

CIVILIAN MARINE

Career & Leadership Development



1 March 2002

A Message from the Commandant of the Marine Corps

The Marine Corps' success in safeguarding American ideals and protecting our national interests is a product of the varied contributions of all Marines – uniformed, civilian, retired, and family members. All have something unique to offer in forging that success. Our civilian work force provides an element of critical continuity. You are, in many cases, our corporate memory – that frame of reference upon which we rely so heavily in rendering key decisions about the future course of our Corps. We expect a great deal from you and we are never disappointed.

Thanks to the vision of the 29th Commandant, General Al Gray, we are reaping the benefits of investing in the professional development of our Marines. Through education and managed career progression, our uniformed personnel have been afforded the opportunity to realize their potentials and rise to positions of leadership and influence in our Corps. Our civilian partners deserve no less. I am committed to a professional development program for our Civilian Marines that will foster a deeper sense of belonging and will kindle within them a renewed dedication to performance excellence. Broadening our mentorship programs and promoting a partnership based on mutual respect between Marines and the civilians who support them can further this. I encourage all leaders to help us realize this goal.

I want to thank each of you for what you do for our Corps and pledge my continued support to broadening the opportunities for our Civilian Marines, as we all endeavor to further elevate the pride and professionalism within the Corps.

Semper Fidelis.

JAMES L. JONES
General, U. S. Marine Corps

Leading While Empowering The Civilian Marine

In the next decade almost half the Civilian Marine workforce will be eligible to retire. They will leave a tremendous legacy, but their knowledge and experience must first be imparted to the Marine workforce of the future. This article focuses on development of “Mentoring” and “Leadership” characteristics that will be essential to that process to ensure we are prepared to meet what are likely to be even greater challenges of the 21st century and beyond.

Mentoring by Marine leadership is not a new concept. It's exemplified in our active duty as they prepare for combat and other mission essential duties in formal courses and on the job. The mentoring process for Civilian Marines is typically less formal, yet many have successfully advanced from junior to senior grade positions. The Commandant's Civilian Career and Leadership Development (CCLD) Program is developing processes to more systematically “grow” our civilian leaders to meet tomorrow's challenges.

Quality mentoring is not easy. The following are some tips for building success in your mentoring and coaching efforts:

- **Share your vision for the future:** The first job of leaders is to paint a clear vision of where the Marine Corps is headed and share it with all employees. Vision becomes the basis and guiding light for establishing individual goals and ensuring their alignment with the larger organization's mission.
- **Respect the value and differences of others:** Great mentors recognize the advantage of having people with different skills, strengths, and personal styles. Make sure those you mentor feel valued for being exactly who they are.
- **Whenever possible, Ask vs. Tell:** The simplest way to draw out individual creativity is to ask thought-provoking questions. Conversely, the way to squelch creativity is to do a lot of telling. Ask and you'll be amazed at the creativity and energy.
- **Hear what is being said, and listen for what is NOT being said:** Listening for expression of values, dreams, concerns, and frustrations allows you to discern the message behind the message.
- **Give permission to make mistakes:** Were it not for mistakes, we wouldn't have Post-It Notes or WD-40. Civilian Marines who feel they can take calculated risk, will be more creative and productive.
- **Help people see beyond where they are now:** A great mentor helps people envision possibilities in terms of their own growth and development. This is the first step in building new skills and capabilities.
- **Suspend the expertise for a moment:** Don't appear to be the all knowing Senior Advisor. Let the Civilian Marine come to their own appropriate solution.
- **Focus on developing future leaders and not the scoreboard:** It's a paradox that if you focus on the person first and the result second,

you'll get the desired result. Positive expectations breed positive results.

Reference: Poole, M.S. Top Ten Coaching Tips for Empowering Your Employees; Success Builders 1998.



**Coming soon to
your local CCLD
Office and the
Web!!**

Community Management: A Contracting Workforce Perspective

**By: Kathy Luhmann
Community Manager, Contracting**

The Marine Corps contracting community is undergoing many changes, as with the rest of the civilian workforce. Issues such as recruiting and retaining qualified contracting personnel, coupled with an aging workforce, generate concerns related to knowledge management and the development of our workforce in order to fill current and future leadership positions.

Then consider budgetary constraints and an evolving business environment impacted by new technologies, electronic commerce, a standard procurement system, new acquisition excellence initiatives, outsourcing, and the Government-wide Commercial Purchase Card (GCPC) and the



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challenge of effective community management is even more daunting.

These changes manifest themselves in how we conduct business, the skills and knowledge we need to conduct business, and how we prepare ourselves for potential changes in the future. More than ever, the role of the contracting workforce has been expanded to that of a business partner and advocate providing sound business solutions.

In early 2001, the Installations and Logistics (I&L) Contracts Division launched its Contracts Campaign Plan, which focuses on three specific areas – people, processes, and technology. The focal point of Goal 1 is superior community management that identifies various objectives and strategies whose primary emphasis is to enhance the professionalism of the contracting workforce and to establish a structure that accomplishes that end. A large portion of this effort has encompassed validation of existing core competencies of the Marine Corps' contracting community and identifying new skills that will frame how we train and develop our workforce in the next 3 to 5 years. In fact, the development of core competencies for the contracting workforce represents such a significant part of the Campaign Plan, that the 2002 Campaign Plan incorporates further competency development, with the anticipation that future competencies will be identified and validated by the end of 2002.

Part of the overall blueprint behind the Campaign Plan included the establishment of a Community Management Team, which became fully staffed in October 2001. This team is probably the first of its kind in the Marine Corps completely devoted to the management of a functional career field. Soon thereafter, the civilian Communities of Interest (COI) project was launched, which provides a framework that captures the focus of community management and the campaign plan – core competency development and a structure to develop a workforce tailored to fulfill those requirements. A working group consisting of civilian and military contracting personnel from various USMC contracting offices was assembled. This group serves as a catalyst to help bring about

innovative change to the Marine Corps contracting community. In January 2002, with assistance from the Civilian Career and Leadership Development Branch and Administrative Resources Division (AR-4), the Contracts Working Group convened for the first time with the sole purpose of validating existing contracting competencies to form a baseline “as is” look at the contracting community.

One might presume that a community already under a career management program such as the Defense Acquisition Workforce Improvement Act (DAWIA) would have a wealth of resources at their fingertips. While we benefit tremendously from the structure and tools that DAWIA provides, much effort is required to identify those skills and competencies that are unique to the Marine Corps contracting community. Further, consider the vision developed by the Working Group, which included “paving the way for a strong, highly competent and evolutionary workforce that has the skills, personnel, and resources to meet/exceed the future needs of our customer.” A workforce that would set the “standard for the DoD contracting community.” All in all, during the intense two-day session, much was accomplished to validate the “as is” condition of the Marine Corps contracting community and set the momentum for the next phase which will encompass the future core competencies. These efforts will help us determine the skills needed in our current and future workforce, both civilian and military, and will guide us in developing our training program for both our technical and leadership skills. Our goal is to set the standard for DoD's contracting community. The nation's most elite fighting force deserves no less.

Innovation Not Limited To Technology

**By Mr. Karem Sethi
Management Analyst
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Innovation in today's military cannot be confined to technology alone. Our Marine Corps must continually rethink methods, organizational structure, communication, and strategic positioning and technology issues to lead in national defense.

We must develop concepts and tools to strategically analyze our goals, capabilities and systems to plan the most effective means for ensuring long-term growth and break-through innovation. This break-through is possible only through creatively integrating technology with our mission requirements. Creativity is one of the most important elements of innovation and helps to form a platform for success.

Other elements that create a platform for organizational success are:

- Renewal in our capacity for changing and reinventing ourselves. It is viewed as the only means to assure leadership.
- The exchange of ideas between leadership and Civilian Marines is another platform for success. Communication helps the organization discover its needs and identify products or services to fulfill our mission.
- Invention is another platform. Innovating new processes before existing ones mature and become obsolete allows us to practice continuous process improvement.
- Success with continuous process improvement anticipates changes in technology and the marketplace and capitalizes on them to effectively introduce the right technology at the right time.
- Collaboration technologies are vital to continual innovation. Sharing knowledge across units sparks the break-through thinking necessary for the creation of new processes and new ways of doing business.
- Resource sharing, partnerships and joint ventures with suppliers, and customers allow us to increase our knowledge base and provide the ability to innovate.
- The Marine Corps will lead the way in innovation, making our organization a valuable and desirable place to work for all Civilian

Marines. Their performance embodies new information that advances state of art technologies.

- Innovation in a democratic environment should come from the bottom up and not the top down. Management empowers employees who are inclined to play with technologies and concepts that show promise. The whole concept is to give creativity an opportunity to flourish where it will, and to provide a means of nurturing it until it develops sufficiently to withstand scrutiny.



Finally, innovation does not flourish in a static environment. We must innovate for a purpose and be strategically aligned. To establish an ideal set up leaders must promote a spirit of freedom and open-mindedness that inspires employees with dedication and motivation to exercise their ingenuity and technical skills to the highest level.

Our success in today's ever changing defense posture requires all of us to be innovative. Never doubt that a small group of dedicated and committed Marines and Civilian Marines can change the world.

Civilian Workforce Campaign Plan

By Ms. Debra Filippi

Deputy Director, Command Control, Communications and Computers (C4) and Deputy CIO and Ms. Luann Kollaja, Price Waterhouse Coopers Consulting

When General Jones became the 32nd Commandant of the Marine Corps in July of 1999, one of the first initiatives he commissioned was the improvement of civilian workforce development. Since then, there has been a significant concentration of effort to enhance the civilian workforce by the Senior Executives and M&RA. In September of 2001, the SESes solicited expertise in best practices across the public and private sector to develop an integrated workforce

strategy that focuses on improving the skill competencies and leadership qualities of civilians. A contract was awarded to Price Waterhouse Coopers Consulting to assist us in building the “Civilian Workforce Campaign Plan.” This document will serve as the “Commander’s Intent” for civilian workforce development and will contain the “road map” of activities necessary to develop the skills and qualities associated with earning the title “Civilian Marine.” We have developed a vision and value proposition for the workforce that is the foundation for six strategic goals that shape this initiative. The battlefield has been framed with the views of some of our senior leaders regarding the Marine Corps of the 21st century and the partnership that they seek with their civilian teammates. We have solicited YOUR ideas on the challenges that we must address if we are to achieve an expert, innovative and distinctive Civilian Marine workforce. We are attempting to tackle the hard issues such as performance management, civilian leadership roles, expeditious recruiting and cross cultural exchange. In summary, this campaign plan will focus on the full life cycle of an employee’s career -- from the initial recruitment and enculturation of employees, to the design of programs targeted to retaining and refreshing staff competencies, through the separation and celebration of employee contributions. This will not happen over night, but we’re off to a great start...

Our Civilian Marine Vision– The Cornerstone of an Integrated Workforce Force Strategy

Just as the Marine Corps constantly transforms itself to meet changing threats, we must transform to take full advantage of the potential of our civilian workforce. Our vision of the future is described as follows:

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.

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This strategy will integrate our plans for developing and managing our civilian workforce with the Marine Corps’ mission, vision, and Strategy 21. The following six strategic goals will enable us to achieve that vision of the future.

Nurture, build and grow Civilian Marines through the development of a “Value Proposition.”

To create a truly integrated Total Force of civilian and uniformed Marines, we must ensure that each community has an appreciation for the value that each party brings to achieving the organization’s goals. To be successful, our civilians require the opportunity to develop a deeper understanding of the mission and functions of the Marine Corps, the role civilians play in enabling our Corps to achieve success, and of how their work directly affects mission accomplishment. To answer the question, “Why would a talented person want to work for our organization?” the Marine Corps offers the following value proposition to its civilians -- “*Support the Marines. Be part of the Team.*” This is the foundation for integrating all elements of the civilian work lifecycle to ensure we attract and retain a talented and motivated workforce.

Provide flexible career opportunities to develop the premier workforce. To build and sustain the best fighting force in the world, the Marine Corps must purposefully invest in education, training, and other developmental opportunities to help our civilian employees build the competencies and experiences needed to reach their full potential, and to achieve our shared vision. M&RA has undertaken design of a comprehensive framework to enable each Community of Interest (COI) to strategically develop core workforce competencies.

Foster leadership at every level. Leadership is a hallmark of the Marine Corps. Just as it is important to develop leaders at all levels in the community of uniformed Marines, so too we must inculcate and foster leadership skills at every level and across all Communities of Interest.

Structure USMC's performance management to foster accountability and reward high performance. We are committed to creating an environment that fosters meaningful, constructive feedback and dialogue between managers and staff, where performance incentives, including both rewards and consequences, are based on well-defined criteria.

Establish an integrated Total Force management system for shaping the workforce of the future.

To develop the workforce of the future requires an integrated, comprehensive approach to managing our Civilian Marine workforce. We will provide managers with the tools they need to make fact-based decisions regarding Total Force personnel requirements in order to ensure that the Marine Corps is making the right investments for the future.

Continue to enhance Human Resource (HR) expertise and corresponding workforce management infrastructure. Because of reduced access to HR professionals, we must continue to educate civilian and military workforce supervisors on HR programs, policies, and procedures.

Next Steps

The "Civilian Workforce Strategic Plan" will be published as the "Civilian Workforce Campaign Plan" in April of 2002. Please mark your calendars and contact your HR representative for a copy.

Key "Word": MARINE CORPS VALUES

Exhibit through personal performance the principles of honor (ethical behavior), courage (mental strength to do what is right) and commitment (technical excellence and quality work).

The Marine Corps is a unique institution, not just within the military, but to the nation and the world. As guardians of the standards of excellence of our society, Marines and Civilian Marines must possess the highest sense of gallantry in serving the United States of America. Generations of American men and women have given special meaning to the title United States Marine and countless others the term Civilian Marine. These same men and women live by a set of enduring Core Values that form the bedrock of their character. The Core Values give Marines and Civilian Marines strength, regulate their behavior, and bond our Marine Corps into a total force that can meet any challenge.

Honor guides us 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 to act responsibly; to be accountable for their actions; to fulfill their obligations; and to hold others accountable for their actions.

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

Commitment is the spirit of determination and dedication found in all 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 to our country. It inspires the unrelenting determination to achieve a standard of excellence in every endeavor.

Your Honor, Courage and Commitment is what sustains our reputation as the number one premium combat ready force in the world. Semper Fidelis!

Civilian Marine in the Spotlight



LtGen Garry L. Parks, Deputy Commandant, Manpower and Reserve Affairs congratulates Mr. Leo J. Kelly, Director, HQMC Administration and Resources Division and leader for the Administration, Medical, Security and Law Enforcement, and Media/Public Relations Communities of Interest on his retirement at Henderson Hall. Photo By Sgt Marshall Paull

MPD Announces Logo Contest

The Manpower Plans and Policy Division is holding a Marine Corps Wide Contest to design an original Logo for the Civilian Career and Leadership Development Program. (CCLD) Entry is limited to Civilian Marines. The selection will be made by the Civilian Career Advocacy Board and Manpower and Reserve Affairs.



Original art or computer graphics will be accepted in hard-copy or as e-mail entries (preferably in

JPEG format). Artistry will be judged on originality and conveyance of the goals of CCLD Program. No copyrighted material may be used.

Entries with full name, grade and series, address, duty location and contact telephone number must

be received by COB 15 May 2002 to Manpower Plans and Policy Division (MPD), 3280 Russell Road, Quantico, Virginia 22134-5103 ATTN: S. Marsteller or via E-mail to MarstellerSK@manpower.usmc.mil.

What's your Story?

Do you have a story for the **Civilian Marine**? Let us know. Submissions should be in Word format to the MPD Office or via e-mail to MarstellerSK@manpower.usmc.mil. Not all stories will be published due to space limitations, and we reserve the right to edit for content and applicability. Be sure to include your phone number and e-mail address so we can discuss your story with you and possible publication dates. Author's by-line will appear as well as work location.

Point of Contact for the CCLD newsletter is Sherry Marsteller, (703) 784-9763, DSN 278.

Closing Thought:

"Leaders breathe life into what are the hopes and dreams of others and enable them to see exciting possibilities that the future holds. Leaders get others to buy into their dreams by showing how all will be served by a common purpose."

Kouzes & Posner



