



2002-2007

**United States Marine Corps
Civilian Workforce
Campaign Plan**





Marines of all ranks recognize, more than ever before, the importance of our civilian teammates. Our Civilian Marines provide an invaluable service to our Corps as an integral component of our Total Force team. We could not ask for a better group of Civilian Marines. However, it remains an important responsibility of every supervisor in the Corps to continuously mentor and foster the development of every Civilian Marine in our ranks to ensure that we are fully prepared to meet our mission.

For this reason, I have charged our Corps' Senior Executives and the Deputy Commandant for Manpower and Reserve Affairs to significantly enhance the management of our civilian workforce with the clear objective of making the Marine Corps the "employer of choice" for civilians seeking challenging and rewarding careers. This Civilian Workforce Campaign Plan identifies the strategic goals and objectives that are the bedrock of this endeavor. This plan is a direct result of inputs from our General Officers, Senior Executives, Marines, Civilian Marines, and partners in industry from Headquarters and Field locations. Leveraging current private and public sector best practices, this plan focuses on leadership development, active performance measurement, and the development of creative incentives, fostering opportunities for our Civilian Marines to excel.

Moreover, it is crucial that we recruit the most capable civilians possible to replace our retiring workforce. The Marine Corps is a great place to work. We will ensure that our Civilian Marines' work environment is one that encourages personal growth and professional development, recognizes and rewards high performance, allows for a generous work-life balance, and promotes retention. To achieve these objectives, and to enhance each individual's opportunity for advancement, we must focus on making training and diverse work experiences available to all Civilian Marines. Such opportunities will be made available with strict regard to Equal Employment Opportunity principles.

I want Civilian Marines, like all Marines, to exemplify our core values of honor, courage, and commitment in their daily lives. Likewise, they should recognize and reap the intangible benefits enjoyed by their fellow Marines such as esprit de corps, teamwork, and pride in belonging to the finest warfighting organization the world has ever seen.

I am committed to building leadership skills at all staff levels, providing interesting and challenging training and career opportunities, and improving the quality of work life we provide to our civilian teammates. As Marines we understand the importance of teamwork in the accomplishment of our mission. We must therefore ensure that all Marines, active and reserve, join together with our Civilian Marines as one team to form the nation's premier fighting force.

JAMES L. JONES
General, U. S. Marine Corps
Commandant of the Marine Corps



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The Commandant of the Marine Corps has charged the Civilian Career Advocacy Board (CCAB), comprised of the Corps' Senior Executives, with enhancing civilian workforce management and making the USMC the employer of choice for civilians seeking challenging and rewarding careers. The Senior Executives, Manpower & Reserve Affairs and the rest of the Marine Corps Leadership, accept his challenge and are committed to this objective. Our focus will be to bring new energy and a new vision to how we attract, acculturate, retain, and reward our high performing, motivated, and qualified Civilian Marines. We recognize that we must invigorate civilian workforce management in the Marine Corps with fresh ideas to provide civilians with the skills they need to do their jobs well, today and tomorrow.

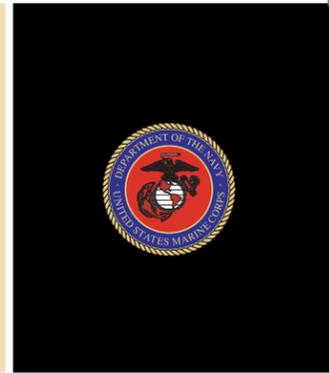
From candidates' first contact with the Marine Corps until they depart from our ranks, they will be a trusted member of an unmatched team of hard-working, dedicated professionals who care about the team and the team's success. Civilian Marines are an important part of that team! We want civilians to join us because they seek a challenge, stay with us because they want to grow and reach their potential, and when they leave us, know they have enriched both themselves and the Marine Corps through their work and sacrifice. To achieve this goal, we have created a path forward for the Civilian Marines and our Corps, an integrated workforce strategy that is focused on creating career experiences that are consistently positive, challenging, and rewarding – in the field, at headquarters locations, and across all occupations.

Our strategy for building upon our success is outlined in this Campaign Plan. For our Civilian Marines, it will provide the opportunity to do exciting, interesting work that is of vital importance to the defense of our Nation. It will help them to understand how they fit into our organization and how their work contributes to our goals. It will empower them to increase their job skills and expand their opportunities to develop their career. Through our plan, we will show them the course to success in their chosen career field and the opportunities they have to chart new paths to achieve the Corps' mission. We will put in place a support architecture that gives them access to the people and information they need to make good career choices, plan their development paths, and acquire the capabilities needed to reach their potential. Our objective is to create an environment where managers and supervisors are held accountable for supporting and encouraging training and development, where leadership is nurtured at all levels, and where excellence is encouraged and expected, enabled, and rewarded. While focusing on Civilian Marine development, we have not lost sight of the need to address issues that affect the workforce as a whole. Therefore, we intend to establish an integrated Total Force approach to managing our

Civilian Marines that will provide us with an ability to identify comprehensive workforce requirements and shape the workforce to meet our future mission needs. In addition, we will put systems in place to monitor our progress and provide us with the information we need to infuse new approaches to continuously improve our programs.

In pursuing this effort, we solicited outside expertise in best practices across the public and private sectors to craft our strategy and focus it on improving the effectiveness of our workforce development and management programs. This is all about people and unlike system solutions, is not an engineering effort or exact science. It is the art form of leadership and the Marine Corps is unparalleled in this vital function.

Our goals are to enable Civilian Marines to take full advantage of their talents and skills to provide premier support to our Marines, to improve their employability both inside and outside the Corps, and to help them and others recognize the importance of their role in our common effort to achieve the Marine Corps' vision. As "One Team," we are and can continue to be the premier fighting force which is capable of responding to any threat, anywhere.



Purpose

The purpose of this Campaign Plan is to define the strategy for creating and sustaining an expert, innovative, and distinctive Civilian Marine workforce, dedicated to supporting our Nation's finest fighting force, the United States Marine Corps. This document identifies the value proposition, core values, and strategic goals we the Marine Corps offers its Civilian Marines, and the tasks necessary to successfully enhance our ability to provide exceptional support to the Nation's premier expeditionary "Total Force in Readiness." As a Campaign Plan, it is the principal tool by which we will pursue the actions necessary to achieve our strategic outcomes. This plan supports the Marine Corps Vision, the Commandant's intent, and Marine Corps Strategy 21, and is designed to serve the entire Civilian Marine community, including those under both appropriated and non-appropriated funding.

The CCAB, in collaboration with M&RA, used the feedback gleaned from interviews with senior USMC leaders and the survey of civilian and military members at all levels as the foundation for building this plan. We heard the feedback and are prepared to take action.

Civilian Workforce Value Proposition

World-class organizations in both the private and public sectors define what they want to accomplish and what kind of organization they need to achieve success. They create a shared vision by clearly defining their mission, values, strategy, goals and performance measures, and then providing consistent information to their workforce.

These organizations find that they are able to attract and retain high performing individuals because they are able to precisely articulate the advantages of employment with their respective firm or agency. Many companies also provide a common, cultural indoctrination experience that imparts to employees an understanding of the organization, its culture, and a shared vision that all, working as one team, can strive to accomplish. This "value proposition" answers the question, "Why would a talented person want to be employed here?" To that end, the following value proposition is offered to Civilian Marines:

"Support our Marines. Be part of the Team."

Using this as a cornerstone, our vision for the future not only defines what the Marine Corps will offer its Civilian Marines, but conversely, what the Corps expects from them. Working in true partnership with Marines, Civilian Marines will continue to play an integral role in supporting the mission of the Marine Corps and will provide an invaluable service to our commanders. Civilian Marines serve as an integral element of the total force and provide a range of support to Marine Corps forces, enabling them to accomplish assigned missions across the full spectrum of expeditionary operations and warfare. The Marine Corps is constantly transforming to meet the challenges of changing threats. We, too, must transform our workforce management approaches to create an environment for Civilian Marines to take full advantage of their potential and continue to make valued contributions to the mission.

The civilian workforce management programs will strive to achieve the following vision:

The Marine Corps will be the employer of choice for a select group of civilians imbued with Marine Corps values of honor, courage, and commitment. They will serve as expert, innovative, and distinctive team members, dedicated to supporting our Nation's finest fighting force.

To create this vision, we seek a covenant with our Civilian Marines under which the Marine Corps and the individual share equal responsibility for enhancing the individual's employability. It is the Leadership's responsibility to provide Civilian Marines with the tools, the environment, and the opportunities for assessing and developing their skills, while it is their responsibility to manage their careers. Civilian and military managers will serve as their advocates and will focus on their continuous development. They will be charged with linking the organization's mission and goals with Civilian Marines' individual work plan goals. Just as they are held accountable for achieving the mission, they will be held equally accountable for supporting and encouraging the development of those they supervise. In return, and of equal importance, Civilian Marines will be expected to take full charge of their careers and to exploit the avenues that will enable them to achieve their potential. They will be asked to make a conscious decision to be a part of the Marine Corps team and demonstrate this through their total commitment to achieving the mission.



Marine Corps Core Values

Our core values form the bedrock of the character of both Marines and Civilian Marines. They give us strength and regulate our behavior; they bond the Marine Corps into a Total Force that can meet any challenge. These core values must guide our every action; therefore, we expect Civilian Marines to embrace these values in their day-to-day work activities and decision-making.

HONOR: Integrity, Responsibility, and Accountability

Honor guides Marines and Civilian Marines to exemplify the ultimate in ethical and moral behavior; to never lie cheat or steal; to abide by an uncompromising code of integrity; respect human dignity; and respect others. The quality of maturity, dedication, trust, and dependability commit Marines and Civilian Marines to act responsibly; to be accountable for their actions; to fulfil their obligations; and to hold others accountable for their actions.

COURAGE: Do the right thing, in the right way, for the right reasons

Courage is the mental, moral and physical strength ingrained in Marines and Civilian Marines. It carries Marines through the challenges of combat and helps them overcome fear. It is the inner strength that enables a Marine or Civilian Marine to do what is right; to adhere to a higher standard of personal conduct; and to make tough decisions under stress and pressure.

COMMITMENT: Devotion to the Corps and to my fellow Marines

Commitment is the spirit of determination and dedication found in Marines and Civilian Marines. It leads to the highest order of discipline for individuals and units. It is the ingredient that enables 24-hour a day dedication to Corps and country. It inspires the unrelenting determination to achieve a standard of excellence in every endeavor.

Commandant's Intent

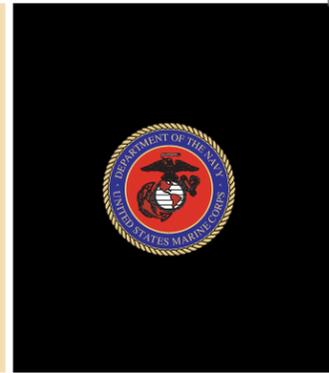
Through this plan, we intend to create an invigorating workplace climate that achieves the following:

- Makes the culture and ethos of the Marine Corps felt and appreciated by all Civilian Marines;
- Takes advantage of all available opportunities provided by regulation to recruit and retain the best Civilian Marines possible;
- Makes career and leadership development of Civilian Marines an integral part of every supervisor's responsibility;
- Ensures each Civilian Marine takes ownership and responsibility for his or her career;
- Provides a work environment that encourages excellence and enhances the quality of work life;
- Ensures that the Marine Corps has effective performance evaluation and awards programs that provide incentives for Civilian Marines to excel; and
- Provides an equal opportunity for all civilians to participate in training and educational programs and to compete for promotions consistent with merit system principles.

The Civilian Marine Work Life Cycle

Our focus for sustaining the highest levels of performance across all occupations and locations encompasses the full employee life cycle – from recruitment and hiring through separation from the Corps. Making strategic investments throughout the various phases of the lifecycle will enable the Corps to prepare its workforce to be the premier, unified fighting force it needs.

We need teams of people with increased technological skills, improved customer service orientation, the ability to adapt to change and the capacity to lead others. These are the same skills sought by many public and private sector organizations. Without a coherent and integrated strategy, the Marine Corps is in jeopardy of losing the battle of winning and retaining individuals who possess key skills and attributes. Similar to other Department of Defense agencies, the Marine Corps is experiencing workforce imbalances in certain occupations, with the possibility of significant losses of experienced personnel over the next few years. This will make it difficult to infuse our Corps with new and creative ideas, transfer institutional knowledge and develop



the skilled civilian workers, managers, and leaders we will need to meet future mission requirements. Civilian Marines need more and better focused training to keep pace with changing work requirements. Marine leaders have cited a need for better acculturation and integration of Civilian Marines into the Marine Corps culture, for increased career broadening opportunities, and for a more programmatic and comprehensive approach to developing leaders at all levels.

To meet these challenges, we must take a comprehensive approach to recruiting, preparing, and managing our Civilian Marines throughout the employee lifecycle. This approach, as is depicted in Exhibit 1: USMC Employee Life Cycle, addresses these issues by fostering improvements through each of the four principal phases of an employee's career: Recruitment, Acculturation, Retention and Refreshment, and Separation and Celebration. Through these integrated strategic actions, we will have the ability to grow our people, establish the right allocation of resources and skill sets, and create mutual respect between civilians and military for the value each respective party brings to the mission.

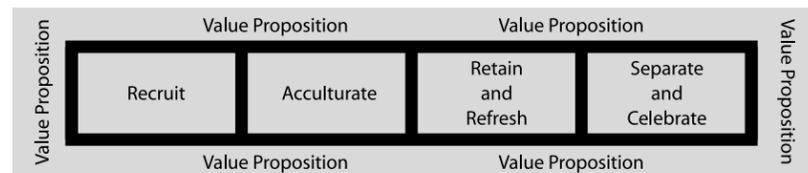


Exhibit 1: USMC Employee Life Cycle

Recruitment

If we are to attract the kind of high performers whom we want to have on our team, we must clearly demonstrate the advantages offered by a Marine Corps career. We must be competitive in the areas of pay and benefits, and more importantly, we must be able to clearly demonstrate those aspects of work life that set the Marine Corps apart. We must clearly articulate the role of the civilian workforce, enable people to see how they will fit into our organization, how we offer the opportunity to do work that is meaningful, and how we will support their individual development through a wide range of training and work experiences. We must help them to understand their "value to the organization" and that we care about them as individuals, recognize their contributions, and treat them as trusted members of "One Marine Corps Team".

Acculturation

When people join our ranks, they are becoming part of something that is uniquely special. The Marine Corps is not just another place to work. We want people to recognize that, when they join us, it is a defining moment in their lives. Just as our Marines go through an acculturation process when they enter the Corps, so should Civilian Marines have an opportunity to learn about the Marine Corps, its culture, and its history. Civilian Marines must understand their value in supporting Marines and the role of others, the importance of their work, and how it affects the overall ability of the Corps to accomplish its mission. The outcome of this process should be an employee, who is energized by their prospects for opportunity, and who feels pride as a member of our Marine Corps Team.

Retention and Refreshment

We must provide a work environment that enables us to retain good people and refresh our workforce through training, job satisfaction, and promotion. People stay with an organization for different reasons. For some, it is a sense of belonging, for others, it is knowing that what they do has meaning, is valued, and is recognized. Through the execution of this plan, we intend to make our value proposition "real" by demonstrating that the Marine Corps invests in its people through training, leadership development, and active career management support. We will provide an equal opportunity to all for career mobility and promotion. We will help Civilian Marines assess their skills in meeting the Marine Corps' needs, assist them in identifying gaps in their abilities, and actively support their improvements through training and work experiences that place them in the best possible position for advancement.

Separation and Celebration

Whether an individual leaves the Corps after being a part of our team for only a short time or after having served a life-long career, each will have been enriched by their hard work and dedicated sacrifice. Our objectives are to recognize and celebrate their contributions to the Marine Corps. Our plan is designed to ensure that, when the time comes, Civilian Marines will leave us as better employees and better people who are actively sought out to become members of other organizations because they have been an important part of our successful team. It will be a time to celebrate their successes and to show appreciation for the value they brought to the Marine Corps.



Implementation

As noted earlier, the Civilian Career Advocacy Board was tasked by the Commandant to act as the executive management group for civilian leadership and career development matters. As advocates for the Civilian Marine workforce, it is the CCAB's responsibility to provide vision and oversight of the civilian workforce and to develop and support the strategy for Civilian Marine leadership and career development. In this capacity, the CCAB serves as the leaders for civilian workforce Communities of Interest (COIs). These communities are chartered to provide a professional identity for core occupations, common career paths with associated learning activities, and access to mentors – with the ultimate objective of increasing opportunities for professional development, networking, and information sharing. These communities will evolve to address the changing needs of the workforce with respect to the mission of the Marine Corps. The CCAB will also evaluate civilian workforce development and management policies, programs, and operations on a continuing basis, and will develop and make recommendations to the Commandant, as appropriate.

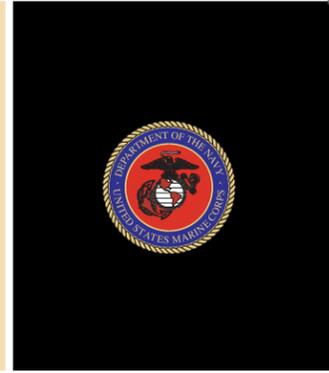
As leaders, we will assess community "health," set the vision and path forward for professional growth, and oversee the development of viable workforce development plans to meet targeted mission needs. To achieve this objective, we will establish community-wide communications and ensure that career management best practices are collected, maintained and shared throughout the community.

As Community of Interest advocates, we will ensure that our communities take the necessary actions to support the execution of this plan, including:

- Identify required leadership, business, and technical competencies for establishing career path templates;
- Define training, education, and assignment opportunities for acquiring required competencies;
- Create career development program policies;
- Define community organizational and personnel requirements;
- Review and refine performance evaluation standards;
- Develop community leadership succession plans;
- Develop standard elements for Position Descriptions; and
- Establish a community mentorship program.

In executing these responsibilities, the CCAB will monitor and evaluate progress and, in collaboration with the Deputy Commandant for Manpower and Reserve Affairs (DC, M&RA), provide the leadership necessary to develop recommendations for improvements to the Civilian Career and Leadership Development Programs.

With CCAB assistance, the DC, M&RA will coordinate and execute the actions needed to achieve the goals outlined in this Campaign Plan. The execution "horizon" for this Campaign Plan is five years.



Civilian Workforce Strategic Goals and Tasks

Based upon the feedback we received from workforce surveys, and in collaboration with representatives from M&RA, the CCAB identified six strategic goals that will enable us to achieve our vision. We must set in motion a process by which we will transform our workforce to meet the needs of the 21st Century Marine Corps. During the execution of this strategy, we will present our value proposition to the Civilian Marine community in order to establish our compact with them, outlining what the Marine Corps offers to them and expects of them. Through data-based analysis, we will create the workforce profile needed to support members of the 21st Century Civilian Marine Corps, identify the gap between the current and future skill requirements, and develop comprehensive sourcing strategies for closing the gaps. We will shape the workforce through recruiting and development to match the objective profile and provide the leadership and management skills needed to achieve these goals. We will ensure we have a system of performance management in place that that allows us to measure workforce progress and hold ourselves accountable to our fundamental covenant with our Marines and sustain high performance levels across the organization.

Therefore, our six strategic goals are:

1. Nurture, build, and grow Civilian Marines through the integration of our value proposition throughout the entire work life cycle.
2. Establish an integrated Total Force management approach, including assessment and adjustment processes, for proactively shaping the workforce of the future.
3. Provide flexible developmental opportunities throughout the entire work life cycle to shape the workforce.
4. Create leaders at every level to reinforce the value proposition.
5. Fortify workforce management expertise in military and civilian managers as well as Human Resources professionals.
6. Structure the Civilian Marine performance evaluation system to foster teamwork and accountability and to reward high performance.

This strategy will serve as a foundation for integrating our plans for developing and managing our civilian workforce with the Marine Corps' mission, vision, and Strategy 21 and will formalize workforce sustainment. It fully supports achieving our value proposition, "Support our Marines. Be part of the Team."

Strategic Goal 1: Nurture, build, and grow Civilian Marines through the integration of our value proposition throughout the entire work life cycle

World-class organizations in both the private and public sectors define what they want to accomplish and what kind of organization they need to achieve their strategic goals. They identify a shared vision by articulating their mission, vision for the future, core values, goals and objectives, and strategy, and then communicate it clearly with their workforce. Many provide a common, cultural indoctrination experience that imparts to employees an understanding of the organization and the shared vision that everyone, working as one team, can strive to accomplish. This cultural indoctrination experience instills mutual trust and understanding, binds employees, and makes cooperative actions possible.

In our survey of the workforce, many respondents identified a need to improve the working relationship between our civilian and military communities. They highlighted a perceived lack of confidence between the two groups and inadequate understanding of group roles and responsibilities. Many Civilian Marines perceive that they are not viewed as peer-partners by their military counterparts and believe there is inequity in treatment between the two populations. Our Marine leaders indicated their desire to help our civilians better understand the Marine Corps culture and ethos and for them to be given an opportunity to learn how to better team with the military.

Our first step to an improved work environment will be to clearly communicate the Civilian Marine value proposition to all members of our workforce. Our value proposition is what causes the Marine Corps to be the employer of choice for civilians seeking challenging and rewarding careers. It is what makes the culture and ethos of the Marine Corps felt and appreciated by all Civilian Marines. We will develop and execute a comprehensive plan for communicating this throughout the Marine Corps. To ensure that we create a work environment that attracts good people and makes them want to stay, we will then integrate the Civilian Marine value proposition into each of the phases of the employee work lifecycle.



Strategic Goal 2: Establish an integrated Total Force management approach, including an assessment and adjustment process, for shaping the workforce of the future

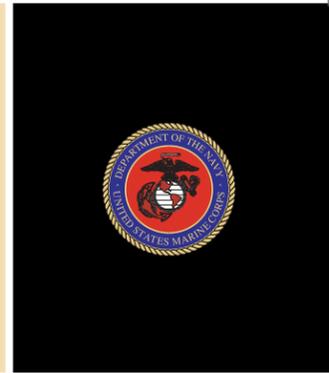
Because mission requirements, technologies and labor market characteristics change rapidly, it is imperative that organizations monitor their talent needs and adjust their workforce acquisition and development plans on a continuing basis. High-performing organizations in the public and private sectors develop systems for workforce allocation and deployment that are explicitly linked to the organization's strategic and program planning efforts. These organizations create routinized processes that enable managers to identify the size and composition of the workforce they require, determine the deployment of staff members to achieve economic efficiency, and fully integrate human capital strategies and objectives with organizational goals. They develop and continuously adjust short-term and long-term workforce management programs to fill gaps identified through data-driven workforce analysis that compares workforce supply with projected demand. Public and private sector organizations are forecasting their personnel requirements in order to design tailored workforce-shaping strategies that fill critical skill gaps and ensure proper resource allocation levels.

Through our interview and survey data collection activities, respondents indicated that today's Civilian Marine workforce does not represent our future mission needs. In addition, the organization is divesting itself of legacy programs that do not support the current mission. This drives a need, on an annual basis, to identify those competencies that are required for the future and to define skill sets that are no longer needed. To further compound this situation, civilian recruitment and hiring typically occurs on an independent basis at the local level – with no integrating mechanism for defining the total civilian workforce needs across the organization. The Corps currently does not have the requisite data to conduct valid workforce projections necessary for designing a programmatic approach for developing, retaining, and refreshing the civilian workforce.

Based on strategic mission drivers, stratified workload demand, and business process changes, we will define the forecasted military and civilian manpower levels and workforce requirements. From this data, we will refine the Corps' workforce development strategy relative to recruiting, hiring, rewarding, recognizing, and promoting Civilian Marines. This data will also be used to determine our education and training investments, policies and programs. This initiative addresses the Government Performance and Results Act (GPRA), which mandates that Federal agency strategic plans contain a blueprint of the workforce that is needed to achieve their goals. Establishing an integrated total force management approach will ensure we have the right people in the right jobs at the right time.

Our Human Resource Information Systems must be capable of providing relevant and reliable workforce demographic data that enables our leaders to make fact-based decisions. Through the use of historical data and forecasting tools, we will determine our Total Force requirements for Civilian Marines, taking into account the appropriate redistribution of work between our military, civilian, and contractor communities. We will devise workforce sourcing strategies that will ensure we attain the workforce size and composition needed to meet future mission requirements.

This effort will ensure the Marine Corps makes the right investments for recruiting strategies, training and development programs, and assignment policies that anticipate and address emerging civilian workforce needs. The implementation of these tasks will enable us to anticipate and preempt workforce structural and composition problems. For Civilian Marines, it will ensure that their work roles and responsibilities are well defined and aligned to the needs of the Corps. The intent of this goal is to ensure that the Corps is making the right investments in the future that anticipate emerging workforce needs.



Strategic Goal 3: Provide flexible developmental opportunities throughout the entire work life cycle to shape the workforce

High-performing organizations provide varied work experiences, target training to improve job-related competencies, encourage career mobility, and strive to improve individual employability. These organizations encourage the formation of communities of practice that focus professional development within each occupational field and encourage cross-community sharing of information. They build training and development programs around competency models and identify career paths that enable employees to meet personal and organizational objectives. These organizations treat learning as an investment that benefits the employee and the business unit, rather than as a cost to be minimized. Because work is increasingly knowledge-based and technology-driven, high performing organizations ensure their employees have the right technology resources to do their work and to gather and share both technical and career-oriented information. Finally, these firms and agencies provide support to their employees when they leave the organization, establishing out-placement programs and providing no-fault exits, leaving the door open for employees who leave voluntarily to return without penalty.

Civilian Marines want expanded professional opportunities within their careers. The Marine Corps' leadership would like to see the creation of career ladders, similar to their own, that would enable civilians to set career goals and to map their path to success. We must make our Civilian Marine development program "real" by providing credible career guidance and mentoring support.

We will ensure our Civilian Marines receive the development support they need by creating a formal Civilian Marine Career Development Program. To ensure we meet the needs of each occupational field, we will establish formal procedures and a framework for this development program to support our Communities of Interest. We will continue to identify core competencies and career paths that foster depth and breadth of experience and expertise and tailor these paths to meet the needs of each occupational field.

Using these standard career templates, the Communities of Interest will then create more detailed career models to fit the needs of their communities. COI models will include, as appropriate:

- Career hierarchy, setting career ladders for each given occupational specialty;
- Professional and leadership competencies required at each employee level;
- Training/education requirements and opportunities for each occupational field. The training opportunities will be explicitly linked to required competencies and will ensure availability of Professional Military Education to civilians, as appropriate;
- Lateral movement opportunities within the occupational field or COI and career changing opportunities (i.e., occupational categories that have common technical competencies will be identified and linked); and
- Specific mobility assignments. Mobility assignments may be identified as movement between organizations or between elements of organizations, movement from one occupational job series to another within the same occupational family, movement between occupational categories, or geographic movement from one location to another.

Policies will be set addressing such areas as selection and assignment criteria and tuition assistance to ensure that Civilian Marines are treated in a way that is fair and consistent both within the civilian community and between civilian and military members. We will institute the policies and practices that guide Civilian Marine professional development and set the expectations that make attendance at training a high priority.

Career development guidance and information is only useful if it is supplied to employees in a way that makes it readily available when needed. To provide easy-to-access career planning and management information to our Civilian Marine community, we will establish a visible and accessible website that will provide career planning and development support tools.

To facilitate the free exchange of information, we will also design web-based knowledge and sharing tools to support each community. As part of this endeavor, we will also develop and incorporate into the performance evaluation system, a process for measuring and rewarding contributions to these information exchanges that facilitate knowledge sharing within and across communities.

Mentoring can be a powerful element of a professional development program. It offers employees access to individuals with career experience and insights that can improve individual and organizational effectiveness. We will create an informational knowledge network via an on-line database through the Civilian Marines website. This network will provide access to military and civilian technical experts within each Community of Interest. These individuals will provide on-request informational interviews, technical knowledge, and lessons learned. This initiative is not meant to reduce the authority or responsibility of existing supervisors, but is intended to



supplement that leadership and enhance workforce access to professional knowledge.

Finally, to assist us in determining overall program effectiveness and efficiency, we will create a feedback and evaluation process. To rationalize training and educational program investments, we will also identify standardized assessment tools for tracking and measuring training and education funds and outcomes.

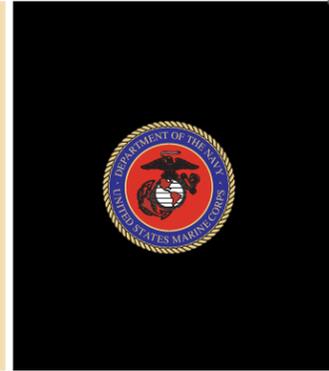
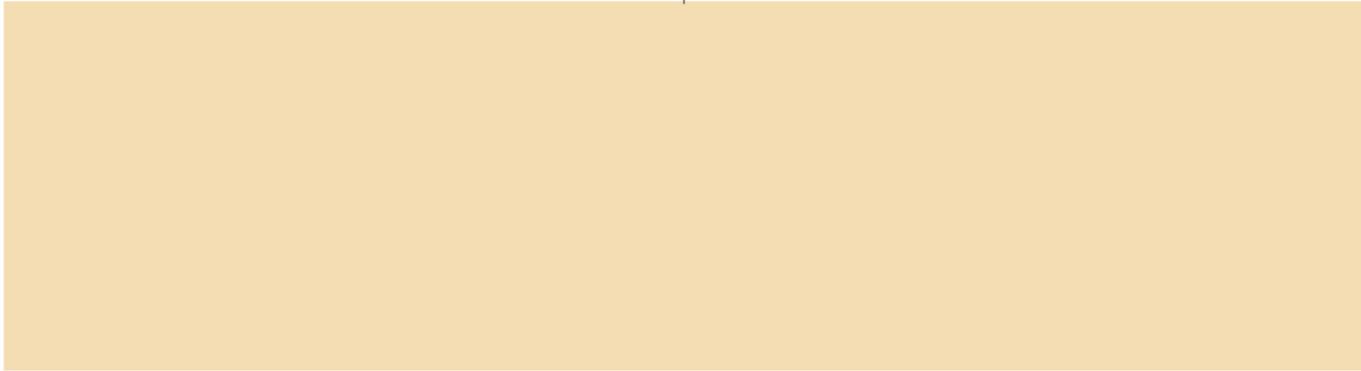
We intend to ensure the vibrancy of the workforce by providing our Civilian Marines with career opportunities to gain new experiences and insight. This plan gives us the ability to "grow our own" from entry level to the Senior Executive Service. This strategic goal is designed to provide a "level playing field" for our Civilian Marines to obtain training and assignment opportunities and to compete for promotion consistent with merit system principles. It will make career development of Civilian Marines an integral part of every supervisor's responsibilities and communicates the message that sending our people to training and career broadening assignments is a gain for our employees and their organizations, and a force multiplier for the Marine Corps.

For our Civilian Marines, it will provide them with exciting opportunities to expand their knowledge and skills and enable them to chart their own path to success.

Strategic Goal 4: Create leaders at every level to reinforce the value proposition

Successful organizations in both the public and private sector are creating a leadership pipeline by investing in the design of programs that target the development of specific leadership competencies. Through the identification of the leadership skills that are needed to accomplish business objectives, these enterprises focus on building effective leadership from entry to senior levels within the organization. They have an infrastructure and tools that support their employees in assessing their competencies and leadership development needs and provide a broad range of development opportunities that include formal classroom instruction, work experiences, including cross-organizational and cross-functional rotational assignments, and action-learning exercises, where teams work on real life strategic issues and present recommendations to leaders for decisions. These organizations recognize the important role current leaders play in nurturing future talent and therefore require supervisor participation in employee leadership development and mentoring. Creating an environment that supports ongoing feedback was invaluable to the success of these programs.

Leadership is a hallmark of the Marine Corps. From their first day at boot camp, Marines begin learning the principles of good leadership. Just as it is important to develop leaders at all levels among Marines, so too we must foster leadership skills at every level among our Civilian Marines. Leadership development will be anchored in the core tenets of the value proposition and focused on taking an integrated approach for developing Civilian Marines. Through targeted leadership training, active mentoring, and honest performance dialogue between supervisors and employees, Civilian Marines, at all grade levels, will be expected to develop and consistently exhibit the leadership skills required to efficiently and effectively run the business of the Marine Corps.



We will confirm and expand our leadership model to ensure we have identified the competencies needed to meet the needs of the 21st Century Marine Corps. Once we identify and validate required leadership competencies, we will incorporate these competencies into our core workforce development program.

We will create a uniform and focused Civilian Marine Leadership Development Program for first line, middle, and senior managers to ensure that we are preparing individuals for key supervisory positions. We will integrate leadership competencies into all elements of the Civilian Marine work life cycle to bring the right leadership competencies into the organization, recognizing their proper application, and rewarding those who perform at a high level. Finally, we will develop and maintain leadership succession plans that address the potential loss of institutional knowledge and expertise when leaders leave the Corps.

High performing organizations are successful because they have good leaders who nurture the development of other leaders at all levels of the enterprise. The "cascading" of leadership competencies will make Civilian Marines true members of the Marine Corps Team by providing them with the leadership skills needed to lead our Corps in achieving mission success.

For Civilian Marines, leadership means leading other people and acquiring the self-discipline and skills needed for successful careers. Leaders take the initiative to do what needs to be done, when it needs to be done, everywhere, every time. Our goal is to sustain a sense of pride across the civilian workforce for the substantial contributions they make, each and every day, to achieving mission success. We will design opportunities to acquire leadership skills across all grade levels; however, it is the responsibility of Civilian Marines to proactively seize these opportunities for professional development and to chart a path to achieve their goals.

Strategic Goal 5: Fortify workforce management expertise in military and civilian managers as well as Human Resources professionals

High performing organizations focus on aligning human capital management architecture, programs, and performance measures with strategic business goals and program planning. Managers are responsible and accountable for possessing the knowledge and skills to effectively manage their staff. To do so, managers and supervisors need to receive targeted training that enables them to work jointly with Human Resources (HR) professionals as strategic partners in assessing, developing, and implementing human capital programs. This often requires the re-orientation of the human resources function from a support function involved in processing personnel transactions and ensuring regulatory compliance, to taking a "place at the table" with the organization's top management team. Managers at all levels are assuming increased levels of responsibility for workforce management and the design and execution of workforce development programs. Other trends include:

- Selections, promotions, and performance dimensions and evaluations of managers and supervisors based to a significant extent on their workforce management competencies;
- Manager and employee input is solicited and integrated into the design and implementation of workforce management policies and practices;
- Employee opinion surveys that identify employee needs and solicit their views on issues such as diversity and fairness in the workplace are conducted on a periodic basis; and
- Managers and HR professionals are prepared through training, professional certification, and professional development opportunities. They hold a coveted position based on the value they provide to the organization.

Survey respondents indicated that military and civilian Marine Corps leaders are often "novices" in managing the civilian workforce. By in large, they do not know how to appropriately advise civilians to reach their career potential because frequently they are not knowledgeable in the use of flexible Federal personnel authorities or familiar with the range of developmental programs and tools available to them. Employees indicated that they do not consistently receive quality performance feedback and that military members could benefit from training relative to the role the civilians play in the achievement of the Corps' mission. To compound this situation, the regionalization of HR service centers has reduced access to HR professionals, often making it difficult for supervisors to obtain timely and accurate advice regarding civilian management issues.



To successfully execute this workforce strategy, support our value proposition and achieve our vision and goals, we must develop and maintain a concerted, targeted, and sustained focus on enhancing workforce management knowledge and skills in key populations – military and civilian managers as well as the Human Resource Offices' staff. Military FITREPs and civilian appraisals must also be directly linked to organizational goals and objectives and how well supervisors manage the workforce. Because of the reduction in resources in the Human Resources community, we must continue to educate our supervisors on HR programs, policies, and procedures relative to the total employee life cycle.

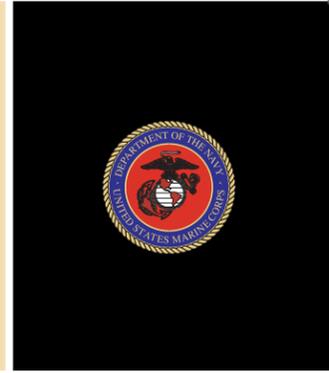
Strategic Goal 6: Structure the Civilian Marine performance evaluation system to foster teamwork and accountability and reward high performance

Driven by economics and a need to enhance morale levels across the workforce, many organizations are redesigning their performance evaluation systems and reinforcing accountability at all levels to enhance performance and productivity levels. These organizations are mandating that these new systems create a link between individual and team performance evaluation objectives and the organizational mission, vision, strategy, and objectives. Other emerging performance evaluation system design parameters frequently include establishing competency and behaviorally based performance standards, as well as defining performance ratings that allow meaningful differentiation among performance levels. Explicit performance-based rewards and consequences are included as part of these systems; therefore, high performers are rewarded and non-performers are held accountable for insufficient productivity and poor quality of work.

Employees are typically involved in all phases of the evaluation process, throughout the year versus a one-time annual performance discussion with supervisors. To facilitate cultural change and ensure that the new system is implemented as designed, employees and supervisors are educated about the performance evaluation process and their respective responsibilities. Periodic reviews of the performance evaluation program are subsequently conducted to ensure consistency with changing organizational objectives.

Survey responses indicated that there is limited confidence in the existing performance evaluation system generally due to a lack of honest performance feedback/dialogue between managers and staff. Performance criteria are not well established, nor are work plans and the goal setting process linked to mission accomplishment or consistently performed. Staff and managers alike stated that both military and civilian supervisors need additional training in the performance evaluation system to drive consistently high performance throughout the Corps.

The CCAB advocates that the existing USMC performance evaluation system be redesigned to reflect the Corps' business strategy and goals as well as foster a work environment that provides accountability and merit-based rewards and recognition. The existing three performance evaluation systems will be reviewed to determine the feasibility of combining them into a single system and perhaps utilizing a pay-banding methodology. The study will highlight the changes to the current system that can be implemented without regulatory changes. To attract and retain top performers, this system will be designed to take maximum advantage of OPM's existing performance evaluation flexible authorities. Creating and sustaining a



workplace where open and honest communications between employees and supervisors is maintained, promotions and rewards are based on achievement of mission-driven performance goals, perceptions of fairness are sustained across the workforce, and disputes are resolved fairly and quickly are the objectives of this strategic goal.

Standard precepts will be derived from the value proposition, and performance standards will be defined relative to required contributions to the mission by military and civilian personnel. For example, establishing teamwork as a standard performance precept and measuring an individual's ability to "be part of the Marine Corps team" is paramount to supporting the value proposition. Personal accountability for sustaining high performance levels and dedicated contributions to the mission will be reinforced by both rewards and consequences.

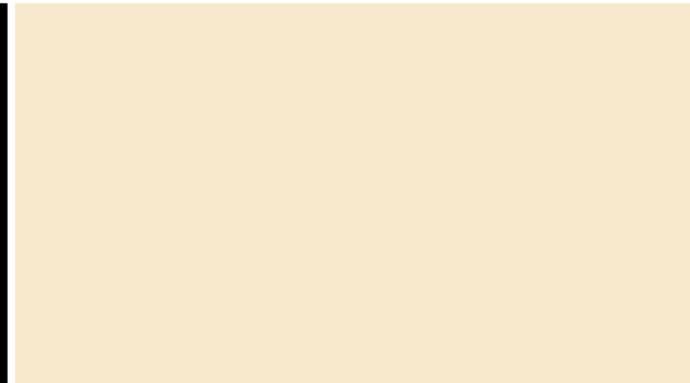
At the beginning of the rating cycle, managers will assist employees in establishing performance work plans that are linked with the achievement of the Corps' mission, objectives, and value proposition. They will monitor and adjust the plans throughout the year as job responsibilities shift. Other key performance evaluation system design parameters will include:

- Setting clear expectations for individual and team performance;
- Attaining employee commitment based on meaningful work and rewards for contributions; and
- Continuously building capabilities while improving performance through individual development using feedback and dialogue.

The concentration will be on attaining key results and exhibiting associated behaviors and competencies. Civilian and military managers and supervisors will be appropriately trained to execute their roles and will be held accountable for fulfilling their responsibilities when evaluating performance.

This performance evaluation system will be assessed, and modified if required, to ensure that it has high value and that our Civilian Marines are fully positioned for success. The benefits associated with redesigning this system will result in employees with clearer performance expectations and a better understanding of the integrated roles and responsibilities and performance expectations between military and civilian staff members. With an ability to receive ongoing performance feedback from their supervisory chain, employees' performance will improve and also result in better opportunities to chart developmental paths to achieve career objectives. From the initial objectives setting stage through the evaluation and rating of an employee's performance, we are committed to creating an environment that fosters meaningful, constructive feedback and dialogue between managers and employees, where

performance incentives, including both rewards and consequences, are based on well-defined criteria and where the evaluation of individual performance is directly tied to mission achievement.



Conclusion

This Campaign Plan will guide the Marine Corps in the attainment of our value proposition and vision as the employer of choice.

"Support our Marines. Be part of the Team."

Just as the success of a battle plan hinges on the commitment and dedication of those entrusted with its execution, so the success of this plan will depend upon the diligence of its execution by leaders at all levels and in all communities throughout the Marine Corps. Civilian Marines have our unwavering commitment to achieving success and creating a unified, total civilian and military force positioned to respond to any threat, anywhere.

