

Defense Advisory Committee on Women in the Services (DACOWITS)



December 2024

Requests for Information #3

Headquarters Marine Corps



DACOWITS RFI #3

Permeability between Active and Reserve Components

RFI 3: *"What does the process look like today? Are there challenges for the Service member and the Services?"*

There are many current pathways for Marines to transition between the Active Component (AC) and Reserve Component (RC), and on an Active-Duty (AD) status via periodic activation.

The Marine Corps is actively looking into options to improve the current transition process and to better match talent to opportunities in either Component.



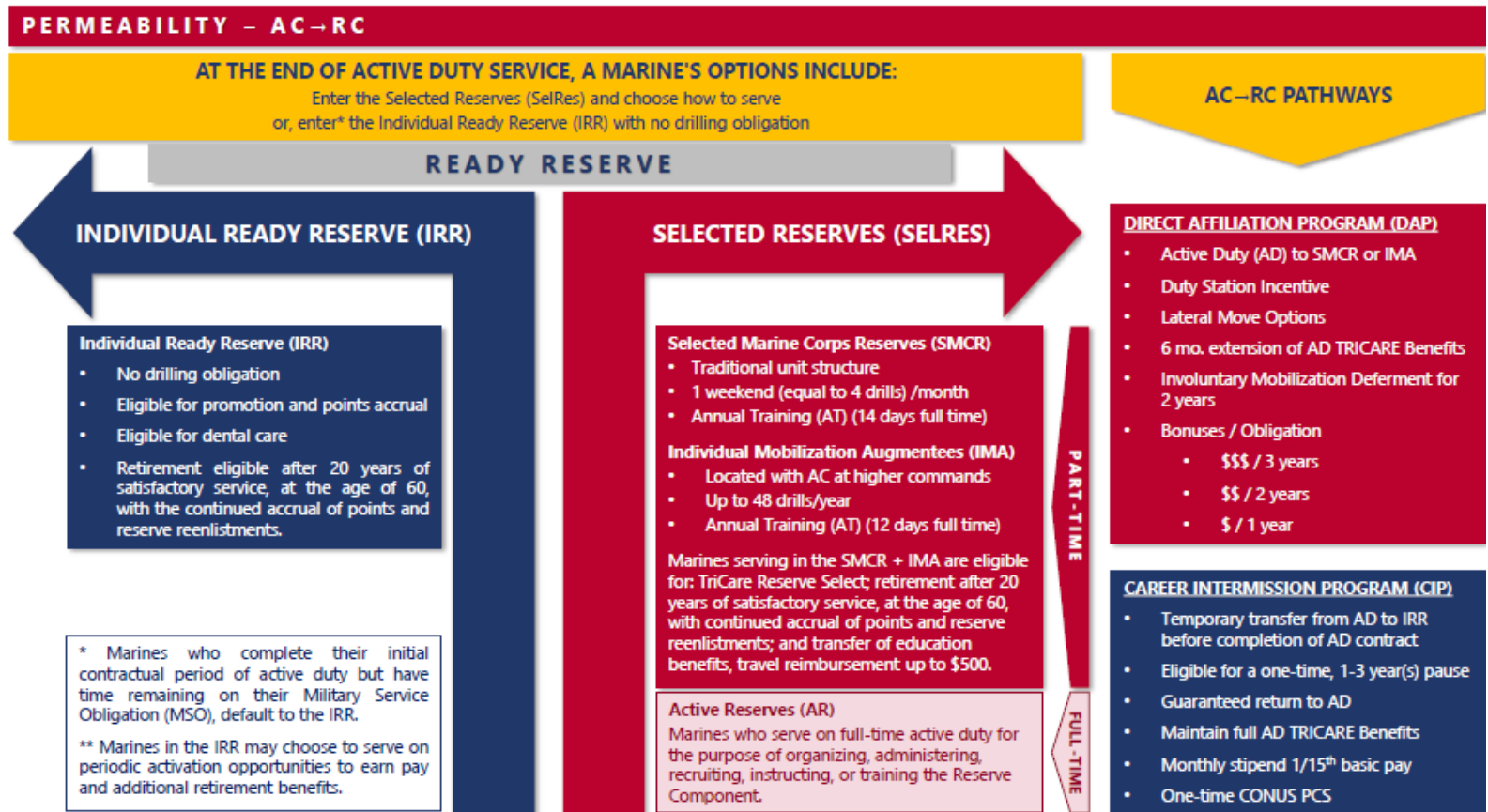


DACOWITS RFI #3

Permeability between Active and Reserve Components

RFI 3: "What does the process look like today? Are their challenges for the Service member and the Services?"

Current AC to RC pathways include continued service in the Individual Ready Reserve (IRR), the Selected Marine Corps Reserve (SMCR)/ Individual Mobilization Augmentees (IMA), or the Active Reserve.





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The Marine Corps has seen success in incentivizing the AC to SMCR/ IMA pathway via The Direct Affiliation Program (DAP). The process begins by talking with a unit's Career Planner when a Marine is approaching the End of Active Service and ends once the Marine joins their Reserve unit. Before the program, Marines would EAS and then be recruited to the SMCR/ IMA by a prior service recruiter.

There are numerous incentives offered to make this transition as attractive as possible, to include bonuses of up to \$20K, lateral moves opportunities to different specialties, extension of TRICARE and Transfer of Education Benefits, and opportunities to transfer between units if life circumstances change.

Through this program, implemented in FY23, the Marine Corps has seen its Direct Affiliation of AC Marines to the RC grow from 200-500 a year to over 1000/ year.



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RFI 3: *"Are there any lessons learned from Career Incentive Program (CIP) that could be applicable to a more effective permeability policy?"*

CIP is a specific program that offers the opportunity to transition to the IRR (with some additional benefits), but with a commitment (from the Service and the Marine) for a return to the Active Component.

Presently, there are low take rates for the USMC and some feedback suggest that insufficient pay and MOS-skill atrophy while on the CIP are key contributors.

As of 12 November 2024, of the 16 Marines who have completed an intermission, only 7 Marines have fulfilled their post-CIP obligated service and remain on active duty.

- 3 participants executed inter-service transfers, 2 executed temporary early release authority (TERA) after fulfilling post-CIP obligated service, 3 left active service after fulfilling post-CIP obligated service, and 1 is currently fulfilling their post-CIP obligated service.

If the program intended to offer a break in the Active Component via the Reserves, and then a re-entry to the Active Component or opportunity for a regular retirement, those aims may be better addressed through return to active-duty programs or continued active duty in the RC.



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Current RC to AC or AD include transfer to the Active Component, Service in the Active Reserve, or periodic activation via ADOS.

The Return to Active-Duty (RAD) and Prior Service Enlistment Program (PSEP) offer avenues for officers and enlisted Marines, respectively, to re-join the AC.

Active-Duty Operational Support (ADOS), provides short-term augmentation opportunities. Marines serving on ADOS receive the same benefits as the AC, while they serve on ADOS. In addition, serving on ADOS can accelerate their reserve retirement pay from age 60 to as early as age 50.

PERMEABILITY – RC → AC + AD

RESERVE COMPONENT MARINES HAVE 3 OPTIONS TO SERVE FULL-TIME:

Transfer to the Active Component
or serve for a period of time on active duty

1) Transfer to the Active Component (AC)

- The existing Return to Active-Duty (RAD) and Prior Service Enlistment (PSEP) Programs provide opportunities for RC Marines to transfer to the AC to better meet Service inventory requirements.
 - Officer: Return to Active Duty (RAD)
 - Enlisted: Prior Service Enlistment Program (PSEP)
- Marines who enter/return to the AC assume all pay, benefits, entitlements, and promotions provided to AC Marines.

2) Serve on Active Duty in the Active Reserve (AR)

- Marines who serve on full-time active duty for the purpose of organizing, administering, recruiting, instructing, or training the Reserve Component.
- AR Limited Tour is available and provides flexibility to Marines who serve in a specific AR billet, for a set length of time.

3) Serve on Active Duty on Active Duty Operational Support (ADOS)

- ADOS provides Reserve personnel augmentation for both Active and Reserve components, in support of existing and emerging requirements of the Marine Corps Total Force to meet short-term administrative, operational, and exercise support requirements.
- Marines who serve on ADOS are afforded all pay, benefits, and entitlements afforded to AC Marines, along with a decreased retirement eligibility age.



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Recent Changes to RC to AC/AD pathways:

AR, RAD, and PSEP: Applications have transitioned from a semi-annual board model to a rolling admission process.

PSEP: RC Marines can now submit PSEP packages with their RC Career Planners vice needing to find an AC recruiter. Since the Marine Corps recruiting command made process improvements to PSEP and increase awareness of the pathway, the program has grown from less than 100 Marines/ year to over 300 in this past FY. It is on track to exceed 500 PSEPS in the current FY.

ADOS: Budgets are being projected for the next two fiscal years, vice one—enabling better planning, continuity, and utilization.



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Current Challenges to Permeability:

Awareness: Many Marines are unaware of the pathways and how to navigate them.

Long timelines: RC to AC transitions still take 4-12 months from the time a Marine applies to the time they are in their first billet. Administrative requirements, systems limitations, and scrolling (for officers) all contribute. The Marine Corps is looking into ways to better streamline the process.

Talent Management Systems: The Marine Corps is in the process of updating its talent management systems with permeability in mind to improve some current limitation. For example, currently, incomplete billet transparency—particularly within the RC and ADOS positions—hampers talent management efforts. The future system should also enable the Service to search civilian education, training, and experience. The future system should also include a feature of allowing RC Marines to indicate their availability or desired transition times, given the absence of an assignments process.

Promotion Process Integrity: PSEP/ RAD presents a potential bypass to the active-duty promotion process.