



**DEPARTMENT OF THE NAVY**  
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IN REPLY REFER TO  
CMC-MCFIO

**JUN 16 2014**

WHITE LETTER NO 3-14

From: Commandant of the Marine Corps  
To: All Commanding Generals  
All Commanding Officers  
All Officers in Charge  
All Senior Enlisted Advisors

Subj: DIVERSITY TASK FORCE INITIATIVE

Ref: (a) CMC White Letter 2-13

1. Since last year, the four Diversity Task Forces established by reference (a) have worked diligently assessing the Corps' current state, exposing and understanding challenges in managing the vast talent within the Marine Corps, and recommended a comprehensive way forward. Each task force was comprised of 12 to 15 officers, 2 lieutenant general executive sponsors, and was led by brigadier and major general co-chairs. Each task force had access to external advisors who provided subject matter expertise. All four task forces have now completed their work.

2. The task forces reviewed input from the Marine Corps Diversity Survey conducted last year. More than 10,500 Active Duty, Active Reserve, Individual Mobilization Augmentee Reserve and Selected Marine Corps Reserve officers and senior staff noncommissioned officers responded to the survey, which included more than 124,000 write-in comments. The task forces also conducted 27 focus groups across our Corps. As themes emerged, they looked for best practices from industry and other partners in developing recommendations.

3. The four task forces provided their recommendations to a Joint Leadership Team (JLT) led by a lieutenant general and comprised of senior members from each task force. Based on the recommendations received, the JLT presented an integrated talent management strategy to the executive leadership of our Corps at the January 2014 Executive Off-Site. As a result of discussions there, I have directed the following actions:

a. Create the Marine Corps Force Innovation Office, to be led by a brigadier general, reporting directly to the Assistant Commandant of the Marine Corps. This office will plan and integrate the holistic, Corps-wide talent management and diversity effort on my behalf to attract, develop and retain our most valuable assets - our Marines and their families.

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b. Implement a comprehensive talent management strategy to focus on recruiting, developing and retaining talented Marines. The strategy is inclusive of all Marines and will:

(1) Enhance community outreach to increase the pool of potential candidates and awareness of the Marine Corps as a valued profession.

(2) Improve performance evaluation and counseling for all Marines.

(3) Attract minorities and women to serve in military occupational specialties (MOSSs) across the Marine Corps. The expansion of opportunities for women in open MOSSs to serve in closed units will be determined in conjunction with the studies currently underway for the Marine Corps Force Integration Plan.

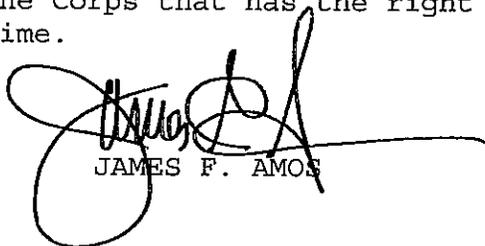
(4) Develop diagnostic data on why Marines remain or leave the Marine Corps.

(5) Review and update policies that help Marines balance their off-duty time and Marine Corps obligations.

(6) Encourage informal networking and mentoring opportunities for all Marines.

c. Develop diversity learning outcomes and objectives, to be integrated into our existing training and education continuum. A key element of the curriculum will emphasize and develop our ability to lead across individual differences, at all stages throughout our service.

4. I am confident we are on the right path to ensure high quality individuals join and remain in our Corps. The same values that compel Marines to respect others and act with moral, mental and physical bravery also guide our efforts to develop and leverage the diverse talents of our Marines throughout the Total Force. This bolstered effort ensures our connectedness with the Americans we protect, and leverages individual differences as a force multiplier. The future operating environment demands a deliberate and innovative approach to improved problem solving, decision making, and creativity. Broadening our talent management strategy will posture our Corps with an enhanced ability to adapt to rapidly changing global challenges. This effort will enable us to field a Marine Corps that has the right Marine in the right place at the right time.



JAMES F. AMOS