



# Logistics Community of Interest Strategic and Communication Plan

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## Document Revision History

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## **Executive Summary**

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The Logistics Community of Interest (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. Additionally, roles and responsibilities of all Logistics members are outlined and a communication plan is defined. The COI will continue to develop career development products and work to communicate all initiatives to members.

## **About the Logistics COI**

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The United States Marine Corps (USMC) 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. These civilian Marines span across four logistics workforce categories: Supply Management, Maintenance Support, Deployment/Distribution/Transportation, and Life Cycle Logistics (defined in detail in Appendix A). The Assistant Deputy Commandant for Installations and Logistics (I&L) is responsible for the management of the Logistics COI program. A representative from the Logistics Policies and Capabilities (LPC) Branch of I&L is assigned as the Logistics COI Manager. 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. 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 successfully execute the Marine Corps global mission.

## **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 Leader and Manager.

In March 2015, a competency-training gap analysis was conducted on the 57-occupational series within the Logistics COI. The purpose of this study was to identify if any competency models were developed and if there was training alignment for the respective series. Data was obtained from the Manpower and Reserve Affairs (M&RA) Civilian Workforce Development Application database. The results indicated that none of the series in the community had training aligned and the competencies, if found, were not defined.

In December 2018, a second analysis and progression table was developed to show the models that have been developed and validated by the USMC since 2015. The table in Appendix B displays the current learning map and training identification development progression. The Logistics COI will continue to develop these models and once

complete will start the revalidation process to ensure they remain up to date as the workforce evolves.

## Strategic Goals

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These goals have been updated to reflect the development of multiple competency-based learning maps and training strategies over the past three years:

- Goal 1.** Continue to create and validate competency-based learning maps and training strategies for occupational series in the Supply Management Workforce Category
- Goal 2.** Continue to create and validate competency-based learning maps and training strategies for occupational series in the Deployment/Distribution/Transportation Workforce Category
- Goal 3.** Continue to create and validate competency-based learning maps and training strategies for occupational series in the Maintenance Support Workforce Category
- Goal 4.** Maintain and update competency-based learning maps and training strategies to keep current with changes

## Approach

Competency-based learning maps and training strategies identify what is needed to increase personal expertise in a 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. They are comprised of competencies, behavioral indicators, 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. These learning maps are necessary for professional success within each occupational series.

The strategic goals found below in Table 1 outline the remaining occupational series in each workforce category that require competency-based learning map and training strategy development.

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

Logistics COI Strategic Goals
<b>GOAL 1. Supply Management Workforce Category Competency Models and Training Strategies</b> <ul style="list-style-type: none"> <li>• 6901, 6907, 6910, 6912</li> </ul>
<b>GOAL 2. Deployment/Distribution/Transportation Workforce Category Competency Models and Training Strategies</b> <ul style="list-style-type: none"> <li>• 2032, 2101, 2102, 2131, 2135, 2144, 2150, 2152, 5413, 5704, 5705, 5716, 5725, 5786, 6904</li> </ul>

<b>GOAL 3. Maintenance Support Workforce Category Competency Models and Training Strategies</b>	
<ul style="list-style-type: none"> <li>0856, 1150, 2601, 2602, 2604, 2606, 2610, 2854, 3414, 3416, 3701, 3703, 3705, 3711, 3801, 3806, 3809, 4701, 4737, 5423, 5701, 5801, 5806, 5823, 8255, 8852</li> </ul>	
<b>GOAL 4. Maintain and Update Competency-Based Learning Maps and Training Strategies</b>	
<b>GOAL 5: Increase Communicaton and Awareness of Logistics COI</b>	
<b>Goal Objectives for 1-4</b>	<b>Goal Initiatives for 1-4</b>
<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>Collect data on the occupational series (Position Descriptions, Office of Personnel and Management models, training)</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 in-person SME working groups</li> <li>Develop competencies and behavioral indicators</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 draft learning map</li> <li>Conduct final SME review of learning map</li> <li>Develop final map</li> <li>Post to Logistics COI website</li> </ul>
<b>5. Maintain and update Learning Maps</b>	<ul style="list-style-type: none"> <li>Revalidate models every three to five years to update training and ensure competencies are accurate</li> </ul>
<b>Goal Objective 5</b>	<b>Goal Initiatives for 5</b>
<b>6. Increase Communicatonn ad COI Awareness</b>	<ul style="list-style-type: none"> <li>Conduct Town Halls</li> <li>Create and distribute community newsletters</li> <li>Participate in M&amp;RA COI Roadshows</li> <li>Maintain and update Logistics Website</li> </ul>

## 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, define roles and responsibilities of those in the COI, and enhance communications with internal and external stakeholders. The plan is designed to assist all organizational levels within the Logistics COI. In addition, 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.

## **Logistics COI Personnel Roles and Responsibilities**

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### **COI Leader**

- Provide 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
- Maintain a Marine Corps-wide perspective on the civilian workforce and the Logistics community functional needs
- Establish community-wide strategic vision and goals for the Logistics COI
- Oversee 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, oversee the development of Community Human Capital Assessments in accordance with Marine Corp Order (MCO) 12250.2, the “Civil Command-Level Strategic Workforce Planning Procedures” and MCO 12410.25 (Chapter 5)
- Provide 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, work 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
- Appoint 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 competency-based learning maps 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
- Conduct 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
- Execute 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”

- Implement 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
- Coordinate the review, validation, and update of specific USMC technical competencies and competency-based learning maps and training strategies, as necessary
- Participate 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 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 Subject Matter Experts**

- Contribute to the development and maintenance of the logistics occupational- or functional-specific career competencies, competency-based learning maps and training strategies, 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**

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This section identifies two communication channels for supporting internal communications within the COI. These communication channels will be utilized as often as possible to increase the COI level of awareness among members.

Internal Key Audiences are:

- I&L (LPC) and M&RA
- Commanding Generals/Commanding Officers of Installations
- Logistics COI Leaders, Managers, Supervisors, SMEs, and Members

## **COI Website**

The Logistics COI maintains a public website with topics of member interest and information about the COI. It contains the career development guide, strategic and communication plan, COI tri-fold, and all the competency-based learning maps and training strategies that have been developed to date. There are also links to civilian professional programs and development opportunities. The Logistics COI website can be accessed by clicking on the following link:

<http://www.iandl.marines.mil/LogisticsCOI.aspx>.

## **COI Roadshows**

The COI Manager will participate in M&RA driven roadshows at each installation as they are set. The roadshows promote awareness of every USMC COI and Civilian Workforce Development related initiatives, programs, and offerings.

## **COI Leader Town Halls**

The COI Leader will conduct Town Halls at each installation to promote the initiatives and offerings of the COI, meet members, and obtain feedback.

## **External Communications**

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Management, administration, and growth of the Logistics COI involves regular communications with key stakeholders, to include other USMC COIs, DON, the Office of the Chief of Naval Operations (OPNAV), and several human resource 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

## **Evaluation**

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An important part of implementing a communications plan is evaluating impact and making adjustments as necessary. Logistics COI communication activities will be monitored, assessed and refined on a regular basis to generate lessons learned and make continuous improvements as required.

## 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. Learning Map & Training Strategy Development Progress

Life Cycle Logistics Workforce Category			Maintenance Support Workforce Category		
Series	Title	Calendar Year Developed	Series	Title	Calendar Year Developed
0346	Logistics Management	2016	3806	Sheet Metal Mechanic	
1670	Equipment Services	2017	3809	Mobile Equipment Metal Mechanic	
1910	Quality Assurance	2016	4701	Miscellaneous General Maintenance and Operating Work	
Supply Management Workforce Category			4737	General Equipment Mechanic	
Series	Title	Calendar Year Developed	5423	Sandblasting	
2001	General Supply	2016	5701	Miscellaneous Transportation/Mobile Equipment Operation	
2003	Supply Program Management	2016	5801	Miscellaneous Transportation/Mobile Equipment Maintenance	
2005	Supply Clerical and Technician	2016	5803	Heavy Mobile Equipment Mechanic	2017
2010	Inventory Management	2016	5806	Mobile Equipment Servicing	
6901	Miscellaneous Warehousing and Stock Handling		5823	Automotive Mechanic	
6907	Materials Handling		8255	Pneudraulic Systems Mechanic	
6910	Materials Expediting		8852	Aircraft Mechanic	
6912	Materials Examining and Identifying		Deployment / Distribution / Transportation Workforce Category		
Maintenance Support Workforce Category			Series	Title	Calendar Year Developed
Series	Title	Calendar Year Developed	2030	Distribution Facilities and Storage Management	2017
0856	Electronics Technician		2032	Packaging	
1150	Industrial Specialist		2101	Transportation Specialist	
1152	Production Control	2017	2102	Transportation Clerk and Assistant	
2601	Miscellaneous Electronic Equipment Installation & Maintenance		2130	Traffic Management	2017
2602	Electronic Measurement Equipment Mechanic		2131	Freight Rate	
2604	Electronics Mechanic		2135	Transportation Loss and Damage Claims Examination	
2606	Electronic Industrial Controls Mechanic		2144	Cargo Scheduling	
2610	Electronic Integrated Systems Mechanic		2150	Transportation Operations	
2854	Electrical Equipment Repairing		2152	Air Traffic Control	
3414	Machining		5413	Fuel Distribution System Mechanic	
3416	Toolmaking		5703	Motor Vehicle Operating	2017
3701	Miscellaneous Metal Processing		5704	Fork Lift Operating	
3703	Welding		5705	Tractor Operating	
3705	Non-Destructive Testing		5716	Engineering Equipment Operating	
3711	Electroplating		5725	Crane Operating	
3801	Miscellaneous Metal Work/Processing		5786	Small Craft Operating	
			6904	Tools and Parts Attending	