# Logistics Community of Interest

# Career Development Guide

Civilian Marines

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*"Whether coming from the sea or ashore, the complementary nature of the air, ground, and logistics elements is the essence of the MAGTF."*

*-- General Joseph Dunford, USMC, 36th Commandant's Planning Guidance*

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# Introduction

Civilian Marines are an integral part of the Marine Corps structure and as such, they are uniquely positioned to contribute their special talents and capabilities in support of our nation's defense. Each Civilian Marine makes a unique contribution to his or her command's specific mission.

Civilians play a critical role in enabling the Marine Corps to "respond to today's crisis with today's forces, today" and to fulfill its Congressionally-mandated mission of "being the most ready when the nation is least ready." Without civilian support, the mission of the Marine Corps would be severely compromised. Civilian Marines continue to positively impact the Marine Corps mission worldwide.

Building a career is no longer about finding the right job and keeping it, but rather about making continual career choices in response to a rapidly changing labor market. Civilian Marines who make informed decisions about their career demonstrate that they are committed and engaged workers. They have a greater sense of ownership over their work roles and invest time and energy into their professional development. They are likely to be better collaborators, who get along with their coworkers and supervisors, and add value to their organizations.

The Marine Corps remains focused on ensuring that Civilian Marines keep pace with leadership and technology changes, both today and in the future. To allow the Marine Corps to obtain the maximum benefit from its workforce in the present environment, it is imperative that all Civilian Marines maintain their career development plan. Individual Development Plans (IDPs) are essential to ensure Civilian Marines' training, education, and developmental activities are strategically aligned to the Marine Corps' mission. Supervisors and individual Civilian Marines share responsibility for developing and maintaining a workforce that possesses the functional skills and proficiency levels required to accomplish the Marine Corps mission.

Successful Civilian Marines must take a positive and proactive approach to career development. To this end, all Civilian Marines are encouraged to pair with a mentor and participate in training and education courses, workshops, seminars, and on-the-job developmental assignments. These activities are designed to equip Civilian Marines reach their full potential and make their greatest possible contribution to the Marine Corps.

This Career Development Guide is designed to help Civilian Marines understand the relationship between gaining proficiency in a particular occupational specialty and charting a career path to advance or change careers. Using this guide, Civilian Marines are able to make educated decisions to plan and advance their professional career development.

## Communities of Interest Background

General James Jones, 32nd Commandant, served as the first champion of the United States Marine Corps (USMC) Communities of Interest (COI) program for Civilian Marine career and leadership development. His Commandant of the Marine Corps (CMC) message in August 2001 articulated a commitment to Civilian Marines and assigned an organization within Headquarters Marine Corps (HQMC), Manpower and Reserve Affairs (M&RA) to establish a program supporting their career development within each Civilian Marine functional job field. The COIs that emerged were an integral component of General Jones' Civilian Workforce Campaign Plan (CWCP) and later formalized with a directive by General Michael Hagee, 33rd Commandant, who called for continuing executive support for this important program.

A Community Leader and Community Manager oversee each COI. The Community Leader works as an advocate for Civilian Marines within the associated COI to uphold the Community's mission, vision, and goals; define responsibilities; provide guidance; establish and maintain career roadmaps; and promote Community-wide communication. The COI Leader also manages competency requirements and proficiency expectations and works to ensure that the Community has access to the training its Civilian Marines need to be successful and grow in their careers.

COI Managers are Community technical experts who collaborate with the COI Leader to support competency requirements. They provide coordination and communications support; inform professional and career growth opportunities; and conduct Community-wide outreach activities.

Today, career development within the USMC civilian workforce is organized within 21 COIs, each grouped according to related occupational job families:

- Administration
- Community Support
- Contracts
- Education & Training
- Engineering & Science
- Environmental
- Facilities
- Financial
- Human Resources
- Industrial Trades
- Information Technology Management
- Intelligence
- Legal
- Logistics
- Management & Program Analysis
- Manufacturing & Production
- Professional Analyst
- Program Management
- Safety & Occupational Health
- Security & Emergency Services
- Visual Information & Public Affairs

## Department of Defense Logistics Human Capital Strategy

The Department of Defense (DoD) Logistics Human Capital Strategy (HCS) provides a clear vision for the future logistics workforce, culture, and human resources practices. The DoD Logistics HCS vision is an integrated, agile, and high-performing future workforce of multi-faceted, interchangeable logisticians that succeed in a joint operating environment. The foundation of this vision is the competency-based management of the DoD's logistics workforce, manifest in the creation of a logistics career roadmap with a common lexicon and set of core logistics competencies and proficiencies. Operationalized through a DoD Logistics Career Development Framework (LCDF), this roadmap provides the future logistics workforce with the right mix of function-specific subject matter experts (SMEs) and Enterprise Logisticians.

DoD logisticians, Services, Agencies, and Combatant Commanders (COCOMs) benefit from the DoD Logistics HCS. For DoD logisticians, the HCS promotes a career development framework with consistent expectations and application of competencies and skill requirements, in addition to enhanced opportunities for cross-functional development, flexibility, and growth. For the Services, Agencies, and COCOMs, the HCS improves logistics synergy, which in turn provides better capabilities for current and emerging mission requirements. In addition, the HCS lays out an enterprise system that enables identification, development, and utilization of the desired competencies to meet mission needs.

The HCS identifies four logistics workforce categories: Supply Management, Maintenance Support, Deployment/Distribution/Transportation, and Life Cycle Logistics.

## Marine Corps Logistics Community of Interest

In 2002, the Marine Corps established the COI program to enhance Civilian Marine careers. The Logistics COI encompasses all four logistics workforce categories listed above and is comprised of approximately 5,500 Civilian Marines in 57 occupational series located around the world.

The COI provides members with forums to discuss issues, share best practices, and promote common interests. The Assistant Deputy Commandant for Installations and Logistics (ADC, I&L) is responsible for the management of the Logistics COI program. A representative from the Logistics Policies and Capabilities Branch (LPC) of I&L is assigned to be the Logistics COI Manager.

Today's civilian logisticians bring a wealth of experience to the community, enabling its members to better prepare for future threats in a resource constrained operational environment. All members of the Logistics COI help to develop, coordinate, integrate, execute, and oversee logistics plans, policies, and operations. These activities enable the operating forces and supporting establishment to execute Marine Corps global missions successfully.

Figure 1 identifies the Logistics COI occupational series, in their respective logistics workforce category:

## SUPPLY MANAGMENT

Includes procurement to disposal of defense system material, and integration of multiple material sources and processes to meet war fighter requirements.

- 2001 General Supply
- 2003 Supply Program Management
- 2005 Supply Clerical and Technician
- 2010 Inventory Management
- 6901 Miscellaneous Warehousing and Stock Handling
- 6907 Materials Handling
- 6910 Materials Expediting
- 6912 Materials Examining and Identifying

## MAINTENANCE SUPPORT

Includes planning and executing maintenance, both scheduled and unscheduled, to defense system equipment.

- 0856 Electronics Technician
- 1150 Industrial Specialist
- 1152 Production Control
- 2601 Miscellaneous Electronic Equipment Installation and Maintenance
- 2602 Electronic Measurement Equipment Mechanic
- 2604 Electronics Mechanic
- 2606 Electronic Industrial Controls Mechanic
- 2610 Electronic Integrated Systems Mechanic
- 2854 Electrical Equipment Repairing
- 3414 Machining
- 3416 Toolmaking
- 3701 Miscellaneous Metal Processing
- 3703 Welding
- 3705 Non-Destructive Testing
- 3711 Electroplating
- 3801 Miscellaneous Metal Work/Processing
- 3806 Sheet Metal Mechanic
- 3809 Mobile Equipment Metal Mechanic
- 4701 Miscellaneous General Maintenance and Operating Work
- 4737 General Equipment Mechanic
- 5423 Sandblasting
- 5701 Miscellaneous Transportation/Mobile Equipment Operation
- 5801 Miscellaneous Transportation/Mobile Equipment Maintenance
- 5803 Heavy Mobile Equipment Mechanic
- 5806 Mobile Equipment Servicing
- 5823 Automotive Mechanic
- 8255 Pneudraulic Systems Mechanic
- 8852 Aircraft Mechanic

## DEPLOYMENT / DISTRIBUTION / TRANSPORTATION

Includes transportation, packaging, cargo scheduling, and dispatching of materials, support services, and personnel in response to customer requirements to move and sustain the force.

- 2030 Distribution Facilities and Storage Management
- 2032 Packaging
- 2101 Transportation Specialist
- 2102 Transportation Clerk and Assistant
- 2130 Traffic Management
- 2131 Freight Rate
- 2135 Transportation Loss and Damage Claims Examination
- 2144 Cargo Scheduling
- 2150 Transportation Operations
- 2152 Air Traffic Control
- 5413 Fuel Distribution System Mechanic
- 5703 Motor Vehicle Operating
- 5704 Fork Lift Operating
- 5705 Tractor Operating
- 5716 Engineering Equipment Operating
- 5725 Crane Operating
- 5786 Small Craft Operating

## LIFE CYCLE LOGISTICS

Includes planning, development, implementation, and management of a comprehensive, affordable, and effective systems support strategy.

- 0346 Logistics Management
- 1670 Equipment Services
- 1910 Quality Assurance

# Logistics Community of Interest Mission and Vision Statements

## Mission

The Logistics COI identifies and provides opportunities for the civilian workforce to enhance and support the mission of the Marine Corps in a joint and modernized environment.

## Vision

A Logistics COI that promotes and fosters an interoperable civilian workforce by providing professional development opportunities, career progression, succession planning, mentorship and community forums in support of the Marine Corps.

## LOGISTICS STRATEGIC COMMUNICATIONS PUBLIC WEBSITE

The Logistics C OI maintains a public website with topics of interest to COI members outside the firewall. This site contains links to documents, applications, and tools so members have quick access to career development information.

Please click on the link to visit the Logistics COI website for additional information and helpful links.

# Civilian Workforce Management

Senior executive members of the Civilian Workforce Advisory Board (CWAB) developed the Civilian Workforce Strategic Plan (CWSP) as a framework for strengthening the Civilian Marine workforce. The Marine Corps recognizes that Civilian Marines serve a vital role in supporting the USMC mission and providing crucial skillsets to support operations. The CWSP outlines Civilian Marine Core Values and Civilian Marine Workforce Strategic Goals and helps ensure that Civilian Marines continue to be developed, motivated, and encouraged. The plan can be found on the M&RA website.

## Civilian Marine Core Values

**Vision:** "The Marine Corps is the employer of choice for expert, innovative, and dedicated civilians serving and supporting the Nation's finest fighting force."

**Mission:** "Civilian Marines support the Marine Corps through a capable and competency-based workforce committed to sustaining operational readiness."

**Core Values:** "The USMC core values; Honor, Courage, and Commitment shape and form the character of both out Marines and Civilian Marines. They give us strength and direct our behavior; they bond the Marine Corps into a Total Force, ready and able to meet any challenge. Civilian Marines embrace core values in daily work activities and decision-making."

## USMC Civilian Workforce Strategic Goals

The USMC civilian workforce strategic goals are the foundation that integrates plans to develop and manage the civilian workforce, which support and contribute to Total Force operational readiness. The four strategic goals are:

1. Provide civilian workforce development opportunities to support career progression and growth.
2. Implement a competency-based approach to total workforce management in order to shape the current and future workforce.
3. Enhance integrated military-civilian culture as one team to accomplish the Marine Corps mission.
4. Foster a work environment that encourages excellence.

## CIVILIAN WORKFORCE MANAGEMENT BRANCH

M&RA, Manpower Division, Director, Civilian Human Resources has designated Office Code MPC-30 as the lead agency for civilian workforce planning and enterprise operational activities related to civilian workforce development matters. MPC-30 also serves as the integrator for DoD Civilian Strategic Human Capital Planning and Management. In conjunction with the Department of the Navy (DON), MPC-30 serves as the central point of contact for managing the Marine Corps' participation in functional community management workforce development initiatives to meet the Department's Congressional reporting requirements.

MPC-30's mission is to develop and provide Marine Corps policy, guidance, and oversight for civilian workforce management and developmental programs, and to represent the USMC at the DON and the DoD levels in these matters. MPC-30 is responsible for providing strategic direction, guidance, and processes to assist in effective talent management and development of Civilian Marines. MPC-30 plans, programs, and budgets resources for civilian workforce training and development and is responsible for the effective management of the civilian COI, competency management, academic degree, and other human capital programs and services designed to enhance the civilian workforce. Additionally, in coordination with key stakeholders, MPC-30 establishes and implements human capital program objectives to assess and assist leaders and employees in preparing the workforce for emerging skills, mission, and competency requirements.

## CIVILIAN WORKFORCE ADVISORY BOARD

The CWAB comprises all senior civilian executives (Senior Executive Service (SES) and equivalent) in the Marine Corps. The board is chartered by the CMC to provide the Marine Corps vision for its civilian workforce and to develop and support the strategy for the Civilian Marine leadership and functional career development. The board is committed to assisting Civilian Marines with their professional development and has taken an active role in executing CWSP strategies. In addition, the board acts as an advocate for the civilian workforce COIs.

## CIVILIAN MARINE CORPS WORK LIFE CYCLE

The Civilian Marine Corps Work Life Cycle encompasses a Civilian Marine's entire engagement with the USMC civilian workforce, from recruitment and retention through formal separation. Throughout this lifecycle, the USMC strives for the highest levels of performance across all occupations and locations. When a Civilian Marine enters the workforce, they are first acclimated to organizational culture and provided opportunities to learn about their role as supporters to the warfighter. They also receive training in USMC mission and organizational structure, history, traditions, protocols, and workforce development.

The Civilian Marine Corps Work Life Cycle, illustrated in Figure 2, and described below, emphasizes personal and professional development through career management, appreciation, and celebration programs.

## DEPARTMENT OF DEFENSE CIVILIAN EXPEDITIONARY WORKFORCE

The DoD established the Civilian Expeditionary Workforce (CEW) in 2009 as a pre-identified subset of its civilian workforce. The CEW is organized, trained, and equipped to deploy in support of combat operations, contingencies, emergency operations, humanitarian missions, disaster relief, restoration of order, drug interdiction, and stability operations. This civilian deployment experience allows civilians to use their capabilities, experience, and knowledge as a crucial component of helping the DoD accomplish its mission abroad. Individuals interested in applying their skills and experience in a unique environment can volunteer for open positions supporting the U.S. Military in foreign theaters. Volunteering to deploy gives the individual an extraordinary opportunity to exercise his/her skills and expertise while directly supporting operations of national interest.

DoD employees can apply directly through the CEW program application by visiting the following link: https://www.apps.cpms.osd.mil/CEW_ApplicationForm/Home/Splash.

- **Recruit:** Attract quality people and recruit the best
- **Acculturate & Retain:** What it means to be a uniformed and Civilian Marine
- **Refresh & Sustain:** Maintain an exceptional workforce by providing developmental opportunities and recognition for superior performance
- **Separate:** Recognize all service and show appreciation for contributions

## TOTAL WORKFORCE MANAGEMENT SYSTEM

The Marine Corps has granted Civilian Marines access to their federal employment data in the Total Workforce Management System (TWMS). TWMS is a secure, web-based DON system that enables an individual to view, print, and update specific personal employment information via one convenient, user-friendly application. Directions to obtain access to this system can be found on the Logistics COI public website.

## CIVILIAN MARINE ACCULTURATION PROGRAM

The Marine Corps Acculturation Program (MCAP) is a training course designed to educate Civilian Marines on Marine Corps history, culture, organizational structure, and career and leadership development. This program, started by the CWAB in 2004, addresses the second phase of the work lifecycle according to the CWCP. The second phase of the lifecycle is acculturation of civilians into the Marine Corps culture. Acculturation is vital to the workforce as it imbues the traits and social patterns of the culture. It assimilates new members into the existing cognitive structure. The focus is to provide an overall picture of the "Marine Corps" to newly assigned Civilian Marines. Specifically, the goals of MCAP are:

1. To increase knowledge of the Marine Corps and the value that the Marine Corps places on its culture.
2. To highlight the vital role that Civilian Marines play as members of the Marine Corps team.
3. To enhance overall understanding of the Marine Corps workforce environment and where each civilian fits in, and to educate civilians about the Marine Corps CWCP and the career and leadership development opportunities that are available.

Each installation has a Civilian Career and Leadership Development/Human Resources Development Strategic Advisors (HRDSA) point of contact who provides the MCAP sessions. Upon completion of the program, Civilian Marines reconfirm their oath to the United States and take part in a graduation ceremony which is conducted by their MCAP instructors. The new Civilian Marines are presented with a certificate of completion and Civilian Marine pin.

## MARINE CORPS MENTORING PROGRAM

HQMC developed the Marine Corps Mentoring Program (MCMP) to retain and help the career progression of a highly diverse and competent workforce. The mentoring program is part of a greater civilian career development effort and mentoring activities are an important aspect for participants in formal training courses, such as those offered by Marine Corps Civilian Leadership Development Program (MCCLDP). Mentoring is defined as a personal and confidential partnership between two people (mentor and protégé), often working in a similar COI or occupational series. A mentor is committed and able to share knowledge and experience, leading to enhanced performance by positively affecting another's personal growth over a well-defined timeframe. As a result of mentoring, the protégé gains confidence, independence, and the ability to move forward autonomously in his or her career.

### 1. Assessment

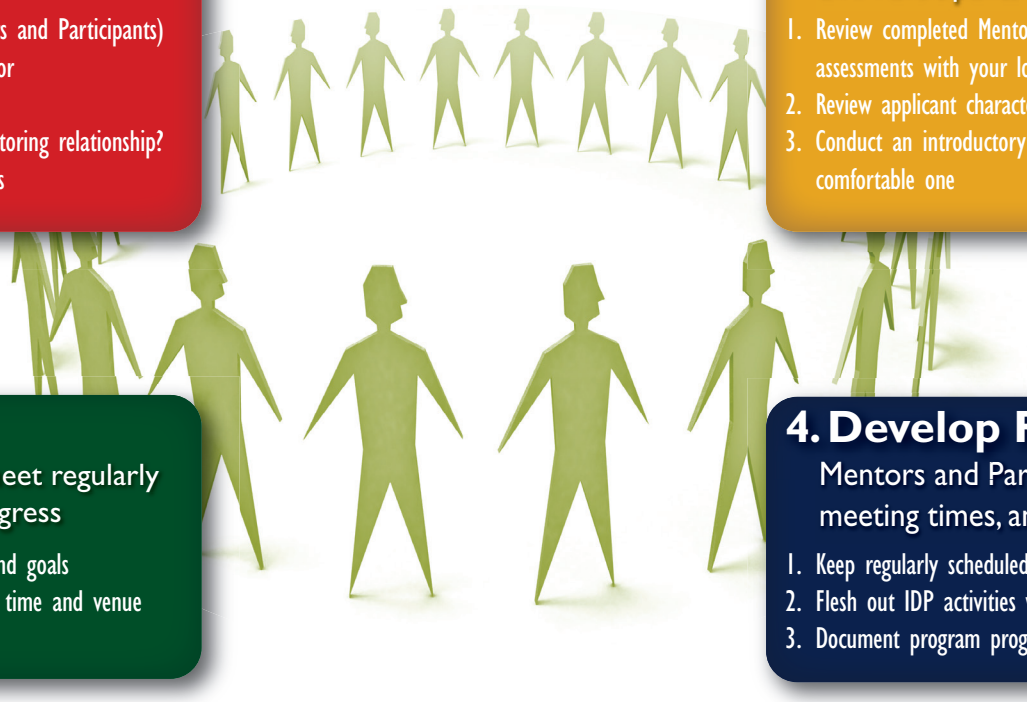
Mentors and Participants evaluate characteristics

1. Complete a self-evaluation (both Mentors and Participants)
2. Check your traits against ideal Mentor or Participant characteristics
3. Ask yourself: can you commit to a mentoring relationship?
4. Work to perfect your traits and abilities

### 2. Matching

Program Coordinators help Mentors and Participants review potential partners

1. Review completed Mentor or Participant applications and assessments with your local Mentor Program Coordinator
2. Review applicant characteristics against "what to look for" lists
3. Conduct an introductory meeting to ensure match is a comfortable one



### 3. Guidelines

Mentors and Participants meet regularly to review development progress

1. Meet together to discuss expectations and goals
2. Set up a standard and regular meeting time and venue
3. Begin creating an IDP

### 4. Develop Relationships

Mentors and Participants set expectations, meeting times, and development activities

1. Keep regularly scheduled meeting times
2. Flesh out IDP activities with a Mentor Action Plan (MAP)
3. Document program progress using a Progress Chart

Please refer to the HQMC USMC Civilian Mentor Program Quick Reference Guide (http://www.hqmc.marines.mil/Portals/143/Docs/HQMC_Mentoring_Guide.pdf) for additional detailed information on expectations, specific roles and responsibilities of Mentee/Mentor(s) in the Marine Corps, and support.

The body of knowledge developed around mentoring, Mentor-Participant relationships, and Mentor-enhanced career development for Civilian Marines is vast. Currently some public and private sectors are more advanced in Mentor Program Development than others, and therefore provide excellent sources of information for burgeoning local Marine Corps efforts. Certain other branches of the U.S. government outside the DoD have made considerable progress documenting program practices and policies, although at this writing efforts are highly decentralized.

Although many texts have been written on the subject, most current Mentor Program documentation is made available via the internet. Research indicates that while textbooks highlight basic mentor principles, implementation procedures and industry best practice information is more current online. Accordingly, a list of primary online mentor resources is presented below:

1. **Marine Corps Civilian Leadership Development Program (MCCLDP)** (http://www.hqmc.marines.mil/hrom/OrganizationWorkforce/CivilianLeadershipDevelopmentProgram.aspx): This site identifies current events, quarterly newsletters, policy, and mentor program practices for Civilian Marines, as well as the Civilian Marine Career and Leadership Development Handbook. This site also links to training an educational opportunities available to Civilian Marines.

2. **The International Mentoring Association** (http://www.mentoring-association.org): Although some areas are for members only, this site contains valuable and current mentor program industry information and a sizable list of links to other mentoring resources.

3. T**he Office of Personnel Management (OPM)** (http://www.opm.gov): This site highlights leadership competencies, especially for SES civilians. This site also then links to training opportunities as well as other levels of civilian leadership.

# Career Development Planning

Career planning is a lifelong process involving an evaluation of the Civilian Marine's own aptitudes and interests, gathering information about various occupations, setting career goals, and developing a plan to achieve those goals. A well-conceived career plan should be sufficiently flexible to accommodate changing opportunities for professional development and to align strategically to the Marine Corps' mission.

## WHY IS CAREER DEVELOPMENT IMPORTANT?

To some, the word "career" means a progression of positions on a career path; to others, it means achieving recognition in a specialty with promotions. This guide considers career development a lifelong process of self-examination and planning that helps individuals integrate their goals with their organizations' needs.

Sound career development is a process that takes into account the circumstances surrounding life transitions and recognizes the changing nature of the workplace, the economy, and the influence of politics and world events.

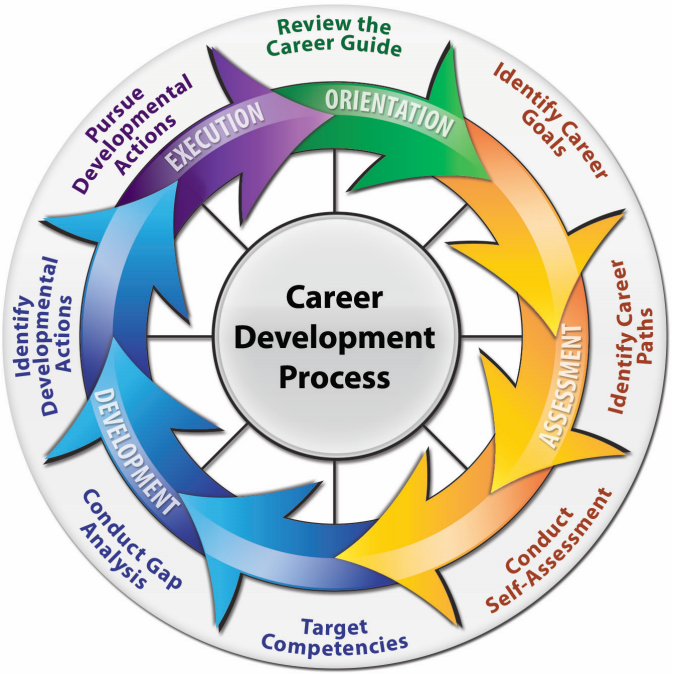
A career development plan can be developed and implemented in several steps. The following outline is provided to help Civilian Marines establish and maintain the plan:

1. Ask yourself where you want to be professionally in 5-10 years
2. Identify your current competencies and interests
3. Identify gaps between where you are and where you want to be in the future
4. Establish goals that will help you achieve your desired career path
5. Set target dates to measure progress towards goals

Focusing on career development helps Civilian Marines continually improve their functional and leadership abilities and build skills in areas that are relevant to their organizations' needs. Employees benefit by acquiring the skills they need to manage their careers, increasing their confidence, improving communications within their organizations, and developing a sense of personal empowerment.

## PHASES OF CIVILIAN MARINE CAREER DEVELOPMENT PROCESS

Career development is an iterative process that provides a framework for Civilian Marines to identify and achieve career goals. This process is divided into four phases: Orientation, Assessment, Development and Execution.




### ORIENTATION PHASE

Many Civilian Marines are unaware of all the career development options and tools available to assist them in developing their career development plans. To accomplish this first phase, Civilian Marines must become familiar with the career development process, illustrated in Figure 4, by reviewing the career development guide.

### ASSESSMENT PHASE

In the second phase of the career development process, Civilian Marines identify career goals, career paths, and conduct an individual self-assessment.

### IDENTIFY CAREER GOALS

Establishing career goals helps Civilian Marines decide specifically what positions they desire to achieve in their given occupational series. Career goals can capture a variety of aspects, including desired organizational level, functional area, and functional specialty. They can also be generic or specific. An example of a generic career goal is, "I want to gain experience in supply chain management," while a specific career goal might be, "I want to become the Repairables Warehouse Manager for the depot." Although the two goals are fundamentally similar, they may represent different competencies and levels of proficiency.

Career goals can be short-term or long-term. A short-term goal may involve qualifying for promotion, while a long-term goal may chart several years into the future. Inevitably, it is up to each Civilian Marine to decide what combination of generic versus specific and short-term versus long-term goals fit their interests.

When identifying a career goal, it is important to think strategically. One way to do this is to consider one's career goals in terms of the future, including anticipating technology-based skills, business competencies, and management skills each Civilian Marine needs to be successful in the Marine Corps. Similarly, strategic thinking by Marine Corps managers can also identify the technologies, competencies, and skills that the Marine Corps must emphasize to fulfill its mission. Subsequently, careful consideration on the part of employees ensures a proper "fit" between what each Civilian Marine wants and what the Marine Corps needs.

During the process of identifying strategic career goals, each Civilian Marine should consider the following questions and attempt to define personal responses:

- In what activities do I feel that I naturally succeed?
- In my current position, which types of assignments do I most enjoy?
- What do I envision as my career path? What is my ultimate goal? What milestones do I see along the way?
- What education and training courses will help move me toward my vision and goals? In which of these am I willing to invest my own resources?

**IDENTIFY CAREER PATHS**

Career paths also help to preserve and stabilize the Marine Corps workforce by providing Civilian Marines with valuable information about how they can achieve long-term career goals without leaving the Marine Corps. Consult with a local Human Resources Office for specific policy and guidelines.

There are many options available for individual career paths, including:

- Advancement: Move to the next higher position
- Lateral: Move within or across occupational series to develop new skills
- Change to Lower Grade: Accept a position for developmental purposes in a related or different occupational field that requires changing to a lower grade
- Mobility: Accept a required physical relocation to obtain developmental experiences essential to meet career goals or advance to a desired grade level. Mobility is often a key factor in career planning
- Exploratory Research: Actively investigate other options or take temporary special projects or assignments as a collateral duty. Other forms of exploratory research include long-term training, developmental assignments, and task force assignments or details

## CONDUCT SELF-ASSESSMENT

Once the career goal and path are established, the next step in the career development process is to perform a self-assessment of personal and professional competencies, based on experience acquired in the current career area or job role. A self-assessment is the process of gathering information about oneself in order to make informed career decisions and articulate current skills. Civilian Marines are responsible, with the assistance of their supervisors or mentors, for conducting self-assessments. As part of this process, consider the following:

- Personal interests
- Personal values
- Roles and responsibilities
- Skills and aptitudes
- Preferred environments
- Developmental needs
- Realistic goals

It is good practice to dedicate time to career planning at least once a year, perhaps synchronized with the annual performance evaluation.

## DEVELOPMENT PHASE

In the third phase of the career development process, Civilian Marines target competency standards, conduct gap analyses, and identify developmental actions.

## TARGET COMPETENCIES

Target competencies are those competencies needed to achieve career goals. Identifying target competencies is a two-step process. First, Civilian Marines must identify the competencies associated with their current occupational series and grade levels and the competencies associated with their desired occupational series and grade levels. The second step is for Civilian Marines to make a comparative assessment of their current proficiency levels for those competencies against the proficiency levels required to achieve career goals. This self-assessment should give each Civilian Marine a good idea of whether a required competency is considered a strength or whether it requires developmental action. After completing this step, Civilian Marines perform the gap analysis, discussed below.

## CONDUCT GAP ANALYSIS

A gap analysis compares the current and target competency information to reveal possible gaps. A gap exists if the self-assessed target competency and proficiency level is lower than the competency and proficiency level standards for the current or desired occupational series. The gaps identify the competencies and associated proficiency levels that must be achieved to help fulfill each Civilian Marine's career goals. Significant gaps may be an indication that a career goal is unrealistic and should be revisited or, at least, considered as part of a long-term plan. Supervisors and mentors can help determine if a career goal is unrealistic. In such a case, setting an interim goal to achieve the required qualifying educational degree, experience, or certification may be required. After completing the gap analysis, Civilian Marines, working in conjunction with their supervisors and mentors, outline personal strategies identifying the learning and experience activities required to achieve their target competencies.

## IDENTIFY DEVELOPMENTAL ACTIONS

After determining competencies that are strengths and those in need of further refinement, each Civilian Marine should select appropriate developmental actions. Developmental actions are simply a combination of training or education and On-the-Job-Training (OJT) experiences. Civilian Marines should consider developmental actions that not only target competency and proficiency shortfalls, but also where they can build upon existing strengths. Civilian Marines and their managers need to apply flexible solutions to identify these actions, based on the available developmental options. Civilian Marines are encouraged to discuss proposed developmental actions with their supervisors or mentors. Developmental actions may include, but are not limited to:

- Formal Classroom Training: Often the first type of learning that comes to mind. However, this is certainly not the only source of employee development. This type of learning includes courses, certification programs, workshops, seminars, and professional conferences. It can involve courses or other educational events that are presented in an academic setting. Formal classroom training and education can be offered through the Marine Corps, private colleges, universities, commercial training vendors, and professional organizations.

- Self-Study: Also referred to as "independent study," self-study is individually-paced, onsite, or a correspondence program offered by commercial, academic, or government sources, either traditional or computer-based. It can also include trade journals, books, and other professional development materials.

- E-Learning: E-Learning instruction occurs when the instructor and trainee are separated by space and/or time and educational instruction is delivered via the Internet on a computer (e.g., using a CD-ROM or network connection). E-Learning often leverages multimedia such as video and/or audio elements to deliver instructional content.

- Competitive Programs: Academic, leadership, private sector, and government/DoD education and development programs. Participants are selected through a competitive process (e.g., Executive Leadership Program).

- Developmental Assignments: Assignments to new areas that provide ways for an employee to gather new skills, learn new techniques, or perform different types of work (e.g., a one-month assignment observing and practicing the activities of finance staff in order to learn financial management). Developmental assignments provide management with the opportunity to cross-train employees in more than one competency, providing staffing flexibility. They also enhance employees' understanding of the various enterprise functions, systems, operations and interrelationships. Developmental assignments vary widely in length and organizational or geographic location (e.g., Exchange Program).

- OJT: The primary typ e of training and development an employee receives, but is the least recognized. OJT is typically presented one-on-one at the work site. To be effective, OJT must include well-planned sessions between the employee and a designated trainer, and be led by a trainer who knows the job, has the desire and ability to train and provide feedback, and is willing to set aside sufficient time to accomplish the training without interruption (e.g., newly hired employee training with a seasoned employee).

- Job Aids: Tools to guide tasks specific to a job. Typically, job aids (e.g., checklists, decision aids, procedures manuals and flowcharts) are intended to be used in situations where tasks are complex or not performed frequently. An employee may be instructed to use a job aid as part of a developmental strategy.

- Mentoring: Mentoring is a professional and intentional relationship in which a more experienced person (the mentor) provides guidance, knowledge-sharing, and learning opportunities to a less experienced employee (the mentee). Mentoring fosters career development and learning between colleagues at different levels and phases of their career.

- Shadowing: Assignments in which an employee shadows or accompanies (usually to a series of meetings about a topic of interest) another employee, often of a higher grade level, rank, or level of experience, usually for a short period of time (up to a week or two) with subsequent discussion and assessment of events.

- Work Teams/Projects: Temporary or permanent work groups or projects formed to resolve a specific problem, improve processes, and communicate outcomes to the organization. An employee may be guided to become involved in a work team to provide specific expertise, broaden his/her communication skills, organizational awareness, etc.

- Action Learning: An educational process whereby people work and learn together by tackling real issues and reflecting on their actions. Learners acquire knowledge through actual actions and practice rather than through traditional instruction. Action learning is done in conjunction with others and in small groups called action learning sets. It enables each person to reflect on and review the action they have taken and the arising learning points.

- Communities of Practice: Improve professional practice by engaging in shared inquiry and learning with people who have a common goal.

- Reflective Supervision: Support, develop, and ultimately evaluate the performance of employees through a process of inquiry that encourages their understanding and articulation of the rationale for their own practices.

**DEFINE INDIVIDUAL DEVELOPMENT PLAN**

IDPs help Civilian Marines link job experiences, developmental assignments, and formal training with desired target competencies. Their use is intended to improve, enhance, or maintain work performance by identifying activities that help Civilian Marines and supervisors develop performance plans. The developmental activities identified should be realistic, achievable within a specified time frame, and documented in the draft IDP. The draft IDP is then reviewed by a supervisor or mentor, as discussed in the next section.

## REVIEW INDIVIDUAL DEVELOPMENT PLAN

Civilian Marines should discuss draft IDPs with their supervisors and/or mentors. These meetings are necessary to ensure that the time and resources invested in developing the IDP produces the desired results. For the discussion to be successful, consider the following recommendations:

- Ensure that the draft IDP is as complete as possible
- Provide measurable and objective criteria for developmental activities, including time frames
- Provide justification for the developmental activities and time frames
- In terms of time and funding required, estimate the time and funding costs of the development activities, especially for training and education opportunities identified in the IDP
- Be prepared to discuss the value of such investments to the organization and the Marine Corps
- Be certain that the "paths" identified are the most effective means of meeting career goals
- Be open to alternative suggestions from the supervisor and/or mentor

Once the review is complete, Civilian Marines should finalize their IDPs using feedback from their supervisors and/or mentors.

## FINALIZE INDIVIDUAL DEVELOPMENT PLAN

Once the IDP has been finalized, the supervisor must formally approve the plan. Upon receiving approval, Civilian Marines can take actions to work toward targeted competencies to attain desired career goals.

## EXECUTION PHASE

In the fourth phase of the career development process, Civilian Marines pursue developmental opportunities.

## PURSUE DEVELOPMENT OPPORTUNITIES

Civilian Marines should make conscious choices to pursue work-based experiences (e.g., OJT or specific assignments), enroll and complete training courses, and engage in other enriching professional development activities as defined in their IDPs.

## MID-YEAR REVIEWS

Mid-year reviews are recommended and should be conducted with supervisors and/or mentors to measure progress against IDP goals and make any necessary adjustments. Civilian Marines should regularly update their IDPs when developmental opportunities are completed and as new opportunities are identified. Civilian Marines who update their IDPs have the benefit of incorporating developmental actions completed in their annual performance evaluations.

# Civilian Marine Professional Development

Professional development is the skills, knowledge, and ongoing learning opportunities undertaken to improve an individual's ability to do his/her job and grow as a professional. In the modern and ever-changing workplace, professional development is essential to career longevity. It can be undertaken by individuals to develop their skills to gain a promotion or a new job or can be requested by employers to give their employees further training to improve their job performance. The advantage of on-the-job professional development is the employee obtains training specific to his/her current role and the employer's precise requirements.

The Logistics COI is committed to helping members grow professionally by providing developmental opportunities throughout their careers. COI members are encouraged to work with their supervisor and/or mentor to identify a plan to help reach personal goals. COI members should consider selecting a combination of developmental opportunities for career progression through a variety of sources (e.g., training, education and on-the-job experience, etc.).

## LEJEUNE LEADERSHIP INSTITUTE

The Lejeune Leadership Institute (LLI) is organized to advance the study and practice of leadership excellence within the Marine Corps University (MCU) by emphasizing leader development focused on Marine Corps' Values for Marines and Civilian Marines. The LLI is structured to meet its mission by forming a team of experienced scholars, practitioners, and SMEs in the fields of leadership, ethics, education, and curriculum management. To achieve its mission, LLI is tasked to create the following:

- A dual track educational leadership program for the Marine Corps' Civilian Marine workforce focused on leader development and ethical decision-making, operational law, and legal matters for use in officer, enlisted, and civilian Professional Military Education (PME) curricula and for Marines and Civilian Marines in the operating forces of the Marine Corps
- Conferences of appropriate scale to bring Marines together to examine leadership issues and challenges facing the Marine Corps
- Professional education and growth opportunities of general officers and senior executives
- Courses for slated commanders and their spouses that focus on current Marine Corps policies to enhance their situational awareness and understanding of Marine welfare and family readiness issues, and a forum for discussing their leadership responsibilities as commanders of Marines

- Education of professional development to Marines through independent reading and informal group discussions
- A LLI Fellows Program

For more information on the LLI, to include training and educational opportunities, visit their website at https://www.mcu.usmc.mil/lleadership.

## CIVILIAN CAREER AND LEADERSHIP DEVELOPMENT

The Civilian Career and Leadership Development (CCLD) program is an initiative endorsed by the Secretary of the Navy (SECNAV) and the CMC to develop the leadership knowledge, skills, and abilities required by Civilian Marines to confront the challenges facing the DON. The focus of the CCLD program is on acquiring the professional competencies that have been identified as critical to the success of DON leaders. Once Civilian Marines are selected for the CCLD program, they choose mentors to assist them in initiating an IDP specifically designed to build on individual strengths as well as identify and address competencies that need enhancement. The CCLD program is voluntary and is open to all Civilian Marines, regardless of functional specialty, grade level, or time on station.

## MARINE CORPS CIVILIAN LEADERSHIP DEVELOPMENT PROGRAM

Civilian leadership training is managed throughout the Marine Corps by MCU, LLI. LLI established a non-sequential, four-tiered approach to develop civilian leaders. This approach consists of centrally managed courses, online courses, seminars, and local programs. The MCCLDP stresses deliberate leader development through progressive education and training that aligns with the DoD's Civilian Leader Development Continuum.

The approach is a centralized, competitive leadership development program to identify and train potential leaders from across the Marine Corps. LLI offers online courses via MarineNet for civilians that want leadership development with self-directed determination for occupational growth. LLI also provides seminar curriculum to installation training personnel to present at their local bases and stations throughout the Marine Corps. Another approach uses decentralized local programs managed by HRDSA. This approach is called the Career Development Program (CDP) which consists of structured plans, processes, and activities directing and supporting the systematic organizational, occupational, and individual growth of Civilian Marines. LLI's approach employs a leadership development curriculum that specifically addresses competencies from the DoD leader development continuum. However, it is each civilian employee's responsibility to initiate participation.

**Tier I: Online Leadership Development Courses**

Online courses via MarineNet are designed to provide independent leadership development studies at your convenience. Each course is broken into several modules which take about one hour to complete.

MarineNet can be accessed by going to: www.marinenet.usmc.mil. Courses are available under the Professional Development Course tab and separated into various categories. Once completed, courses are automatically notated in your official personnel data records.

**Tier 2: Local Area Programs**

It is each civilian employee's responsibility to participate and promote self-development and career progression. To support this individual responsibility, each Marine Corps installation has a HRDSA that assist in this type of advancement.

Programs consist of structured plans, processes, and activities directing and supporting the systematic organizational, occupational, and individual growth of civilian employees of the Marine Corps. The HRDSA provide training and resources to support their local leadership development program. For additional information, please contact your local installation's CCLD office.

**Tier 3: Seminars**

Local HRDSA are trained to facilitate MCCLDP seminars at installations throughout the Marine Corps. These instructor-led seminars are three-day courses with sessions that introduce learners to leadership development concepts. Students prepare for daily sessions by completing relevant readings. In class, students explore the application of leadership concepts, participate in self-reflection and group discussions, and practice problem solving and applying analytical skills required for successful leaders.

**Tier 4: Centrally Managed Courses**

Centrally managed courses provide competitive leadership development opportunities for Civilian Marines GS-5 through GS-15 or equivalents. LLI solicits applications from aspiring leaders through installation HRDSA. Local HRDSA accept, review, and endorse an individual's application before routing through the chain of command. Once endorsed by the individual's command, the HRDSA submit applications to the LLI, where a board evaluates and selects individuals to compete with other DON applicants for seats in courses.

For more information, visit the MCCLDP website at: https://www.mcu.usmc.mil/lleadership/mccld/SitePages/Home.aspx.

## LOGISTICS TRAINING AND EDUCATION STRATEGY

The Logistics Training and Education Strategy is published each calendar year by the DC, Installations and Logistics to ensure that logisticians are properly trained by continuously refining and improving logistics education and training opportunities in order to reflect the expeditionary nature of the Marine Corps and provide a common basis for the conduct of effective logistics across the range of military operations. The desired end state of the strategy is to develop an expeditionary force with superior logistical skill, coupled with creativity, insight, and the ability to recognize and assess logistical risk.

*"Strategy and tactics provide the scheme for the conduct of military operations, logistics the means therefore."*

*-- Lieutenant Colonel George C. Thorpe, USMC*

# Logistics Awards Program

Because Marine Corps logisticians have distinguished themselves in combat and in peacetime by providing exemplary logistics support to the warfighter, the Marine Corps has established an awards program for Logistics Excellence. This awards program recognizes outstanding logistics achievement of individual Marines, Civilian Marines, and logistics organizations. Please refer to the Marine Corps Order (MCO) for a list of the Marine Corps Awards for logisticians, along with eligibility criteria and submission procedures for award nominations.

## MARINE CORPS CIVILIAN LOGISTICIAN OF THE YEAR

The Marine Corps Civilian Logistician of the Year award recognizes and honors the Marine Corps Civilian Logistician who has provided the most outstanding contribution in the Marine Corps Logistics field, developing or advancing concepts, doctrine, technology, or procedures that contribute towards the logistics transformation required for the 21st century; or demonstrating continual resourcefulness and responsiveness by meeting operational and/or strategic challenges. Other contribution categories include, but are not limited to: improving logistics response time, ownership cost reduction, innovative logistics planning, and execution that merits adoption for common usage.

## MARINE CORPS LOGISTICS ORGANIZATION/ TEAM OF THE YEAR

The Marine Corps Logistics Organization/Team of the Year award recognizes and honors the Marine Corps Logistics Team that has provided the most outstanding contribution in the Marine Corps Logistics field by developing or advancing concepts, doctrine, technology, or procedures that contribute towards the logistics transformation required for the 21st century; or demonstrating continual resourcefulness and responsiveness by meeting operational and/or strategic challenges. Other contribution categories include, but are not limited to: improving logistics response time, ownership cost reduction, innovative logistics planning and execution that merits adoption for common usage.

# Closing

Career planning on an individual level can lead to a personal sense of purpose and confidence that comes with working in a desired field. Civilian Marine career planning is a means to create a more professional and skilled workforce. Career development plans are essential to ensure that Civilian Marines' training and development activities are strategically aligned to the Marine Corps' mission. Supervisors and individual Civilian Marines share responsibility for developing and maintaining a Civilian Marine workforce that possesses the capabilities required to accomplish the mission. This Career Guide motivates and provides Civilian Marines with the necessary resources to assess, plan, and execute a desired career path that maximizes their growth potential. The Logistics COI continually strives to train, equip, and grow its members to help preserve the Marine Corps as the "employer of choice" for its civilian workforce.

# APPENDIX A: ACRONYMS AND ABBREVIATIONS

| | |
|---|---|
| ADC, I&L | Assistant Deputy Commandant for Installations and Logistics |
| CCLD | Civilian Career and Leadership Development |
| CDP | Career Development Program |
| CMC | Commandant of the Marine Corps |
| COCOM | Combatant Commander |
| COI | Community of Interest |
| CEW | Civilian Expeditionary Workforce |
| CWAB | Civilian Workforce Advisory Board |
| CWCP | Civilian Workforce Campaign Plan |
| CWSP | Civilian Workforce Strategic Plan |
| DoD | Department of Defense |
| DON | Department of the Navy |
| HCS | Human Capital Strategy |
| HRDSA | Human Resources Development Strategic Advisors |
| HQMC | Headquarters Marine Corps |
| IDP | Individual Development Plan |
| LCDF | Logistics Career Development Framework |
| LLI | Lejeune Leadership Institute |
| LPC | Logistics Policies and Capabilities Branch |
| M&RA | Manpower and Reserve Affairs |
| MAP | Mentor Action Plan |
| MCAP | Marine Corps Acculturation Program |
| MCCLDP | Marine Corps Civilian Leadership Development Program |
| MCLOG | Marine Corps Logistics Operations Group |
| MCMP | Marine Corps Mentoring Program |
| MCO | Marine Corps Order |
| MCU | Marine Corps University |
| OPM | Office of Personnel Management |
| OJT | On-the-Job-Training |
| PME | Professional Military Education |
| SES | Senior Executive Service |
| SECNAV | Secretary of the Navy |
| SME | Subject Matter Expert |
| TWMS | Total Workforce Management System |
| USMC | United States Marine Corps |

*"Support our Marines. Be part of the team."*