

# CIVILIAN WORKFORCE

2016-2018 STRATEGIC PLAN

*Securing the Future*



SUPPORT OUR MARINES.  
BE PART OF THE TEAM.



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
3000 MARINE CORPS PENTAGON  
WASHINGTON, DC 20350-3000

IN REPLY REFER TO:

CMC-MPC

JUN 17 2016

WHITE LETTER NO. 1-16

From: Commandant of the Marine Corps  
To: All General Officers  
All Commanding Officers  
All Officers in Charge

Subj: CIVILIAN WORKFORCE STRATEGIC PLAN

1. This letter supersedes and cancels White Letter 01-03. My initial travels as Commandant have reinforced my personal belief in the important role our Civilian Marines have in supporting our Corps' innate desire to succeed and win. The challenges of an increasingly uncertain and complex fiscal environment continue to place new demands on our Civilian Marines, and the Commanders responsible for managing them, throughout the enterprise. I have concluded it is imperative that all aspects of civilian workforce management require coordination and effective administration in this environment to ensure fairness, foster high-performance, and support mission accomplishment.
2. As such, I have established the Civilian Workforce Strategic Plan to provide a framework that identifies specific priorities, objectives, initiatives, and measures that focus on attracting and managing a high performing civilian workforce. The goals outlined in the plan reflect our reputation for performance and leadership. Central to this strategic plan is our ability to measure progress toward our civilian workforce goals. Such an assessment will enable in-stride adjustments to the plan, as appropriate.
3. Additionally, it is important for you to know that I am fully committed to Civilian Command-Level Strategic Workforce Planning. This process will provide the necessary data to understand, support, and articulate the Corps' strategic investments in the civilian workforce needed to meet future changes in mission requirements. In the current and projected future resource challenged environments, it is vital that civilian workforce management decisions are based on what is best for the Corps.
4. The Sergeant Major of the Marine Corps and I fully support these initiatives ... we need your support as well.

  
Robert B. Neller

## FOREWORD

In accordance with the National Defense Authorization Act Fiscal Year 2010 and DoD Directive 1400.25, the Marine Corps established the Civilian Workforce Strategic Plan to set specific strategic goals aimed to improve civilian workforce management and performance. The goals are aligned with the Marine Corps Service Campaign 2014-2022, to include the following initiatives:

- **Attract and retain a highly competent and adaptive civilian workforce**
- **Provide the civilian workforce with technical and leadership development opportunities to support career progression and growth**
- **Further policies and programs that support employee diversity, work/life balance, and meaningful performance.**

The 36th Commandant of the Marine Corps, General Joseph Dunford, reiterated his priorities to the Marine Corps workforce in his planning guidance as follows:

**“You have my commitment that we will operate in a decentralized manner that capitalizes on the leadership, initiative, intellect, aggressiveness, and innovation of marines at all levels and across the Total Force – both active and reserve marines, Sailors who serve marines, as well as civilians. Fully leveraging the talent and ability of every Marine is a critical component of our warfighting culture. I realize that this method will sometimes lead to imperfect results, but leaders at all levels must be willing to accept mistakes as a part of the learning process.”**

The Marine Corps Director of Civilian Human Resources (DCHR) is responsible for designing, implementing, measuring, and communicating strategic progress to include reviewing and updating the strategic plan every three to five years. The enclosed plan hereby replaces the 2012 CWSP effective immediately. The content of this plan includes the Marine Corps’ civilian workforce mission, vision, values and strategic goals, objectives, initiatives and measures for 2016 through 2018. This plan is a living document that will keep pace with changing priorities and environmental influences.

## CIVILIAN MARINE CAREERS

Marine Corps offers innovative, challenging, and meaningful work assignments where military and civilian employees collaborate their talents to design, test, and deliver equipment, materials and systems to the operating forces. Civilian jobs are essential to the mission of the Marine Corps, from facilities management, logistics, contracts and acquisition, manpower and human resources services, financial management, system design and engineering, cyber security, management and program analysis, research and development, policy, security and intelligence, legal advice, information technology, safety, environmental protection, and so much more. Civilian employees are committed to the Marine Corps - the Nation's expeditionary force in readiness

### **“Join the Team and Support Our Marines”**

The Marine Corps provides competitive salaries, comprehensive benefits, work/life flexibilities and extensive professional development and training to over 35,000 civilians throughout the world. From pipefitters to financial managers, program managers to logistics management specialists, acquisition and human resources professionals, scientists and engineers-the careers and opportunities that make a difference are endless. Civilian Marines are dedicated and proud to be part of the elite, the few, and the proud – the United States Marines.

### **“Marines Take Care of their Own”**

The Marine Corps prides itself on ensuring both Marines and civilians are nurtured throughout their Marine Corps careers. Our focus for sustaining the highest levels of performance across all occupations and locations encompasses the Civilian Marine Work Lifecycle from recruiting through separation from the Marine Corps (USMC) workforce. We celebrate, appreciate, manage, and develop talent throughout the various phases of the Civilian Marine's career, all the while instilling teamwork and collaboration.

Our leaders and managers utilize workforce planning strategies to attract and hire the best talent in the nation. New employees attend Marine Corps Acculturation training and are encouraged to establish Individual Development Plans (IDPs), participate in the mentoring program, and to take advantage of a variety of training and development opportunities. Along those lines, the Marine Corps established the Community of Interest (COI) Program that includes nineteen unique occupational communities. COIs provide opportunities for professional development, technical competency development, networking, and information sharing.

The Civilian Marine culture promotes teamwork, creativity and innovation, and recognizes exceptional performance and contributions. The Marine Corps continuously strives for excellence that cannot be accomplished without our Civilian Marines.

# MARINE CORPS VALUES

## *Honor*

Integrity, Responsibility, and Accountability

## *Courage*

Do the right thing, in the right way, for the right reasons.

## *Commitment*

Devotion to the Corps

Civilian Marines exemplify the core values of the United States Marine Corps Honor, Courage, and Commitment, embracing esprit de corps, teamwork, and pride in belonging to the finest warfighting organization in the world.

**INNOVATE FOR THE FUTURE**  
**ADAPT to OVERCOME**



# CIVILIAN MARINE MISSION, VISION, AND VALUES

## MISSION

Civilian Marines are committed to providing critical services and support to ensure Marine Corps mission readiness.

## VISION

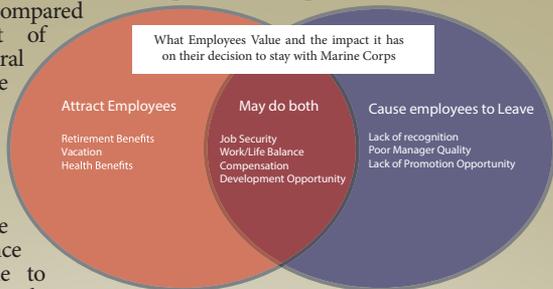
The Marine Corps is the premier employer that attracts, retains, and develops a motivated and proud civilian workforce.

## CORE VALUES

*The USMC core values; Honor, Courage, and Commitment shape and form the character of both our Marines and Civilians. 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 our core values in daily work activities and decision-making.*

## CIVILIAN MARINE EMPLOYMENT VALUES

The Marine Corps is committed to building a strong **Employment Value Proposition (EVP)**. The EVP is the value or benefit that a Civilian Marine gains through employment with the Marine Corps. For example, what does the Marine Corps offer employees compared to other Department of Defense and federal agencies seeking the same talent pool? In order to answer this question, the Marine Corps is focused on utilizing the EVP framework to identify the aspects of work experience that are most valuable to our Civilian Marines such as:



pay and compensation, job security, work/life balance, career and development opportunities, recognition, and manager quality. The overall feeling of satisfaction toward these important work values is considered the EVP. The most important Civilian Marine employment values fall into five categories listed in the table below.

EVP CATEGORY	VALUES
<b>Rewards &amp; Recognition</b>	Fair and equitable pay, awards based on performance, and recognition for creativity and innovation.
<b>Development Opportunities</b>	Formal programs to improve knowledge and skills such as career and leadership development programs, mentoring, academic degree assistance, and competitive job opportunities based on merit principles.
<b>Organization Culture</b>	Commitment and belief in the mission and values of the organization, inclusion and diversity, and respect and trust of senior leaders.
<b>People and Relationships</b>	Support from supervisors and managers such as open communication as well as collaboration with co-workers
<b>The Work Experience</b>	Belief that work is important, employees are empowered, talents are fully utilized, and work/life balance is supported

Maximizing the Marine Corps' EVP success factor will provide us the opportunity to be recognized as a "best place to work", allows us to "advertise" our strengths to candidates, and communicates our efforts to current employees sending the message that we care about our Civilian Marines and what matters most is strengthening the EVP.

**ALWAYS WIN!**



## 2016 Civilian Workforce Strategic Goals

### **GOAL 1**

*Attract and retain a highly competent and adaptive civilian workforce*

### **GOAL 2**

*Cultivate a learning culture that trains, educates, and develops Civilian Marines to effectively meet evolving mission requirements*

### **GOAL 3**

*Provide a positive work environment*

## GOAL 1

### Attract and retain a highly competent and adaptive civilian workforce

#### OBJECTIVE

Hire first-class talent into mission effective jobs

#### INITIATIVES

- 1.1 Utilize workforce planning strategies to enhance recruitment requirements
- 1.2 Adapt hiring practices that will attract highly-competitive talent
- 1.3 Identify factors that impact turnover and implement best practice retention strategies

#### MEASURES

- Federal Employee Viewpoint Survey (FEVS) Best Places to Work Index Score
- FEVS Talent Management Index Score
- Hiring cycle/fill-time
- Turnover Rate
- Retention Rate
- Utilization of Recruitment, Relocation and Retention Incentives (3 Rs)

## GOAL 2

**Cultivate a learning culture that trains, educates, and develops Civilian Marines to effectively meet evolving mission requirements**

### OBJECTIVE

Provide the civilian workforce with technical and leadership development opportunities to support career progression and growth

### INITIATIVES

- 2.1 Increase utilization of training needs assessments and IDPs
- 2.2 Increase centrally managed training and development opportunities across the enterprise
- 2.3 Provide enterprise solutions and tools to support training and development
- 2.4 Encourage the development/use of command succession planning

### MEASURES

- Centrally Managed Program Participation (Academic Degree, COI, Marine Corps Civilian Leadership Development)
- Number of Mentor Agreements
- FEVS Leadership and Knowledge Management Index
- FEVS Training & Development Satisfaction Index

## GOAL 3

### Provide a Positive Work Environment

#### OBJECTIVE

Further policies and programs that support employee diversity, work/life balance, and meaningful performance.

#### INITIATIVES

3.1 Establish and communicate Equal Employment Opportunity (EEO) and special emphasis policies and programs

3.2 Promote awareness and value of work/life program participation

3.3 Increase knowledge and communication of performance management program requirements and responsibilities

#### MEASURES

- FEVS Diversity Support Index
- Work/life Program Participation and Satisfaction
- Performance Management Reports
- Performance Award Distribution Reports
- FEVS Employee Engagement Index
- FEVS Results Oriented Performance Index

# COMMUNITIES OF INTEREST

Civilian career opportunities within the Marine Corps civilian workforce are distributed across 19 Communities of Interest (COI). Each COI has a leader and a manager. The Community Leader works as an advocate for Civilian Marines within their COI to uphold the community mission, vision and goals; define responsibilities; provide community guidance; establish and maintain career roadmaps, and maintain community-wide communication. COI Leaders manage their community's competency requirements and proficiency expectations to ensure that each civilian member possesses the training and skills necessary to support Marines in the field.

COI Managers are technical experts who work in conjunction with their COI Leader to support community competency requirements. The COI Manager, acting as Action Officers (AO), coordinates and provides communication; professional and career growth opportunities; and conducts community-wide outreach activities.

Our COIs are grouped according to associated or related occupational groups and/or job families as follows:

- Administration
- Community Support
- Contracts
- Education and Training
- Environmental
- Facilities
- Financial Management
- Human Resources
- Intelligence
- Information Technology
- Legal
- Logistics
- Management & Program Analysis (0343 occupational series)
- Profession Analyst (1515 occupational series)
- Program Management
- Safety and Occupational Health
- Science and Engineering
- Security and Emergency Services
- Visual Information and Public Affairs



## ADMINISTRATION

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### COI LEADER

Director of Administration and Resource Management

### COI MISSION STATEMENT

The Administrative COI mission is to develop and provide a systematic process for Civilian Marines to identify and assess technical and behavioral competency requirements, training opportunities, career roadmaps and mentoring partnerships to support career development.

### COI VISION STATEMENT

The Administrative COI encompasses professionals that serve as skilled, innovative and efficient team members dedicated to supporting our Nation's force in readiness both today and in the future while upholding Marine Corps value of honor, courage and commitment.

### COI GOALS

- Ensure broader access to a range of developmental opportunities and informational resources targeted for Administration Community members
- Increase proficiency in job-related technical and analytical skills, while building leadership competencies to improve succession planning and career growth across the community
- Engage in targeted outreach activities to increase awareness of the Administration COI across the Marine Corps

## COMMUNITY SUPPORT

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### COI LEADER

Deputy Director, Marine & Family Programs

### COI MISSION STATEMENT

The Community Support COI provides opportunities for growth and development to those who support and provide expert professional Marine and Family Programs that support the mission readiness requirements of the Corps and the unit and individual health and wellness goals of those we serve. Our employees are dedicated to the well being of Marines and family members and to providing customer centric core services.

### COI VISION STATEMENT

The Community Support COI advocates for equitable development and growth opportunities of a vastly diverse workforce engaged in a wide array of professional and personal services. The workforce combination of Appropriated Fund (APF) and Non-appropriated Fund (NAF) supported employees requires imaginative advocacy to provide equal access to training and career enhancing opportunities for the resolute employees who serve our Marines and family members.

### COI GOALS

- Establish professional development opportunities aligned with organizational needs
- Support Morale, Welfare, Recreational, and Warfighter and Family Services contributing to the overall mission, readiness, retention and quality of life
- Establish targeted executive development opportunities for high performers.
- Develop a standardized IDP for community members
- Establish and sustain a Performance Coaching program
- Promote use of the Learning Management System to allow wider participation and availability of training opportunities to this diverse workforce

## CONTRACTS

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### **COI LEADER**

Assistant Deputy Commandant for Installations and Logistics, Contracts Division

### **COI MISSION STATEMENT**

Members of the Contracts COI develop and manage processes and execute strategies necessary to provide quality goods and services for the Marine Corps.

### **COI VISION STATEMENT**

The Contracts COI vision is to be the premiere community of contracting professionals turning requirements into capabilities in support of Marines and their families through good business decisions and executing fiduciary responsibility with honesty and integrity.

### **COI GOALS**

- Build and sustain professional development across the community
- Conduct community outreach
- Foster stakeholder partnerships to achieve mutually beneficial outcomes
- Provide community advocacy and workforce management

## EDUCATION & TRAINING

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### COI LEADER

Executive Director, Training and Education Command (TECOM)

### COI MISSION STATEMENT

To provide every community member with the opportunity to continue to learn and reach their potential, to lead fulfilling and productive careers, and to contribute positively to the mission of the Marine Corps by enabling each of his or her constituents to fully maximize their talents, imagination, skills and character.

### COI VISION STATEMENT

Successful, skilled, and innovative education workforce - engaged in positive, productive and supported learning experience with high expectations for our learners and a strong commitment to the pursuit of excellence and innovation in our Marines, our programs, and in our resources.

### COI GOALS

- Further education, adult learning and skills
- Retain a highly qualified, motivated, and supported workforce through strong professional development
- Promote a positive, inclusive and responsive learning environment that contributes to the success of each learner and ensures continuous improvement
- Engage learners through creative, innovative and supported learning programs and environments
- Establish balanced, flexible and responsive learning and training pathways to encourage lifelong learning

For more information please visit the Education and Training web site at:

<http://www.tecom.marines.mil/resources/coi.aspx>

## ENVIRONMENTAL

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### **COI LEADER**

Deputy Director, Facilities and Services Division

### **COI MISSION STATEMENT**

The Environmental COI's mission is to develop and sustain a superior environmental workforce by supporting and training personnel to match capabilities with existing and emerging requirements.

### **COI VISION STATEMENT**

The Environmental COI provides a superior workforce that ensures, enhances and sustains the Marine Corps Mission and Quality of Life through sound stewardship of air, land, and sea resources.

### **COI GOALS**

- Establish key stakeholder relationships
- Support workforce management
- Build and sustain professional development across the community
- Provide COI advocacy and outreach

## FACILITIES

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### COI LEADER

Deputy Director, Facilities and Services Division

### COI MISSION STATEMENT

The Facilities COI's mission is to foster communication and cooperation across the COI; define, shape, and identify training and experience levels of the workforce through competency-based development that leverages emerging technologies that provide highly effective facility management. Collaborate with other COI's to promote adequate professional development for Installation and Environmental workforce within the respective COI's.

### COI VISION STATEMENT

The Facilities COI advocates best practices for recruitment, professional development, and retention of Facilities Community members to enable Installation Commanders to provide efficient and responsive facilities support to the warfighter.

### COI GOALS

- Pursue realignment of Installation and Environmental workforce from other COIs into Facilities COI
- Build and sustain professional development across the community
- Develop and execute Communication Plan
- Advocate for proper funding for professional development

## FINANCIAL MANAGEMENT



### COI LEADER

Assistant Deputy Commandant, Programs and Resources

### COI MISSION STATEMENT

The Financial Management Community of Interest exists to build an agile workforce responsive to the Marine Corps' financial management requirements in support of operational forces. Our community will use competency-based criteria to identify the training and experience required within the Financial Management (FM) community. We will promote professional development, technical competency and ethical behavior to provide the Corps with Marines, equipment, and training.

### COI VISION STATEMENT

The FM COI encompasses professionals that serve as experts in planning, programming, budgeting, and executing fiscal resources for the Marine Corps both today and in the future. We uphold Marine Corps values of honor, courage, and commitment by executing our fiduciary responsibilities with honesty and integrity. We are the stewards of the United States Marine Corps' financial resources.

### COI GOALS

- Build and sustain professional development across the community
- Streamline overhead, eliminate waste, and improve business processes to ensure the community is operating in an accountable and modern business environment
- Achieve a consistent, motivated and highly skilled community
- Strive for every FM member to be certified in the DoD FM Certification Program
- Expand opportunities in FM career progression training courses
- Improve systems, business processes and internal controls across all functional areas to achieve an unmodified audit opinion

## HUMAN RESOURCES

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### COI LEADER

Assistant Deputy Commandant for Manpower and Reserve Affairs

### COI MISSION STATEMENT

The Human Resources COI's mission is to be the center of excellence providing credible, professional resources needed to support the Human Resources Community by:

- Enhancing competency proficiency of community members
- Promoting the use of retention and recruiting flexibilities
- Providing career management opportunities

### COI VISION STATEMENT

The Human Resources COI's vision is to engage Human Resource professionals to support a shared goal of developing and implementing strategies, policies and procedures related to the management and career progression of community members.

### COI GOALS

- Promote the value of HR to Marine Corps leadership through:
  - Improved communication with Human Resources Departments (HRDs), Human Resources Offices (HROs), and the Office of Civilian Human Resources Operations Center
  - Increased recognition of the contributions that HROs provide to the Marine Corps
- Increase the technical knowledge and professional experience of community members through:
  - Provide targeted technical training and professional development opportunities
  - Provide HR developmental rotational opportunities

## INTELLIGENCE

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### COI LEADER

Assistant Director of Intelligence for Support, HQMC Intelligence Department

### COI MISSION STATEMENT

The mission of the Intelligence COI is to develop a workforce possessing the aptitude, training, education, and experience to understand the threat environment and provide Commanders with information, resources, and analysis needed to make sound and timely decisions.

### COI VISION STATEMENT

The Intelligence COI is a blend of professionals that recognize the need for seamless connections between intelligence and operations encompassing:

- A premier workforce that collects, analyzes, solves and translates knowledge of the enemy and environment into operational opportunities
- Trained professionals with technical, tactical and leadership expertise to meet the challenge of future threats
- Billet assignment based on certifications and career qualifications

### COI GOALS

- Establish a structured system of civilian leadership development through revitalizing the Civilian Leadership Board and developing civilian career roadmap tools to enhance the leadership and technical skills of community members
- Establish a mobile cadre of civilians by developing an educational continuum that provides the succession of identified competencies and opportunities for civilians to receive education and training from military institutions
- Develop and strengthen the supervisory cadre through meaningful performance management, Enterprise-promotion and recognition, and targeted civilian leadership development

COMMUNITY OF INTEREST STRATEGIC PLAN SUMMARY

# INFORMATION TECHNOLOGY

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## COI LEADER

Deputy Director, C4/Deputy CIO

## COI MISSION STATEMENT

Provide career development advocacy which supports, informs, and empowers Information Technology Management (ITM) COI members.

## COI VISION STATEMENT

To be an acknowledged workforce sponsor for information technology and information management professionals across the Marine Corps, positively impacting the careers of COI members.

## COI GOALS

- Shape the development of the COI
- Increase awareness and engagement across the COI
- Use data to drive COI decisions and actions
- Communicate better and faster

For more information please visit our website at:  
<http://www.hqmc.marines.mil/itmcoi/COIHome.aspx>

## LEGAL

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### **COI LEADER**

Deputy Counsel for the Commandant

### **COI MISSION STATEMENT**

The Legal COI develops the professional competence of the Legal civilian workforce across the Marine Corps. As the designated Marine Corps proponent for professional development of the legal field competency, the Community focuses on the development of technical, mission-oriented competencies through internal training and external/commercial educational programs.

### **COI VISION STATEMENT**

The Legal COI encompasses professionals that serve as expert, innovative and distinct team members dedicated to supporting our Nation's force in readiness both today and in the future while upholding Marine Corps value of honor, courage and commitment.

### **COI GOALS**

- Seek development of members through formal training
- Request training to educate and develop the skills of personnel in specialized practices
- Encourage members to share skill sets obtained from formal or on-the-job training to enhance individual development of others in the community
- Continue to advocate for members' upward mobility to assist in attracting and retaining the highest qualified members
- Encourage mid-career and senior community members to mentor and coach personnel new to the Legal Community

## LOGISTICS

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### COI LEADER

Assistant Deputy Commandant for Installations

### COI MISSION STATEMENT

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.

### COI VISION STATEMENT

Promote and foster an interoperable civilian workforce by providing professional development opportunities, career progression, succession planning, mentorship, and community forums in support of the Marine Corps.

### COI GOALS

- Create, validate and maintain career road maps and training strategies for community members in Life Cycle Logistics, Supply Management, Maintenance Support, and Deployment, Distribution, and Transportation occupational series.
- Provide COI advocacy and outreach
- Develop and strengthen the community through meaningful performance management, recognition, and targeted civilian leadership development



**COI LEADER**

Assistant Deputy Commandant, Programs and Resources/Fiscal Director of the Marine Corps

**COI MISSION STATEMENT**

The Management and Program Analysis COI's mission is to foster the organization, professional growth, and success of community members through the identification and execution of quality training and education programs.

**COI VISION STATEMENT**

Provide a professional analytical workforce that supports senior Marine Corps leaders through strong, in-depth and well-conceived analysis and program management.

**COI GOALS**

- Enhance and sustain professional development across the community
- Provide and conduct community advocacy and outreach
- Foster stakeholder partnerships to achieve mutually beneficial relationships



## PROFESSIONAL ANALYST

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### COI LEADER

Director, Analysis Directorate, Deputy Commandant, Combat Development & Integration

### COI MISSION STATEMENT

The Professional Analysis COI develops the professional competence of the civilian analytical workforce across the Marine Corps. As the designated Marine Corps proponent for professional development of the 1500 occupational family, the community focuses on the development of technical, mission-oriented competencies through internal training and external/commercial educational programs. As a result, the COI supports the growth of professional analysts and the development/upgrading of analytical capabilities across the community.

### COI VISION STATEMENT

Provide a professional analytical workforce that supports the Marine Corps, and advances the state of knowledge on issues of concern to senior leaders. Develop individuals to enhance the best qualities of both Civilian Marines and Operations Research Analysts.

### COI GOALS

- Meet professional education needs of management and analysts alike
- Extend and expand expertise in available tools and development of new methodologies
- Encourage COI members to expand their expertise in management skills to implement succession planning for the community

## PROGRAM MANAGEMENT

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### COI LEADER

Program Executive Officer Land Systems

### COI MISSION STATEMENT

The Program Management COI's mission is to promulgate Program Management career competency requirements as defined in the Defense Acquisition Workforce Improvement Act (DAWIA) and other applicable legislation, and enhance the capability of the USMC Program Management workforce through mentoring, access to training opportunities, career roadmaps, and other positive support mechanisms.

### COI VISION STATEMENT

The Program Management COI encompasses acquisition professionals that serve as leaders and managers of the Marine Corps' programs/projects, working to ensure best value acquisition of material and services required by the Marine warfighters to accomplish their missions.

### COI GOALS

- Restructure the community to provide a balanced structure that promotes growth and provides for upward mobility
- Recruit at the lowest grade level to create developmental positions and enhance succession for the community
- Create opportunities for development of entry and mid-level personnel

COMMUNITY OF INTEREST STRATEGIC PLAN SUMMARY  
**SAFETY AND OCCUPATIONAL HEALTH**

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**COI LEADER**

Deputy Director, Safety

**COI MISSION STATEMENT**

Develop and sustain a competent Safety & Occupational Health Community through policy, training, education, and technology

**COI VISION STATEMENT**

A dynamic and capable Safety & Occupational Health COI that enhances operational readiness

**COI GOALS**

- Establish training, education, and professional development requirements across the community
- Identify training, education, and professional development opportunities across the community
- Provide advocacy and conduct outreach for the community
- Enhance career management for community members

**The COI website can be reached at:**  
<http://www.safety.marines.mil/UnitHome.aspx>

## SCIENCE AND ENGINEERING



### COI LEADER

Deputy Commander, Systems Engineering Interoperability, Architecture & Technology (SIAT), Marine Corps Systems Command

### COI MISSION STATEMENT

The Science and Engineering COI develops the professional competence of the civilian engineering and scientific workforce across the Marine Corps. As the designated Marine Corps proponent for professional development of scientists and engineers, the community focuses on the overall process of defining, developing, acquiring, testing, operating and maintaining Marine Corps systems. The COI supports the growth of civilian scientists and engineers to ensure diverse engineering disciplines such as electronics, mechanics, ergonomics, aerodynamics and software are integrated into coherent and effective Marine Corps systems.

### COI VISION STATEMENT

Provide a professional scientific and engineering civilian workforce that supports the United States Marine Corps and advances the state of knowledge on issues of concern to senior leaders. Develop Civilian Marines who are a capable, competency based essential element of the Marine Corps committed to maintaining the readiness of the Nation's expeditionary force.

### COI GOALS

- Provide a focal point for dissemination of scientific and engineering knowledge
- Promote collaboration in engineering practice, education and scientific research across the Marine Corps
- Assure the establishment of professional standards in the practice of scientific research and systems engineering
- Improve the professional status of all Civilian Marines engaged in the disciplines of science and engineering

## SECURITY & EMERGENCY SERVICES

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### COI LEADER

Assistant Deputy Commandant (Security), Plans, Policies and Operations

### COI MISSION STATEMENT

The Security and Emergency Services COI creates professional development opportunities, provides community forums and promotes the interests of Marine Corps Security and Emergency Services organizations.

### COI VISION STATEMENT

To become an essential partner with installations and operating forces by providing community members individual career development opportunities and a network for exchanging knowledge, improving communications, sharing best practices and finding innovative solutions which will deliver improved organizational capabilities to meet future safety and security needs for Marines , civilians and their families.

### COI GOALS

- Update and promote career progression models and career road maps
- Provide technical advice for strategic workforce initiatives
- Provide career-enhancing training and education opportunities
- Conduct initial competency models analysis for Emergency Management professionals
- Conduct COI environmental analysis

## VISUAL INFORMATION

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### COI LEADER

Director of U.S. Marine Corps Combat Camera

### COI MISSION STATEMENT

The Visual Information COI exists to educate, train and inform active duty service members, civilian Marines and the public about the Marine Corps through effective verbal, written and visual communications. Our purpose is to foster public understanding and support through synchronized communications and to provide the warfighter with critical tools necessary to accomplish the mission.

### COI VISION STATEMENT

The Visual Information COI will be recognized and valued across the Marine Corps as an essential tool supporting the warfighter's visual information needs.

### COI GOALS

- Develop a training support plan incorporating a fair and equitable balance across all series and grades within the Visual Information community
- Develop and validate core competencies for series within the Visual Information community
- Establish Visual Information COI series key stakeholders and relationships within the Visual Information community
- Develop a tiered program of continuous learning
- Create standardized IDPs
- Develop Visual Information COI Strategic Communication Plan





[www.manpower.usmc.mil/civilianmarine](http://www.manpower.usmc.mil/civilianmarine)