

CIVILIAN MARINE

Stand Up of Civilian Leadership Development Branch at Manpower and Reserve Affairs, MCB Quantico

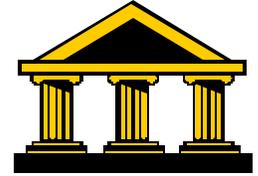
The Civilian Career Leadership and Development Program is designed to develop Civilian Marines needed to support our Fleet Marine Forces into the 21st century. Commandant of the Marine Corps, General J. L. Jones said in White Letter 04-00, "Civilian Marine workforce development is not optional." "The payoff is a seamless force of leaders-Marines and Civilian Marines." To implement the Commandant's vision, the Department of Manpower and Reserve Affairs recently established the Civilian Career and Leadership Development Branch, headed by Mr. David Amaral. The purpose of the branch is to facilitate the occupational and professional development of Civilian Marines, in a way that parallels the development efforts long emphasized for active duty Marines.

Leading a New Emphasis on Civilian Development:

The new branch is tasked with implementing the strategic vision of the Civilian Career Advocacy Board, comprised of our Senior Executive Service members and equivalents. "CCLD is leading renewed emphasis on civilian development and changing the direction for our workforce, to meet the needs of the Corps in the 21st century", said Mr. Amaral. Civilian development requires not only a commitment by the employee in preparing a realistic and focused individual development plan, but the support and "buy in" by civilian and military supervisors at all levels to help achieve those goals.

Career & Leadership Development

Occupational and professional development of civilian Marines rests on the three pillars of...training, mentorship, and experience.



Training. Each community has core training courses as well as general leadership and personal development courses. Civilian employees have always been able to take advantage of training conducted by the Marine Corps, the Department of the Navy, DoD and a variety of Federal agencies, but sometimes finding out what is both available and appropriate for the individual has not been so easy. E-training, correspondence courses, and courses offered by civilian institutions are also available and the program will develop tools to highlight those. "Training is the foundation of development. Our investment in time and money for our employees will pay big, big dividends in the future," David Amaral stressed.



Mentorship programs pair new workers with thoroughly experienced and successful leaders, usually within their own specialty. The idea is to interact with a personal career advisor and to obtain knowledgeable advice on training, developmental assignments, and self-improvement activities. It can be a very effective tool for developing leaders, and offers an opportunity for mentors and employees both, to expand their leadership, interpersonal, and technical skills.

Experience. As employees progress in their careers they will need to focus on the right job at the right time to enhance their value as Civilian Marines. Rotational or developmental assignments in other functional areas or at other installations or headquarters are encouraged.

“Civilian Marines support the mission of the Marine Corps and provide an invaluable service to our Commanders. They work in partnership with Marines to give us a seamless, total force team. I am personally dedicated to improving the leadership skills, work environment, and training and education opportunities that we provide our Civilian Marines”, said the Commandant.

Civilian Communities of Interest (CCI) Project Kickoff Meeting Held at Quantico

On November 19, 2001, Brigadier General Stephen T. Johnson, Director of Manpower Plans and Policy Division, M&RA, Headquarters Marine Corps hosted representatives of the Marine Corps’ recently established civilian communities of interest. In a Naval Message, the Commandant of the Marine Corps describes the attributes of a Community of Interest as follows:

- Functional commonality
- Unique core competencies integral to mission
- Common knowledge, skills and experience
- Common core training curriculum
- Common culture / professional identity
- Identifiable career path
- Senior leadership advocate
- Links to community professional associations
- Centralized access or management of information and standards

Mr David Amaral, Director of the newly established Civilian Career and Leadership Development Branch, M&RA, further notes that all communities of interest share interdependence to meet the mission and are recognized as a community by others.

Next Steps:

The CCI project has subdivided its task at hand into the following components:



- Further define the Marine Corps’ 20 civilian communities of interest and develop standardized templates applicable to all communities of interest which:
 - Describe the integration of technical and leadership competencies
 - Map where each community of interest’s jobs and grades are located
 - Map the technical and leadership skill requirements for career progression from entry level through executive level and how they are acquired
- Identify technical and leadership competencies requiring training/certifications and work experience at each level
- Identify appropriate learning activities and sources to include:
 - On the Job Training and rotational assignments
 - Formal training
 - E-Learning
- Develop Standard Position Descriptions

According to Mr Amaral, the CCI Project will provide Civilian Marines with career maps, access to mentors, access to competitive and non-competitive training and developmental opportunities, and thereby give our Civilian Marines increased opportunities for career growth.

Key Word:

A – D – V – O – C – A – T – E

One that pleads the cause of another; or one that defends, maintains or promotes a cause or proposal

Civilian Marine Advocates

In 1998, the Commandant established the Civilian Career Advocacy Board (CCAB) to advise him on civilian workforce management issues and to lead changes in the workforce necessary to meet future Marine Corps requirements. The Board is chaired by Mr. Peter Murphy, Counsel to the Commandant, and is comprised of Senior Executive Service members and equivalents. This past August, the Commandant designated the CCAB membership to serve as Advocates for specific communities of interest as follows:

- Engineering & Science (Non-facilities): Deputy Commander, MARCORSYSCOM
- Acquisition Program Management: Deputy Commander, MARCORSYSCOM
- Information Technology/Information Management: Deputy Director, C4/Deputy CIO
- Logistics: Assistant Deputy Commandant for I&L
- Education and Training: Technical Director, TECOM
- Contracts: Director, Contracts Division, I&L
- Human Resources: Assistant to Deputy Commandant for M&RA
- Financial: Assistant Deputy Commandant for P&R/Fiscal Director of the Marine Corps
- Legal: Counsel to the Commandant
- Facilities: Deputy Director, Facilities and Services Division, I&L
- Environmental: Deputy Director, Facilities and Services Division, I&L
- Administration: Director of Administration and Resources
- Community Support: Director, Personal and Family Readiness Division, M&RA
- Analysts: Deputy Director, Requirements and Programs Division, P&R
- Intelligence: Assistant Director for Intelligence Support
- Wage Grade: Deputy Commander, MATCOM

- Manufacturing and Production: Deputy Commander, MATCOM
- Medical: Director of Administration and Resources
- Security and Law Enforcement: Director of Administration and Resources
- Media and Public Relations: Director of Administration and Resources

Advocate Roles:

Per direction of the Commandant, these Community leaders have assumed the following roles as Advocate for civilian Marines within their designated community:

- Set the community vision and plan
- Provide community guidance
- Establish/maintain career path templates
- Collect, maintain, and share best practices
- Establish/maintain community-wide communications
- Assess community demographics and "health"

Much more to follow!

A Few Important Words on Human Relations



- The six most important words: "I admit I made a mistake."
- The five most important words: "You did a good job."
- The four most important words: "What is your opinion."
- The three most important words: "If you please."
- The two most important words: "Thank you,"
- The one most important word: "We"
- The least most important word: "I"

Eleven Principles of Leadership

- **Know yourself and seek self-improvement.** In order to know yourself, you have to understand your *be*, *know*, and *do*, attributes. Seeking self-improvement means continually strengthening your attributes. This can be accomplished through reading, self-directed study and formal training.
- **Be technically proficient.** As a leader, you must know your job and have a solid familiarity of your employees' jobs.
- **Seek responsibility and take responsibility for your actions.** Search for ways to guide your organization to new heights. When things go wrong (and they will sooner or later), don't blame others. Analyze the situation, take corrective action, and move on to the next challenge.
- **Make sound and timely decisions.** Use good problem solving, decision making, and planning tools.
- **Set the example.** Be a good role model for your subordinates. They must not only hear what they are expected to do, but must also see it from you.
- **Know your people and look out for their well-being.** Know human nature and the importance of sincerely caring for your staff.
- **Keep your people informed.** Know how to communicate with your people, seniors, and other key people within the organization.
- **Develop a sense of responsibility in your people.** Develop good character traits within your people that will help them carry out their professional responsibilities.
- **Ensure that tasks are understood, supervised, and accomplished.** Communication is the key to this responsibility.

- **Train your people as a team.** Although many so called leaders call their organization, department or section a team; they are not really teams...they are just a group of people doing their jobs.
- **Use the full capabilities of your organization.** By developing a team spirit, you will be able to employ your organization, department, section, etc. to its fullest capabilities.

Handbook (1973). *Military Leadership*

Perpetual Optimism Is A Force Multiplier

The ripple effect of a leader's enthusiasm and optimism is awesome. So is the impact of cynicism and pessimism. Leaders who whine and blame engendered those same behaviors among their colleagues. I am not talking about stoically accepting organizational stupidity and performance incompetence with a "what, me worry?" smile. I am talking about a gung ho attitude that says "we can change things here, we can achieve awesome goals, we can be the best." Spare me the grim litany of the "realist", give me the unrealistic aspirations of the optimist any day.

COLIN POWELL

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Closing Thought:

"Here is the test to find whether your mission on Earth is finished: if you're alive, it isn't." **RICHARD BACH**

