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The professionalization of the 0111 MOS is needed to increase proficiency requirements for promotion, the required attendance of MOS schools by rank, and the granting of opportunities for higher education. Codifying Administration as the seventh warfighting function, in turn, will bring relevance to a support specialty within a warfighting organization neglected in regards to advocacy, doctrine, and the benefits of identification as warfighting function. The research paper will outline what administration is in the Marine Corps, a path to professionalization, how administration was essential in historical military operations, and why administration should be the seventh warfighting function in the Marine Corps.

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**TITLE:**

**Marine Corps Administration: Professionalizing the 0111 Military  
Occupational Specialty and Administration as the Seventh Warfighting  
Function**

SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR THE DEGREE OF  
MASTER OF MILITARY STUDIES

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## Executive Summary

**Title:** Marine Corps Administration: Professionalizing the 0111 Military Occupational Specialty and Administration as the Seventh Warfighting Function

**Author:** Master Gunnery Sergeant Levingston D. Hodges III, U.S. Marine Corps

**Thesis:** Professionalizing the 0111 MOS and making Administration the seventh warfighting function will bring relevance as a specialty in turn fully supporting the Marine Corps as a Warfighting organization.

**Discussion:** Administration is considered an automatic function that occurs within Marine Corps organizations, much like breathing. However, once administration does not support a command correctly, it begins to choke a command hindering its ability to execute the organization's mission. Marines who hold the military occupational specialty (MOS) of Administrative Specialists, 0111, are tasked to assist commanders with the four functions of administration, general, manpower, personnel and operational of all which require substantial knowledge and experience. The title, Administrative Specialist, implies a Marine who specializes in a particular facet; however, the MOS itself requires a generalist who is familiar with all functions of administration. 0111s must be familiar with all functions of administration and are often placed into billets within an organization where their duties do not match their skill sets. This specialization and lack of experience across the functions of administration do not allow 0111's to demonstrate the ability to support commanders most importantly those of a Marine Air-Ground Task Force (MAGTF). The specialization and lack of experience are due to the lack of professionalization in the specialty. The professionalization of the 0111 MOS can occur by requiring certification of Individual Training Standards (ITS) to increase proficiency and a requirement for promotion, attending MOS schools required by rank, and the granting of opportunities for higher education. Codifying Administration as the seventh warfighting function, in turn, will bring relevance to a support specialty within a warfighting organization neglected in regards to advocacy, doctrine, and the benefits of identification as warfighting function. The research paper will outline what administration is in the Marine Corps, a path to professionalization, how administration was essential in historical cases, and why administration should be the Marine Corps's seventh warfighting function.

**Conclusion:** The history of administration and its crucial role in creating and maintaining standing armies, providing essential services and supporting units in battle continues in the 21<sup>st</sup> century. Administration require those responsible for its function to be trained professionals. The Marine Corps continues to move forward into the 21st century using its Marine Corps Operating Concept in distributed environments. The recognition of administration as a seventh warfighting function is essential to providing support to Marines in the fight. The Marine Corps holds to the special forces mantra that it is the people who are the most important part of its mission, not technology. The professionalization of the 0111 MOS ensures the Marine Corps continues to maintain and support its most valuable resource, its people.

## DISCLAIMER

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## **I. Introduction**

The Military Occupational Specialty (MOS) 0111 is not deemed relevant in the Marine Corps. The MOSs within the 01 Manpower, Personnel, and Administration occupational field have been subject to reductions in the force in the past. 1100 0151 Marines the predecessor to the 0111 specialty were removed from the tables of organization within the Marine Corps in the mid-1990s. Although the Marine Corps has disbanded combat arms units, historically once the Marine Corps is allowed to increase manpower those units and MOSs return to the structure of the force. Now, 397 Marines serving as 0111s assigned to bases and stations within the Marine Corps face the same fate for fiscal year 2019. The reason is all so clear. The MOS does not have a track of professionalization as other specialties, nor do its proponents and advocates currently have a plan in place to institute a path to professionalization similar to other MOSs or occupational fields. This paper will also explore ways to professionalize the MOS, advocacy and what it entails for an MOS, education, training, and career paths. These areas and reforms will enhance the skills currently in the MOS and bring forward the importance of establishing reforms to professionalize the 0111 MOS.

This paper argues that the 0111 MOS is currently not professionalized and is not on a current path to professionalization. This lack of professionalization is due to the lack of advocacy, proponents, and doctrine that are found in other military occupational specialties. Setting a path of professionalization will produce competent, skilled administrators who will assist commanders in their duties as well as bring relevance to a military occupational specialty. It is also the culture of the Marine Corps that focuses on six warfighting functions. Administration is not one of them. Formal recognition of administration as the seventh warfighting function of the Marine Corps will bring relevance to the MOS and occupational field but will enhance the efforts of the Marine Air Ground Task Force the Marine Corps's primary



scalable warfighting organization.

Setting a path to the professionalization begins with a new MOS roadmap following much of the example of the US Air Force Manpower Specialty which follows a distinct path of professionalization. Although a new MOS roadmap begins the process of professionalization the requirement to be certified in individual training standards based on the rank of the Marine, as well the billet held, is necessary step toward professionalization. Leveraging opportunities for professional credentialing and opportunities for higher level education based upon the individual 0111 obtaining an undergraduate degree off-duty is another essential requirement leading to professionalization. With a professionalized enlisted MOS, the need for Administration to be recognized as the seventh warfighting function will provide the acknowledgment of an essential function that administration brings to the strategic, operational, and tactical levels of war.

History demonstrates that administration has been critical to obtaining victory in battles fought by the United States. The Marine Corps Planning Process states that a staff should integrate however the role of the G1 or S1 and their function in planning is never fully utilized. With a professional Administrative Specialists, Manpower Officers, and the recognition of the impact of administration at all levels of war, the MOS 0111 and the occupation field as a whole will gain relevancy. The Marines who have chosen to become career 0111's, have outperformed their fellow Marines in the prerequisites for first term alignment plan tiered system. These Marines deserve to belong to a specialty that is relevant and fully recognized as an essential function of both the MAGTF and supporting establishment. The Marine Corps continues to move forward into the 21st century using its *Marine Corps Operating Concept* in distributed environments, the recognition of administration as a seventh warfighting function is essential to man the force and provide support to Marines in a fight. The Marine Corps holds to the special

forces mantra that it is the people that are the most important part of its mission, not technology. The professionalization of the 0111 MOS, the codifying of Administration as a warfighting function thus bringing relevance to the MOS, ensures the Marine Corps continues to sustain and support its most valuable resource, its people.

## **II. Administration in the U.S. Marine Corps**

Administration touches every Marine. From the moment an enlisted recruit steps on the yellow footprints at recruit depots or when the officer candidate reports to Quantico for Officer Candidate School administration and its function will follow that Marine throughout their career. Administration is more just than pushing paperwork through for a signature. It involves planning, developing, managing, or recording vital issues relating to personnel that does not include the other six Marine Corps warfighting functions that are command and control, maneuver, fires, intelligence, logistics, and force protection.<sup>1</sup> Administration affects all levels of war. At the strategic level, administration is found in manpower plans and the human resources development cycle that meet the Title X requirements of the Commandant of the Marine Corps to man units to support the operational and supporting establishment.<sup>2</sup> Administration at the operational level links the strategic to the tactical. Administration supports the tactical level of war as it provides the information and assistance necessary to support the individual Marine whether in garrison or combat zones.<sup>3</sup>

At the strategic level, Manpower and Reserve Affairs is responsible with aiding the Commandant of the Marine Corps in the development, directing, coordinating, and oversight of the active and reserve forces.<sup>4</sup> Manpower and Reserve affairs leverages essential expertise regarding policies on manpower and personnel, family readiness, quality of life, and assignments. Not only charged with the duties previously mentioned, Manpower and Reserve

affairs coordinates, enhances, and manages the Human Resource Development Process (HRDP).<sup>5</sup> It is the HRDP that works to put the faces to spaces and mans the units throughout the Marine Corps. Although Administration is found at the strategic level it also found at the operational level.<sup>6</sup>

The people who are accessed and trained through the HRDP are ultimately meant to support the combatant commanders that are assigned a specific region of the world based upon the Unified Command Plan.<sup>7</sup> At each combatant command there is a service component commander. It is at this level, the operational level of war that a Marine Corps component commanders are responsible for providing Marines for employment in support of ongoing theater campaign plans and ensuring proper manning of the operating forces that are tasked missions in support of the combatant commander.<sup>8</sup> It is the Marine Corps component that provides the link between Headquarters Marine Corps and the operating forces and the supported combatant commander by providing administrative control or ADCON of the operating forces.<sup>9</sup> Administration is essential at this level of war but is crucial at the tactical level of war.

At the tactical level of war, it is administration that provides the information and assistance necessary to support the individual Marine whether in garrison or combat zones. Administration at the tactical level consists of many elements of the four functions that will be discussed in a later subsection. Administration at this level consists of the various four functions but also includes the responsibility of twenty-five programs that support the unit commander at the battalion level.<sup>10</sup> In a combat environment, at the tactical level, the focus of the 0111 is providing personnel services such as postal services, and ensuring proper pay and

entitlements to include general administration that includes personnel accountability, casualty reporting, classified material accountability, military awards, correspondence and promotions. With a diverse and overarching responsibility to a commander it is the 0111's ability to use administration as an art and science to support commanders at all levels of war.

Administration is a science.<sup>11</sup> Administration follows the scientific management principles as it divides into functions to be effective, efficient, and economic.<sup>12</sup> Administration is divided into four functions and its effects can be measured with observed outcomes via inspections and administrative analysis.<sup>13</sup> Some examples of the measured performance is through the Marine Corps Administrative Analysis Team (MCAAT) inspections that are administered to stand alone units that are not located on Marine Corps installations, supported units aboard Marine Corps installations, reserve units, and the Installation Personnel Administration Centers (IPAC) aboard installations.<sup>14</sup> The inspection examines nine functional areas and the unit's effectiveness is measured in the timeliness of reporting administrative and personnel events.<sup>15</sup> Besides, the inspection reviews the pay and entitlements of the unit over a thirteen-month period to ensure no discrepancies of pay occurred and proper procedures were followed.<sup>16</sup> Although administration is a science as it outcomes and performance can be measured, administration is also an art.

Administration is also art.<sup>17</sup> As an art, administration requires the ability to understand the uniquely strategic, operational and tactical situations and apply creative solutions that exists within policies, plans, or orders.<sup>18</sup> An example of administration as an art is when an Administrative Specialist assigned to an infantry battalion ensures the personnel readiness of each Marine preparing to deploy. The Administrative Specialist examines the unit's Training Exercises and Employment Plan (TEEP), and schedules personnel record audits, by the proper

timeline prior to deployment, taking into account any new personnel joining the unit, while also ensuring that the unit's pre-deployment training continues uninterrupted. Another example of administration as an art is when an 0111 working in a G1 Plans, Exercises and Operations section at a Marine Expeditionary Force (MEF) is required to provide an individual Marine with particular MOS for an exercise. The MOS usually rest with a specific major subordinate command. Examining the on-hand counts of the personnel and staffing goals of the MOS of all major subordinate commands, while also examining the number of inbound Marines with the MOS and those scheduled to depart the command to another duty station, the 0111 recommends a major subordinate command to be tasked with the requirement, ensuring the command tasked has the least burden based upon unit deployment schedules and requirements in the TEEP. With a diverse and overarching responsibility to a commander, it is the 0111's ability to use administration both as science and an art to support commanders at all levels of war. To better understand how administration is vital to commanders and to the Marines it supports one must examine what the duties and roles of an 0111 Administrative Specialist.

#### **A. The 0111 Administrative Specialist**

0111s execute the functions of administration at all commands and levels of the war.

According to the Marine Corps Order 1200.17E MOS Manual the 0111's duties involve:

administrative, managerial, and technical skills. Administrative Specialist are required to learn clerical and administrative procedures and processes, office management, personal computer skills (personnel and pay database retrieval and word processing), preparation and use of military publications and correspondence, preparation of orders and directives, and the use of filing systems and record keeping. Formal schooling is provided to Marines entering this OccFld. Types of entry-level jobs available include work as an Administrative Specialist and Postal Clerk. There are a wide variety of billets available in this OccFld assignment ranging from duty at the staff level in the operational, garrison, and joint duty assignments to the opportunity to serve on independent duty in support of the Selected Marine Corps Reserve. Marines entering this OccFld will receive MOS 0100

and will participate in routine personnel and administrative functions while training for 0111 MOS within the OccFld.<sup>19</sup>

The 0111 is responsible to support Marines and their commanders in all functions of administration including, general, personnel, manpower, and operational. With the amount of broad responsibilities and various spans of command that an 0111 can be assigned, one would ask what is the caliber of Marine is that the Marine desires to reenlist following the 0111's initial term. To answer this point, I contacted the Occupational Field Sponsor.

According to the information I received in a personal interview with Master Gunnery Sergeant Stacey Boswell, who is currently serving as the 0111 Occupational Field Sponsor, the Marine Corps' 0111 MOS is the fifth largest populated specialty within the Marine Corps. Master Gunnery Sergeant Boswell further shared with the author that its criteria for first-term Marines seeking to reenlist make it one of the most competitive specialties. Those looking to become career 0111 Marines must score higher than the average Marine in other MOSs in terms of physical fitness testing, marksmanship, Marine Corps Martial Arts training, and proficiency and conduct marking evaluations.<sup>20</sup> 0111 is labeled as a fast filling MOS, and only those who can receive a Tier 1 rating from their commander can reenlist. Based on the author's extensive experience working with tables of organizations and previous assignments to three of the four infantry divisions in the Marine Corps, 0111s are found in organizations within the Marine Corps from the Commandant of the Marine Corps's staff to infantry battalions. These Marines are preparing correspondence for battalion level commanders, securing and accounting for classified material for general officer commands, and often, on the front lines with infantry Marines in firefights with the enemy. These Marines not only assist commands with the crucial function of personnel support services, but they do so while also filling additional roles within a command. Some of these roles were discussed with Mr. James Morris, Colonel USMC Retired, Deputy G1,

US Marine Corps Forces Pacific.

Mr. Morris shared with the author his experiences of performing the duties of the Adjutant (which is the officer MOS of 0180 the precursor to 0102 Manpower Officer) to include his time as a commander from Captain to Colonel. Some of these roles his administrative Marines additionally tasked to accomplish include driver, postal clerk, to include a member of a quick reaction force in support of infantry operations. Mr. Morris made it clear that administrative Marines bring more to the unit than just administrative skills. Mr. Morris shared with the author that the Administrative Specialist has responsibilities to the commander but it is the commander that decides how the Administrative Specialist will be best employed in a tactical environment. Based on the author's experience, an 0111 can be assigned many duties as the commander or officer in charge sees fit.

While serving on the staff of the Coalition Provisional Authority in Baghdad, Iraq the author was assigned as the Administrative Non-Commissioned Officer. Additional duties included convoy operations and convoy security and was often tasked to bring various members of the Coalition Provisional Authority in out of the Green Zone and to various destinations in Baghdad and to locations in other provinces. Many may think this was just as unique as the assignment was to a joint-interagency organization; however, even as a senior 0111 in an infantry battalion, the author was tasked to complete a mission in support of counter-insurgency operations.

Based upon the author's experience, at the tactical level, as the senior 0111 within an infantry battalion an additional mission was tasked to the author to support the S3 (operations section at a Lieutenant Colonel to Colonel command). The mission included developing administrative and pay procedures, instructing the local Iraqis on these procedures, and support the development of a provisional security force using members of an Iraqi tribe. This mission

involved key leader engagement, convoy operations, cultural awareness, and the ability to effectively gain the trust and respect of the leaders of the provisional security force. When not involved with this mission, the author was still responsible of leading seven Marines and managing the administrative requirements of the battalion twenty-four hours a day, seven days a week for a period of seven months. Although the roles, billet requirements, and additional duties are significant for a 0111, one must examine the four functions of administration to gain a better understanding of the tasks of a 0111. The four functions of administration are general, personnel, operational and manpower and are all interwoven into organizations throughout Marine Corps.<sup>21</sup>

## **B. The Functions of Administration**

All levels of command throughout the Marine Corps have the function of general administration.<sup>22</sup> It comprises of the necessary organizational procedures that ensure completion of proper documents and records in a timely and precise manner. General administration directly supports a commander but does not involve the other functions of administration: operational, personnel, manpower.<sup>23</sup> Examples of general administration are the controlling of naval correspondence, casualty assistance procedures, records management, overseeing awards programs, maintaining and supervising unit postal affairs, managing performance evaluations, performing and controlling classified material accountability, and legal administration involving the administration of discipline by the commander.<sup>24</sup> General administration is the foundation of administration and just one of the functions, a 0111 must be proficient in it as it is a vital function of a command.

During a visit to US Marine Corps Forces, Pacific, this was reinforced to the author by the Force Adjutant, Ms. Tanisha Cook. Ms. Cook took the time to emphasize the importance of general administration. For an administrative specialist, mastering this function is essential because many of the final products produced require the commander's signature. That product,



whether correspondence, a directive, a policy letter, or an award, has the commander's signature, and it is a reflection of the commander. The author's own personal experience can attest to how much a commander relies upon the adjutant section as well as its importance. While serving at III F from 2010 to 2012 as the Adjutant Chief, the Adjutant a Major was sent to another duty station six months from his original departure date. The Assistant Chief of Staff, G1, announced to all that upon the departure of the Major, the author would fill the billet as; the Adjutant for III MEF a position typically reserved for a commissioned officer. Although the author was already filling the senior enlisted role within the adjutant section, a new perspective developed as my thoughts on the role of the Adjutant were confirmed. The Deputy Commander, and Chief of Staff relied heavily upon the Adjutant to ensure that the function of general administration was conducted in a precise, timely, and thorough manner. This was reinforced when the Chief of Staff called the author to his office and stated that no package or correspondence would be placed on his desk without the author's initials on the routing sheet. Though general administration is the foundation or where the proverbial rubber meets the road with commanders and individual Marines, operational administration ensures the commanders have the necessary human resources for their missions.

Operational administration's focus is the planning, managing, and fulfilling evolving requirements of personnel in the effort to provide sustainment for commanders who have immediate requirements. Operational administration links requirements for personnel to the operational demands of the mission.<sup>25</sup> Operational administration is essential as it supports commanders and units across the spectrum of military operations. It is the operational administration that links the administrative planning to the sustainment function of operations.<sup>26</sup> Operational administration is the process that supports the employment of the total Marine Corps force while meeting the needs of the Marine Component Commanders in turn combatant

commanders through the use of human resources. Many of the responsibilities a 0111 assigned to an operational administration billet includes assisting in the crisis and deliberate planning for contingencies and operations, facilitating the development of manning documents of headquarters and staffs created for contingencies and operations. Identifying and managing individual personnel augments to authorized obligations, managing reception center plans and executing the duties associated with the reception centers, and overseeing the reporting of unit strengths are other tasks a 0111 must understand.<sup>27</sup>

During a recent visit to US Marine Corps Forces, Pacific the author interviewed Colonel Edward Garland the Assistant Chief of Staff, G1. Colonel Garland shared with me his insights on the importance of operational administration. Colonel Garland emphasized that it is the linked and synchronization of operational and administrative procedures that enhance the ability for the Marine Corps to provide trained, ready, and relevant forces to meet the global challenges of the 21st century. Colonel Garland recognizes that it is the collaboration of the manpower and operational levels at Headquarters Marine Corps at the strategic level, synching their efforts with the manpower and operational level planners at the operational level, via the Marine Component Commands that determine the requirements needed to prosecute wars or campaign strategies at all levels of war. Although operational administration links the strategic to the tactical, it is the personnel function of administration that interacts directly with individual Marines.

Personnel administration consists of the undertakings that directly affect the record and pay of individual Marines.<sup>28</sup> Personnel administration requires 0111s to research, enter, and certify actions along with records that modify or shape pay and entitlements.<sup>29</sup> Personnel administration requirements consist of: Overseeing the issuing PCS orders with the correct travel entitlements, auditing and maintaining personnel records found in electronic systems to include pay records, ensuring the correct entitlements are paid via electronic payment system

for deployments, temporary duty travel exceeding 30 days, as well as any and all permanent duty stations allowances and the issuing of identification cards to appropriate personnel.<sup>30</sup>

The author visited Chief Warrant Officer 5 Thomas Little to discuss his insights on the importance of personnel administration. Chief Warrant Officer Little serves as the Personnel Officer for US Marine Corps Forces, Pacific. Chief Warrant Officer Little reinforced the notion that is the personnel administration function that interacts directly individual Marines and is an essential function for maintaining the focus of Marines, as the last thing leaders want is Marines not focused on their assigned mission but worried about their pay. Personnel administration is a core function of administration; it is manpower administration that is essential for every unit throughout the Marine Corps.

Manpower administration entails the proper assignment of Marines in an organization or unit. The focus of manpower administration is ensuring the proper assignment and meeting staffing goals that are requirements for a unit's missions.<sup>31</sup> Manpower administration involves the synchronization of all human resources to include, active component, reserve component, civilian employees, and contractors. Manpower administration is crucial to an organization's mission, as it ensures that the concerns and implications of possible changes to unit organizations are addressed through the chain of command. Those assigned to a manpower administration billet are required to be knowledgeable and proficient in assisting in the management of retaining and recruiting while incorporating planning to anticipate long-term solutions for staffing. The functions of administration are diverse and are executed throughout the Marine Corps. As diverse as administration is, the current path for enlisted Marines lacks a path of professionalization that is found in other MOS's.

## **II. Professionalization of the 0111 MOS**

Administrative Specialist is a MOS that currently does not have a track of professionalization that other MOS's found in the Marine Corps have for their enlisted specialties. The requirements of a 0111 are vast and require Marines who are well versed in the functions of administration but the majority of those in the specialty find themselves cemented in one particular function or possibly two. As outlined in the previous chapter, the 0111 should be titled as a generalist as one is certainly not specialized in one function, nor is that the expectation. The 0111 MOS and the Marines who serve in the specialty need professionalization to ensure the support they provide is standardized. The standardization, in turn, will provide a means of talent management to assign Marines based on their experience and proficiency. To understand a path to professionalization, one must understand what makes an occupation a profession and what professionalization necessitates.

#### **A. What is a Profession?**

For the purpose of this paper, a profession is defined by (1) a body of knowledge, (2) ethical guidelines, and (3) a professional organization with a growing set of published papers and best practices.<sup>32</sup> Although the 0111 has a career roadmap, it does not meet the requirements of a profession. A distinct body of knowledge does exist at a formal training school but does not educate the 0111; it trains the Marine. The training has no accreditation by any institute of higher learning. As Marines, 0111s do have ethical guidelines to follow, that is, the foundation of all Marines: honor, courage and commitment.<sup>33</sup> However, these do not specifically address the nuances of administrative or personnel duties. Other MOSs have published Warfighting Publications and the Administrative field does have a draft *Marine Corps Warfighting Publication 1-12 Marine Corps Administration*. This publication, when released could be the foundation of a growing set of published papers and best practices. Currently, the only reference that is available is from July 1982 *Operational Functions of G1 or S1. Operational Functions of*

*the GI/S-1*, also known as *Operational Handbook 1-1* (OH 1-1), provides the information needed to understand the operational responsibilities of a G-1 or S-1. OH 1-1 outlines in detail what a G- 1 or S-1 should be doing operationally for a commander. The MOS 0111 does not meet the requirements of a profession as there is no completed doctrine, no accredited training, or a roadmap requiring higher education; the MOS 0111 does not comply with the demands of a profession. Although it does not meet the requirements of a profession, some pathways can be instituted to professionalize the MOS.

## **B. What is Professionalization?**

Professionalization is described as the process whereby any trade or occupation transforms itself through the development of formal qualifications based upon education, apprenticeship, and examinations, the emergence of regulatory bodies with powers to admit and discipline members, and, to some degree a monopoly of rights.<sup>34</sup> To begin the professionalization of the 0111 MOS, leaders must ensure that 0111s are proficient and qualified in their duties. When seeking a model to use a foundation for the professionalization of the 0111 MOS the U.S. Air Force path used for their Manpower Airmen is one that meets the criteria of a professionalized MOS.

## **C. The United States Air Force Example**

The U.S. Air Force Enlisted *Manpower Career Field Education and Training Plan* (CFETP) provides an example and path of how an Airman in the Manpower specialty can become a professional. The CFETP is a comprehensive training plan that outlines the training requirements and qualifications needed to succeed in a position assigned and continue on the path to promotion in the field.<sup>35</sup> The CFETP for the Air Force Manpower Specialty has four different level of skills training that coincide with the rank of the Airman.<sup>36</sup> It begins with the

initial level training or apprentice level training and continues to progress at each rank.<sup>I</sup>

For each rank there are required qualifications that must be met to continue to meet the required proficiency of the specialty. The proficiency requires training and completing all the identified core tasks for the assigned position. Upon transfer to another duty station or position, the unit assigned mission changes, instituting new programs or any techniques, and procedures are change require additional qualification training.<sup>37</sup>The Manpower and Organization (AFSC 3S3XX) Enlisted Career Field Path, found in the CFETP, demonstrates the US Air Force's desire for a professionalized specialty for enlisted Airmen (See Figure 1). From the Senior Airman rank through the Chief Master Sergeant Rank, technical training, duty assignments, professional military education, civilian education, goals, objectives and activities to include knowledge, skills and abilities are proposed to guide the Airman to become a professional.<sup>38</sup>

What is noticeable is the requirement for some college in the areas of civilian education at the Senior Airman level which is equivalent to the rank of Corporal in the Marine Corps.<sup>II</sup> As Manpower and Organization Airman continue to be promoted the requirement for certifications, joining associations and the need for higher education are identified. At the Master Sergeant rank, an Airman the equivalent to a Gunnery Sergeant in the Marine Corps requires a Master Sergeant to have a bachelor's degree and attend the Senior Non-Commissioned Officer's Academy. At the Senior Master Sergeant (equivalent to a Marine Master Sergeant) a Master's degree, certifications and association membership are required. The same holds true at the Chief Master Sergeant rank, (equivalent to a Marine Master

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<sup>I</sup> An interview was conducted via email and phone conversation with Master Sergeant Timothy Dull, US Air Force on 19 January 2017. Master Sergeant Dull is currently assigned as an Instructor Supervisor 335th Training Squadron at Keesler Air Force Base where he is in charge of the Manpower Specialty Courses.

<sup>II</sup> The Marine Corps recognizes Corporals the paygrade of E4 as Non-Commissioned Officers. The rank of Senior Airman is not considered a Non-Commissioned Officer. The Air Force recognizes Staff Sergeant the paygrade of E5 as Non-Commissioned Officers. The importance of advanced education at what is considered a junior rank in a service demonstrates the Air Force's value to advanced education for all ranks.

Gunnery Sergeant). While the Air Force provides a professionalized path for its enlisted Manpower Specialty, the 0111 MOS, in contrast, does not offer a similar path and lacks advocacy a key element other occupational fields and military occupational specialties possess.

#### **D. Advocacy and Proponents**

One foundational tenet that must occur for the 0111 to establish a path of professionalization is that of advocacy. The United States Marine Corps has an order on advocacy.<sup>III</sup> Within this order it mentions that in 2011 the Commandant of the Marine Corps issued a policy memorandum titled *CMC Policy Memorandum 01-11, Advocacy* that instituted how recommendations and input would be given to the Commandant of the Marine Corps. This policy required that “each element of the Total Force Marine Air Ground Task Force and the supporting establishment shall have an advocate at HQMC who will represent them in various internal and external processes occurring within the National Capital Region (NCR) absent the commander.”<sup>39</sup> Within MCO 5311.6, the Deputy Commandant Manpower and Reserve Affairs is assigned as the advocate for Manpower Personnel Policy, Planning and Administration, (Active Component/ Reserve Component / Civilian), Marine, family, and community support programs (Active Component / Reserve Component), Recruiting (Active Component / Reserve Component / Civilian)<sup>40</sup> Advocates are allowed to establish Operational Advisory Groups (OAGs) to enable cooperation with operational forces, the supporting establishment such as bases and stations as well as the proponents.<sup>41</sup> The requirements for an OAG require the creation of a charter. Although a proposed Manpower and Reserve Affairs Advocacy Structure exists but has not been published the charter necessary for the Operational

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<sup>III</sup> *Marine Corps Order 5311.6 ADVOCATE AND PROPONENT ASSIGNMENT AND RESPONSIBILITIES* assigns the advocates and proponents for all functions in the Marine Corps.

Advisory Group does not exist. Although advocacy is a requirement, the assignment of a proponent is also required per MCO 5311.6.

The role of the proponent is to “support the advocate in identifying capabilities for functional areas” and making recommendations on the applicable core and core plus mission essential tasks, with associated conditions and standards.”<sup>42</sup> MCO 5311.6 does not provide a proponent for Manpower, Personnel, and Administration, but that it the need for a proponent is another essential element in ensuring a vital part of professionalization is obtained by establishing individual training standards. The establishment of individual training standards increases proficiency, sets requirements, and provides a means of evaluating performance.<sup>43</sup> The proponent needs to be an active duty Colonel who reports directly to the Deputy Commandant, Manpower and Reserve Affairs, and is responsible for developing both the officers and, with the assistance of the occupational field sponsor, the enlisted personnel. Establishing a proponent responsible for these individual training standards is a step forward to begin the professionalization of the 0111 MOS. As previously discussed the CFETP created by the U.S. Air Force provides a model for the professionalization of the 0111 MOS. A suggested training model for the professionalization of the 0111 MOS that provides a means to qualify on ITS on the basis of the assigned position and that enhances educational opportunities is necessary for this MOS. The next section will provide a way to professionalize the 0111 MOS.

### **III. Recommendations**

The example provided by the U.S. Air Force provides a possible model to begin the professionalization of the 0111 MOS. The requirement to be qualified in the standards for the rank and position filled demonstrates an element of a profession. The need for higher education is yet another. The use of the career path to manage talent within the specialty shows and field’s commitment to developing highly skilled professional Airmen who carry out the duties in the



Manpower Specialty. These elements exhibit a military occupational specialty that is a profession. To begin the path of the professionalization of the 0111 MOS a career path with the requirement of certifying in the position the Marine is assigned is a priority. Professionalization starts with a new MOS Roadmap and MOS description for 0111 Master Gunnery Sergeants.

#### **A. New MOS Roadmap**

Figure 2 is a suggested change to the MOS Roadmap for 0111 Administrative Specialist. It outlines the required training that is found in NAVMC 3500.3C *PERSONNEL AND ADMINISTRATION TRAINING AND READINESS MANUAL* (T&R Manual). This manual provides the individual training standards all 0111 Marines require for in-depth proficiency to carry out the duties of a 0111 based on rank. The individual training standards found in the T&R Manual are categorized into two different levels: the 1000 level which consists of Individual Formal School Training and Entry Level (Core Skills), and the 2000 level which focuses on Individual Training and Career Progression, Marine On-the-Job Training (OJT), and Career Level or Advanced-level School (Core Plus Skills).<sup>44</sup> Each rank has several individual training standards that must be mastered. Private to Lance Corporal is expected to master 18 individual events at the 1000 level, Corporal to Sergeant 32 events at the 2000 level and Staff Sergeant to Master Gunnery Sergeant 44 events at the 2500 level.<sup>45</sup> The absence of mastering and recording individual training standards should be a cause for concern as it is the ITS that identify key tasks that must be grasped to be proficient in the MOS.<sup>IV</sup>

#### **B. Certification in Individual Training Standards**

Within MCTIMS an Electronic Training Jacket (ETJ) exists for each Marine. This ETJ has a MOS module that can upload all the ITSs for each rank into the MCTIMS. From MCTIMS a Marine with certification permissions can certify that individual training standards have been

mastered for an individual Marine.<sup>IV</sup> Since each rank has differing numbers of ITS to be accomplished, the ITS that a 0111 should be performing in the current duty position should be the focus. Upon mastery of the ITS for the current duty position, the Marine can be moved into another position within the command to master new ITS for their rank or billet. To ensure that all 0111 Marine ITS are captured, the advocate, proponents, and senior enlisted must identify each ITS for the Marines assigned in the Marine Corps. These ITS should be linked to the billet identification code.<sup>V</sup>

The ranks of Private to Lance Corporal are to be counseled monthly on their proficiency and conduct. Corporals through Master Gunnery Sergeants should be counseled on their performance every 90 days to six months.<sup>47</sup> During the initial counseling session for each Marine, the ITS for their duty position is established, and a goal is set to accomplish their mastery. The mastery of these ITS will be linked directly to proficiency markings for Corporals and below, and will be listed in the billet description and billet accomplishments for Sergeants to Master Gunnery Sergeants in their annual fitness reports. Ensuring the certifications of ITS is one element to professionalize the 0111 MOS, credentialing and opportunities for higher education is another.

### **C. Credentialing and Opportunities for Higher Education**

Credentialing is another element needed to professionalize the 0111 MOS. Credentialing Opportunities OnLine or (COOL) provides the 0111 Marine the opportunity for receiving

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<sup>IV</sup> MCTIMS is being used to handle most of the Marine Corps training requirements, the programs and modules have not been added to certify Individual Training Standards to date.

<sup>V</sup> IV An interview was conducted with Mr. Peter Swainson, Director Manpower and Administration Department, Marine Corps Base Hawaii on 22 December 2016. Mr. Swainson is a retired CWO4 Personnel Officer and wanted to establish a test for the tracking of the mastery of ITS as he sees a lack of proficiency in Marines who are assigned to Marine Corps Base Hawaii. He also shared that using the ITS would allow better talent management as assignment monitors would be able to put the right Marine at the right place at the right time.

various credentialing and certifications.<sup>48</sup> The certifications are awarded by non-governmental organizations, private sector companies, and professional associations. Apprenticeships are also available, and the Department of Labor issues a certificate of completion. Currently, an entry level Marine with less than four years of service will not have to meet the prerequisites for the credentialing opportunities however many of these opportunities become available upon completion of the first enlistment and becoming a Non-Commissioned Officer. Figure 2 the new 0111 Enlisted Career Roadmap lists opportunities for credentialing and certification.

Higher education opportunities are needed to bring relevance to the 0111 MOS. An example within the Marine Corps that the 0111 specialty can follow is that of the 02 or intelligence specialty. Currently, the 02, 26, and 68 specialties offer the opportunity for Corporals to Master Sergeants to earn a Bachelor of Science in Intelligence, Master of Science in Strategic Intelligence, or a Master of Science and Technology Intelligence Degree from the National Intelligence University.<sup>VI49</sup> To date, the 0111 population possesses 485 active duty Marines from the ranks of Lance Corporal to Master Gunnery Sergeant who have earned an associate's, bachelor's and master's degrees from a total population 6,112 Marines.<sup>50</sup> Although currently not available, with some advocacy much like the 02, 26, and 68 fields, opportunities will become accessible. Opportunities for higher education exists to earn a Master's degree in Human Systems Integration through distance learning from the Naval Post Graduate School and certificate programs can be an option for the proponent and advocate for the 0111s seek to enhance the education 0111 Marines. The Master Gunnery Sergeants of the 0111 MOS have the opportunity to attend the Marine Corps University's Command and Staff College, however, only

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<sup>VI</sup> The 02 field in the Marine Corps is Intelligence and seven military occupational specialties for enlisted Marines. The 26 field is Signals Intelligence and Ground Electronic Warfare and has eleven military occupational specialties for enlisted Marines. The 68 field Meteorological and Oceanographic and has three military occupational specialties for enlisted Marines. The populations for these MOSs are much smaller than the 0111 population.

20 out of a population of 62 qualify to attend.<sup>VII</sup> Although higher educational opportunities are few, an individual 0111 can use tuition assistance to obtain a degree. The Commandant of the Marine Corps recently announced his goal by 2024 to consider those in the paygrade of E8, First Sergeant or Master Sergeant highly qualified for promotion to Sergeant Major or Master Gunnery Sergeant if they have earned a bachelor's degree.<sup>51</sup><sup>VIII</sup> His recent *Seize the Initiative* Guidance has now tasked the Commanding General, Training and Education Command to seek ways to accredit MOS related schools, training, to include the professional military education programs of corporals, sergeants, career, advanced and senior enlisted courses.<sup>IX</sup> The push from the Commandant to "Exploit the Competence of Individual Marines" is the driving force to ensure that higher educational opportunities exist for 0111 Marines.<sup>52</sup> With a drive to better educate Marines a suggested 0111 Master Gunnery Sergeant description for NAVMC 1200 found in Figure 3 is provided.

#### **D. Administration as the Seventh Warfighting Function**

*"Nothing succeeds in war except in consequence of a well-prepared plan."*

*Napoleon I, 1769-1821*<sup>53</sup>

Administration and administrators are essential to warfighting organizations. There are many examples throughout history where administration was the key to a leader's ability to create and maintain a standing army. From the developing of militias, by Machiavelli, to levee en masse, by Napoleon, to the reforms to the Prussian military initiated by Scharnhorst, to the to

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<sup>VII</sup> The qualifications to attend the Resident Marine Corps University Command and Staff College is a bachelor's degree from a regionally accredited university and experience in deployed or operational battalion or squadron unit.

<sup>VIII</sup> Tuition assistance is a program where the Marine Corps pays 100% of tuition costs for off duty higher education up to \$4500.00 a fiscal year. An active duty Marine can only take advantage of this program after serving two years on active duty and completing all required professional military education for their current rank.

<sup>IX</sup> The Commandant's Seize the Initiative Guidance tasked his Deputy Commandants with items to move forward with the Future Force 2025 requirements. These tasks were not publicly shared but after an interview and discussion with

the reorganization of the Army of the Potomac, administration was essential for every commander. The Marine Corps's focus is warfighting. It is the Manpower, Personnel, and Administration occupational field advocates that have never pushed for Administration as a warfighting function.<sup>X</sup> The history and the need for commanders and staff of MAGTF to understand how administration links to the Marine Corps's Human Resources Development Process and directly impacts at all levels of war is an essential element of planning and preparing for war. Two historical examples that demonstrate that administration is critical to the Marine Corps are the reconstitution of the 1st Marine Division during the Korean War and the recall to active duty of Marines in the Reserves following the attacks on the World Trade Center and the Pentagon on September 11, 2001 and during the months preceding the invasion of Iraq in 2003. These two examples demonstrate the need for administration to become the seventh warfighting function in the Marine Corps.<sup>XI</sup>

An example that has made history is the 1st Marine Division's G1 who, along with his was able to reconstitute the 1st Marine Division from 7,000 to over 17,162 Marines in as little of two weeks, embark them on ships, and have them execute the landing at Inchon, South Korea, in September 1950.<sup>54</sup> This feat was enormous due to the downsizing of the Marine Corps and the budget cuts that were made following World War II.<sup>55</sup> The G1 of 1st Marine Division, was Colonel Harvey S. Walseth, moved forward to Japan along with assistance of two Marines to plan and develop the Annex E for the operations plan with a timeline of only twenty days.<sup>56</sup> This reconstitution of the 1st Marine Division led to the successful landing at Inchon.<sup>57</sup>

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Marine Corps University Sergeant Major David Maddux he personally shared the information.

<sup>X</sup> With the exception of Lieutenant General Carol Mutter, who was initially a comptroller, the Deputy Commandant of Manpower and Reserve Affairs has been a Lieutenant General with a combat arms or aviation background i.e. infantry, artillery, or a Marine aviator who flies various aircraft.

<sup>XI</sup> The Marine Corps currently has six warfighting functions. These functions are command and control, maneuver, fires, intelligence, logistics, and force protection. Each of these functions have active advocates and doctrine.

The herculean efforts by the 1st Marine Division G1 is but on example of how administration directly impacted an operation, and the mobilization of Marines from the Reserves after the events of September 11th and for the invasion of Iraq is another.

Following the events of September 11th, the Marine Corps immediately began a recall of Marines from the Individual Ready Reserve (IRR) as well as Marines from both the Selected and Fleet Marine Corps Reserve(FMCR).<sup>XII</sup> From October 2001, through March 2002, 5,137 Marines were mobilized and on active duty and thirteen Marines were kept beyond their mandatory retirement date. As the Marine Corps prepared to send forces to into Iraq, it mobilized 18,142 reserve Marines to active duty from October, 2002 through March, 2003. The ability to rapidly activate Marines during a national crisis demonstrates that administration is essential to planning and projecting combat power. Although recognized as essential in many senior circles, where the disconnect begins is often at the operational and tactical levels of planning and execution and why administration must become the seventh warfighting function.<sup>58</sup>

Each warfighting function with the Marine Corps is aligned with a distinct principal staff section within units at the battalion level or higher<sup>59</sup> The S1/G1 is aligned with personnel, the S2/G2 is aligned with intelligence, the S3/G3 maneuvers, fires, and force protection, the S4/G4 logistics and the S6/G6 with command and control.<sup>60</sup> The S1/G1 has no assigned function, as outlined in the Marine Corps Planning Process. The S1/G1 has responsibilities outlined in Marine Corps Warfighting Publication 3-40.1 *Marine Air Ground Task Force Command and*

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<sup>XII</sup> When a Marine initially enlists he or she signs a contract for eight years. A basic contract is one that is four years of active duty followed by four years of IRR, where Marines are contractually obligated to serve in this status and be ready for recall to active duty in the cases of national emergencies. Their contractually obligation ends upon the eight-year anniversary entry into the Marine Corps. The FMCR is a status in which a Marine serve for 20 years or more but has not reached 30 years. The Marine requests to leave active duty and enter the FMCR, where he or she actually receives retainer pay based upon a percentage of base pay and number of years of service. Upon the anniversary of 30 years the Marine is officially retired and receives retired pay. During this period of FMCR, the Marine can be recalled to active duty to serve up to the 30-year mark if necessary.

*Control* that include assisting the S3/G3 with personnel estimates, and is responsible for prisoners of war, personnel management along with replacements.<sup>61</sup> When examining the *MCWP 5-1 Marine Corps Planning Process* it states:

Marine Corps warfighting functions encompass all military activities in the battlespace. Planners consider and integrate the warfighting functions when determining how to accomplish the mission. Integrating the warfighting functions ensures an integrated plan and helps achieve unity of effort and focus.

It then states the six warfighting functions and administration is not listed, even though administrative functions are occurring in the battlespace.<sup>62</sup> Also, when developing an operation order in the standard five paragraph format, administration is indicated in a paragraph with logistics, and a supporting Annex E titled Personnel is attached to the operations order. One would then argue that the function of administration is then part of logistics. It is not. Marine Corps Warfighting Publication 4-1 *Logistics Operations* states: “For example, disbursing, postal, and legal services capabilities are task-organized to support all elements of the MEF, and their function is executed under the cognizance of the supported element personnel officer (G-1/S-1) and the commander, not the logistics officer (G-4/S-4).”<sup>63</sup> Also, *Logistics Operations* states, “Graves registration functions are fully integrated with the G-1 for casualty reporting and notification.” Personnel support is not a logistics function but is an administrative function that requires doctrine clearly identifying it as a warfighting function. Although the Marine Corps has not recognized the importance of administration in the realm of planning and warfighting, the Chairman of the Joint Chiefs of Staff has as established the significance of administration in the realm of personnel support by the publication *Joint Publication 1-0 Personnel Support*.<sup>XIII</sup> JP 1-0 provides the principles of personnel support within a Joint Command, and joint operations

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<sup>XIII</sup>The Current Chairman of the Joint Chiefs of Staff is Marine General Joseph A. Dunford. A Marine General has signed JP 1-0 this in itself should drive the Marine Corps to fully recognize Administration as a Warfighting function.

and also states: “Personnel service support is a sustainment function executed at the tactical, operational, and strategic levels of the Services under their *Title 10, United States Code* authority.”<sup>64</sup> Personnel or personnel support is an Administrative function that belongs to an S-1/G-1. Additionally, JP 1-0 states: “In addition to recruiting, organizing, equipping, and training, the Services and their components have responsibility for providing personnel support to their forces.”<sup>65</sup> The Chairman of the Joint Chiefs of Staff recognizes the critical requirement for administration when planning as it is the J-1 in a joint command. The J-1 is required to be completely involved in the deliberate planning, crisis action planning, and to collaborate with other members of the staff to effectively accomplish the mission.<sup>66</sup> Although the Marine Corps recognizes the need for the S-1/G-1 inputs, it is inconsistent. *MCWP 1-12 Administration* will provide the foundational publication for moving forward to adding Administration as the seventh warfighting function. Many naysayers will ask, “Why should administration be a warfighting function?” We are just fine with the six we currently have. If the unity of effort is to occur within a staff, every staff member must receive full recognition.

The Marine Corps is a warfighting organization, but it does have non-combat arms recognized as warfighting functions, intelligence, logistics, and command, and control. The fact that these functions are essential to warfighting based upon *MCWP 5-1* makes one believe that is why those functions have never been ordered to be cut from their populations even while the Marine Corps is scheduled to grow.<sup>XIV</sup> These functions also have established advocates and proponents who are from their occupational fields and serve as general officers. The Marine Corps needs to reexamine the role of the function of administration, add it as a warfighting

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<sup>XIV</sup> The Commandant required a five percent cut from Marine Corps Installations Command to move the personnel structure into building capabilities in cyber and other requirements. This was discussed at the G-1 Symposium that was held at Manpower and Reserve Affairs on Quantico Virginia on February 14, 2017.



function as it is administration at the strategic, operational, and tactical levels of war that support commanders in the planning and execution of their assigned missions.

*“Since war is at base a human enterprise, effective personnel management is important to success. This is especially true for a doctrine of maneuver warfare, which places a premium on individual judgment and action. We should recognize that all Marines of a given grade and occupational specialty are not interchangeable and should assign people to billets based on specific ability and temperament.” MCDP-1 Warfighting*

## **E. Implications**

Based on further conversations with the occupational field sponsor, it is approximately two years between the time a Sergeant 0111 is considered for promotion to Staff Sergeant and another two years for a Gunnery Sergeant. A typical assignment at a duty station is three years. Without a path to professionalization 0111 Sergeants will not gain the proficiency needed to execute the duties of a Staff Sergeant, much less that of a Gunnery Sergeant. Many billets that require a Staff Sergeant or a Gunnery Sergeant are the billets that are found at the unit level in a S-1 section supporting a command. Requiring 0111s to certify in their billets will develop a proficient, skilled administrator that can be assigned to a billet that is commensurate with their rank. No one supports cuts to their MOS. Each billet that is assigned to a unit was created for a purpose. As the 0111 population becomes smaller, it will require a Marine that can perform all the duties, of not only those outlined in the T&R manual at the individual 0111’s rank but the ones above and below the individual or even greater. The professionalization of the MOS will enhance the personnel readiness of individual Marines and units and fully support the MAGTF and the establishment.

Adding Administration as the seventh warfighting function is a necessary step ahead. No one staff section should be deemed more dominant than others nor should a staff section be deemed less important deemed less important.<sup>67</sup> Each staff section brings an important function to the planning process. Moving forward in the 21<sup>st</sup> century, the functions of

administration are needed to ensure proper staff integration because “Efforts to fully centralize military operations and to exert complete control by a single decision maker are inconsistent with the intrinsically complex and distributed nature of war.”<sup>68</sup> Disregarding the importance of administration to warfighting and to the planning process leads to oversights made by operational planning teams and wasted efforts. In the dynamic fluid operating environment of the 21<sup>st</sup> century, planning for contingencies and operations should be fully integrated. Wasted efforts by not fully integrating staff sections lead to inefficiency and the loss of time. Loss of time on wasted efforts and inefficiency are vulnerabilities the enemy will exploit.

#### **IV. CONCLUSION**

Administration and the Marines assigned as Administrative Specialists are essential to the Marine Corps and support it at all the levels of war. 0111's have lacked professionalization, advocacy, a proponent and were never fully considered a warfighting function. The Marine Corps is a warfighting organization, as demonstrated in its history of winning battles for the U.S. since its inception. It is Marines who have executed the administrative functions that have supported the warfighter many times in the firefight with their fellow Marines while ensuring mission accomplishment. The history of administration and its crucial role in creating and maintaining standing armies, providing essential services, and supporting units in battle require those responsible for its function to be trained professionals. The Marines who have chosen to become career 0111s have outperformed many of their fellow Marines in the prerequisites for first term alignment plan tiered system. These Marines deserve to belong to a specialty that is relevant and fully recognized as an essential function of both the MAGTF and the supporting

establishment. The Marine Corps continues to move forward in the 21st century using its Marine Corps Operating Concept in distributed environments. The recognition of administration as a seventh warfighting function is essential to provide support to Marines in the fight. The Marine Corps holds to the special forces mantra that it is the people that are the most important part of its mission, not technology. The professionalization of the 0111 MOS ensures the Marine Corps continues to sustain and support its most valuable resource, its people.

Figure 1

<b>9.3. Manpower and Organization (AFSC 3S3XX) Enlisted Career Field Path</b>									
GRADE	TOURS OF DUTY	YEARS OF SERVICE	EDUCATION/ TECHNICAL TRAINING	TYPE ASSIGNMENT	TYPE DUTY	PME	CIVILIAN EDUCATION	GOALS, OBJECTIVES, AND ACTIVITIES	KNOWLEDGE, SKILLS, AND ABILITIES
SRA	1	<8	-3-Level Apprentice Course - 5 level qualification in previous AFSC -Upgrade Training	-Wing/ AFPC/MA Squadron -Overseas Assignment	-Analyst	-Airman Leadership School	-Some College -Continuing Education and Professional Development -Certifications -Associations	-Develop Competency -Readiness -Operational Credibility	-Community Service -Technical Expertise
SSGT	2	<15	-5-Level Journeyman Course -Upgrade Training - Readiness Training	-Wing/ AFPC/MA Squadron -Overseas Assignment	-NCOIC		-CCAF in Prior AFSC -Continuing Education and Professional Development -Certifications -Associations	-Build Depth -Readiness -Operational Credibility	-Leader -Supervisor -Community Service -Technical Expertise
TSGT	3	<20	-7-Level Craftsman Course -Upgrade Training - Readiness Training	-Wing/ AFPC/MA Squadron -Management Headquarters -Overseas Assignment	-NCOIC	Course 15 version 1. -NCO Academy	-CCAF in Manpower AFSC -Continuing Education and Professional Development -Certifications -Associations	-Build Breadth -Readiness -Operational Credibility	-Leader -Supervisor -Deployment -Joint/Special Duty -Career Broadening -Professional/Private Organizations -Technical Expertise
MSGT	4	<24	-7-Level -Upgrade Training - Readiness Training	-Wing/ AFPC/MA Squadron/ -Management Headquarters -Overseas Assignment	-NCOIC	Course 14 version 6 -SNCO Academy	-Bachelor's Degree -Continuing Education and Professional Development -Certifications -Associations	-Build Breadth -Readiness -Operational Credibility -Key Advisor	-Leader -Manager -Supervisor -Deployment -Joint/Special Duty -Career Broadening - Professional/Private Organizations Technical Expertise
SMSGT	5	<26	- 9-Level -MSOC - Readiness Training	-Wing/ AFPC/MA Squadron -Management Headquarters -Overseas Assignment	-Superintendent -Flight, Section, or Branch Chief	-SNCO Academy	-Master's Degree -Continuing Education and Professional Development -Certifications -Associations	-Key Advisor -Readiness -Operational Credibility	-Leader -Manager -Supervisor -Deployment -Joint/Special Duty -Career Broadening - Professional/Private Organizations
CMSGT	6	<30	-MSOC - Readiness Training	-Wing/ AFPC/MA -Management Headquarters	- Flight, Section, or Branch Chief - Wing or Group Superintendent - Nominative Job	-- Chief Leadership Course	- Master's Degree -Continuing Education and Professional Development -Certifications -Associations	-Key Advisor -Readiness -Operational Credibility	-Leader -Manager -Supervisor -Special Duty -Career Broadening - Professional/Private Organizations

Figure 2.

# MOS ROADMAP



MOS(s): 0111

TITLE(s): Administrative Specialist Current as of:

04/20/2017

----- **0111 - Pvt** -----

**REQUIRED SKILL TRAINING**

Course Title	Course Location	CID
ADMINISTRATIVE SPECIALIST (ASC)	Camp Lejeune,NC	M03AAX8

----- 0111 - PFC -----

**REQUIRED SKILL TRAINING**

Course Title	Course Location	CID
ADMINISTRATIVE SPECIALIST (ASC)	Camp Lejeune,NC	M03AAX8

**ADDITIONAL REQUIRED TRAINING**

Individual Training Standards for Billet	NAVMC 3500.3C
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**RECOMMENDED SKILL TRAINING**

Individual Training Standards for other 0111 billets	NAVMC 3500.3C
Credentialing Opportunities Online (COOL)	United Services Military Apprenticeship Program
<a href="http://www.cool.navy.mil/usmc/enlisted/0111.htm">http://www.cool.navy.mil/usmc/enlisted/0111.htm</a>	

**RECOMMENDED CATEGORY 1 BILLET ASSIGNMENTS**

OPFOR: DIV/MAW/MLG/MARFOR HQ/MCSF  
 SE: MCRD/MCD/Base/Station/Independent Duty (A Billet)

**EXCEPTION AND FREE BILLETS**

*There are no items in this section*

**REQUIRED PME (REF: MCO P1553.4)**

Course Number	Description
Section Note: Required PME for LCpls is the Leading Marines Distance Education Program via MarineNet. There is not REQUIRED for PVT-PFC. Lance Corporal Command Sponsored Ethics Seminar.	

**RECOMMENDED PME (REF: MCO P1553.4)**

Course Number	Description
EPME3000AA	Leading Marines Distance Education Program

**PROFESSIONAL READING**

Title	Author
Enders Game	Orson Scott Card
Gates of Fire	Steven Pressfield
Marine! The Life of Chesty Puller	B. Davis
My Men Are My Heroes	Nathaniel R. Helms
Rifleman Dodd	C.S. Forster
The Last Stand of Fox Company	Bob Drury and Tom Clavin
The Marines of Montford Point, Americas First Black Marines"	M. McLaurin
A Message To Garcia	Elbert Hubbard
MWCP 6-11 Leading Marines	U.S. Marine Corps (available electronically)
The Warrior Ethos	S. Pressfield
MCDP 1 - Warfighting	U.S. Marine Corps

**RECOMMENDED VOL ED MOS-RELATED DL COURSES**

- Spelling MCIZ0118LZ
- Punctuation MCIZ0119HZ
- Correspondence Procedures MCIZ0131LZ
- Order Writing Clerk MCIZ0138CZ
- Math for Marines M00MTH0000

**REQUIRED SKILL TRAINING**

Course Title	Course Location	CID
ADMINISTRATIVE SPECIALIST (ASC)	Camp Lejeune,NC	M03AAX8

**RECOMMENDED SKILL TRAINING**

Individual Training Standards for Billet	NAVMC 3500.3C
Individual Training Standards for other 0111 billets	NAVMC 3500.3C
Credentialing Opportunities Online (COOL)	United Services Military Apprenticeship Program
<a href="http://www.cool.navy.mil/usmc/enlisted/0111.htm">http://www.cool.navy.mil/usmc/enlisted/0111.htm</a>	

**RECOMMENDED CATEGORY 1 BILLET ASSIGNMENTS**

OPFOR: DIV/MAW/MLG/MARFOR HQ/MCSF  
 SE: MCRD/MCD/Base/Station/Independent Duty (A Billet)

**EXCEPTION AND FREE BILLETS**

*There are no items in this section*

**REQUIRED PME (REF: MCO P1553.4)**

Course Number	Description
EPME3000AA	Leading Marines Distance Education Program
EPME 314	Lance Corporal Command Sponsored Ethics Seminar

**RECOMMENDED PME (REF: MCO P1553.4)**

*There are no items in this section*

**PROFESSIONAL READING**

Title	Author
Enders Game	Orson Scott Card
Gates of Fire	Steven Pressfield
Marine! The Life of Chesty Puller	B. Davis
My Men Are My Heroes	Nathaniel R. Helms
Rifleman Dodd	C.S. Forster
The Last Stand of Fox Company	Bob Drury and Tom Clavin
The Marines of Montford Point, Americas First Black Marines"	M. McLaurin
A Message To Garcia	Elbert Hubbard
MWCP 6-11 Leading Marines	U.S. Marine Corps (available electronically)
The Warrior Ethos	S. Pressfield
MCDP 1 - Warfighting	U.S. Marine Corps

**RECOMMENDED VOL ED MOS-RELATED DL COURSES**

- Spelling MCIZ0118LZ
- Punctuation MCIZ0119HZ
- Correspondence Procedures MCIZ0131LZ
- Order Writing Clerk MCIZ0138CZ
- Math for Marines M00MTH0000
- After 2 Years' Time in Service Off Duty College Education



**REQUIRED SKILL TRAINING**

Course Title	Course Location	CID
ADMINISTRATIVE SPECIALIST (ASC)	Camp Lejeune,NC	M03AAX8

**RECOMMENDED SKILL TRAINING**

Individual Training Standards for Billet	<i>There are no items in this section</i>
Individual Training Standards for other 0111 billets	NAVMC 3500.3C
Credentialing Opportunities Online (COOL)	NAVMC 3500.3C
<a href="http://www.cool.navy.mil/usmc/enlisted/0111.htm">http://www.cool.navy.mil/usmc/enlisted/0111.htm</a>	United Services Military Apprenticeship Program

**RECOMMENDED CATEGORY 1 BILLET ASSIGNMENTS**

OPFOR: DIV/MAW/MLG/MARFOR HQ/MCSF  
 SE: MCRD/MCD/Base/Station/Independent Duty (A Billet)

**EXCEPTION AND FREE BILLETS**

*There are no items in this section*

**REQUIRED PME (REF: MCO P1553.4)**

Course Number	Description
EPME3000AA	Leading Marines Distance Education Program

**RECOMMENDED PME (REF: MCO P1553.4)**

Course Number	Description
Section Note: Command Sponsored Corporals Course, L9K/MC-1405-0051	
EPME5000AA	Sergeants Course Distance Education Program

**PROFESSIONAL READING**

Title	Author
Enders Game	Orson Scott Card
Gates of Fire	Steven Pressfield
Marine! The Life of Chesty Puller	B. Davis
My Men Are My Heroes	Nathaniel R. Helms
Rifleman Dodd	C.S. Forster
The Last Stand of Fox Company	Bob Drury and Tom Clavin
The Marines of Montford Point, Americas First Black Marines"	M. McLaurin
A Message To Garcia	Elbert Hubbard
MWCP 6-11 Leading Marines	U.S. Marine Corps (available electronically)
The Warrior Ethos	S. Pressfield
MCDP 1 - Warfighting	U.S. Marine Corps

**RECOMMENDED VOL ED MOS-RELATED DL COURSES**

Counseling Marines MCIZ0112DZ  
 Off Duty College Education

**REQUIRED SKILL TRAINING**

Course Title	Course Location	CID
ADMINISTRATIVE SPECIALIST (ASC)	Camp Lejeune, NC	M03AAX8
INTERMEDIATE ADMINISTRATIVE SPECIALIST COURSE	Camp Lejeune, NC	M030118

**RECOMMENDED SKILL TRAINING**

Individual Training Standards for Billet	NAVMC 3500.3C
Individual Training Standards for other 0111 billets	NAVMC 3500.3C
Credentialing Opportunities Online (COOL)	United Services Military Apprenticeship Program
<a href="http://www.cool.navy.mil/usmc/enlisted/0111.htm">http://www.cool.navy.mil/usmc/enlisted/0111.htm</a>	

**RECOMMENDED CATEGORY 1 BILLET ASSIGNMENTS**

OPFOR: DIV/MAW/MLG/MARFOR HQ/MCSF  
 SE: MCRD/MCD/Base/Station/Independent Duty (A Billet)

**EXCEPTION AND FREE BILLETS**

*There are no items in this section*

**REQUIRED PME (REF: MCO P1553.4)**

Course Number	Description
EPME5000AA	Sergeants Course Distance Education Program

**RECOMMENDED PME (REF: MCO P1553.4)**

Course Number	Description
T4M	SERGEANTS COURSE
EPME6000AA	Career Course Distance Education Program

**PROFESSIONAL READING**

Title	Author
First to Fight	Victor Krulak
Islands of the Damned	V. Burgin
Outliers	M. Gladwell
Quartered Safe Out Here	G. Fraser
Soldiers of God	Robert D. Kaplan
Storm of Steel	Ernst Junger
The Defense of Duffer's Drift	E.D. Swinton
The Forgotten Soldier	GuSajer
The Killer Angels	Michael Shaara
Constitution of the United States	
With the Old Breed at Pelelieu and Okinawa	E.B. Sledge
A Message To Garcia	Elbert Hubbard
MWCP 6-11 Leading Marines	U.S. Marine Corps (available electronically)
The Warrior Ethos	S. Pressfield
MCDP 1 - Warfighting	U.S. Marine Corps

**RECOMMENDED VOL ED MOS-RELATED DL COURSES**

Off Duty Education using Tuition Assistance  
 Functional Specialty Courses Marine Net

**REQUIRED SKILL TRAINING**

Course Title	Course Location	CID
ADMINISTRATIVE SPECIALIST (ASC)	Camp Lejeune,NC	M03AAX8
ADVANCE ADMINISTRATIVE SPECIALIST COURSE	Camp Lejeune,NC	M03AAZ8

**RECOMMENDED SKILL TRAINING**

Individual Training Standards for Billet	NAVMC 3500.3C
Individual Training Standards for other 0111 billets	NAVMC 3500.3C
Credentialing Opportunities Online (COOL)	United Services Military Apprenticeship Program
<a href="http://www.cool.navy.mil/usmc/enlisted/0111.htm">http://www.cool.navy.mil/usmc/enlisted/0111.htm</a>	

**RECOMMENDED CATEGORY 1 BILLET ASSIGNMENTS**

OPFOR: DIV/MAW/MLG/MARFOR HQ/MCSF  
 SE: MCRD/MCD/Base/Station/Independent Duty (A Billet)

**EXCEPTION AND FREE BILLETS**

*There are no items in this section*

**REQUIRED PME (REF: MCO P1553.4)**

Course Number	Description
EPME6000AA	Career Course Distance Education Program

**RECOMMENDED PME (REF: MCO P1553.4)**

Course Number	Description
T8A	STAFF NONCOMMISSIONED OFFICERS CAREER COURSE
Course Note: To attend the resident Career Course, Marines must first complete the Distance Education Career Course.	
EPME7000AA	Advanced Course Distance Education Program
Section Note:	Joint Senior Enlisted PME (NONRESIDENT)

**PROFESSIONAL READING**

Title	Author
First to Fight	Victor Krulak
Islands of the Damned	V. Burgin
Outliers	M. Gladwell
Quartered Safe Out Here	G. Fraser
Soldiers of God	Robert D. Kaplan
Storm of Steel	Ernst Junger
The Defense of Duffer's Drift	E.D. Swinton
The Forgotten Soldier	GuSajer
The Killer Angels	Michael Shaara
Constitution of the United States	
With the Old Breed at Pelelieu and Okinawa	E.B. Sledge
A Message To Garcia	Elbert Hubbard
MWCP 6-11 Leading Marines	U.S. Marine Corps (available electronically)
The Warrior Ethos	S. Pressfield
MCDP 1 - Warfighting	U.S. Marine Corps

**RECOMMENDED VOL ED MOS-RELATED DL COURSES**

Off Duty Education Associates Degree Complete  
 Marine Corps Planning Process MCIZ0515ZZ  
 Functional Specialty Courses Marine Net

**REQUIRED SKILL TRAINING**

Course Title	Course Location	CID
ADMINISTRATIVE SPECIALIST (ASC)	Camp Lejeune,NC	M03AAX8
ADVANCE ADMINISTRATIVE SPECIALIST COURSE	Camp Lejeune,NC	M03AAZ8

**RECOMMENDED SKILL TRAINING**

Individual Training Standards for Billet	NAVMC 3500.3C
Individual Training Standards for other 0111 billets	NAVMC 3500.3C
Credentialing Opportunities Online (COOL)	United Services Military Apprenticeship Program

**RECOMMENDED CATEGORY 1 BILLET ASSIGNMENTS**

OPFOR: DIV/MAW/MLG/MARFOR HQ/MCSF  
 SE: MCRD/MCD/Base/Station/Joint Staff/Independent Duty (A Billet)

**EXCEPTION AND FREE BILLETS**

*There are no items in this section*

**REQUIRED PME (REF: MCO P1553.4)**

Course Number	Description
EPME7000AA	Advanced Course Distance Education Program
T8H	STAFF NONCOMMISSIONED OFFICERS ADVANCED COURSE
Course Note: To be eligible for selection to Master Sergeant or 1stSgt, Gunnery Sergeants must complete the resident SNCO Advanced Course.	

**RECOMMENDED PME (REF: MCO P1553.4)**

Course Number	Description
Section Note: Joint Senior Enlisted PME (NONRESIDENT)	

**PROFESSIONAL READING**

Title	Author
All Quiet on the Western Front	Erich Maria Remarque
American spatans	James A. Warren
Fields of Fire	James We
Flags of Our Fathers	James Bradley
Helmet For My Pillow	R. Leckie
On Killing	Dave Grossman
The Age of the Unthinkable: Why the New World Disorder Constantly Surprises Us and What We Can Do About It	J. Ramo
The Changing Face of War	M. VanCreveld
This Kind of War	T.R. Fehrenbach
Constitution of the United States	
We Were Soldiers Once and Young	Moore and Galloway
A Message To Garcia	Elbert Hubbard
MWCP 6-11 Leading Marines	U.S. Marine Corps (available electronically)
The Warrior Ethos	S. Pressfield
MCDP 1 - Warfighting	U.S. Marine Corps

**RECOMMENDED VOL ED MOS-RELATED DL COURSES**

Off Duty Education Associates Degree Complete  
 Marine Corps Planning Process MCIZ0515ZZ  
 Functional Specialty Courses Marine Net

**REQUIRED SKILL TRAINING**

Course Title	Course Location	CID
ADMINISTRATIVE SPECIALIST (ASC)	Camp Lejeune, NC	M03AAX8
ADVANCE ADMINISTRATIVE SPECIALIST COURSE	Camp Lejeune,NC	M03AAZ8

**RECOMMENDED SKILL TRAINING**

Individual Training Standards for Billet	NAVMC 3500.3C
Individual Training Standards for other 0111 billets	NAVMC 3500.3C
Credentialing Opportunities Online (COOL)	United Services Military Apprenticeship Program
<a href="http://www.cool.navy.mil/usmc/enlisted/0111.htm">http://www.cool.navy.mil/usmc/enlisted/0111.htm</a>	

**RECOMMENDED CATEGORY 1 BILLET ASSIGNMENTS**

OPFOR: DIV/MAW/MLG/MARFOR HQ/MCSF  
 SE: MCRD/MCD/Base/Station/Joint Staff/Independent Duty (A Billet)

**EXCEPTION AND FREE BILLETS**

*There are no items in this section*

**REQUIRED PME (REF: MCO P1553.4)**

Course Number	Description
L9F	FIRST SERGEANT/MASTER SERGEANT REGIONAL SEMINAR
Course Note: Although this is not a formal course, Master Sergeants and First Sergeants are required to attend a First Sergeant/Master Sergeant Regional Seminar within two years of promotion. Contact your local SNCO Academy for more information.	

**RECOMMENDED PME (REF: MCO P1553.4)**

Course Number	Description
KZ5	USMC SENIOR ENLISTED PME (RESIDENT)
Section Note: Joint Senior Enlisted PME (NONRESIDENT)	
Section Note: Upon completion of all required enlisted PME, you may enroll in the Expeditionary Warfare School Distance Education Program.	

**PROFESSIONAL READING**

Title	Author
All Quiet on the Western Front	Erich Maria Remarque
American spatans	James A. Warren
Fields of Fire	James We
Flags of Our Fathers	James Bradley
Helmet For My Pillow	R. Leckie
On Killing	Dave Grossman
The Age of the Unthinkable: Why the New World Disorder Constantly Surprises Us and What We Can Do About It	J. Ramo
The Changing Face of War	M. VanCreveld
This Kind of War	T.R. Fehrenbach
Constitution of the United States	
We Were Soldiers Once and Young	Moore and Galloway
A Message To Garcia	Elbert Hubbard
MWCP 6-11 Leading Marines	U.S. Marine Corps (available electronically)
The Warrior Ethos	S. Pressfield
MCDP 1 - Warfighting	U.S. Marine Corps

**RECOMMENDED VOL ED MOS-RELATED DL COURSES**

Off Duty Education Associates/Bachelor's Degree Complete

**REQUIRED SKILL TRAINING**

Course Title	Course Location	CID
ADMINISTRATIVE SPECIALIST (ASC)	Camp Lejeune,NC	M03AAX8

**RECOMMENDED SKILL TRAINING**

Course Title	Course Location	CID	ACE ID
MANPOWER OFFICER	MCB CAMP LEJEUNE, NC	M03KCH8	

**RECOMMENDED CATEGORY 1 BILLET ASSIGNMENTS**

Description

Billet: None / Note: Administrative Chief, G-1, Marine Expeditionary Forces, Marine Corps Forces, Senior Enlisted Advisor to Combatant Commander, Senior Enlisted Advisor to Deputy Commandant, Manpower and Reserve Affairs  
 Section Note: SNCOIC, Installation Personnel Administrative Center  
 Section Note: HQMC (Manpower Billets)  
 Section Note: HQMC/MarForRes (AR)

**EXCEPTION AND FREE BILLETS**

*There are no items in this section*

**REQUIRED PME (REF: MCO P1553.4)**

Course Number	Description
Section Note: Attend an annual E-9 Regional Seminar.	

**RECOMMENDED PME (REF: MCO P1553.4)**

Course Number	Description
Section Note: Upon completion of all required enlisted PME, you may enroll in the Expeditionary Warfare School Distance Education Program. Upon completion of a Bachelor's Degree and assignments as a Battalion/Squadron S1 Chief you may apply for Marine Corps University's Resident Command and Staff College.	

**PROFESSIONAL READING**

Title	Author
Archilles in Vietnam: Combat Trauma....	Jonathan Shay
Assignment Pentagon: How to Excel in a Bureaucracy	P. Smith and D. Gerstein
Command Culture	J. Muth
Forgotten Warriors	Thomas Hammes
Hot, Flat and Crowded	T. Freidman
Just and Unjust Wars	M. Walzer
No Bended Knee	Merill Twining
The Face of Battle	John Keegan
The Mask of Command	John Keegan
A Message To Garcia	Elbert Hubbard
MWCP 6-11 Leading Marines	U.S. Marine Corps (available electronically)
The Warrior Ethos	S. Pressfield
MCDP 1 - Warfighting	U.S. Marine Corps

**RECOMMENDED VOL ED MOS-RELATED DL COURSES**

Course Title
Off Duty Education Associate/Bachelor's Degree Complete
Section Note: MFZLSICNP0 - Casualty Notification Process - Recommended DL (MarineNet)
Section Note: TFS01 - Total Force Structure Management System - Basic User Training - DL (MarineNet)

### Figure 3.

#### 2. MOS 0111, Master Gunnery Sergeant Administrative Specialist PMOS

a. Summary. Assists the Deputy Commandant, Manpower Reserve Affairs, an Assistant Chief of Staff of G-1, Director of an Installation Personnel Administration Center, or various directors of Headquarters Marine Corps departments as the Senior Enlisted Marine advising in matters pertaining to the four functions of administration, enlisted personnel and the nuances of Marine Corps Human Resources Development process and its effect on staffing Marine Corps units. Performs such specific duties as member of boards or particular billets when directed. When directed by his or her direct reporting senior, assists staff agencies in matters pertaining to enlisted Marines.

#### b. Prerequisites

(1) Possess sufficient training, schooling (formal preferred or OJT) to act independently as principal enlisted advisor as a subject matter expert in the field of administration.

(2) Possess exceptional qualities of leadership.

(3) Possess to an exemplary degree initiative, sound judgment, industry, and dignity of demeanor.

c. Requirements. See prerequisites.

#### d. Duties

(1) Converses ideas effectively at all levels.

(2) Possesses to the highest degree the ability for working in harmony with officers, other Noncommissioned Officers, and civilians.

(3) Demonstrates a wide-ranging understanding of Marine Corps organizations, missions, staff procedures and how administration is used to support these elements.

(4) Holds an all-inclusive understanding of staff procedures and inter-organization relationships including inter-service organization and relationships at the highest levels.

e. Related Standard Occupational Classification (SOC) Title and Code. Human Resources, Training, and Labor Relations Specialists, All Other 13-79.



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- <sup>1</sup> Headquarters, United States Marine Corps. Marine Corps Warfighting Publication 1-12 *Marine Corps Administration*. (Unpublished manuscript. January 23, 2017 Microsoft Word file), 1
- <sup>2</sup> *Ibid.*, 2
- <sup>3</sup> *Ibid*
- <sup>4</sup> *Ibid*, 20
- <sup>5</sup> *Ibid*, 26
- <sup>6</sup> *Ibid*
- <sup>7</sup> MCWP 7-10, *Marine Corps Componency, HQMC, Washington DC, 4-5*
- <sup>8</sup> *Ibid*
- <sup>9</sup> *Ibid*
- <sup>10</sup> Matthew Halton, The Amateur MOS, *Marine Corps Gazette, March 2017, 67*
- <sup>11</sup> *Ibid*
- <sup>12</sup> Lee G. Bolman, and Terrance E. Deal, “Reframing Organizations”, (San Francisco: Josey-Bass). 45-46.
- <sup>13</sup> Headquarters, United States Marine Corps. Marine Corps Warfighting Publication 1-12 *Marine Corps Administration*. (Unpublished manuscript. January 23, 2017 Microsoft Word file), 2 <sup>14</sup> *Marine Corps Administrative Analysis Team*, [https://www.manpower.usmc.mil/webcenter/portal/MI/page12?\\_adf.ctrl-state=er1gbrebr\\_80&\\_afLoop=1139775927327236#](https://www.manpower.usmc.mil/webcenter/portal/MI/page12?_adf.ctrl-state=er1gbrebr_80&_afLoop=1139775927327236#)!
- <sup>15</sup> *Ibid*
- <sup>16</sup> *Ibid*
- <sup>17</sup> *Marine Corps Administration, 2*
- <sup>18</sup> *Ibid*
- <sup>19</sup> Headquarters US Marine Corps, NAVMC 1200.1A *MOS Manual* ( Washington DC: Headquarters US Marine Corps, September 8, 2015), 3-4
- <sup>20</sup> Headquarters US Marine Corps, Manpower Information Request, March 22, 2017
- <sup>21</sup> *Marine Corps Administration, 8*
- <sup>22</sup> *Ibid*, 9
- <sup>23</sup> *Ibid*
- <sup>24</sup> *Ibid*
- <sup>25</sup> *Ibid*, 10
- <sup>26</sup> *Ibid*
- <sup>27</sup> *Ibid*
- <sup>28</sup> *Ibid*, 11
- <sup>29</sup> *Ibid*
- <sup>30</sup> *Ibid*
- <sup>31</sup> *Ibid*
- <sup>32</sup> National Initiative for Cybersecurity Education, “Historical Review of How Occupations Become Professions” October 4, 2012, 7
- <sup>33</sup> Headquarters United States Marine Corps, Marine Corp Warfighting Publication 6-11, *Leading Marines* (Washington DC: Headquarters US Marine Corps, August 1, 2014), 1-4
- <sup>34</sup> National Initiative for Cybersecurity Education, “Historical Review of How Occupations Become Professions” October 4, 2012, 8
- <sup>35</sup> Headquarters, United States Air Force. AFSC 3S3X3 *Manpower Career Field Training Education Plan*. (Washington, DC: 2015), 13
- <sup>36</sup> *Ibid*, 7
- <sup>37</sup> *Ibid*, 10
- <sup>38</sup> *Ibid*, 13
- <sup>39</sup> Headquarters, United States Marine Corps. Marine Corps Order 5311.6. *Advocate and Proponent Assignments and Responsibilities*. (Washington, DC: 2013)
- <sup>40</sup> *Ibid*, 14
- <sup>41</sup> *Ibid* 6
- 
- <sup>42</sup> *Ibid*
- <sup>43</sup> Headquarters, United States Marine Corps. Navy Marine Corps 3500.16. *Personnel and Administration Training and Readiness Manual*. (Washington, DC:2012),
- <sup>44</sup> *Ibid*, 1-5
- <sup>45</sup> *Ibid*

- <sup>46</sup>United States Marine Corps, “Marine Corps Concepts and Programs”  
<https://www.marinecorpsconceptsandprograms.com/programs/investing-education-and-training-our-marines/marine-corps-training-information-management>
- <sup>47</sup>Headquarters US Marine Corps, NAVMC 2795 *User’s Guide to Counseling* (Washington DC: Headquarters US Marine Corps, July 21, 1986), 1-5
- <sup>48</sup>Marine Corps COOL Credentialing Opportunities On-Line, <http://www.cool.navy.mil/usmc/overview/index.htm>
- <sup>49</sup>Headquarters US Marine Corps, MARADMIN 419/16, *ACADEMIC YEAR 2017-2018 FULL TIME STUDY FOR ENLISTED MARINES NATIONAL INTELLIGENCE UNIVERSITY UNDERGRADUATE AND GRADUATE PROGRAM*, <http://www.marines.mil/News/Messages/Messages-Display/Article/946971/academic-year-2017-18-full-time-study-for-enlisted-marines-national-intelligenc/>
- <sup>50</sup>US Marine Corps, Manpower and Reserve Affairs, Manpower Information Request, February 21, 2016.
- <sup>51</sup>General Robert Neller, Commandant of the Marine Corps, Seize the Initiative, Lord Lecture, Marine Corps University, February 15<sup>th</sup>, 2017.
- <sup>52</sup>Ibid
- <sup>53</sup>Chairman of the Joint Chiefs of Staff, Joint Publication 1-0, Joint Personnel Support. Pentagon., Washington, DC, May 31, 2016.
- <sup>54</sup>Erickson, Erick J. and Erdele , Meghan, Urgency Had Been the Order of the Day: The G1’s Role in Operation Chromite. *Marine Corps History*, Volume 2 Number 1. July 2016.
- <sup>55</sup>Ibid, 102
- <sup>56</sup>Ibid, 105
- <sup>57</sup>Ibid, 109
- <sup>58</sup>Joel M. Hoffman, The Seventh Warfighting Function, *Marine Corps Gazette*, March 2013, 48
- <sup>59</sup>MCWP 3-40.1, Marine Air-Ground Task Force Command and Control, HQMC, Washington DC Marine Corps MAGTF Command and Control p. 4-8
- <sup>60</sup>Ibid
- <sup>61</sup>Ibid
- <sup>62</sup>MCWP 5-1, *Marine Corps Planning Process*, HQMC, Washington, DC, August 24 2010
- <sup>63</sup>MCWP 4-1, Logistics Operations, HQMC, Washington, DC, April 15, 1999, p. 1-10
- <sup>64</sup>JP 1-0, *Joint Personnel Support*, Washington DC, 31 May 2016
- <sup>65</sup>Ibid, II-10
- <sup>66</sup>Ibid, III-1
- <sup>67</sup>The Seventh Warfighting Function, 50
- <sup>68</sup>Warfighting, 12

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- Erickson, Edward J. and Ederle, Meghan V. “Urgency Has Been the Order of the Day the Role of the G1 in Operation Chromite” *Marine Corps History* 2, no. 1 Summer 2016
- Chairman of the Joint Chiefs of Staff. Joint Publication 1-0. *Joint Personnel Support*. Washington, DC: Joint Chiefs of Staff, 2016.  
[http://www.dtic.mil/doctrine/new\\_pubs/jp1\\_0.pdf](http://www.dtic.mil/doctrine/new_pubs/jp1_0.pdf)
- Headquarters, United States Air Force. AFSC 3S3X3 Manpower Career Field Training Education Plan. Washington, DC: 2015
- Headquarters, United States Marine Corps. Marine Corps Order 5311.6. *Advocate and Proponent Assignments and Responsibilities*. Washington, DC: Combat Development and Integration, 2013.  
<http://www.marines.mil/Portals/59/Publications/MCO%205311.6.pdf>
- Headquarters, United States Marine Corps. Marine Corps Doctrinal Publication 1-0. *Marine Corps Operations*. Washington, DC: 2001.  
<http://www.marines.mil/Portals/59/Publications/MCDP%201-0%20Marine%20Corps%20Operations.pdf>
- Headquarters, United States Marine Corps. Marine Corps Warfighting Publication 1-12. *Marine Corps Administration*. Unpublished manuscript. January 23, 2017 Microsoft Word file
- Headquarters, United States Marine Corps. Marine Corps Warfighting Publication 3-40 Ch.1, *Marine Air-Ground Task Force Command and Control*. Washington, DC: 2005
- Headquarters, United States Marine Corps. Marine Corps Warfighting Publication 4-1, *Logistics Operations*. Washington, DC: 1999
- Headquarters, United States Marine Corps. Marine Corps Warfighting Publication 5-1. *Marine Corps Planning Process*. Washington, DC: 2010  
<http://www.marines.mil/Portals/59/MCWP%205-1.pdf>
- Headquarters, United States Marine Corps. Marine Corps Warfighting Publication 7-1 *Marine Corps Componency*. Washington, DC: 2009
- Headquarters, United States Marine Corps. Navy Marine Corps 2795 *User’s Guide to*

*Counseling* Washington, DC: Headquarters US Marine Corps, 1982.  
<http://www.marines.mil/News/Publications/ELECTRONIC-LIBRARY/Electronic-Library-Display/Article/899627/navmc-2795/>

Headquarters, United States Marine Corps. Navy Marine Corps 3500.16. *Personnel and Administration Training and Readiness Manual*. Washington, DC: Combat Development and Integration, 2012.  
<http://www.marines.mil/Portals/59/Publications/NAVMC%203500.3C%20W%20CH%201.pdf>

Paret, Peter, ed. *Makers of Modern Strategy from Machiavelli to the Nuclear Age*. Princeton: NJ Princeton University Press, 1986.