



# TECOM CONNECTION

April 2016

## this issue

### TECOM Connection newsletter

TECOM Connection is a bi-monthly newsletter that highlights professional development opportunities and training information for TECOM civilian employees and supervisors.

TECOM Connection also aims to highlight various information for all TECOM employees, military and civilian, in order to enhance collaboration and communication across the workforce. We hope to include professional articles written by TECOM employees and a venue to educate, promote and inspire discussion amongst the workforce on various professional and personal topics.



### EDITOR'S NOTE ...

*Reduce, reuse, recycle, replenish and restore*

#### Ever wonder how Earth day started?

Earth day observance arose from an interest in gathering national support for environmental issues. In 1970, San Francisco activist John McConnell and Wisconsin Senator Gaylord Nelson separately asked Americans to join in a grassroots demonstration. McConnell chose the spring equinox (March 21, 1970) and Nelson chose April 22. Millions of people participated, and today Earth Day continues to be widely celebrated with events on both dates. The most common practice of celebration is to plant new trees for Earth Day. (Source: www.almanac.com)

We all can make a difference such as riding public transportation (read "Let's Ride! DOD NCR Mass Transportation Benefit: Riders Tell All on page 8).

- ⇒ Stay tuned to our next issue, June 2016 featuring TECOM HQ Health/Wellness week at Quantico, VA.
- ⇒ National Museum of the Marine Corps (re-opened April 1st)
- ⇒ Correction in Feb 2016 edition: Lynette Blakey, TECOM G-1 Civilian Manpower Management Analyst, email address: [lynette.blakey@usmc.mil](mailto:lynette.blakey@usmc.mil)
- ⇒ Please send feedback and article submissions to: [terra.eidinger@usmc.mil](mailto:terra.eidinger@usmc.mil)

Respectfully,

Terra Eidinger, Editor

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Click:

[Tips for Reducing Wasted Food at Home](#)



#### DIRECTOR'S DESK

This edition features an intricate part of civilian professional development, individual development plans (IDPs). Civilian training is a key element to an exceptional qualified workforce. In this issue, we're providing more guidance on IDPs and how they can help employees reach short and long-term career goals and improve current job performance. The Civilian Workforce Development and Training (CWDT) branch will provide the support and development to help supervisors and employees develop and execute IDPs.

~ Mr. Jeffery Wolff, TECOM G-1 DIRECTOR





**MyIDP** Available in Total Workforce Management Services (TWMS)

## 48% OF TECOM EMPLOYEES STARTED IDPs VIA TWMS

By Kelly Sims, Human Resource Specialist/Civilian Workforce Planning & Development (M&RA)

The Individual Development Plan (IDP) is a tool used to document training and development objectives that strengthen competencies necessary for future career growth. The purpose of the IDP is to help employees set short and long-term career goals and identify the specific training, education and other professional development activities necessary to meet performance objectives.

### **Why do I Need an IDP?**

DOD Instruction 1400.25, Volume 410 requires civilian employees to create and/or update IDPs every year. The Department of Navy (DON) and Marine Corps also incorporated this requirement into their revised training policy expected to be released in the near future. Establishing an IDP accomplishes the following:

- Serves as a "blueprint" for annual and long term training and development activities (on-the-job training, self-development activities, and formal classroom training)
- Identifies developmental requirements comparing current and/or future job requirements to present skills
- Creates a developmental partnership between the employee and supervisor that involves feedback, clarification, and discussion about employee developmental needs, goals, and plans
- Serves as a living document to be reviewed, updated, and changed as needed to include mid-year and annual performance planning discussions

### **What is the TWMS MyIDP Tool?**

**MyIDP** is an automated tool available in TWMS that records individual employee career developmental goals and training activities. When creating the IDP the employee must complete the following information:

- ✚ Goals and Objectives
- ✚ Required Training (most mandatory training is automatically populated)
- ✚ Knowledge, Skills and Abilities (KSAs)/Competencies
- ✚ Developmental Activity (course or developmental activity/assignment)

Tools/Actions:
Daily Muster
Employee Locator
Online Training & Notices
SAAR-N/DD-2875
Event Notification Service
SF182 Training Request
IPMS
Mentoring
DD577
<b>My IDP</b>
VSIP/VERA Survey
Telework Request



## MyIDP Available in Total Workforce Management Services (TWMS)

By Kelly Sims, Human Resource Specialist/Civilian Workforce Planning & Development (M&RA)

**I**DPs assist in making employee performance more effective. The IDP should be viewed as a partnership between the employee and supervisor. **Supervisor** and **Employee** communication is the foundation to building a strong and effective plan.

**D**evelop your skills and competencies. The term “**develop**” is synonymous with *growth, expansion, progress, advance, improvement, change, and promotion*.....all positive attributes of a successful career.

**P**lan for training and development. Training priorities may be focused on technical competencies, interpersonal skills, and/or both. Continuous learning is everyone’s responsibility.

### ***How do I know what training and developmental activities to include in my IDP?***

-  Consult your supervisor
-  Contact your Command Training Representative
-  View the Online courses offered in TWMS
-  Contact your Community of Interest (COI) Representative (visit: <https://www.manpower.usmc.mil/COI>)
-  Find a Mentor (use the TWMS Mentor Match Tool also available on your self-service TWMS account)
-  View the Foundational Skills Training Program (visit: <https://www.manpower.usmc.mil/COI>)

### ***Why should I use the TWMS MyIDP Tool?***

-  Automated process that includes electronic approval, routing and tracking
-  Eliminates paper and significantly reduces the process time
-  Easy updates and recording of changes to plan
-  Includes Community of Interest (COI) specific competencies
-  Integrates the IDP with an automated version of the Training Authorization Agreement (SF 182)
-  Provides a central repository for all of your training history
-  Provides important budget and planning data for Commands

### ***Moving Forward***

Start planning your career today! Access your TWMS account and create your own development plan using the **MyIDP** tool. Join those who have taken charge of their careers and start your training and development plan the easy way—using **MyIDP!**

**Kelly Sims** is a Workforce Planning and Development expert who works in the Office of the Marine Corps Director of Civilian Human Resources, Manpower & Reserve Affairs. Kelly has acquired over 25 years of human resource management and organizational development experience during her career with the Department of Defense. Ms. Sims holds a Master’s degree in Business Administration from the University of Mary Washington.

## TRNGCMD G-1

### Meet the Training Command, G-1



*Back Row: Capt Moore, Mr. Carhart, GySgt Casimir, Mrs. Ravenel, Mrs. Gibbons, Mrs. Gordon, GySgt Dinkins.  
Front Row: Ssgt Rosales, Sgt Dabydeen, LtCol Hensen, Mr. Schutter  
Not pictured: Mr. Vannatter, LCpl Jones, LCpl Rosas and PFC Diaz*

The TRNGCMD G-1 supports eighteen O-6 level commands from the East Coast to the West Coast, comprising of 6500 permanent military personnel and 360 civilians, ensuring manpower and administrative needs are met through managing; planning, coordinating, analyzing, and evaluating command administrative missions and operations. The G-1 consists of the Operations Section, Civilian Manpower Section and Adjutant Section. The Assistant Chief of Staff/G-1, is LtCol Elaine Hensen and the Deputy Assistant Chief of Staff/G-1 is Mr. Dwayne Carhart.

#### **G-1 Operations**

The G-1 Operations Section is responsible for Military Manpower Management to include processing all Table of Organization and Equipment Change Request (TOECRs); Augmentation Assignments (Taskers) and Individual Augmentations (IA). Section Chief is GySgt Casimir and Admin Chief is SSgt Rosales.

**Group e-mail box:** [TrngCmd\\_G-1\\_Ops@usmc.mil](mailto:TrngCmd_G-1_Ops@usmc.mil)

#### **G-1 Civilian Manpower**

Our G-1 Civilian Manpower Team consists of three Manpower Analysts; Ana Ravenel, Stacy Gibbons and Jim Schutter. What makes our

section unique from other Civilian Manpower sections is that our Analysts currently provide support for over 360 TRNGCMD civilian employees within 26 separate subordinate commands and MARDETs. The vastness of these units is defined by the fact that TRNGCMD owns structure throughout all 5 Geographic Regions of TECOM, resulting in the unique opportunity for our Team to serve as Liaisons on all Civilian Personnel matters between 6 Regional Human Resources Offices and their respective TRNGCMD Schools.

The G-1 Civilian Manpower Section is also the lead for TOECRS regarding civilian structure, and is responsible for providing guidance, technical support, advice and procedures to TRNGCMD staff and all subordinate commands on matters pertaining to the civilian manpower planning, programming and validation of structure and staffing requirements. The section also provides advisory services to Commanders and staff members on a wide range of civilian personnel processes, programs and functions, such as; recruitment, placement, position classification, performance management and development, sustainment and separations, health and wellness and awards.

**Group e-mail box:** [TRNGCMD\\_G-1\\_Civ\\_Mnpwer@usmc.mil](mailto:TRNGCMD_G-1_Civ_Mnpwer@usmc.mil)

#### **G-1 Adjutant**

The Adjutant Section provides administrative support to TRNGCMD and its' subordinate commands. The Section manages Correspondence, Automated Message Handling System (AMHS), Military Awards, Fitness Reports, Defense Travel System (DTS), Government Travel Charge Card Program (GTCCP), Voting Assistance Program, Casualty Assistance, Postal Affairs, Special Programs, Forms and Records Management, Publication Management, and Congressional Inquiries (Congrint)/ Freedom of Information Act (FOIA). The Adjutant Section is composed of Capt Moore and the Adjutant Chief is GySgt Dinkins. Administrative personnel include Sgt Dabydeen, LCpl Rosas, LCpl Jones, PFC Diaz and Earl Vannatter. The GTCCP Coordinator is Dadria Gordon.

**Group e-mail box:** [TrngCmd\\_G-1@usmc.mil](mailto:TrngCmd_G-1@usmc.mil)



Chaplain Sneath

## Q&A with Chaplain Sneath

### ***How can the total workforce better promote workplace professionalism in a military culture?***

As we serve in TECOM or anywhere else in the Marine Corps, there is a continuing need to build morale, teamwork and professionalism across our ranks so that we can accomplish the command's mission. A team of professionals who are engaged in their work together, who possess a sense of camaraderie and shared purpose, will be far more productive and effective than a group of individuals who only focus on their own tasks.

That said, the total workforce environment poses some challenges to ensuring everyone is working together. It lacks the homogeneous nature of most operating force units, and it can be difficult to understand the relationships of uniformed and civilian personnel. At the same time, adding Civilian Marines to a command also provides a broader spectrum of backgrounds, experience and expertise to the unit, as well continuity as uniformed personnel rotate.

Workplace professionalism is promoted when each member of the team embraces the values and mission of the command, and when the team values each member for what they bring to the team. When this happens, cohesion and competence is built across the unit.

### ***What are some core values of the workplace?***

The core values of the workplace are the same as the core values of the Marine Corps: *Honor, Courage, Commitment*. These values define how we are to live and work as a part of this institution. They are applicable to Marines, Sailors, and Civilian Marines alike. We are to be people of impeccable integrity who treat others with dignity. We have the fortitude to stand up for what is right and to confront wrongdoing, rather than avoiding or ignoring it. We are dedicated to personal excellence in our

profession, the mission of the institution, and the well-being of one another.

If it has been a while since you spent some time thinking about what Honor, Courage and Commitment mean, it is worth 5 minutes to review what is encompassed within these values. For a quick review, I recommend HQMC's introduction of the USMC Core Values for new employees: <http://www.hqmc.marines.mil/hrom/NewEmployees/AbouttheMarineCorps/Values.aspx>.

### ***Why is respect important in a diverse workplace?***

Respect for those around us is an essential element that can be found woven through our Core Values. We demonstrate honor when we treat people with dignity and avoid using language that is demeaning, rude, or vulgar. We show courage when we take someone aside to respectfully confront them when they have not treated others with respect or used language that is profane or rude. We demonstrate our commitment when we take care of our TECOM/USMC family. How a person treats others is a window to view their character.

This is not to say that we shouldn't discipline those who are failing to live up to the expectations and requirements of TECOM and the Marine Corps. But even stringent discipline can be meted out while showing respect to the individual.

In many ways, respect simply boils down to observing the Golden Rule: *"Treat others the way you want to be treated."* Often I think it is also helpful to modify that slightly by changing the focus from ourselves to someone else: *"Treat others the way that you want the person you love the most to be treated."* Show respect to those around you in a manner consistent with how you would like others to show respect to your wife, son, grandmother, father, etc.

Respect is NOT just from subordinate to supervisor, from junior to senior. It crosses

Respect is NOT just from subordinate to supervisor, from junior to senior. It crosses all ranks and positions; it extends to all who serve in this command and institution. But frankly, it should be the way that we treat all people we come across in life.

If we were to consistently treat one another with respect, the vast majority of problems between people in the workplace and in the world would disappear.

### ***Do you have suggestions for how to handle workplace stress, conflict, disruptive behavior?***

Stress is a normal part of day-to-day life. But in times of crisis, hardship, conflict or loss, stress increases and can negatively impact a person's outlook, productivity and quality of life. So the real questions are: how does a person manage the stress that he or she already has, and how do they manage additional stress in difficult situations?

There are many ways to answer these questions, but I prefer to look each individual as a whole person: body, mind and spirit. By doing things to keep yourself healthy in all three of these aspects, you manage the daily stress and lay a firm foundation to maintain your health in times of crisis.

Body. Getting regular exercise is the big one here; but it also includes everything from watching what you eat and drink, to how much you smoke, or how much rest you are receiving. When the body's strength and defenses are maintained, stress is much less likely to negatively impact a person. (cont'd on page 6)

# Q&A with Chaplain Sneath

Mind. Doing things that are productive, that give a sense of satisfaction, are especially helpful in managing stress. It allows for a person to gain some control when other things are beyond their control. Likewise, keeping connected to those who care about you and for whom you care is an excellent way to keep your mind healthy in times of stress.

Spirit. For many, this involves matter of faith and religion. For others, it is a question of what brings meaning and purpose to life. Regardless, the spirit is where we turn when we need strength and have none. It is the source of hope and forgiveness when we have done wrong. It is the compass by which we find direction and a sense of right and wrong. We all need to be part of a community that supports our values, faith or philosophy. We neglect the spirit to our peril.

***Can both civilians and military talk to you about work and personal issues? How can you be reached? Is the information confidential?***

I am available to speak with everyone in the TECOM or Training Command HQs, military or civilian, on any issue that they wish to discuss. For those in subordinate commands, there is a chaplain who is assigned to provide religious ministry support. Navy Chaplains have four core capabilities: Provide, Facilitate, Care and Advise. We PROVIDE direct religious ministry to those who share our faith. We FACILITATE for the needs of those whose faith requirements we cannot directly support. But we CARE for all personnel, regardless of faith, philosophy, or lack thereof. And finally, we advise commanders on matters of religion, faith, ethics, morals and morale and their impact on operations.

Communications with a chaplain are completely confidential. This is true *regardless of subject!* This standard is set in place by SECNAV Instruction to ensure consistency wherever we serve. You can be confident that your conversations with the chaplain

will remain only between the two of you.

Bottom line: there is a chaplain who will gladly speak with you on whatever concerns you may have, and that conversation is absolutely confidential.

If you have questions, I can be reached at: Chaplain Michael Sneath, 703-784-4067, [michael.sneath@usmc.mil](mailto:michael.sneath@usmc.mil). God's blessings!

## About Captain Sneath

Captain Sneath is assigned as the Command Chaplain, Marine Corps Combat Development Command (MCCDC) and Training and Education Command (TECOM).

Captain Sneath was born in Portsmouth, Virginia, March 28, 1967. He graduated from the United States Naval Academy in 1988, earning a Bachelor of Science in Computer Science and his Commission in the United States Navy.

Upon completion of initial Surface Warfare training in 1989, Captain Sneath reported in USS HARRY E. YARNELL (CG 17), where he served as Assistant Combat Information Center (CIC) Officer, Assistant Operations Officer, CIC Officer, and Administrative Officer and earned his Surface Warfare Officer designation.

In June 1993, Captain Sneath transferred to the United States Navy Reserve in order to attend Concordia Seminary, St. Louis, Missouri. From 1994 to 1996 he served as Assistant Training Officer for Naval Embarked Advisory Team 113 in St. Louis.

In 1996 he resigned his Line commission and accepted a commission as a Chaplain Candidate. In 1998 Captain Sneath graduated from Concordia Seminary with a Masters of Divinity and was ordained in The Lutheran Church – Missouri Synod, where he was called to serve as Associate Pastor of Trinity Lutheran Church in Burr Ridge, Illinois. In 1998 he also completed training at the Naval Chaplains School.

In 1999 Captain Sneath became a Reserve Chaplain and was assigned to Marine Expeditionary Force Religious (MEFREL) 713 in Great Lakes, Illinois where he supported Third Force Service Support Group, Okinawa, Japan. He served as Training Officer and Executive Officer for MEFREL 713.

In July 2003, Captain Sneath was recalled to active duty and assigned to Commander, Destroyer Squadron TWO THREE homeported in San Diego. At DESRON 23 he supported 6 Squadron and 5 NIMITZ Carrier Strike Group ships, and deployed in support of Operations IRAQI FREEDOM and ENDURING FREEDOM.

In November 2005, Captain Sneath became the Chaplain for U.S. Coast Guard Ninth District, Western Region, in Milwaukee, Wisconsin, encompassing Sector Lake Michigan and Sector Sault Sainte Marie. In this assignment he provided religious ministry support for 53 units across 5 states.

Captain Sneath reported to 1st Marine Division in February 2009 and served as Regimental Chaplain, 5th Marine Regiment until October 2010. From March 2010 to March 2011, he assumed the additional duty of Division (MAIN) Chaplain. In April 2011 he was assigned to Regimental Combat Team 1 and deployed in support of Operation ENDURING FREEDOM.

Upon his return from Afghanistan in September 2011, Captain Sneath was assigned as the Deputy Force Chaplain, U.S. Marine Corps Forces Command in Norfolk, Virginia. Captain Sneath reported as the MCCDC and TECOM Command Chaplain in April 2015.

His personal decorations include the Meritorious Service Medal (Gold Star in lieu of Second Award), the Navy and Marine Corps Commendation Medal (Gold Star in lieu of Second Award), the Coast Guard Commendation Medal, and the Navy and Marine Corps Achievement Medal.

Captain Sneath is married and has two children.



GYSGT MARVIN HILL, G – 1 CHIEF

## GUNNY'S CORNER



Curtis E. Glass, TECOM Safety Division

This issue of the TECOM Connection is a sit down with Mr. Curtis E. Glass of Safety Division. Mr. Glass is the newest member to our safety team and is a native of Chicago, IL. He was honorably discharged from the Marine Corps in April 2002, and joined TECOM in June 2015 from the Naval Research Laboratory in Washington, DC.

### **TECOM CONNECTION: What is your job description at Safety Division?**

*Curtis Glass: I'm a Safety Specialist for TECOM. I perform a myriad of duties at TECOM; however, I'm very passionate about our Mishap Investigation Program. It's a valuable program with regard to identifying and addressing issues that may or will cause harm. For example, if a supervisor reports near misses and minor injury reports when they occur, our team can assess the data to determine if the event occurred as a result of an unsafe act, failure in leadership, insufficient procedures, etc.*

### **TC: Tell us something about your job?**

*CG: Typically being in the safety field can be a frustrating job, as we see the same mishaps time and time again. TECOM is especially challenging due to its mission, high op-tempo and the vastness of TECOM. Unfortunately, safety is reactionary for most; however, we strive to educate everyone we encounter to make safety proactive in an effort to ensure every Marine, Sailor and Civilian Marine return home in the manner they left home—safe and in one piece.*

### **TC: What is your role?**

*CG: Generally, my role is to support the Commanding General's Safety Programs by assisting our leaders with providing a safe and healthful working environment for TECOM personnel. Specifically, I manage several safety programs to ensure employee safety and regulatory compliance with higher headquarters.*

### **TC: What do you enjoy the most about safety?**

*CG: The opportunity to educate people and change their behavior towards their personal safety and bolstering their ability to think of the welfare and safety of others in the performance of their duties. At its foundation safety is about common sense. Unfortunately, often times due to compliancy people fail to address safety in their daily tasks .*

### **TC: What do you like most about TECOM?**

*CG: There are two things I like about TECOM. I like working around Marines again. Most of all, I enjoy the people I work with in the safety trenches. We are much more than co-workers—we are family!*

### **TC: What is the hardest part about safety?**

*CG: Getting personnel to buy into the idea of considering safety (Risk Management) first vice after something tragic happens. Sadly, safety is an afterthought to most people. It becomes important whenever an inspection is coming or when someone gets hurt. However, when safety is properly addressed in the beginning (Planning Phase), unit readiness and mission accomplishment are greatly enhanced.*

### **TC: If you could change anything with TECOM safety, what would it be?**

*CG: I want one thing! When faced with a new or daily task, I want every single employee to call upon their inner parent, and in doing so ask the simple question of, "What if..." until you cannot ask the question anymore. Asking that simple question, you'll be surprised how many hazardous conditions you will identify and resolve before even executing step one of the task.*

## Safety Thoughts

### MOTOR VEHICLE SAFETY

If traveling by POV and long distance, get the vehicle inspected. Use "TRIPS" assessments to identify and reduce risks, and alert leadership of travel plans. Be mindful of reduced daylight hours. Begin travel well-rested and take rest breaks often to deter fatigue. Share driving responsibilities. **Mandate seat belt use by all occupants.** Never drink and drive. Avoid distractions while driving. Avoid driving in poor weather conditions whenever possible. Be aware of increased traffic and plan for delays. Travel with an emergency kit.



### PERSONAL SAFETY & HEALTH

Minimize personal stress by having a realistic plan. Stay in control of your schedule and emotions. Set aside personal time for relaxation. Be selective with holiday commitments. Eat healthy and maintain an exercise routine. Set a realistic spending limit and stick to it. Self-evaluate stress levels and notify someone if feeling overwhelmed or depressed. Know that help is only a phone call away.



## Let's Ride! DoD NCR Mass Transportation Benefit

### Riders Tell All!

The Mass Transportation Benefit Program was established in October 2000 and is offered to eligible employees and military service members, to the extent authorized by law and regulation, to reduce pollution and traffic congestion, preserve the environment, and expand transportation alternatives. Under this program, participating employees in the National Capital Region (NCR) receive "transit passes" in amounts equal to their personal commuting costs, not to exceed \$255 per month (parking costs not included). To receive this benefit, employees must relinquish any federally subsidized parking permit, and may not be listed as part of a DoD carpool for purposes of qualifying for a parking pass. For more information about the DoD NCR Mass Transportation Benefit, go to <http://www.vre.org/>.



**Mr. Federico Perez**  
**Branch Head,**  
**TECOM Military Affairs**  
**Branch**

“Howdy all. I’ve been utilizing the DOD NCR Mass Transportation benefit since the spring of 2013. The only regret I have since then is the fact that I waited so long to take advantage of the benefit. I ride the Virginia Railway Express (VRE) nearly every single day of the work week. It takes me under 5 minutes to drive from my home to the Leeland Road train stop. Why do I utilize the DOD NCR Mass Transportation benefit? There are 3 main reasons. First, there is no monetary cost to me to ride the VRE. Secondly, I board the train at 6:38 and am sitting at my desk drinking coffee by NLT 7:05. All in less than 30 minutes again, at no monetary cost to me. Thirdly, there is nothing like piece of mind knowing that on most mornings I am not getting caught up in traffic gridlock on Interstate 95. The only thing that stops the trains from running, so afar, is holidays, and code reds. So no matter how bad the traffic on I95 is, how backed up the Quantico gates are, or how bad the weather gets (short of code red) I am almost always going to make it to work on time. No more 45 minutes to drive to work, and that’s if there are no accidents to contend with. No more 60 minutes plus driving back home at the end of the day – with or without accidents to contend with. Nothing like kicking back on the train ride prepping self for the beginning of another work day and nothing like kicking back on the train at the end of the day and unwinding from a long day’s work and the challenges that came with it. I’m not sure what took me so long to realize that spending countless wasted hours on I95, wear and tear on my car, and fuel costs were doing absolutely nothing towards a positive quality of life for me. I strongly recommend that those of you that are in a position to take advantage of the DOD NCR Mass Transportation benefit do so as soon as able to. Why not save dinero, have piece of mind, and hopefully help to reduce the daily I95 commute nightmare?”



**Mrs. Rhonda Fortson**  
**Program Analyst,**  
**TECOM CWDT**  
**Branch**

“Prior to riding the VRE, I would drive to and from work. I would leave my home in Spotsylvania County in the morning and if lucky have an uneventful (not very often) trip up I-95 and then have to pull onto the shoulder of 95 to sit in the already backed-up exit traffic. From this point, it would take approximately 30 minutes to get to the gate. In the evenings, again it would take approximately 30 minutes to get to the gate from the office. I then would have additional I-95 time traveling south.

Riding the train provides a cost savings, with the Transit Subsidy you pay little to no cost per month and you have less wear and tear on your vehicle. Additionally, it has relieved me of the extra time sitting in my vehicle and the stress of driving in the bumper-to-bumper traffic. Time on the train, can be relaxing, providing opportunity to read, nap or possibly network with other riders. For me the VRE is best mode of travel to get me to and from work.”



## RESOURCE & INFORMATION

### MENTOR - MATCH SERVICE (MMS)

Mentor - Match Service (MMS) is designed to help establish learning connections; it is not designed to be a mentoring or leadership development program. It works under the premise that the two roles, mentor and mentee, are not roles exclusive to a supervisory hierarchy or chain-of-command relationship.

Open Registration—Beginning 4 April, MMS will be accessible to **all civilian employees**. At this time, registered mentors and mentees are matched based on their geographic locations.

Access the MMS by going to the Total Workforce Management Services (TWMS) self-service account and click on “Mentoring”.

For more information: MARADMIN 123/16

### DEFENSE COMMISSARY AGENCY

<http://www.militaryscholar.org/sfmc/index.html>

This program offers a scholarship at every commissary location where qualified applications are received. The scholarship provides for payment of tuition, books, lab fees and other related expenses.

### THANKS USA (15 MAY DEADLINE)

**Mission: Providing college, technical and vocational school, need-based scholarships for the children and spouses of U.S. military personnel.**

Applicants for a [ThanksUSA scholarship](#) are evaluated and chosen based on the following criteria:

- Spouse or dependent of an active-duty service member (including Guard and Reserve members)
- Academic record - minimum GPA of 2.0. Intent to enroll in an accredited two- or four-year college, university, vocational or technical school
- Spouses may attend part time (six-credit minimum), and may use the award for non-degree certification or licensing programs
- Demonstrated financial need and leadership/participation in school/community activities

### ADULT VOLUNTEER NEEDED

#### CAMP RAINBOW

Weekend Grief Day Camp for Children Ages 6-14

April 23 & 24, 2016

Virginia Outdoor Center—Fredericksburg

Camp Rainbow provides a path for children as they journey towards grief healing. Little Buddies (child participants) are paired with trained Big Buddies (adult volunteers) to explore their feelings through age-appropriate crafts, activities, discussions and one-on-one time.

More Info:

[http://www.marywashingtonhealthcare.com/images/PDFs/Hospice/HospiceSupportCare/BigBuddyApp\\_2016.doc](http://www.marywashingtonhealthcare.com/images/PDFs/Hospice/HospiceSupportCare/BigBuddyApp_2016.doc)

Kathy Wall (Kathryn.j.wall@mwhc.com)

Phone: 540-741-3595



### FEDERAL EMPLOYEES' GROUP LIFE INSURANCE (FEGLI) OPEN SEASON (September 1 through September 30, 2016)

Mark the calendar! A FEGLI life insurance open season has been scheduled for September 1 through September 30, 2016. Coverage elected during the open season will be effective the first pay period beginning on or after October 1, 2017. For more information, please visit [www.opm.gov/life](http://www.opm.gov/life)

FEGLI life events are marriage, divorce, death of spouse, or acquisition of an eligible child. With a life event, you can enroll or increase coverage in Basic, Option A, up to five multiples of Option B, and/or up to five multiples of Option C. You must submit an [SF 2817](#) to your human resources office within 60 days after the life event.



## VETERANS

The Veterans Crisis Line connects Veterans in crisis and their families and friends with qualified, caring Department of Veterans Affairs responders through a confidential toll-free hotline, online chat, or text

[More about the Veterans Crisis line](#)

Dial: 1-800-273-8255

(PRESS 1 to talk to someone NOW)



[Federal Voting Assistance Program](#) (FVAP.gov)

Voting assistance for Service members and their families. The presidential election is this November. Be sure you have registered in your state and let your voice be heard in the primaries and general election.

Maj Brian Trievel, TECOM SSEC, is TECOM Voting Officer and can assist with voting questions and concerns. Phone: 703 432-0245



# CYBER FOR THE WARFIGHTER

By Dr. Matthew Flynn and Dr. Gary Brown



**Dr. Matthew J. Flynn**

**Associate Professor of Military History**

**Marine Corps University**

**Dr. Gary D. Brown (Colonel, USAF, ret.)**

**Professor of Cyber Security**

**Marine Corps University**

Cyber warfare continues to grow in importance for DoD. After being victimized by a series of cyber events beginning in the late 1990s and culminating with the penetration of DoD's classified computer network in 2008, the U.S. established Cyber Command to serve as the single focal point for cyber operations. From modest beginnings six years ago, USCYBERCOM plans to have 6,000 personnel assigned to cyber mission teams by the end of this year. DoD will spend approximately \$5.5 billion on cyber this year, and that does not include day-to-day information technology spending, which is far higher.

Cyber instruction at Marine Corps University (MCU) has been increasing over the past few years. The War College, School of Advanced Warfighting, and the Command and Staff College, among other branches of the university, identify cyber as a key element of the curriculum with the intention of leaving the graduate conversant in cyber fundamentals.

To coordinate cyber education efforts better across professional military education, MCU added a professor of cyber security who fills the role of cyber chair. Professor Gary Brown, in conjunction with Marine Corps operational forces at MARFORCYBER, works to ensure that elements of cyberspace planning and warfighting are introduced and developed across the USMC educational enterprise.

For Command and Staff College, integrating cyber fully into the MAGTF requires focused study. Students have to understand the basic technological underpinnings of connectivity, how DoD defends its information networks, what this means for those involved in network defense across government, and how the government interacts with the private sector. This analysis leads to many of the fundamental issues addressed by CSC, such as civil-military relations, the meaning of a whole of government approach to national security, and the nature of warfare. This last point is especially relevant to cyber as assessing the changing character of war, rather than its nature, is a recurring issue at the college.

Joint Publication 3-12, *Cyberspace Operations*, forms the basis of DoD's organization and doctrine in this area. Instruction across the CSC student body consists of planning cyberspace operations where communication synchronization concepts are tied to cognitive realities that help to define the information battlespace. Cyber electives augment this understanding of information

warfare. Cyber technology and its application impact social-cultural factors, transforming them into world-changing events that spark future security challenges. An examination of cyber warfare requires a close look at the evolution of conflict in order to place cyber realities in that progression. The unique setting at CSC allows this analysis to unfold with the expectation of preparing future leaders to influence the concepts and ideas that define security in all domains.

Senior leaders at the university continually evaluate the cyber focus in terms of identifying changing realities in this dynamic field, and also examine how best to approach instruction in the context of PME across the US military. How MCU complements or supplements cyber offerings at other PME institutions serves as a useful measure of value-added content, and prompts additions and adjustments. Perhaps reevaluating future war best exemplifies this approach and need, as that always important focus remains a key component of instruction. Given the emergence of cyber warfare in Ukraine, Estonia, Georgia and elsewhere, the "future" label no longer applies.

The next major challenge in the cyber curriculum will be determining how to incorporate cyber scenarios into realistic planning and operational exercises. The conceptual understanding of how to fight in cyberspace is currently better developed than how to exercise it realistically. The dual focus of presenting key ideas and ensuring students have a chance to grapple with those ideas during planning for a real-time event dominates instruction at the university.

The threat to Marine Corps weapons and logistics systems, communications networks and intelligence capacity from cyber adversaries continues to grow. Enemies also rely on cyberspace, creating opportunities for the Marine Corps to advance U.S. interests there. MCU recognizes the importance of cyberwarfare and the need to educate students on the impacts of this new domain. The efforts to date are a great start, but are only the beginning.

### Dr. Matthew Flynn

Professor Flynn is a specialist in placing US national security issues in a global context and serves in the Department of War Studies at the Command and Staff College, Marine Corps University. Prior to coming to Quantico in July 2012, he taught at a number of universities and the United States Military Academy, West Point. In line with developing the college's cyber

elective courses, his current research explores the impact of the cyber domain on the evolution of warfare. His book publications include the forthcoming, *Settle and Conquer: Militarism on the Frontier of North America, 1607-1890*, examining American westward expansion as a successful counterinsurgency. He also co-authored a study analyzing revolution and civil liberties and titled, *Washington & Napoleon: Leadership in the Age of Revolution*, and books such as *First Strike: Preemptive War in Modern History*, and *Contesting History: The Bush Counterinsurgency Legacy in Iraq*, looking at preemptive warfare as national policy and counterinsurgency's impact on national power respectively. Professor Flynn received his doctorate from Ohio University in 2004 after advanced study in civil-military relations with that university's distinguished Contemporary History Institute.

### Professor Gary Brown

Gary Brown is Professor of Cyber Security at Marine Corps University, Quantico, Virginia. Previously he served as Head of Communications and Congressional Affairs for the Washington Delegation, International Committee of the Red Cross (ICRC), he was with the ICRC from 2012-2015.

Prior to joining the ICRC, he served 24 years as a judge advocate with the succession with the United States Air Force. Colonel Brown's Air Force career included two deployments to the Middle East, one of which was a year at the Combined Air Operations Center, Southwest Asia as the senior lawyer advising on combat air operations in Afghanistan and Iraq. In his final military assignments he was the first senior legal counsel for U.S. Cyber Command, Fort Meade, Maryland, where he served for three years.

Colonel Brown (ret) frequently speaks on cyber operations law and policy, and has authored several attacks related to cyber warfare, including "Easier Said Than Done: Legal Reviews of Cyber Weapons," *Journal of National Security Law & Policy* (coauthor), "Why Iran Didn't Admit Stuxnet Was an Attack," *Joint Forces Quarterly* and "On the Spectrum of Cyberspace Operations," *Small Wars Journal* (coauthor). He was the official U.S. observer to the drafting the Tallinn Manual on the International Law Applicable to Cyber Warfare (2013), and is a member of the International Group of Experts drafting the second edition of the Tallinn Manual. He has a law degree from the University of Nebraska and an LL.M. in international law from Cambridge University.