under the SRB program. In order to be eligible, a Marine must be in the active component, serve as an E-3 or above and

recommended for reenlistment, have a designated PMOS on the annual MCBUL, reenlist for at least 36 months, and meet the qualification skills for the MOS prior to payment. Marines may receive more than one SRB payment in lump sum during their careers, but they may not receive more than $200,000 over the course of their careers.

b. Changes to the Selective Retention Bonus

From fiscal year 2004 through 2007, the Marine Corps used a multiples system to calculate the total amount of the SRB. In fiscal year 2008, the Marine Corps changed to a flat rate system that showed pre-calculated amounts based on the Marine's reenlistment date and whether or not the Marine reenlists for 48 months beyond his or her current EAS. From 2009 to 2013, Marines who reenlisted early or who were in specific PMOSs under the grade of E-5 were eligible for the SRB kicker—an additional payment on top of the original SRB. From 2004 to 2017, the list of PMOSs that were designated on the annual MCBUL for the SRB changed, but there was an overall increase in the maximum amounts for the SRB payments in each zone. Several changes to the SRB programs were released every fiscal year extending the dates for Marines to reenlist under the SRB program if funding was still available. Table 16 is a summary of the cap amount for the SRB for each zone from 2000 to 2017. The list of administrative changes for the SRB is available in the Appendix.

Table 16. Cap Amounts for SRB (2000–2017)

Selective Retention Bonus (SRB) Cap Amounts						
Year	Zone A	Zone B	Zone C	Zone D	Zone E	SRB Kicker
	17mos to 6 years	6-10 years	10-14 years	14-18 years	18-20 years	
2017	$ 100,000.00	$ 100,000.00	$ 100,000.00	*	$ 100,000.00	*
2016	$ 100,000.00	$ 100,000.00	$ 100,000.00	*	*	*
2015	$ 100,000.00	$ 100,000.00	$ 100,000.00	*	*	*
2014	$ 100,000.00	$ 100,000.00	$ 100,000.00	*	*	*
2013	$ 90,000.00	$ 90,000.00	$ 90,000.00	*	*	$ 25,000.00
2012	$ 90,000.00	$ 90,000.00	$ 90,000.00	*	*	$ 25,000.00
2011	$ 48,250.00	$ 48,250.00	$ 48,250.00	*	*	$ 30,000.00
2010	$ 90,000.00	$ 90,000.00	$ 90,000.00	*	*	$ 15,000.00
2009	$ 90,000.00	$ 90,000.00	$ 90,000.00	$ 90,000.00	$ 90,000.00	$ 25,000.00
2008	$ 80,000.00	$ 80,000.00	$ 80,000.00	$ 80,000.00	$ 80,000.00	*
2007	$ 40,000.00	$ 45,000.00	$ 45,000.00	*	*	*
2006	$ 40,000.00	$ 45,000.00	$ 45,000.00	*	*	*
2005	$ 30,000.00	$ 35,000.00	$ 35,000.00	*	*	*
2004	$ 30,000.00	$ 35,000.00	$ 35,000.00	*	*	*
2003	*	*	*	*	*	*
2002	*	*	*	*	*	*
2001	*	*	*	*	*	*
2000	*	*	*	*	*	*

C. INCENTIVES TARGETING PARTICIPATION

Incentives targeting participation include Acceleration Duty (ACCEL) Pay, Additional Uniform Allowance, Assisted Living Allowance, and Hostile Fire Pay (HFP). All four incentives target requests for special pays incident to a Marine's involvement in assigned experimental duties, hostile fire events, or duties requiring additional cash allowances.

1. Acceleration Duty (ACCEL) Pay

The Chapter 24, Volume 7A of the DODFMR describes the general requirements for a service member's entitlement to ACCEL pay, also referred as "experimental stress duty." MCO 1000.6 (CMC, 2013) is the policy for assignment, classification, and distribution of enlisted and officer personnel in the Marine Corps. Although the policy does not mention the types of duties associated with ACCEL pay, it defers to Chapter 24 of the DODFMR for specifications to entitlement for other related duties, such as parachute duty, flight deck duty, and demolition duty.

a. Summary of Acceleration Pay

ACCEL pay is a type of hazard duty incentive pay (HDIP) that begins when a member is assigned or ordered to a specific duty as a "human acceleration or deceleration experimental subject" (Under Secretary of Defense Comptroller, 2017). The DODFMR defines human deceleration experimental subject duty as "duty performed as human acceleration or deceleration experimental subjects utilizing acceleration or deceleration devices" (USD Comptroller, 2017). The HDIP begins when a member reports to duty and ends when a member detaches from duty as a human acceleration experimental subject. If the member does not serve in the duty the whole month, he or she is entitled to a prorated amount.

b. Changes to Acceleration Pay Policy (2000–2017)

The DoD updated administrative changes to the ACCEL pay policy in the DODFMR several times between 2000 and 2017, but the general provisions to the entitlement did not change during this period. The below table lists the administrative changes and updates to the ACCEL pay policy from 2000–2017:

Table 17. Policy Changes to Acceleration Duty Pay (2000–2017)

Acceleration Duty Pay			
Year	**Date of Release (YYYYMMDD)**	**Reference ID**	**Name of Reference**
2017	201706DD	DOD 7000.14-R, VOLUME 7A, CHAPTER 24	INCENTIVE PAY - HAZARDOUS DUTY OTHER THAN AERIAL FLIGHTS
2016	201607DD	DOD 7000.14-R, VOLUME 7A, CHAPTER 24	INCENTIVE PAY - HAZARDOUS DUTY OTHER THAN AERIAL FLIGHTS
2013	20130703	MCO 1000.6	ASSIGNMENT, CLASSIFICATION, AND TRAVEL SYSTEM MANUAL (ACTSMAN}
2000	200002DD	DOD 7000.14-R, VOLUME 7A, CHAPTER 24	PARACHUTE DUTY, FLIGHT DECK DUTY, DEMOLITION DUTY, EXPERIMENTAL STRESS DUTY, AND OTHERS LISTED
1999	19990506	MCO 1000.6G	ASSIGNMENT, CLASSIFICATION, AND TRAVEL SYSTEM MANUAL (SHORT TITLE: ACTSMAN)

The amount of ACCEL pay remained unchanged from 2000 to 2017 at a monthly rate of $150 per month.

Table 18. Acceleration Duty Pay Table (2000–2017)

Acceleration Duty Pay	
Year	All Grades
2000-2017	$ 150.00

2. Additional Uniform Allowance

Supplementary and miscellaneous uniform allowances are authorized to Marines as part of their assigned duties in various forms and quantities. Marines who serve in billets on recruiting duty, Marine Security Guard (MSG) duty, musician duty, or other assignments that require the wear of proper civilian attire on a regular basis are potentially eligible for receipt of an additional uniform allowance. Chapter 30 of the DODFMR (USD Comptroller, 2017) also explains the entitlement for reserve officers who are ordered to active duty for more than 90 days to receive an additional uniform clothing allowance payable at the time of entry or reentry.

a. Summary of Additional Uniform Allowance

MCO P10120.28G lists four different categories of cash clothing allowances reportable in the Marine Corps Total Force System (MCTFS): civilian clothing monetary allowances, personal items allowance for enlisted women, miscellaneous enlisted cash clothing allowances, and cash clothing allowances for officers (CMC, 2005). Commanding Officers are responsible for the initial request, annual certification, and recertification of civilian replacement amounts based on the unit of assignment, description of billet, duration of tour. Enlisted Marines are also authorized to request an additional uniform allowance for the purchase of maternity uniforms. All requests for supplementary clothing allowances are submitted through the Permanent Marine Corps Uniform Board (PMCUB) in Quantico, VA for approval.

b. Changes to Additional Uniform Allowance (2000–2017)

The DODFMR (Under Secretary of Defense Comptroller, 2001) changed the entitlement for officers eligible for the additional active duty uniform allowance from $100 to $200. MCBUL 10120 for each fiscal year publishes the varying authorized amounts for each type of additional uniform allowance. Table 19 tracks the administrative changes to the references for the additional uniform allowances as set by the DoD and the Marine Corps.

Table 19. Reference Changes to the Additional Uniform Allowance

Additional Uniform Allowance			
Year	**Date of Release (Y**	**Reference ID**	**Name of Reference**
2017	20171102	MCBUL 10120	FISCAL YEAR 2018 INDIVIDUAL CLOTHING ALLOWANCES
	201704DD	DOD 7000.14-R, VOLUME 7A CHAPTER 30	OFFICERS' UNIFORM AND EQUIPMENT ALLOW ANCE
2016	20161118	MCBUL 10120	FISCAL YEAR 2016 INDIVIDUAL CLOTHING ALLOWANCES
	20161103	MCO 4400.201-V13	INDIVIDUAL CLOTHING, FLAGS, PERSONAL EFFECTS, AND THE CONSOLIDATED STORAGE PROGRAM
2015	201506DD	DOD 7000.14-R, VOLUME 7A CHAPTER 30	OFFICERS' UNIFORM AND EQUIPMENT ALLOW ANCE
2014	20141008	MCBUL 10120	FISCAL YEAR 2015 INDIVIDUAL CLOTHING ALLOWANCES
	20131104	MCBUL 10120	FISCAL YEAR 2014 INDIVIDUAL CLOTHING ALLOWANCES
2013	201308DD	DOD 7000.14-R, VOLUME 7A CHAPTER 30	OFFICERS' UNIFORM AND EQUIPMENT ALLOW ANCE
2012	20121004	MCBUL 10120	FISCAL YEAR 2013 INDIVIDUAL CLOTHING ALLOWANCES
2009	200909DD	DOD 7000.14-R, VOLUME 7A CHAPTER 30	OFFICERS' UNIFORM AND EQUIPMENT ALLOWANCE
2008	20080512	ALMAR 070/98	INDIVIDUAL CLOTHING REGULATIONS - REQUESTS FOR CIVILIAN CLOTHING ALLOWANCES
2005	200510DD	DOD 7000.14-R, VOLUME 7A CHAPTER 30	OFFICERS' UNIFORM AND EQUIPMENT ALLOWANCE
	20050708	MARINE CORPS ORDER P10120.28G	INDIVIDUAL CLOTHING REGULATIONS (SHORT TITLE: ICR)
	200501DD	DOD 7000.14-R, VOLUME 7A CHAPTER 30	OFFICERS' UNIFORM AND EQUIPMENT ALLOWANCE
	20030606	MARADMIN 266/03	CHANGE TO THE SUPPLEMENTAL BLUE UNIFORM ALLOWANCES AND ;RECRUITERS BLUE UNIFORM ALLOWANCES FOR SNCOS
2001	200103DD	DOD 7000.14-R, VOLUME 7A CHAPTER 30	OFFICERS' UNIFORM AND EQUIPMENT ALLOWANCE
2000	200002DD	DOD 7000.14-R, VOLUME 7A CHAPTER 30	OFFICERS' UNIFORM AND EQUIPMENT ALLOWANCE

The Marine Corps sets and conditions for requesting additional uniform allowances in MCBUL 10120 for each fiscal year. The largest changes to the additional uniform

allowance each year are in the additional uniform allowance for civilian clothing category. Table 20 is the published annual limit for additional uniform allowances for civilian clothing per the DODFMR:

Table 20. Additional Uniform Allowance (Civilian: 2000–2017)

	Additional Uniform Allowance (Civilian)			
Year	Permanent		Temporary	
	Initial	Replacement	15 in 30 days period	30 days in 36 month period
2017	$ 1,062.00	$ 354.24	$ 354.24	$ 708.12
2016	$ 1,041.12	$ 324.04	$ 347.04	$ 694.08
2015	$ 1,022.40	$ 340.80	$ 340.80	$ 681.60
2014	$ 1,006.20	$ 335.40	$ 335.40	$ 670.80
2013	$ 989.28	$ 329.76	$ 329.76	$ 659.52
2012	$ 970.00	$ 323.52	$ 323.52	$ 547.04
2011	$ 954.00	$ 318.00	$ 318.00	$ 636.00
2010	$ 940.68	$ 313.56	$ 313.56	$ 627.12
2009	$ 930.24	$ 310.08	$ 310.08	$ 620.16
2008	$ 920.88	$ 306.96	$ 306.96	$ 613.92
2007	$ 881.34	$ 293.78	$ 293.78	$ 587.56
2006	$ 862.35	$ 287.45	$ 287.45	$ 574.90
2005	$ 845.43	$ 281.81	$ 281.81	$ 563.62
2004	$ 834.57	$ 278.19	$ 278.19	$ 556.38
2003	$ 822.03	$ 274.01	$ 274.01	$ 548.02
2002	$ 811.42	$ 270.49	$ 270.49	$ 540.98
2001	*	*	*	*
2000	*	*	*	*

The actual maximum limits for 2000 and 2001 are no longer available on the DODFMR website, but Table 20 shows the slight allowance increases each year from 2002 to 2017. The amounts designated as “Permanent” are applicable to assignments to a permanent change of station (PCS) tour of duty, while the amounts listed under “Temporary” are applicable to temporary additional duty (TAD) assignments.

3. Assisted Living Allowance

The current instruction for the assisted living allowance is the *DoD Manual* 1341.12 (DoD, 2015). The instruction provides the eligibility forms, determination of compensation levels, the assessment process for establishing need for assistance with daily activities, and sets the conditions of removal from the entitlement.

a. Summary of Assisted Living Allowance

In August 2011, the DoD released the instruction under Title 37 USC regarding the Special Compensation for Assistance with Activities of Daily Living (SCAADL). The Marine Corps released MARADMIN 501/11 in September 2011, which gives MP Division the responsibility of the SCAADL policy and responsibility of execution to Wounded Warrior Regiment (WRR) and MF Division. Marines who are eligible for SCAADL must receive an evaluation and determination from a DoD or VA medical physician to have a "catastrophic injury" that requires a caregiver's assistance in the performing daily activities. The amount the member receives is dependent on the tier level based on the member's injuries and evaluation from a medical physician. Recertification for SCAADL is every 180 days based on a medical reevaluation. The payments are authorized to continue until up to 90 days after the Marine separates from active duty.

b. Changes to Assisted Living Allowance (2000–2017)

From 2008 to 2011, compensation for combat-related injuries were explained in the DODFMR under Chapter 13: Combat-Related Injury Rehabilitation Program. In 2012, the DoD updated the DODFMR to reflect the general provisions regarding the assisted living allowance under SCAADL in Chapter 13. Table 21 is a summary of the major changes to SCAADL from 2000–2017.

Table 21. Reference Changes to Assisted Living Allowance (2000–2017)

Assisted Living Allowance			
Year	Date of Release (YYYYMMDD)	Reference ID	Name of Reference
2016	201603DD	DoD 7000.14-R, VOLUME 7A, CHAPTER 13	ILLNESS OR INJURY PAYMENT PROGRAMS
2015	20150810	DOD 1341.12	SPECIAL COMPENSATION FOR ASSISTANCE WITH ACTIVITIES OF DAILY LIVING (SCAADL) PROCESS
2014	201405DD	DoD 7000.14-R, VOLUME 7A, CHAPTER 13	ILLNESS OR INJURY PAYMENT PROGRAMS
2012	201205DD	DoD 7000.14-R, VOLUME 7A, CHAPTER 13	ILLNESS OR INJURY PAYMENT PROGRAMS
2011	20110901	MARADMIN 501/11	SPECIAL COMPENSATION FOR ASSISTANCE WITH ACTIVITIES OF DAILY LIVING
	201106DD	DOD 7000.14-R, VOLUME 7A, CHAPTER 13	COMBAT-RELATED INJURY PAYMENT PROGRAMS
2009	200905DD	DOD 7000.14-R, VOLUME 7A, CHAPTER 13	COMBAT-RELATED INJURY PAYMENT PROGRAMS
	200902DD	DOD 7000.14-R, VOLUME 7A, CHAPTER 13	COMBAT-RELATED INJURY PAYMENT PROGRAMS
2008	200802DD	DOD 7000.14-R, VOLUME 7A, CHAPTER 13	SPECIAL PAY - COMBAT-RELATED INJURY REHABILITATION PAY

4. Hostile Fire Pay

Hostile Fire Pay (HFP) is a special pay authorized under Title 37 USC 310. The DODFMR (USD Comptroller, 2017) explains the entitlement to HFP in Volume 7A, Chapter 10: Special Pay – Duty Subject to Hostile Fire or Imminent Danger. The chapter explains the distinction between entitlement to HFP and imminent danger pay (IDP). Both are considered special pays, but commanders must certify HFP for members of their units regardless of geographic location if they were subject to a hostile fire incident or explosion. IDP is an automatic entitlement given to members based on assigned duty to IDP areas listed in the DODFMR.

a. Summary of Hostile Fire Pay

HFP is an event-driven entitlement pay to members who were exposed to and in close proximity of a hostile fire incident or explosion. On-scene commanders are responsible for certifying that the incidents of hostile fire occurred and identifying the Marines who met the requirement for HFP. According to MARADMIN 085/12 (CMC, 2012), "If a member is authorized HFP for any calendar month, they will be authorized 225 dollars for that month and no dollar amount of IDP is payable for that same calendar

month." In other words, if a member was subject to a certified hostile fire incident on one day out of the month, he or she will receive HFP for the whole month. Also, the Marine would not be able to receive IDP for the same month.

b. Summary of Changes to Hostile Fire Pay

Special situations to entitlement to HFP are explained in the DODFMR. Effective in 2008, the Marine Corps established the policy for the Continuation of Pay and Allowances (PAC) Program that allows a member who is injured in the line of duty while serving in a hostile fire area to continue being paid for the entitlement for up to 12 months after the beginning date the first hospitalization. MARADMIN 0111/09 updated the policy to extend the PAC entitlements to eligible members until the date the Marine is returned to full duty, the date the member is discharged, or one year after the date the member was first hospitalized. In 2010, the current policy for PAC was updated in MARADMIN 227/10 to add the requirement that PAC recipients in an outpatient status be in a "medically restricted duty status" to qualify for the program (CMC, 2010). Table 22 lists the administrative policy changes to the HFP from 2000 to 2010 as well as the pay table for the entitlement to HFP.

Table 22. Changes to References and Pay Table for HFP (2000–2017)

Hostile Fire Pay			
Year	Date of Release (YYYYMMDD)	Reference ID	Name of Reference
2017	20170223	MCO 1771.2	PAY AND ALLOWANCE CONTINUATION (PAC) PROGRAM
2016	201611DD	DoD 7000.14-R VOLUME 7A, CHAPTER 10	SPECIAL PAY - DUTY SUBJECT TO HOSTILE FIRE OR IMMINENT DANGER
	201602DD	DoD 7000.14-R VOLUME 7A, CHAPTER 10	SPECIAL PAY - DUTY SUBJECT TO HOSTILE FIRE OR IMMINENT DANGER
2015	201502DD	DoD 7000.14-R VOLUME 7A, CHAPTER 10	SPECIAL PAY - DUTY SUBJECT TO HOSTILE FIRE OR IMMINENT DANGER
2014	201405DD	DoD 7000.14-R VOLUME 7A, CHAPTER 10	SPECIAL PAY - DUTY SUBJECT TO HOSTILE FIRE OR IMMINENT DANGER
	20140130	MARADMIN 047/14	IMMINENT DANGER PAY (IDP) AND HARDSHIP DUTY PAY-LOCATION (HDP-L)
2013	201303DD	DoD 7000.14-R VOLUME 7A, CHAPTER 10	SPECIAL PAY - DUTY SUBJECT TO HOSTILE FIRE OR IMMINENT DANGER
2012	20120221	MARADMIN 085/12	PRORATION OF IMMINENT DANGER PAY (IDP)
2011	201108DD	DoD 7000.14-R VOLUME 7A, CHAPTER 10	SPECIAL PAY - DUTY SUBJECT TO HOSTILE FIRE OR IMMINENT DANGER
2010	20100416	MARADMIN 227/10	REVISED PAY AND ALLOWANCE CONTINUATION (PAC) PROGRAM
	20100420	DODI 1340.09	HOSTILE FIRE AND IMMINENT DANGER PAY
2009	200905DD	DoD 7000.14-R VOLUME 7A, CHAPTER 10	SPECIAL PAY - DUTY SUBJECT TO HOSTILE FIRE OR IMMINENT DANGER
	20090222	MARADMIN 0111/09	EXTENSION OF THE PAY AND ALLOWANCE CONTINUATION (PAC) PROGRAM
	200902DD	DoD 7000.14-R VOLUME 7A, CHAPTER 10	SPECIAL PAY - DUTY SUBJECT TO HOSTILE FIRE OR IMMINENT DANGER
2008	20081202	MARADMIN 685/08	PAY AND ALLOWANCE CONTINUATION (PAC) PROGRAM
	200812DD	DoD 7000.14-R VOLUME 7A, CHAPTER 10	SPECIAL PAY - DUTY SUBJECT TO HOSTILE FIRE OR IMMINENT DANGER
	200803DD	DoD 7000.14-R VOLUME 7A, CHAPTER 10	SPECIAL PAY - DUTY SUBJECT TO HOSTILE FIRE OR IMMINENT DANGER
2006	200602DD	DoD 7000.14-R VOLUME 7A, CHAPTER 10	SPECIAL PAY - DUTY SUBJECT TO HOSTILE FIRE OR IMMINENT DANGER
2005	200510DD	DoD 7000.14-R VOLUME 7A, CHAPTER 10	SPECIAL PAY - DUTY SUBJECT TO HOSTILE FIRE OR IMMINENT DANGER
2004	200409DD	DoD 7000.14-R VOLUME 7A, CHAPTER 10	SPECIAL PAY - DUTY SUBJECT TO HOSTILE FIRE OR IMMINENT DANGER
2002	200208DD	DoD 7000.14-R VOLUME 7A, CHAPTER 10	SPECIAL PAY - DUTY SUBJECT TO HOSTILE FIRE OR IMMINENT DANGER
	200202DD	DoD 7000.14-R VOLUME 7A, CHAPTER 10	SPECIAL PAY - DUTY SUBJECT TO HOSTILE FIRE OR IMMINENT DANGER
2001	200103DD	DoD 7000.14-R VOLUME 7A, CHAPTER 10	SPECIAL PAY - DUTY SUBJECT TO HOSTILE FIRE OR IMMINENT DANGER
	200102DD	DoD 7000.14-R VOLUME 7A, CHAPTER 10	SPECIAL PAY - DUTY SUBJECT TO HOSTILE FIRE OR IMMINENT DANGER
2000	200002DD	DoD 7000.14-R VOLUME 7A, CHAPTER 10	SPECIAL PAY - DUTY SUBJECT TO HOSTILE FIRE OR IMMINENT DANGER
Hostile Fire Pay Table			
		Year	All Grades
		2003-2017	225
		2000-2002	150

5. Chapter Summary

The summarization of the pay incentives by category and the reference list for changes to the pay incentives serve as a guide to some of the areas where the Marine Corps can analyze response rates with available data. For example, the summary section covering the SRB program tracks the policies that changed response rates for various MOS's throughout the Marine Corps based on projected shortages. Having a better understanding of how personnel responded to the large and small changes in available bonuses affecting assignments and retention during an increase in end strength and a decrease in end strength can improve the management of the programs to best support the Force of the Future 2025

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III. DATA ANALYSIS AND PROGRAM REVIEW

In the first section of this chapter, I provide an analysis on aggregate data and the calculated take-up rates for each of the pay incentives. It also provides insight into how the average annual amounts at the end of each fiscal year have changed from 2000 to 2017. I use a cross-sectional dataset in this portion of the analysis consists that of 569,255 observations from TFDW. To create this dataset, TFDW took a snapshot of the entire Marine population in MCTFS on September 30th of each fiscal year who received payment in one of the 15 pay incentive categories and recorded the total dollar amount that each observation received throughout the fiscal year. The percentages for the take-up rates were calculated as number of Marines who received some positive amount divided by total end strength numbers for the Marine Corps as of September 30 of each fiscal year. The end strength numbers for each service are available on the DoD statistical reports section on the DMDC website.

The second section in this chapter is a program review of the FLPB. This section describes the change in the average dollar amount of FLPB that eligible Marines received by the end of each fiscal year. The program review also provides an overview of significant observations from FLPB policy changes and the data available for the eligible Marine population. The analysis uses the same pay dataset from the first section of the chapter. In addition, for a more extensive analysis, I also use a separate cross-sectional dataset from TFDW consisting of 663,866 observations. To build this dataset, TFDW took a snapshot of the entire Marine population with a foreign language code in MCTFS on September 30th of each fiscal year. The dataset includes information on the observations' language skill level if they took the DLPT as well as the source of language skills (home environment, military institution, or civilian institution).

A. DATA ANALYSIS ON PAY INCENTIVES

This section analyzes the pay incentives within the three major categories described in Chapter III: assignment pay incentives, retention pay incentives by skill, and pay incentives incident to involvement in special activities. This section also includes an

analysis on two groups of Marine Corps personnel (enlisted Marines and Marine aviators) who are independently affected by both assignment-related and retention-related pay incentives for each fiscal year (2000 to 2017).

1. Take-up Rates for Assignment Pay Incentives

The top portion of Figure 1 is a graph that displays the total end strength on September 30th of each fiscal year from 2000 to 2017 as a reference point for the take-up rates for assignment pay incentives. The five take-up rates displayed on the graph by fiscal year are: Percent ACIP, Percent Fly Duty Total, Percent AIP, Percent Overseas Extension, and Percent SDA. The percentage for each pay incentive was calculated by dividing the total number of observations in each category (separated by fiscal year) by the total number of Marines at the end of each fiscal year, and multiplying by 100. Therefore, the numbers on the y-axis are already in percent form. There appears to be no correlation between the take-up rates for each assignment pay incentives and the sharp increase in end strength from 2000 to 2008 and the gradual decrease in end strength from 2008 to 2017. Figure 2 is a graph that displays the average annual dollar amount that the observations received at the end of each fiscal year for each of the assignment pay incentives.

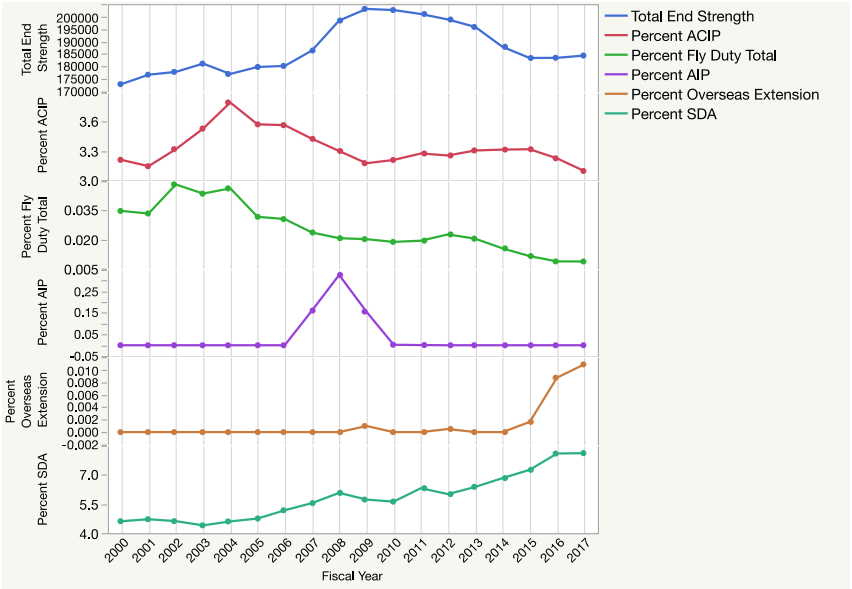

Figure 1. Total End Strength and Take-up Rate for Assignment Pay Incentives (2000–2017)

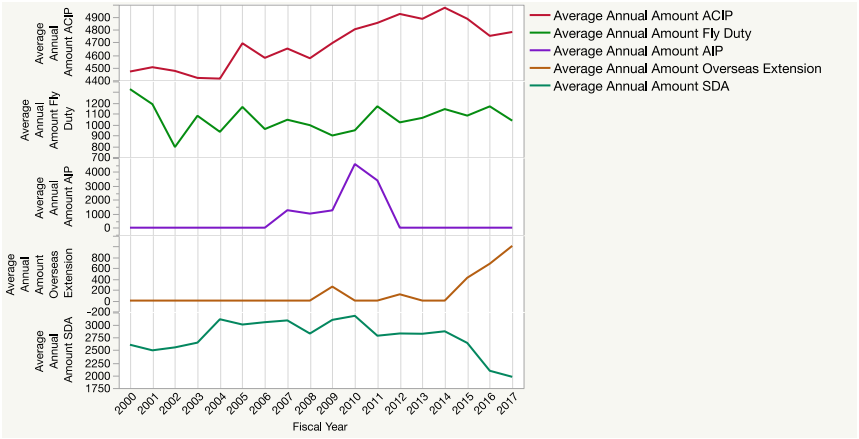

Figure 2. Average Annual Dollar Amount for Assignment Pay Incentives (2000–2017)

In Figure 1, the take-up rates for ACIP and Fly Duty pay (crewmember and non-crewmember rate) follow as similar pattern from 2000 to 2017. The take-up rates for both increased from 2000 to 2004, and they decreased gradually from 2005 to 2017. The take-up rate for ACIP peaked by 2004 at 3.8% and decreased to 3.1% by 2017. The take-up rate for Fly Duty pay peaked by 2002 at .05% and decrease to .009% by 2017. The data suggests

that since both incentives are based on assignments and assignment policies in the aviation community, the take-up rates for both incentive pays would be proportional to each other. Marine aviators who fly the aircraft in an operational tour and collect ACIP at the DIFOP rate require the proportional amount of personnel assigned to support roles at the operational units in order to maintain operational capability for the aircraft. With the drawdown beginning in 2008, the percentage of Marines collecting these incentive pays decreased significantly.

While the take-up rates have decreased gradually in both categories from 2004 to 2017, the average dollar amount at the end of each fiscal year has slightly increased in the same time period. The average annual dollar amount in 2004 for ACIP was $4,413.17 and the average annual dollar amount in 2017 was $4,783.08. For Fly Duty pay, the average annual dollar amount was $932.48 in 2004 and increased to $1,035.94 in 2017. Since the maximum pay rates for both incentives have been the same from 2000 to 2017, the data suggests that Marines are incentivized to remain in operational assignments for a longer period of time throughout the fiscal year. A smaller percentage of Marine aviators are receiving ACIP by the end of each fiscal year, but they are incentivized to take operational assignments to receive ACIP at a higher rate (DIFOP). Although the take-up rate for Fly duty has decreased, the data suggests that crewmembers and non-crew members are incentivized to remain on fly duty orders for a longer duration throughout the fiscal year to receive more Fly Duty pay.

The take-up rate for AIP increased from 2007 to 2008 and decreased from 2008 to 2011. The increase in take-up rate from 0.16% of the Marine population 2007 to 0.33% in 2008 appears to be a result of the numerous AIP programs available to Marines at the time: Deployment Extension Program, Recruiter Extension Program, Combat Extension Program, End Strength Incentive Program, Involuntary Extension Compensation Policy, and Operational Force Extension Incentive. Chapter III describes each of the programs in detail. The take-up rate decreased to 0.16% by the end of fiscal year 2009 as the majority of the programs ended and eventually fell to .00099% by the end of fiscal year 2011. The average annual amount remained steady from 2007 to 2009 at $1,257.17 and $1,244.80 respectively, and then it increased to $4,570.00 in 2010. The increase in the amount in 2010

appears to be the result of the Combat Extension Program that ended by December 2010. The small percentage of Marines who participated in the program were in units that were involuntarily extended in a combat deployment, and the Marines voluntarily elected to extend their EAS for a specific number of months for the purposes of completing the deployment. The small percentage the Marines who received AIP by the end of 2011 appear to be a result of being involuntarily extended beyond 365 days BOG in Iraq or Afghanistan at the rate of $1,000 per month for every month extended beyond the original 12 months BOG.

The data show that from 2000 to 2014, the Marine Corps was entertaining few overseas extension requests under OTEIP. However, from 2015 to 2017, there was an increase in the take-up rate for overseas extension pay from 0.0016% to 0.0108%, respectively. Figure 2 also shows an increase in the average annual dollar amount that Marines received under the program for each fiscal year from 2015 to 2017. The average annual dollar amount increased from $422.20 in 2015 to $1,012.18 in 2017. The small average increase in this period in both the take-up rate on overseas extension pay as well as the amount in the period are possibly a result of projected shortages for the few hard to fill enlisted assignments overseas (not in a combat zone).

Lastly, the take-up rate for SDAP has increased gradually by 3.5 percentage points from the end of fiscal year 2000 to fiscal year 2017. The take-up rate for SDAP increased from 4.403% in 2003 to 6.07% in 2008 as a result of the inclusion of MCT instructors and select assignments to MARSOC as part of the eligible population for SDAP. The increase of the take-up rate for SDAP from 5.63% in 2010 to 8.121% in 2017 appear to be a result of the increase in billets eligible for SDAP, such as the senior enlisted advisors to select commands and several other enlisted billet assignments. Of note, the average amounts at the end of each fiscal year for SDAP remained steady from 2004 to 2010 and began to decrease until 2017. In 2010, the average annual amount for SDAP was $3,181.96 and in 2017, it fell to $1,972.25 per year. The data suggests that from 2010 to 2017, several updates were made to the SD levels (rates) associated with specific assignments. The data show an increase in the take-up rate of SDAP during this period at lower SD levels associated with those assignments.

2. Take-up Rates for Retention Pay Incentives by Skill

Figure 3 shows the take-up rates for the retention pay incentives that target special skills and MOS's. The retention pay incentives displayed on the graph are ACP, CSRB, FLPB, EBP, SRB, and CSB. Unlike the assignment pay incentives, there appears to be correlation between the increase in end strength from 180,252 Marines in 2006 to the peak in 2009 at 203,075 Marines and the increase in take-up rates in the same period for the retention pay incentives by skill. The take-up rates and the annual average dollar amounts appear to be increasing with end strength and decreasing with end strength with the exception of CSB. Figure 4 shows the average annual dollar amount for each of the retention pay incentives by skill at the end of each fiscal year.

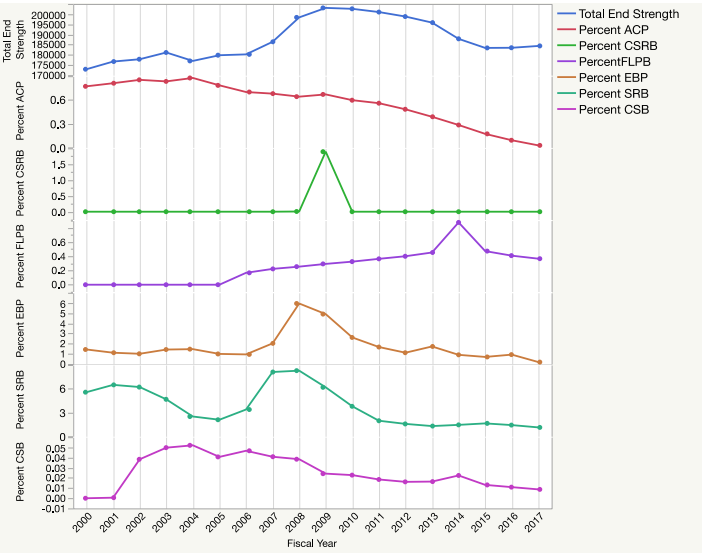

Figure 3. Total End Strength and Take-up Rate for Retention Pay Incentives by Skill (2000–2017)

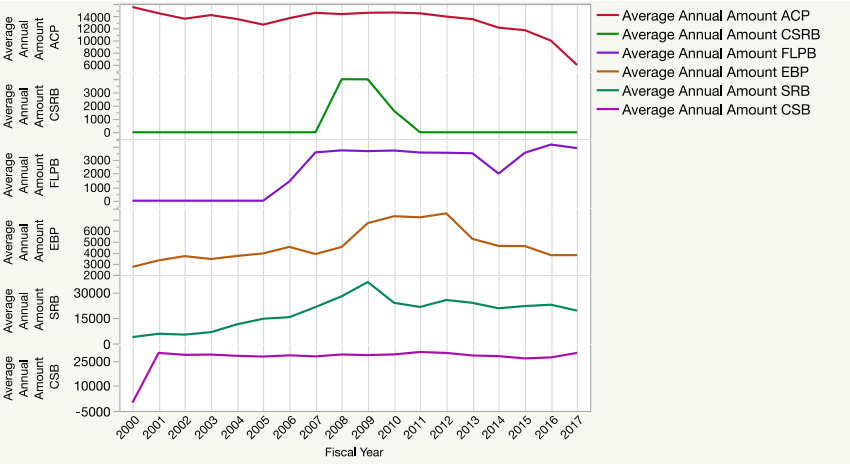

Figure 4. Average Annual Amount for Retention Pay Incentives by Skill (2000–2017)

The take-up rate for ACP from 2000 to 2005 remained steady at 0.8% and decreased by 0.76 percentage points to .026% by 2017. The ACP rates from the MARADMINs archived from 2003 to 2009 offered varying levels of ACP to eligible Marine aviators depending on platforms (rotary wing, fixed wing, and NFO) and length of contract (short term or long term). The rates during this period are displayed in Chapter III. Of note, the take-up rate for ACP decreased from 0.83% in 2003 to 0.67% in 2009, while the average annual amount at the end of the fiscal year decreased from $14,180.93 in 2003 to $12,627.64 in 2005 and increased again to $14,566.77 in 2009. The initial decrease and eventual increase in the average annual amount for ACP from 2003 to 2009 appear to be related to the differences in pay between platforms and length of contract. After 2009, the data suggests the decrease in take-up rate and average annual amount are associated with the decrease in the shortages projected for each of the aviation platforms.

The snapshot at the end of each fiscal year only captured observations receiving CSRB in fiscal years 2008, 2009, and 2010. The spike in take-up rate from 0.0076% in 2008 to 1.9% in 2009 was a result of the Captains' Recognition Bonus Incentive in 2008 that offered a $4,000 lump sum to captains in eligible MOS's who agreed to extend their obligated service. The average annual dollar amount reflected in Figure 4 for the CSRB in in 2009 is $4,000. The data does not appear to capture the enlisted personnel from 2010 to 2017, such as 0372s, who were also eligible for CSRB under certain conditions.

Figure 3 shows a gradual increase in the take-up rate for FLPB from 0.17% in 2006 to 0.45% in 2013. The myriad policy changes during this period increased the accessibility of the DLPT to Marines who were eligible to take the test. In addition, Marines were incentivized with school seats as reenlistment incentives to the Defense Language Institute (DLI) and programs such as FAS and FAO. Figure 4 shows an increase in the average annual amount of FLPB in the amount of $1,427.60 by the end of fiscal year 2006 and $3,585.10 by 2007. The average annual amount from 2007 remained the same until 2013. The data suggests that a policy change in 2013, possibly MARADMIN 398/13 *Update to Foreign Language Proficiency Bonus*, may have caused an increase in the take-up rate in 2014 as well as the decline in average annual amount for 2014. With the policy change, Marines were incentivized to perform better on the DLPT in order to be paid the same rate as they were under the previous policy. Marines who performed the same as they had under the old pay table, received a lower rate under the new table. Also, the data suggests a higher percentage of Marines took the DLPT in 2014 and high percentage of them qualified for the bonus at a lower rate. The take-up rate and the average annual amount returned to the same level in 2015 as they were in 2013, and both remained consistent at about the same level by the end of 2017.

The take-up rate for the EBP and the SRB follow a similar pattern from 2000 to 2017. Both appear to grow with end strength and decrease with end strength similarly. However, there are some differences. The take-up rate for EBP from 2000 to 2007 remained consistent between 1.43% and 2.03% respectively, but the take-up rate for SRB decreased from 6.49% in 2001 to 2.08% in 2005 and then it increased to 8.11% in 2007. The policy changes beginning in 2004 established higher cap amounts for the SRBs available to specific MOS's. The data suggests a possible correlation between higher take-up rates in specific MOS's with the higher cap amounts available for each fiscal year in those skills. The take-up rate for EBP peaked at the end of fiscal year 2008 at 5.95% and gradually decreased as end strength decreased to 0.19% by 2017. The take-up rate for SRB also peaked in 2008 at 8.29% and then decreased to 1.12% in 2017.

An interesting observation in Figure 4 is that the average annual amount for EBP increased from $4,528.87 in 2008 to $7,558.73 in 2012 while the take-up rate during this

same period decreased. A possible explanation for this is that fewer Marines were taking the incentive in their initial contract for a special skill during this period, but the percentage of Marines who signed up for EBP were accepting contracts at a higher bonus rate. By 2017, the annual average EBP amount decreased to $3,785.31. The annual SRB amount increased from $3,817.77 at the end of 2000 and increased to $27,969.15 by the end of 2008. The annual SRB amount peaked at the end of fiscal year 2009 at $36,451.12 and gradually declined to $19,500.78 by 2017. The data suggests that after 2009, the Marine Corps targeted the high SRB rates to only specific MOS's, which accounts for the gradual decrease in the take-up rate until 2017. The SRB kicker provided an extra incentive to Marines in Zone A to reenlist early.

Lastly, the Figure 3 shows the increase in take-up rate for the CSB from 0.0006% in 2001 to .052% in 2004. As the Marine Corps began releasing MARADMINs cautioning Marines close to 15 years of service about the decreased defined benefit upon retirement at 20 years, the take-up rate decreased gradually to 0.009% by the end of fiscal year 2017 when the option ended. As expected, the lump sum amount averaged at the annual rate of $30,000. The purpose of the CSB was a retention tool for the Marine Corps to keep special skills and experience past 15 years of service. It also saved the government money by offering a defined benefit plan at the end of 20 years of service at a decreased rate.

3. Take-up Rates for Pay Incentives Incident to Involvement in Special Activities

Figure 5 displays the take-up rates for pay incentives incident to involvement in special activities. This category reflects small percentages of the Marine population who are eligible for requesting these pay incentives that are retroactive in nature. The Marines must show proof of their assignment or involvement in an activity or incident in order to be compensated monetarily. The take-up rates and average annual amounts for ACCEL pay, additional uniform allowance, assisted living allowance, and HFP do not appear to show any correlation to changes in end strength. Figure 6 shows the average annual amount the observations received by the end of each fiscal year for each pay incentive.

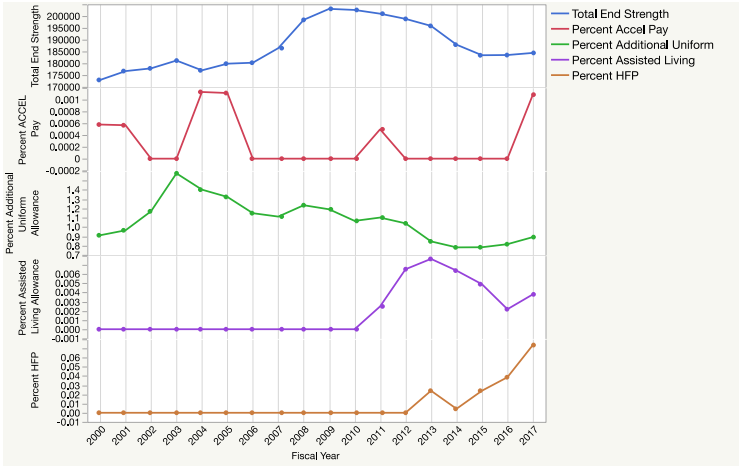

Figure 5. Total End Strength and Take-up Rate for Pay Incentives Incident to Involvement in Special Activities (2000–2017)

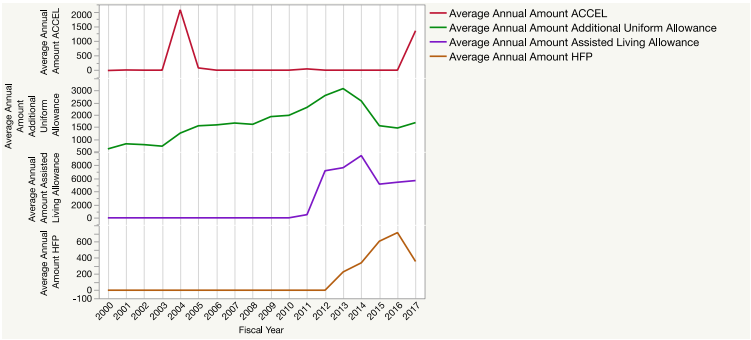

Figure 6. Average Annual Amount for Pay Incentives Incident to Involvement in Special Activities (2000–2017)

At the end of fiscal years 2000 and 2001, the take-up rate for ACCEL pay was 0.0006%. In 2004 and 2005, the take-up rates increased to 0.001% for both years. In 2011 and 2017, the take-up rates were 0.0005% and 0.001% respectively. Observations were not captured at the end of fiscal years 2002 to 2003, 2006 to 2010, and 2012 to 2016. The average annual amount for ACCEL pay ranged from $7.58 in 2001 to a peak amount in 2004 at $2,064.17. The flat rate for ACCEL pay is $150 per month, but if a Marine does not complete a full month assigned to the duty, he or she is entitled to a prorated amount. The proration explains the varying amounts in the average annual calculations. Also, the small percentage of Marines the ACCEL pay incentive could potentially affect are the ones

who are selected to attend the Navy's Test Pilot School in Maryland (subject to school seat availability each fiscal year).

The take-up rates increased for the additional uniform allowance from 2000 to 2003 from 0.91% to 1.58% respectively. During the same period, the average annual amounts increased from $602.15 to $713.59. However, from 2004 to 2013, the take-up rates for the incentive decreased from 1.4% to 0.85%, and at the same time the average annual amounts increased from $1,250.67 to $3,078.36. The data suggest that fewer special duty assignments qualify for receipt of an additional uniform allowance, and there may be a reduce rate of approvals for commands requesting additional uniform allowances for their Marines. In addition, from 2004 to 2013, the data suggests that the percentage of Marines who received an additional clothing allowance were receiving it at a higher rate than the previous years. From 2014 to 2017, the take-up rate for the additional uniform allowance increased slightly from 0.78% to 0.89%. The average annual amount decreased from $2,572.53 in 2014 to $1,682.56 in 2017. The data suggest that the approval rate for additional uniform allowances is determined on a case by case basis and is dependent on how much funding is available for additional uniform allowances for each fiscal year.

The data show an increase in the take-up rate for the assisted living allowance from the establishment of the program in 2011 until 2013. The take-up rate grew from 0.002% in 2011 to 0.008% in 2013. The take-up rate decreased from 0.006% in 2014 to 0.002% in 2016 and then back up to 0.004% in 2017. These percentages captured Marines who were catastrophically injured in an incident and who applied for the allowance. The average annual amounts ranged from $488.78 in 2011, peaking at $9,491.71 in 2014, and then decreasing to $5,681.38 by 2017.

HFP is also an incident-driven pay incentive that is retroactive in nature. The difference is that it is not a prorated amount. Marines can be eligible for a full $225 per month if they are only involved in a hostile enemy incident for one day. The data suggest that from 2000 to 2012, most hostile enemy incidents were covered by blanket SECNAV memorandums authorizing IDP in those designated areas. Therefore, the data would not capture these incidents as HFP as they are coded in MCTFS as IDP at the prorated amount of $225 per month. From 2013 to 2017, Figure 5 shows an increase in the HFP take-up rate

from 0.024% to 0.073%. Although the data appears to show an increase in enemy action incidents, the policy change under PAC in 2010 allowing injured Marines to request continuation pay for entitlements and has increased the number of Marines eligible to collect HFP for 12 months or more after the hostile fire incident. Figure 6 shows that from 2013 to 2016, the average annual amount for HFP increased from $225 to $709.86, and the average annual amount decreased to $354.04 in 2017. The data suggests that some Marines under PAC continued to receive HFP across fiscal years due to qualifications of being severely injured.

4. Take-up Rates for Pay Incentives Affecting Enlisted Personnel and Pilots

Figure 7 shows the combined take-up rates for SRB, SDA, Additional Uniform Allowance, AIP, and EBP as they are incentives that primarily target the retention of enlisted personnel. The take-up rates for each of the categories of pay incentives primarily affecting enlisted personnel are mutually exclusive. For example, the percentages of Marines who collected SDA pay are not part of the population of Marines who collected SRB. The same applies for the other pay incentives in Figure 7. The graph is helpful in making several observations. First, at the end of fiscal year 2008, about 22% of the entire Marine population was in receipt of an enlisted pay incentive as the total end strength was reaching its peak within the 2000 to 2017 period. Second, as the take-up rates for the SRB decreased slightly from 2011 to 2017, the take-up rates for SDAP increased slightly during this same period. Also, Figure 8 shows that average annual amounts for each of the pay incentives on the same graph. A glaring observation is that the average amount for the SRB is much higher at the end of each fiscal year than any of the other pay incentives. This suggests that the Marine Corps is willing to pay higher retention bonuses to keep specific skills and experience in certain MOS's among enlisted personnel.

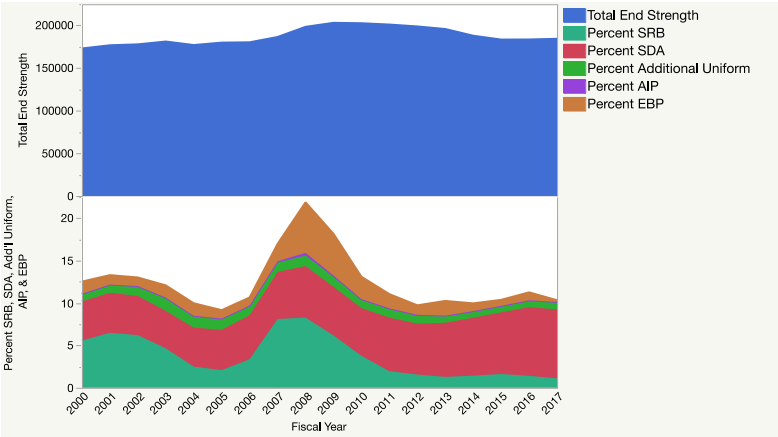

Figure 7. Total End Strength and Take-up Rate for Pay Incentives Affecting Enlisted Personnel (2000–2017)

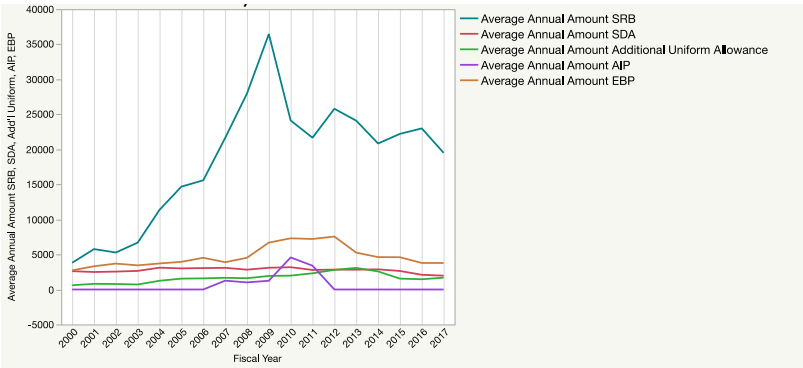

Figure 8. Average Annual Amount in Dollars for Enlisted Pay Incentives (2000–2017)

Figure 9 shows the take-up rates for the two pay incentives that affect the aviation community: ACIP and ACP. The data suggests that between 2001 and 2008 the aviation community experienced an increased amount of take-up rates for ACIP compared to 2009 to 2017. This observation makes sense given the operational tempo in the Marine Corps from 2001 and 2008 – Marine aviators were fulfilling requirements in support of OEF, OIF and in garrison. Therefore, more of them were able to maintain continuous or conditional ACIP. The average annual amount for ACIP remained relatively consistent from year to year in Figure 10. Figure 9 shows the gradual decreasing take-up rate for ACP from 2005 to 2017, suggesting the decreased shortages in retention for pilots. Moreover, Figure 10

shows the steep decline in average annual amounts for ACP from 2012 to 2017 suggesting the same observation also suggesting a decrease in the need to retain aviators across all platforms.

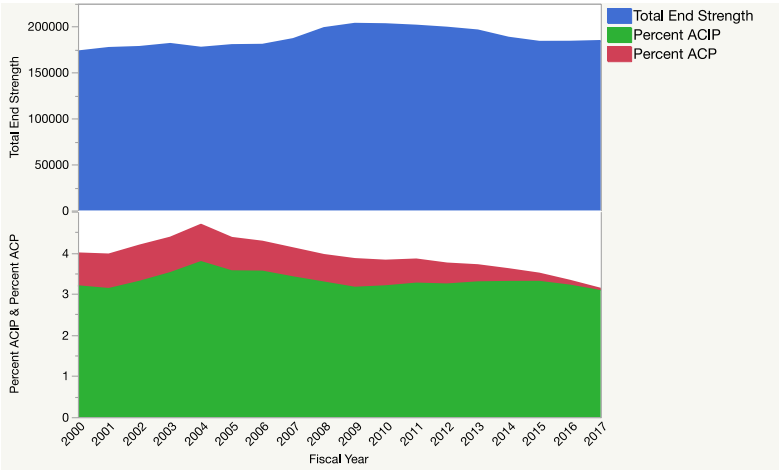

Figure 9. Total End Strength and Take-up Rate for Pay Incentives Affecting Pilots (2000–2017)

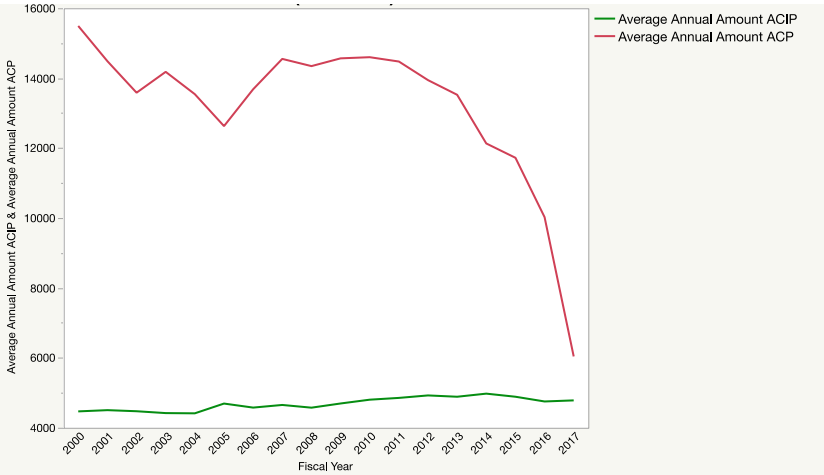

Figure 10. Average Annual Amount in Dollars of Aviation Pay Incentives Affecting Pilots (2000–2017)

B. FLPB PROGRAM REVIEW

The purpose of the program review is to provide insight on the effectiveness of the FLPB as a pay incentive for Marines to perform at or above the minimum Interagency Language Roundtable (ILR) of 2 on the three subtests of the DLPT. An ILR of 2 is the minimum required score in all three subtests (reading, listening, and speaking) in order for the score to count towards eligibility for the FLPB. In this section, I use the dataset of 663,866 Marines with foreign language codes at the end of each fiscal as well as the end strength totals from DMDC for the end of each fiscal year for the analysis. The foreign language codes in MCTFS are the result of the self-reported screening process at accession by which Marines (both officers and enlisted) officially report the language or dialect of skill in their records. If the language or dialect is not one of the recognized languages or dialects in MCTFS, the Marines are still reported in this population as a language or dialect skill of "unknown." However, all languages or dialects that are tested on the DLPT are recognized languages in MCTFS. The foreign language code also captures the population of Marines who are in a career field associated with foreign language proficiency.

1. Background

After conducting the thorough analysis of the literature review available regarding the FLPB in the Marine Corps as well as the data analysis for take-up rates and average annual amounts for the FLPB from 2000 to 2017, I identify the two population target groups for the FLPB. The first population of the Marines are those who are skilled in a language or dialect and possess a language skill recorded in MCTFS at accession. Figure 11 is a visual depiction of a Marine (regardless of rank, billet, or MOS) who has a foreign language code in MCTFS and has the incentive to take the DLPT and score at or above ILR 2 on the subtests.

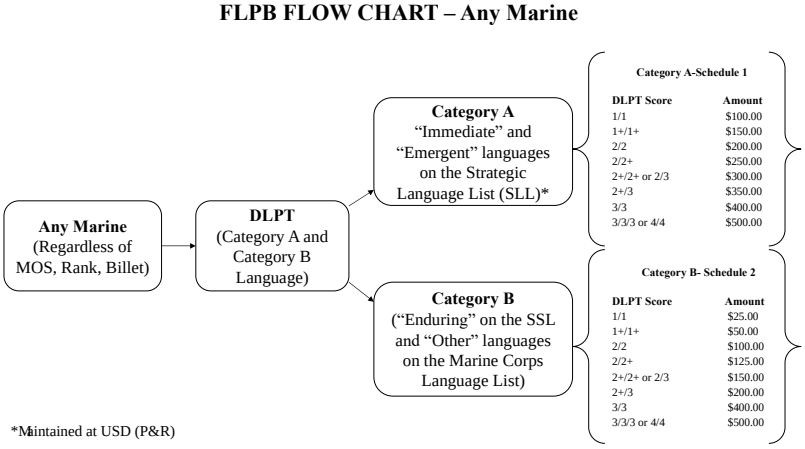

Figure 11. FLPB Incentive Chart—Any Marine

As depicted on the flow chart, Marines who possess a language or dialect skill in either Category A or Category B are incentivized to perform at an ILR 2 level on the subtests or better in order to qualify for a higher monthly rate of the FLPB each month for the whole year. The languages listed as Category A languages designated as "Immediate" or "Emergent" on the Strategic Language List (SLL) vary from year to year and are maintained and updated at USD (P&R) for official use only. In addition, the Marine Corps Language List that supplements the "Enduring" languages on the SSL in Category B are also maintained at USD (P&R) and DIRINT for official use only. An important distinction between Category A and Category B is that the DoD sets the pay rates for Category A languages and does not allow the services to alter them. However, the DoD authorizes the Marine Corps is to set the rates for languages in Category B.

The second population of Marines that the FLPB appears to target are the Marines who possess a PMOS, AMOS, or BMOS that requires them to maintain a level of proficiency in a language. Figure 12 is a flow chart the depicts the incentive for Marines designated as career linguists to perform at or above the ILR 2 level on the DLPT subtests in order to meet the minimum requirement to qualify for a bonus in Category A or Category B. The Marine Corps designates the languages for career linguists as "prevalent in force" languages because they provide a strategic capability.

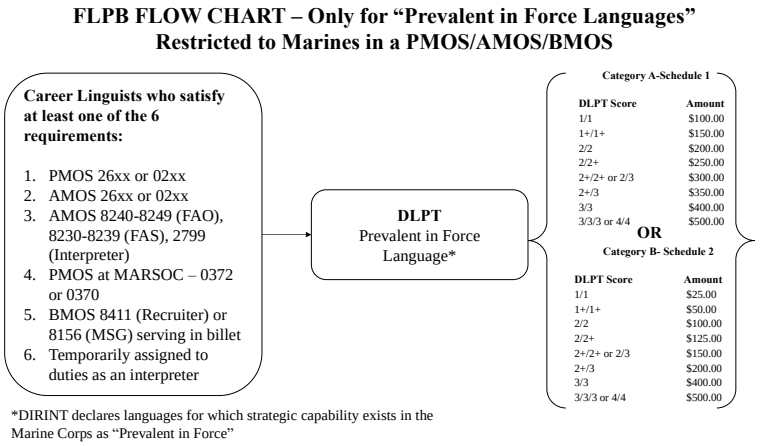

Figure 12. FLPB Incentive Chart—Career Linguists

DIRINT is the authority for designating languages as "prevalent in force" in Category A or Category B and distributes the lists for official use only. By looking at both flow charts, the languages designated as "prevalent in force" are restricted to only Marines with a PMOS, AMOS and BMOS. MCO 7220.52F explains certain exceptions that Marines may request FLPB payment when scoring at an ILR level 1 in a Category A or Category B language. Those exceptions include Marines who request FLPB after scoring at an ILR 1 level who are temporary assigned to special mission units that may require use or proficiency of a specific language or dialect. When the Marine Corps restricts "prevalent in force" languages and associated pay schedules to only career linguists over time, the shift may affect Marines' performance on the DLPT. The incentive becomes much stronger for the Marines who possess the billet to perform better on the DLPT than for Marines who possess a language proficiency skill and who are not in a language proficiency associated billet. Therefore, the eligibility restriction for the FLPB by billet for "prevalent in force" languages gives less incentive for Marines with the language skill and not in a billet to perform well on the DLPT. Only Marines in the billet are incentivized to perform at a ILR 2 level or above on the DLPT subtests in order to qualify at the higher rate on the payment schedule.

2. Motivation and Initial Observations from the Data

Figure 13 is the graph that shows the average annual amount for Marines receiving the FLPB at the end of each fiscal year. As identified earlier, 2014 was an odd year in which the dataset did not capture Marines receiving the maximum annual amount for the FLPB of $12,000 for multiple languages, which pulled the average below the average range from fiscal year 2007 to 2013 and 2015 to 2017. MCO 7220.52F sets the maximum amount for the FLPB to $12,000 annually for Marines who meet the maximum scores on the DLPT in three different languages.

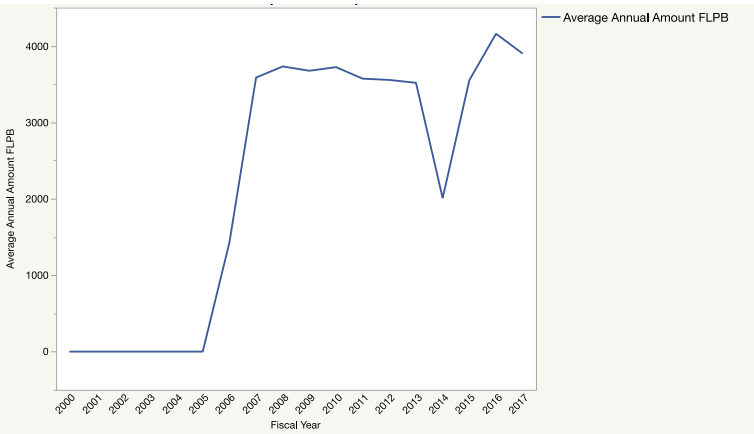

Figure 13. Average Annual Amount of FLPB by Fiscal Year (2000–2017)

Figure 14 is a holistic view of the population in the Marine Corps at the end of each fiscal year who have a foreign language code in MCTFS. The foreign language code is an identifier of the Marine population at these points in time that either self-reported a language skill in MCTFS at accession or possess a language skill by PMOS, AMOS, or BMOS. The increase from 2003 to 2017 are likely the result of the policy in 2003 that required foreign language skill screening at accession.

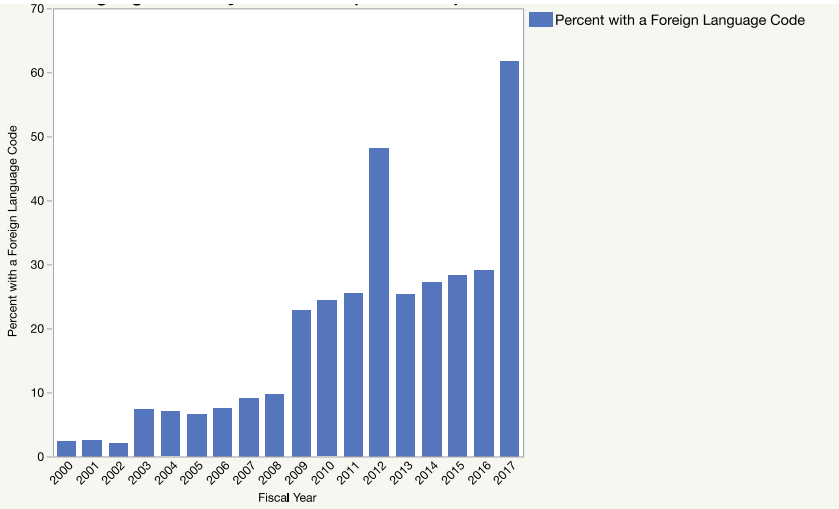

Figure 14. Percentage of Marine Population with a Foreign Language Code by Fiscal Year (2000–2017)

In addition, in 2012 the Marine Corps implemented the Regional, Culture, and Language Familiarization (RCLF) Program to provide officer and enlisted development in culture language skills. The program is a career-long program that is a PME requirement for each grade for Marines above the rank of sergeant. Officer and enlisted Marines are incentivized to score a ILR level 1 on the DLPT to fulfill the language requirement for the program. After the RCLF program was implemented, the foreign language code population became a mix of Marines with foreign language skills reported at accession, Marines who are in a PMOS, AMOS, and BMOS with a foreign language skill, and Marine officers and enlisted personnel above the grade of sergeant. The data suggests the large percentage increase in the Marine population after 2012 who has a foreign language code in MCTFS is associated with the implementation of the RCLF Program.

Figure 15 is a closer look at just the Marine population with a foreign language code by fiscal year. The figure shows close to 50% of the Marine population with a foreign language code in MCTFS took the DLPT. Of the same population of Marines with a language code in MCTFS, the percentage of Marines with a MOS qualifying language grew from .041% in 2008 to 3.15% in 2017. The data suggests an increase in the growth of school-trained career linguists from 2008 to 2017.

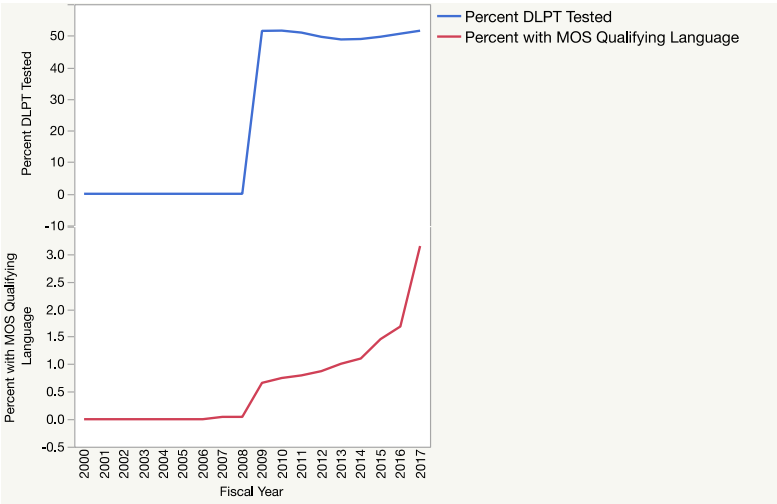

Figure 15. Percentage of Marines with a Foreign Language Code Who Took the DLPT and Percentage of Marines with a Foreign Language Code Who Have a Language MOS (2000–2017)

3. Methodology

In an attempt to isolate the effect of the FLPB as a pay incentive to perform well on the DLPT, I restrict the population of Marines to those who met the IRL 2 level in any one of the three subtests of the DLPT. Top portion of the graph in Figure 16 is the percentage of the entire Marine population who had a foreign language code in MCTFS at the end of each fiscal year. The bottom graph shows the percentage of Marines out of the foreign language code population who scored at the IRL 2 level or above in any one of the three subtests on the DLPT. In 2009, of the population of Marines with a foreign language code, 26.7% scored at the IRL 2 level. In 2013, the percentage decreased to 21.7%, and then it increased back to 25.2% in 2017.

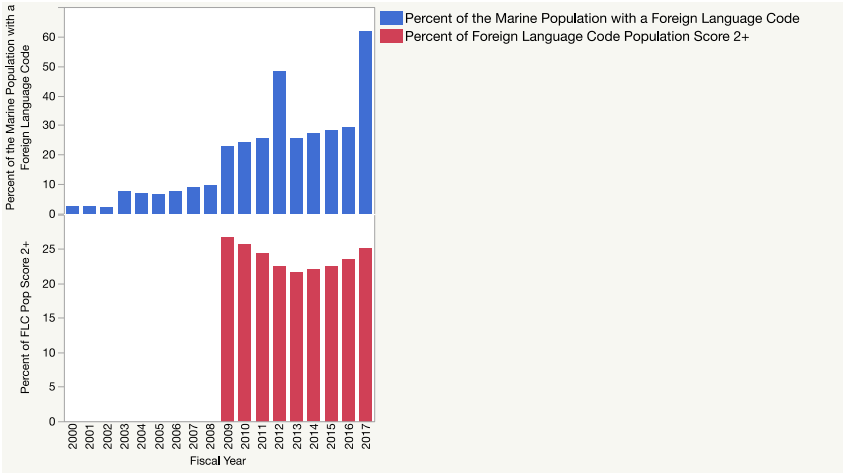

Figure 16. Marines with a Foreign Language Code Who Scored IRL 2 or above on the DLPT (2000–2017)

As suggested from the literature available, there are three main sources of initial motivation to take the DLPT for the FLPB. The first is due to a Marine's exposure to a language or dialect through a home environment or upbringing. The second source of motivation to take the DLPT is due to a PMOS, AMOS, or BMOS incident to formal training in a military source, such as DLI. The third source of motivation to take the DLPT for the FLPB having had experience in studying abroad or in a formal civilian institution. These types of motivational sources are depicted in Figure 17.

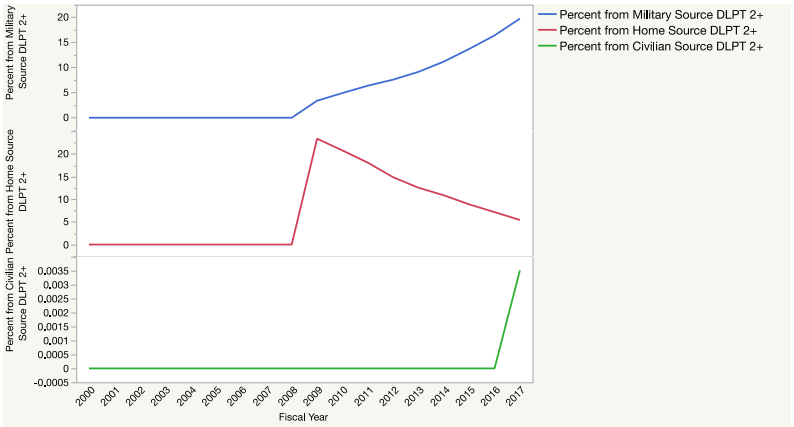

Figure 17. Performance of Marines Who Took the DLPT by Source (2000–2017)

The three graphs are the breakdown of the percentage of the foreign language code population who scored at the IRL 2 level in at least one of the 3 subtests on the DLPT by source. The data suggests that from 2009 to 2017, the FLPB has been incentivizing more Marines from the military source to perform better on the DLPT. In 2009, of the population of Marines with a foreign language code who scored at the IRL 2 level or above, 3.4% were from a military source, and by 2017, the percentage grew to 19.7% of the Marine population with a foreign language code. However, of the population of Marines with a foreign language code, the percentage from the home environment source decreased from 23.3% in 2009 to 5.41% in 2017.

Since the literature suggests that "prevalent in force" languages may be associated with some of the higher rates of incentive pays, which are restricted to Marines in a PMOS, AMOS, or BMOS, I estimate the partial effects of the military source variable on the probability if scoring at an IRL 2 level of above on the DLPT. The treatment group are Marines who tested on the DLPT and were trained in a military source. The control group consists of the Marines who tested on the DLPT and were trained in the language from a home source or civilian source. By using 284,305 observations from 2000 to 2017, I used a logistic regression to estimate the partial effects of the military source variable on scoring an IRL level of 2 by using the following equation:

$$\Pr(DLPT\_tested\_scoreabove2_i=1) = F(\beta_0 + \beta_1 military\_school\_source_i)$$

Figure 18 is shows the output tables for the logistic regression and the partial effects. On average, of the population of Marines who tested on the DLPT, the percentage of Marines who perform at or above the IRL 2 level in at least one of the three subtests is 9.6% less than those who came from a home source or civilian source.

VARIABLES	Logistic Regression	Partial Effects	Odds Ratio
Dependent Variable			
DLPT_tested_scoreabove2			.
Independent Variable			
military_school_source	-0.3870***	-0.0962***	0.6791***
	[0.0076]	[0.0019]	[0.0051]
Constant	0.0897***		1.0938***
	[0.0054]		[0.0059]
Observations	284,305	284,305	284,305
Standard errors in brackets			
*** p<0.01, ** p<0.05, * p<0.1			

Figure 18. Output Tables for Logistic Regression

4. Findings from the Program Review

The data suggest several takeaways. First, as the policies began to restrict the eligibility of payment of the FLPB to Marines in a PMOS, AMOS, or BMOS, Marines who were trained in a language from a home environment had less incentive to maintain a proficiency level and score an IRL 2 on the subtests. Fewer of these Marines decided to take the DLPT and perform well because they would not be paid for their performance in a language skill that was restricted to just Marines who had a PMOS, AMOS, or BMOS with a prevalent in force language. Second, the Marine Corps has been directing the FLPB as an incentive to Marines who have a PMOS, AMOS, and BMOS. Since 2009, they have been performing better, but on average, the percentage of Marines from the military source who have scored IRL 2 or above on the DLPT has not yet exceeded percentage of Marines from the home or civilian source who have performed at the IRL 2 level since 2009. The latter finding suggests the importance of immersion in language skills. The consistent immersion in a home environment or even studies abroad has a higher impact on the maintenance and retention of language proficiency skills that are limited with classroom instruction through time.

5. Chapter Summary

The data analysis and the program review for the FLPB, provide further insight into the changes in the policies for the special pay incentives that targeted retention through assignments, retention through special skills, and participation in special programs offering retroactive compensation. The graphical depiction of the take-up rates and the average annual amounts for each pay incentive highlight periods from 2000 to 2017 where incentive levers started and stopped in order to fill projected shortages associated with assignments and special skills throughout the Marine Corps. Furthermore, the program review highlights how FLPB potentially affects performance on the DLPT and why sustained language immersion may be a way to optimize return of investment in the FLPB program.

IV. CONCLUSIONS AND RECOMMENDATIONS

This thesis explores the economic theories surrounding labor demand in the Department of Defense and discussed several studies related to retention through assignments in specific career fields, retention incentives for special skills, and development of incentives to promote language skills. Chapter III provides the summary of 15 pay incentives available to Marines from 2000 to 2017 in three categories: incentives for assignments, incentives for retention, and incentives incident to involvement in special activities. The chapter also provides the comprehensive list of all the references documenting pay changes for each of the incentives to direct future research on pay elasticities. Chapter IV includes the data analysis of all 15 pay incentives as well as a program review for the FLPB. Through the in-depth analysis of the references surrounding the pay incentives and the thorough analysis with the available data, there are several conclusions from this study.

A. MAJOR TAKEAWAYS FROM THE DATA ANALYSIS

Since the drawdown in end strength beginning in 2008, the take-up rates for retention incentives for assignments decreased in the aviation community for both officers and enlisted personnel assigned to fly duty. However, the average annual dollar amount from 2008 to 2017 has gradually increased for both ACIP and fly duty pay. The data suggests that pilots who have remained on active duty are incentivized to take operational tours to qualify for the DIFOP rate for a longer duration, and the enlisted personnel eligible for assignment to fly duty are also incentivized to volunteer for a longer duration to collect higher amounts for fly duty pay throughout the year.

In addition, the take-up rates for overseas extension pay and SDAP has gradually increased since the drawdown. During this period, the average annual amounts at the end of each fiscal year in overseas extension pay have increased significantly while the average annual amounts for SDAP has decreased gradually. The data suggests the increased average annual amount in overseas extension pay could potentially be a result of having to pay Marines more to extend in hard-to-fill billets overseas, especially if the Marines are on

unaccompanied tours (assignments that do not permit the accompaniment of dependents to the duty location). The data suggests that the decrease in the average annual amount for SDAP could be a result of the addition of more assignments eligible for SDAP at lower SD rates.

B. MAJOR TAKEAWAYS FROM THE PROGRAM REVIEW FOR FLPB

The take-up rates for incentive pays targeting special skills have decreased since the drawdown except for FLPB. Although there are a small percentage of Marines who qualify for the FLPB each year, the data suggests the growing importance of language proficiency skills as a strategic capability not only for those Marines in billets that require language proficiency skills, but also for the rest of the Marine population.

However, the data in the program review suggests an interesting phenomenon when attempting to measure the effects of the FLPB as a pay incentive on performance on the DLPT by source of skill (military institution, home environment, and civilian institution). As DLI began to develop their programs for teaching language skills, restricting the FLPB to Marines holding a PMOS, AMOS, and BMOS in specific languages, and testing Marines for their proficiency on the DLPT in those languages, the Marine Corps effectively removed its ability to measure the true effect of the FLPB on performance on the DLPT. After languages became restricted to billet holders over time, the measurements on how well Marines were performing on the DLPT as a result of the FLPB became just measuring the treatment effect on the treated in the restricted languages. Since the languages that became restricted through time varied from year to year and were not available to the public, it is not clear which languages became subject to the Hawthorne effects since 2009. Career linguists began to increase their proficiency in their designated languages because performance on the DLPT became a performance measurement for both career linguists and training instruction at military institutions. The data suggests the increase in the population from military sources who performed well on the DLPT after 2009 could be a result of positive incentives from the FLPB, incentives for promotion, or reinforcement from training instruction at the military institutions for the DLPT.

C. RECOMMENDATIONS FOR INCREASED RETURN OF INVESTMENT AND FURTHER ANALYSIS

Currently, the Marine Corps could improve efficiencies on the FLPB and the maintenance of language proficiency skills by allowing more time for Marines in the FAO and FAS programs to remain immersed in their respective language environment, especially because language proficiency skills are perishable through time. This would mean that a Marine could stay in a specialized track that would take him or her out of a PMOS longer but still remain competitive with peers for promotion. The tradeoff is that the Marine Corps would be able to maintain a sustained capability in prevalent in force languages that is more comparable to home source training. Some areas where the assignment of Marines could grow to increase the return on investment in the FLPB program could be placing Marines on SDA at embassy duty or recruiting duty by language proficiency skill.

This study lays out the groundwork for the calculation of pay elasticities in associated with the categories of pay with larger variation in the data from 2000 to 2017. Some areas where there may be enough variation in the data are the incentives that affect enlisted personnel, such as EBP, SRB, and SDA. The pay data in this study is an underestimate for the special pays affecting enlisted personnel because they capture the take-up rates only for the end of the fiscal year. Marines who reenlist in Zone A are encouraged to do so early as they compete for limited boat spaces in their respective MOS and their "no later than" reenlistment dates are normally close their pay entry base dates (date they accessed). Therefore, the pay data in this study does not capture the majority of the Marines who reenlisted halfway through the fiscal year. When requesting cross-sectional data through TFDW, I recommend capturing snapshots at the end of each quarter throughout the fiscal year to give a better estimate of the population receiving the pay incentives.

I recommend exploring categories of incentive pays that were not mentioned in this analysis as they were not captured in the data available: officer accession incentive (OAI), accession bonuses for the warrant officer Explosive Ordinance Disposal (EOD), jump pay (parachute duty), demolition duty (for EOD), dive pay (mainly affecting Marines in

reconnaissance MOS's). Many of these bonuses were drawn during the increase in end strength.

Lastly, I recommend that the Marine Corps begin the planning for the development of the CSRB as a way to retain personnel in special skills and maintain healthy levels of experience and quality beyond 12 years of service. The planning would require an extensive look at the wage differentials between the MOS and a comparable occupation in the civilian sector. In cases where the wage differential may be too extreme for military compensation due to the high market rates in the civilian sector, the Marine Corps may have to gain flexibility in shaping an attitude and culture within certain communities that can make up for limitations in pay incentives in order to affect retention, maintain quality, and sustain experience past 12 years of service.

APPENDIX. CHANGES TO SRB REFERENCES

Selective Reenlistment Bonus			
Year	**Date of Release (YYYYMMDD)**	**Reference ID**	**Name of Reference**
2017	20170918	MARADMIN 520/17	MCBUL 7220. CHANGE 1 TO THE FISCAL YEAR 2018 (FY18) SELECTIVE RETENTION BONUS/(SRB) PROGRAM AND FY18 BROKEN SERVICE SRB (BSSRB) PROGRAM
	20170608	MARADMIN 282/17	MCBUL 7220 CHANGE 1 TO THE FY17 SRB PROGRAM
	20170206	MARADMIN 350/17	MCBUL 7220. FISCAL YEAR 2018 (FY18) SELECTIVE RETENTION BONUS (SRB) PROGRAM AND FY18 BROKEN SERVICE SRB (BSSRB) PROGRAM
2016	20161021	MCO 7220.24P	SELECTIVE RETENTION BONUS (SRB) AND BROKEN SERVICE SELECTIVE RETENTION BONUS (BSSRB) PROGRAM
	20160610	MARADMIN 294/16	MCBUL 7220 CHANGE 3 TO THE FY16 SRB PROGRAM
2015	20150930	MARADMIN 481/15	MCBUL 7220. CHANGE 1 TO THE FISCAL YEAR 2016 (FY16) SELECTIVE REENLISTMENT BONUS/(SRB) PROGRAM AND FY16 BROKEN SERVICE SRB (BSSRB) PROGRAM
	20150617	MARADMIN 296/15	MCBUL 7220. FISCAL YEAR 2016 (FY16) SELECTIVE REENLISTMENT BONUS/(SRB) PROGRAM AND FY16 BROKEN SERVICE SRB (BSSRB) PROGRAM
	20150615	MARADMIN 291/15	MCBUL 7220 CHANGE 5 TO THE FY15 SRB PROGRAM
	20150427	MARADMIN 216/15	MCBUL 7220 CHANGE 4 TO THE FY15 SRB PROGRAM
	20150309	MARADMIN 110/15	MCBUL 7220 CHANGE 3 TO THE FY15 SRB PROGRAM
	20150204	MARADMIN 051/15	MCBUL 7220 CHANGE 2 TO THE FY15 SRB PROGRAM
2014	20141211	MARADMIN 645/14	MCBUL 7220 CHANGE 1 TO THE FY15 SRB PROGRAM
	201410DD	DoD 7000.14-R VOLUME 7A, CHAPTER 9	ACTIVE DUTY ENLISTED MEMBERS ENLISTMENT, REENLISTMENT, AND RETENTION BONUSES
	20140709	MARDMIN 336/14	MCBUL 7220 CHANGE 3 TO THE FY14 SRB PROGRAM
	20140620	MARADMIN 296/14	MCBUL 7220. FISCAL YEAR 2015 (FY15) SELECTIVE REENLISTMENT BONUS/(SRB) PROGRAM AND FY15 BROKEN SERVICE SRB (BSSRB) PROGRAM
	20140110	MARADMIN 014/14	MCBUL 7220 CHANGE 2 TO THE FY14 SRB PROGRAM
2013	20130726	MARADMIN 276/13	MCBUL 7220 CHANGE 1 TO THE FY14 SRB PROGRAM
	20130628	MARADMIN 319/13	MCBUL 7220. FISCAL YEAR 2014 (FY14) SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM AND FY14 BROKEN SERVICE SRB (BSSRB) PROGRAM
	20130529	MARADMIN 269/13	MCBUL 7220 CHANGE 4 TO THE FY13 SRB PROGRAM
	20130214	MARADMIN 079/13	MCBUL 7220 CHANGE 3 TO THE FY13 SRB PROGRAM
	20130104	MARADMIN 006/13	RESTORATION OF AUTHORITY FOR CERTAIN SPECIAL PAYS AND BONUSES
2012	20121101	MARADMIN 626/12	MCBUL 7220 CHANGE 2 TO THE FY13 SRB PROGRAM
	20120807	MARADMIN 432/12	MCBUL 7220 CHANGE 1 TO THE FY13 SRB PROGRAM
	201208DD	DoD 7000.14-R VOLUME 7A, CHAPTER 9	SPECIAL PAY – ENLISTMENT, REENLISTMENT, AND RETENTION BONUS - ENLISTED MEMBERS
	20120702	MARADMIN 357/12	MCBUL 7220. FISCAL YEAR 2013 (FY13) SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM AND FY13 BROKEN SERVICE SRB (BSSRB) PROGRAM
	20120420	MARDMIN 229/12	MCBUL 7220 CHANGE 4 TO THE FY12 SRB PROGRAM
	201208DD	DoD 7000.14-R VOLUME 7A, CHAPTER 9	SPECIAL PAY – ENLISTMENT, REENLISTMENT, AND RETENTION BONUS - ENLISTED MEMBERS
	20120303	MARADMIN 113/12	MCBUL 7220 CHANGE 3 TO THE FY12 SRB PROGRAM
	20120118	MARADMIN 036/12	MCBUL 7220 CHANGE 2 TO THE FY12 SRB PROGRAM

2011	20110708	MARADMIN 380/11	MCBUL 7220 CHANGE 1 TO THE FY12 SRB PROGRAM
	20110617	MARADMIN 348/11	MCBUL 7220. FISCAL YEAR 2012 (FY12) SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM AND FY12 BROKEN SERVICE SRB (BSSRB) PROGRAM
	20110531	MARADMIN 314/11	MCBUL 7220 CHANGE 6 TO THE FY11 SRB PROGRAM
	201105DD	DoD 7000.14-R VOLUME 7A, CHAPTER 9	SPECIAL PAY – ENLISTMENT, REENLISTMENT, AND RETENTION BONUS - ENLISTED MEMBERS
	20110413	MARADMIN 233/11	MCBUL 7220 CHANGE 5 TO THE FY11 SRB PROGRAM
2010	20101214	MARADMIN 696/10	MCBUL 7220 CHANGE 2 TO THE FY11 SRB PROGRAM
	201011DD	DoD 7000.14-R VOLUME 7A, CHAPTER 9	SPECIAL PAY – ENLISTMENT, REENLISTMENT, AND RETENTION BONUS - ENLISTED MEMBERS
	20101021	MARADMIN 600/10	MCBUL 7220 CHANGE 1 TO THE FY11 SRB PROGRAM
	20100622	MARADMIN 241/10	MCBUL 7220. FISCAL YEAR 2011 (FY11) SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM AND FY11 BROKEN SERVICE SRB (BSSRB) PROGRAM
	20100520	MARADMIN 289/10	MCBUL 7220 CHANGE 10 TO THE FY10 SRB PROGRAM
	20100325	MARADMIN 175/10	MCBUL 7220 CHANGE 9 TO THE FY10 SRB PROGRAM
	20100315	MARADMIN 151/10	MCBUL 7220 CHANGE 8 TO THE FY10 SRB PROGRAM
	20100128	MARADMIN 048/10	MCBUL 7220 CHANGE 7 TO THE FY10 SRB PROGRAM
2009	20091217	MARADMIN 0718/09	MCBUL 7220 CHANGE 6 TO FY10 SRB PROGRAM
	20091204	MARADMIN 0699/09	MCBUL 7220 CHANGE 5 TO FY10 SRB PROGRAM
	20090806	MARADMIN 047/07	MCBUL 7220 CHANGE 2 TO FY10 SRB PROGRAM
	20090710	MARADMIN 0416/09	CHANGE 1 TO FY10 SRB AND BSSRB PROGRAMS
	20090624	MARADMIN 0378/09	MCBUL 7220. FISCAL YEAR 2010 (FY10) SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM AND FY10 BROKEN SERVICE SRB (BSSRB) PROGRAM
	20090508	MARADMIN 0305/09	MCBUL 7220 CHANGE 4 TO FY09 SRB PROGRAM
	20090320	MARADMIN 0184/09	MCBUL 7220 CHANGE 3 TO FY09 SRB PROGRAM
	20090309	MARADMIN 0158/09	MCBUL 7220 CHANGE 2 TO FY09 SRB AND BSSRB PROGRAMS
	20090128	MARADMIN 0052/09	MCBUL 7220 CHANGE 1 TO FY09 SRB AND BSSRB PROGRAMS
2008	200909DD	DoD 7000.14-R VOLUME 7A, CHAPTER 9	SPECIAL PAY – ENLISTMENT, REENLISTMENT, AND RETENTION BONUS - ENLISTED MEMBERS
	20080701	MARADMIN 370/08	MCBUL 7220 FISCAL YEAR 2009 (FY09) SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM AND FY09 BROKEN SERVICE SRB (BSSRB) PROGRAM
	20080303	MARADMIN 153/08	MCBUL 7220 CHANGE 2 TO FY08 SRB BSSRB PROGRAMS
	20080130	MARADMIN 075/08	RESTORATION OF AUTHORITY TO PAY CERTAIN SPECIAL PAYS AND /BONUSES
2007	20071231	MARADMIN 765/07	SUSPENSION OF AUTHORITY FOR CERTAIN SPECIAL PAYS AND BONUSES
	20070607	MARADMIN 349/0	MCBUL 7220. FISCAL YEAR 2008 (FY08) SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM AND FY08 BROKEN SERVICE SRB (BSSRB) PROGRAM
	20070523	MARADMIN 330/07	FISCAL YEAR 2007 (FY07) SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM AND BROKEN SERVICE SRB PROGRAM CANCELLATION
	20070503	MARADMIN 295/07	FY07 ENLISTED RETENTION PROGRAMS OVERVIEW

2006	20061230	MARADMIN 632/06	MCBUL 7220. FISCAL YEAR 2007 (FY07) BROKEN SERVICE SELECTIVE REENLISTMENT BONUS (BSSRB) PROGRAM
	200610DD	DoD 7000.14-R VOLUME 7A, CHAPTER 9	SPECIAL PAY – ENLISTMENT, REENLISTMENT, AND RETENTION BONUS - ENLISTED MEMBERS
	20060721	MARADMIN 336/06	MCBUL 7220. FISCAL YEAR 2007 (FY07) SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM
	20060526	MARADMIN 249/06	MCBUL 7220 CHANGE 3 TO THE FY06 ABC ZONE MULTIPLES FOR THE SELECTIVE REENLISTMENT BONUS (SRB)
	20060321	MARADMIN 135/06	MCBUL 7220 CHANGE 2 TO A B C ZONE MULTIPLES FOR THE FY06 SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM
2005	20051213	MARADMIN 588/05	MCBUL 7220 CHANGE 1 TO A B C ZONE MULTIPLES FOR THE FY06 SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM
	20050831	MARADMIN 404/05	MCBUL 7220. FISCAL YEAR 2006 (FY06) SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM
	20050721	MARADMIN 327/05	MCBUL 7220 CHANGE 5 TO A/B/C ZONE MULTIPLES FOR THE FY05 SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM
	20050719	MARADMIN 321/05	MCBUL 7220 CHANGE 4 TO A/B/C ZONE MULTIPLES FOR THE FY05 SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM
	20050513	MARADMIN 266/05	MCBUL 7220 CHANGE 3 TO A/B/C ZONE MULTIPLES FOR THE FY05 ;SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM
	200505DD	DoD 7000.14-R VOLUME 7A, CHAPTER 9	SPECIAL PAY – ENLISTMENT, REENLISTMENT, AND RETENTION BONUS - ENLISTED MEMBERS
	20050218	MARADMIN 077/05	MCBUL 7220 CHANGE 2 TO A B C ZONE MULTIPLES FOR THE FY05 SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM
2004	20041221	MARADMIN 558/04	MCBUL 7220 CHANGE 1 TO A-B-C ZONE MULTIPLES FOR THE FY05 SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM
	20040914	MARADMIN 392/04	MCBUL 7220. FISCAL YEAR 2005 CAREER FORCE SRB PROGRAM
	20040913	MARADMIN 391/04	MCBUL 7220. FISCAL YEAR 2005 ZONE A SELECTIVE REENLISTMENT
	20040812	MARADMIN 353/04	MCBUL 7220. CHANGE 4 TO MULTIPLES FOR THE FISCAL YEAR 2004 (FY04) SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM
	20040630	MARADMIN 290/04	MCBUL 7220. CHANGE 3 TO MULTIPLES FOR THE FISCAL YEAR 2004 (FY04) SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM
	20040415	MARADMIN 175/04	MCBUL 7220. CHANGE 2 TO MULTIPLES FOR THE FISCAL YEAR 2004 (FY04) SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM
	20040109	MARADMIN 009/04	MCBUL 7220. CHANGE 1 TO MULTIPLES FOR THE FISCAL YEAR 2004 (FY04) SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM
2003	20030814	MARADMIN 368/03	MCBUL 7220. FISCAL YEAR 2004 (FY04) SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM
	20030611	MARADMIN 275/03	MCBUL 7220. CHANGE 4 TO MULTIPLES FOR THE FISCAL YEAR 2003 (FY03) SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM
	20030502	MARADMIN 210/03	MCBUL 7220. CHANGE 3 TO MULTIPLES FOR THE FISCAL YEAR;2003 (FY03) SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM
	20030127	MARADMIN 036/03	MCBUL 7220. CHANGE 2 TO MULTIPLES FOR THE FISCAL YEAR;2003 (FY03) SELECTIVE REENLISTMENT BONUS (SRB) PROGRAM
2002	200202DD	DoD 7000.14-R VOLUME 7A, CHAPTER 9	SPECIAL PAY – ENLISTMENT, REENLISTMENT, AND RETENTION BONUS - ENLISTED MEMBERS
2001	200105DD	DoD 7000.14-R VOLUME 7A, CHAPTER 9	SPECIAL PAY — ENLISTMENT AND REENLISTMENT BONUS ENLISTED MEMBERS
2000	200001DD	DoD 7000.14-R VOLUME 7A, CHAPTER 9	SPECIAL PAY — ENLISTMENT AND REENLISTMENT BONUS ENLISTED MEMBERS

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