



# Logistics Community of Interest Strategic and Communication Plan

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Prepared by: Booz | Allen | Hamilton



## Document Revision History

Version	Date	Author	Change Description
1.0	July 2015	Capt. Christina Felkins	Initial creation
2.0	November 2015	Diana Lamonica	1 <sup>st</sup> Revision – Strategic Goals and Communication Sections

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## **Executive Summary**

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The Logistics COI Strategic and Communication Plan confirms who we are and what we do as a community for Civilian Marine logisticians. It establishes a vision and strategy for the critical steps needed to organize, support, and prepare COI members to face tomorrow's challenges, including identifying the skills required to perform their roles successfully and recommending targeted training for career and professional development.

This document formalizes our commitment to the Civilian Workforce and incorporates goals and objectives that the COI believes are necessary to meet its needs. This Strategic and Communication Plan is a guide that will define how and when the Logistics COI will create career roadmaps for each occupational series and will be revised annually as needed.

## **About the Logistics COI**

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The Marine Corps established the COI program in 2002 to enhance Civilian Marine career development. The Logistics COI is comprised of approximately 5,500 Civilian Marines across 57 Occupational Series who work in four logistics workforce categories: Supply Management, Maintenance Support, Deployment/Distribution/Transportation, and Life Cycle Logistics (defined in detail in Appendix A). Today's Civilian logisticians bring a wealth of experience to our community, enabling us to better prepare for future threats in a resource-constrained environment.

## **Logistics COI Mission and Vision**

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### **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**

The Logistics COI 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.

## **Strategic Objective**

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Logistics COI strategic goals are influenced by regular assessment of COI activities and needs at the recommendation of the Logistics COI Community Manager and COI Manager.

In March 2015, a competency-training gap analysis was conducted of the 57 Occupational Series that comprise the Logistics COI community. The purpose of this study was to identify the competencies already developed for each job series and determine the degree to which competency-aligned training had been identified. Data was obtained from the Manpower and Reserve Affairs (M&RA) Civilian Workforce Development Application database.

### **Occupational Series Analysis Results**

Table B-1 shows the results of the Occupational Series analysis. The analysis of the 57 Occupational Series within the Logistics COI revealed that 56 series are missing competency-aligned training. Only the 0346 Logistics Management series has training aligned. Forty-five (45) Occupational Series have locatable competency models; however, the competencies appear to be mainly job tasks and unofficial competency titles.

These training and competency findings support the review and development of revised models and training strategies and informed the development of the Logistics COI Strategic Goals.

Table in Appendix B displays the competency and training identification needs results. The competency-training gap analysis revealed a significant opportunity for the Logistics COI to develop and/or revalidate competency models (also called Career Roadmaps) and training for its members to best accomplish its mission and vision.

## Strategic Goals

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The competency-training gap analysis informed the development of the 2015 Logistics COI strategic goals, which are:

- Goal 1.** Create and validate Career Roadmaps and training strategies for job series in the Life Cycle Logistics Workforce Category
- Goal 2.** Create and validate Career Roadmaps and training strategies for job series in the Supply Management Workforce Category
- Goal 3.** Create and validate Career Roadmaps and training strategies for job series in the Deployment/Distribution/Transportation Workforce Category
- Goal 4.** Create and validate Career Roadmaps and training strategies for job series in the Maintenance Support Workforce Category
- Goal 5.** Maintain and update Career Roadmaps to keep current with changes

## Approach

Career Roadmaps identify what is needed to increase personal expertise in a particular work-related area. They also help to standardize and professionalize the workforce and ensure that parity in skills and capabilities is obtained. Standardized skill sets are necessary for successful performance in the Civilian Workforce. Career Roadmaps are comprised of competencies, proficiency target levels, and training. Competencies describe the skills required for successful performance in each job series or function, while training identifies the formal and informal learning and development resources that help one to meet those competencies.

The goals in this Plan are those that the Logistics COI determines to be necessary to ensure the community remains relevant to the Marine Corps. Following Career Roadmaps is necessary for professional success within each Occupational Series. The Strategic Goals in Table 1. 1 below provide a notional outline of how the COI will commence the development of these Career Roadmaps for each workforce category.

**Table 1. Logistics Community of Interest Strategic Goals**

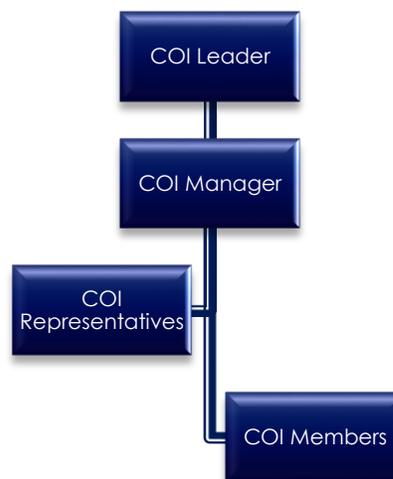
<b>Logistics COI Strategic Goals</b>
<b>GOAL 1. Life Cycle Logistics Workforce Category Competency Models and Training Strategies</b> <ul style="list-style-type: none"> <li>• <b>0346 Acquisition/Non-Acquisition, 1670, 1910</b></li> </ul>
<b>GOAL 2. Supply Management Workforce Category Competency Models and Training Strategies</b> <ul style="list-style-type: none"> <li>• <b>2001, 2003, 2005, 2010, 6901, 6907, 6910, 6912</b></li> </ul>
<b>GOAL 3. Deployment/Distribution/Transportation Workforce Category Competency Models and Training Strategies</b>

<ul style="list-style-type: none"> <li>2030, 2023, 2101, 2102, 2130, 2131, 2135, 2144, 2150, 2152, 5413, 5703, 5704, 5705, 5716, 5725, 5786, 6904</li> </ul>															
<b>GOAL 4. Maintenance Support Workforce Category Competency Models and Training Strategies</b> <ul style="list-style-type: none"> <li>0856, 1150, 1152, 2601, 2602, 2604, 2606, 2610, 2854, 3414, 3416, 3701, 3703, 3705, 3711, 3801, 3806, 3809, 4701, 4737, 5423, 5701, 5801, 5803, 5806, 5823, 8255, 8852</li> </ul>															
<b>GOAL 5. Maintain career roadmaps</b>															
<table border="1"> <thead> <tr> <th style="background-color: #003366; color: white;">Goal Objectives for 1-4</th> <th style="background-color: #003366; color: white;">Goal Initiatives for 1-4</th> </tr> </thead> <tbody> <tr> <td> <b>1. Understanding and Engaging the Workforce</b> </td> <td> <ul style="list-style-type: none"> <li>Understand occupational series geographical dispersion</li> <li>Identify occupational series Subject Matter Experts (SMEs)</li> <li>Data collection on the occupational series (Position Descriptions, Office of Personnel and Management standards, legacy competencies, training)</li> <li>Develop plan to revalidate Career Roadmaps and training strategies every 5 years after completion</li> </ul> </td> </tr> <tr> <td> <b>2. Conduct In-Depth Analysis</b> </td> <td> <ul style="list-style-type: none"> <li>Analyze data collected from occupational series</li> <li>Develop notional competency model</li> </ul> </td> </tr> <tr> <td> <b>3. SME Group and Activities</b> </td> <td> <ul style="list-style-type: none"> <li>Conduct virtual SME focus groups and individual assignments</li> <li>Conduct notional competency model review</li> <li>Assign proficiency target levels</li> <li>Map training to competencies</li> </ul> </td> </tr> <tr> <td> <b>4. Develop Customized Products</b> </td> <td> <ul style="list-style-type: none"> <li>Finalize Career Roadmaps (competencies, training, proficiencies)</li> <li>Conduct final SME Career Roadmap review</li> <li>Develop final Career Roadmaps</li> </ul> </td> </tr> <tr> <th style="background-color: #003366; color: white;">Goal Objectives for 5</th> <th style="background-color: #003366; color: white;">Goal Initiatives for 5</th> </tr> <tr> <td> <b>5. Maintain and update Career Roadmaps to keep current with changes</b> </td> <td> <ul style="list-style-type: none"> <li>Revalidate Career Roadmaps every three to five years to update training and ensure competencies are still accurate</li> </ul> </td> </tr> </tbody> </table>		Goal Objectives for 1-4	Goal Initiatives for 1-4	<b>1. Understanding and Engaging the Workforce</b>	<ul style="list-style-type: none"> <li>Understand occupational series geographical dispersion</li> <li>Identify occupational series Subject Matter Experts (SMEs)</li> <li>Data collection on the occupational series (Position Descriptions, Office of Personnel and Management standards, legacy competencies, training)</li> <li>Develop plan to revalidate Career Roadmaps and training strategies every 5 years after completion</li> </ul>	<b>2. Conduct In-Depth Analysis</b>	<ul style="list-style-type: none"> <li>Analyze data collected from occupational series</li> <li>Develop notional competency model</li> </ul>	<b>3. SME Group and Activities</b>	<ul style="list-style-type: none"> <li>Conduct virtual SME focus groups and individual assignments</li> <li>Conduct notional competency model review</li> <li>Assign proficiency target levels</li> <li>Map training to competencies</li> </ul>	<b>4. Develop Customized Products</b>	<ul style="list-style-type: none"> <li>Finalize Career Roadmaps (competencies, training, proficiencies)</li> <li>Conduct final SME Career Roadmap review</li> <li>Develop final Career Roadmaps</li> </ul>	Goal Objectives for 5	Goal Initiatives for 5	<b>5. Maintain and update Career Roadmaps to keep current with changes</b>	<ul style="list-style-type: none"> <li>Revalidate Career Roadmaps every three to five years to update training and ensure competencies are still accurate</li> </ul>
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## Logistics COI Communication Plan

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Effective communication is critical to the success of the Logistics COI. The purpose of the Logistics COI Communication Plan is to establish the organization's communication strategy, to improve its ability to communicate effectively within the community, and to enhance communications with internal and external stakeholders. The plan is designed to assist all organizational levels within the Logistics COI and aid in publishing its objectives and goals, increase community awareness, and provide a means for effective, open communication and collaboration by linking users, managers, and organizations with processes and information. Figure 1 illustrates the Logistics COI organization. The COI Leader and Manager perform all leader and managerial responsibilities for Marine Corps Civilian COI.



**Figure 1. The Logistics COI Organization**

## Logistics COI Personnel Roles and Responsibilities

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### COI Leader

- Provides advocacy for Logistics civilian community management program by working with the Department of the Navy (DON), Commanders, Commanding Officers, Headquarters Marine Corps Agency heads, and Civilian Workforce Management Branch to achieve human capital management objectives
- Maintains a Marine Corps-wide perspective on the civilian workforce and the Logistics community functional needs
- Establishes a community-wide strategic vision and goals for the logistics COI
- Oversees Logistics COI training plans that assist in developing community members for emerging competencies and capabilities to enhance civilian workforce contributions to mission readiness
- In coordination with MPC-30, oversees the development of Community Human Capital Assessments in accordance with MCOs 12250.2, the "Civil Command-Level Strategic Workforce Planning Procedures" and 12410.25 (chapter 5)
- Provides advice and recommendations to Commanders, Commanding Officers, Headquarters Marine Corps Agency heads, and Civilian Workforce Management Branch from a COI perspective on any civilian workforce initiative or proposal that has potential for use throughout the Marine Corps
- In coordination with MPC-30, works with Department of Defense (DoD) and DON Functional Community Managers to support statutory workforce planning

requirements and report current functional community capabilities and assessments/analysis from a COI perspective

- Appoints a Logistics COI Manager, in writing, to serve as the principal Logistics community action officer.

## **COI Manager**

- Serve as the senior Logistics COI practitioner responsible for assisting the COI Leader in the execution of his/her responsibilities
- Establish/maintain Career Roadmaps and training strategies
- Review, assess, and update the COI's competencies, skill levels, related requirements, and career development opportunities
- Prepare annual community health assessment
- Assess competencies of community members against those needed for mission performance to identify gaps and health of community
- Assess effectiveness of strategies and functional training to ensure closure of identified gaps
- Coordinate, facilitate, and lead COI Representatives' discussions and meetings
- Conducts Logistics Community Human Capital Assessments, in coordination with MPC-30, in accordance with MCOs 12250.2 and 12410.25 (chapter 5), submits an annual funding request to MPC-30 that supports Logistics community strategies to close identified competency and professional development gaps
- Executes approved funding authorizations to maximize impact on Logistics community members by coordinating professional development programs that support objectives consistent with the "2012 USMC Civilian Workforce Strategic Plan"
- Implements a communication plan to ensure the Logistics community is informed of the following:
  - Critical functional issues
  - Community best practices
  - Workforce regulatory and statutory requirements
  - Functional competency requirements
  - Developmental opportunities
- Coordinates the review, validation, and update of specific USMC technical competencies and career roadmaps, as necessary
- Participates in Logistics COI program meetings and cross-functional community initiatives in support of human capital management objectives
- In coordination with MPC-30, coordinates with DoD and DON Functional Community Managers to support statutory workforce planning requirements and report current functional community capabilities and assessments/analysis from a Logistics COI perspective

## **COI Senior Leaders**

- Serve as advocates for the Marine Corps Logistics workforce and champion the issues and goals identified by COI Leader, Manager, or Employees
- Assist with the identification of occupational series Subject Matter Experts (SMEs) for career roadmap development activities

- Attend COI Leader and Manager meetings as requested
- Assist COI Leader and Manager with various human capital initiatives on an as-needed basis

### **COI Managers and Supervisors**

- Mentor and foster the career and leadership development of every Civilian Marine
- Embrace the COI structure and intent and support COI efforts by encouraging Civilian Marine participation in town hall meetings, training, and other requirements or activities
- Approve employee participation in COI professional development programs based on conditions generated from one or more of the following:
  - Functional mission requirements
  - Technical competency assessments
  - Legal and statutory requirements
  - Individual development plans
  - Position/employment functions

### **COI Occupational Series SMEs**

- Contribute to the development and maintenance of the logistics occupational- or functional-specific career competencies, career roadmaps and paths, training and development, and other career development program activities
- Actively participate in Logistics COI workshops (virtually and in-person) as SMEs representing occupational, functional, organizational, and domain experience

### **COI Employees**

- Take responsibility for own career by creating and following a career progression plan
- Participate in Logistics COI career and professional training courses, workshops, seminars, assessments, and on-the-job developmental assignments
- Provide input or feedback as requested by the Logistics COI Leader, Manager, or Senior Leaders
- Actively participate with other Logistics COI community members to help guide and mentor along chosen career paths

### **Internal Communications**

Internal communication regularly occurs between the Logistics COI Community Leader and Manager, Community Representatives, and Community Members. This section identifies three key communication channels for supporting internal communications within the COI. These communication channels will be maintained so they are practical and available to all COI Members.

Internal Key Audiences are:

- Headquarters Marine Corps (HQMC), Installations and Logistics (I&L), Manpower & Reserve Affairs (M&RA), and Logistics Command
- Commanding Generals/Commanding Officers of Installations
- Logistics COI Leaders, Managers, Representatives, and Members

## Messages

The COI Leader and Manager will communicate regularly with the community via Marine Corps Action Tracking System (MCATS) and email messages to disseminate and solicit information, advertise events, or request assistance.

- E-mail messages will be routinely used by the community leadership to communicate with internal audiences.
- Naval Messages or MCATS will be used to announce important events that need to reach a wide audience.

## COI Website

The Logistics COI maintains a public website with topics of interest to COI members. This site contains links to documents, applications, and tools to provide members with quick access to career development information. Please click on the link to visit the Logistics COI website for additional information and helpful links: <http://www.iandl.marines.mil/LogisticsCOI.aspx>

## Scheduled Meetings

Regular meetings, either virtual or in person, provide community members with the opportunity to discuss progress, issues, and concerns. Table 2 suggests specific meetings and a recommended frequency to enable the COI to remain current regarding community events. Check the COI website for upcoming meeting dates.

**Table 2. Proposed COI Meetings and Frequency**

Meeting	Host	Attendees	Frequency
COI Member Update	COI Manager	COI Members	Annually
COI Representative Update	COI Manager	COI Representatives	Quarterly
COI Leader Update	COI Manager	COI Leader	Quarterly

## External Communications

Management, administration, and growth of the Logistics COI involves regular communications with key stakeholders, to include other USMC COIs, the Department of the Navy (DON), the Office of the Chief of Naval Operations (OPNAV), and several human resources organizations (e.g., DON Civilian Human Resources (DONHR) and OPNAV N11). Topics related to workforce management and human capital will be handled by the Community Leader and Manager. Subjects not under the cognizance of the Logistics COI will be addressed through the normal Public Affairs process.

External key audiences include:

- DON
- OPNAV
- USMC COIs
- Human Resources Organizations: DONHR and OPNAV N11

## Appendix A. Logistics Workforce Categories

Life Cycle logisticians are responsible for the planning, development, implementation, and management of a comprehensive, affordable, and effective systems support. Under Total Life Cycle System Management, Life Cycle logisticians have a principal role during the acquisition and operational phases of the weapon or materiel system life cycle. Most communities depend on the services of the Logistics Community to fulfill their missions. Within the Logistics COI there are four workforce categories, with respective occupational series listed in Figure A-1 below.

**Figure A-1. Four Logistics Workforce Categories**



## Appendix B. Occupational Series Analysis Results

Table B-1 shows the results of the Occupational Series analysis. The analysis of the 57 Occupational Series within the Logistics COI revealed that 56 series are missing competency-aligned training. Only the 0346 Logistics Management series has training aligned. Forty-five (45) Occupational Series have locatable competency models; however, the competencies appear to be mainly job tasks and unofficial competency titles.

These training and competency findings support the review and development of revised models and training strategies and informed the development of the Logistics COI Strategic Goals.

**Table B-1. Logistics COI Competency-Training Gap Analysis**

Occupational Series	Population	Competency Model	Training Courses Aligned	Occupational Series	Population	Competency Model	Training Courses Aligned
2001: General Supply	31	Yes	No	5701: Miscellaneous Transportation/Mobile Equipment Operation	0	No	No
2003: Supply Program Management	154	Yes	No	5801: Miscellaneous Transportation/Mobile Equipment Maintenance	16	No	No
2005: Supply Clerical and Technician	361	Yes	No	5803: Heavy Mobile Equipment Mechanic	663	Yes	No
2010: Inventory Management	103	Yes	No	5806: Mobile Equipment Servicing	26	Yes	No
6901: Miscellaneous Warehousing and Stock Handling	29	No	No	5823: Automotive Mechanic	185	Yes	No
6907: Materials Handling	492	Yes	No	8255: Pneudraulic Systems Mechanic	16	No	No
6910: Materials Expediting	63	Yes	No	8852: Aircraft Mechanic	3	No	No
6912: Materials Examining and Identifying	39	Yes	No	2030: Distribution Facilities and Storage Management	43	Yes	No
0856: Electronics Technician	133	Yes	No	2032: Packaging	1	No	No
1150: Industrial Specialist	39	Yes	No	2101: Transportation Specialist	19	Yes	No
1152: Production Control	72	Yes	No	2102: Transportation Clerk and Assistant	86	Yes	No
2601: Miscellaneous Electronic Equipment Installation and Maintenance	5	No	No	2130: Traffic Management	46	Yes	No
2602: Electronic Measurement Equipment Mechanic	19	Yes	No	2131: Freight Rate	12	Yes	No
2604: Electronics Mechanic	131	Yes	No	2135: Transportation Loss and Damage Claims Examination	2	Yes	No
2606: Electronic Industrial Controls Mechanic	25	Yes	No	2144: Cargo Scheduling	1	No	No
2610: Electronic Integrated Systems Mechanic	29	Yes	No	2150: Transportation Operations	41	Yes	No
2854: Electrical Equipment Repairing	78	Yes	No	2152: Air Traffic Control	111	Yes	No
3414: Machining	27	Yes	No	5413: Fuel Distribution System Operating	57	Yes	No
3416: Toolmaking	2	No	No	5703: Motor Vehicle Operating	0	Yes	No
3701: Miscellaneous Metal Processing	2	No	No	5704: Fork Lift Operating	0	Yes	No
3703: Welding	88	Yes	No	5705: Tractor Operating	86	Yes	No
3705: Nondestructive Testing	1	Yes	No	5716: Engineering Equipment Operating	72	Yes	No
3711: Electroplating	3	Yes	No	5725: Crane Operating	7	Yes	No
3801: Miscellaneous Metal Work/Processing	13	No	No	5786: Small Craft Operating	4	Yes	No
3806: Sheet Metal Mechanic	17	Yes	No	6904: Tools and Parts Attending	25	Yes	No
3809: Mobile Equipment Metal Mechanic	43	Yes	No	0346: Logistics Management	550	Yes	Yes
4701: Miscellaneous General Maintenance and Operating Work	51	No	No	1670: Equipment Services	98	Yes	No
4737: General Equipment Mechanic	9	Yes	No	1910: Quality Assurance	63	Yes	No
5423: Sandblasting	37	Yes	No				

**Legend:**  
**Workforce Categories**  
■ Supply Management  
■ Maintenance Support  
■ Deployment/Distribution/Transportation  
■ Lifecycle Logistics