

TECOM CONNECTION

NEWSLETTER

August 2017

Promoting Unity: Daly Hall BBQ Event



First Annual Daly Hall BBQ and Professional Book Fair
May 18, 2017



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Commendation for Superior Civilian Service Award to Brian J. McGuire, MTESD



Superior performance of duty while serving as Physical Readiness Programs Analyst, Training and Education Command from 1 September 2014 to 1 January 2017. During this period, Mr. McGuire's extraordinary ability to conduct research and develop empirically based occupational physical standards was the most significant result of the Marine Corps' force integration effort. Additionally, in 2016 he led the most comprehensive review and revision of service physical and body composition standards since the 1970s. The results of his accomplishments during this period have significantly influenced physical fitness of Marines today and in the future. Mr. McGuire's superior ability and total dedication to duty reflected great credit upon him and were in keeping with the highest standards and traditions of the Marine Corps and the United States Naval Service.



Major General K.M. “Wolfy” Iiams USMC



As your new Commanding General, let me state what an honor and privilege it is to serve with you here at TECOM, and how much I am looking forward to what our collective future brings. Teamwork is essential both for our continued success as a Command, as well for developing and sustaining a high quality of life in the workplace. I challenge all of you to set, respect and achieve high standards, but at the same time find ways to make the “toil” of work more enjoyable. Treat each other with the dignity and respect you would show a family member and I guarantee we will become more efficient and productive Command...and one where you will appreciate the atmosphere. At the end of the day, all of our TECOM team members should know that they are valued for more than just their work and that they truly make a difference.

The United States Marine Corps is America’s Expeditionary Force in Readiness and as the “Trainers and Educators” of that force, we must remain good stewards of the Nation’s resources. Doing the right things... doing them right...and for the right reasons, must be comfortable and common place so that we can hold the ethical high ground when we lobby for requirements. We must uphold our Core Values of Honor, Courage and Commitment in all that we do from individual to group efforts while in pursuit of our training and education mission.

I encourage all members of the command to use sound judgment and strive for excellence in everything that you do, and then know that you can find me at your side. Ensure that you remain mindful to “Protect What You’ve Earned” and always reach out to others who may need an extra bit of assistance to protect theirs.

Thank you for your tireless dedication and magnificent efforts...One Team TECOM!

Semper Fidelis,

Major General K.M. “Wolfy” Iiams USMC

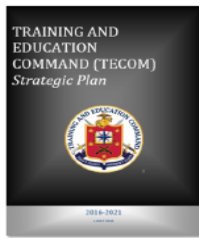


The TECOM Dashboard

The TECOM Dashboard



The TECOM Strategic Plan (TSP), signed in July 2016, describes Lines of Effort (LOE) and associated Major Objectives (MO) to enhance coordination of the mission to train and educate Marines. In order for TECOM to maximize resources in pursuit of its objectives, it must have a mechanism which completes the planning - execution - assessment continuum by aligning the results of Headquarters and Major Subordinate Command (MSC) activities with the vision of the TSP to inform decision making. To meet this need, the TECOM G-3/5/7 Performance Management & Assessment (PM&A) Branch, in conjunction with MO data owners, have created a finite set of measures to track command performance over time. These performance measures are published via a dashboard which resides on the TECOM Virtual Collaborative Environment (VCE) Homepage



The TECOM Strategic Plan

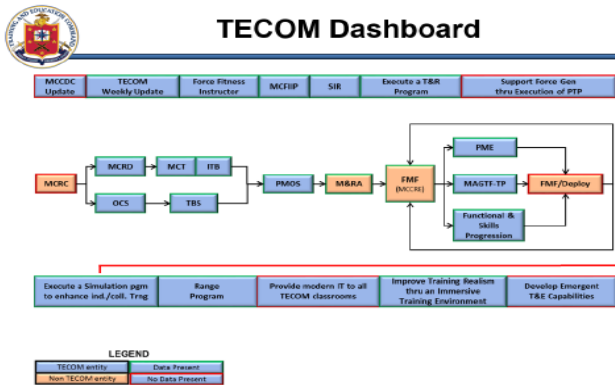
LOE 2: Develop Marines Prepared to assume leadership roles in Marine Corps and Joint, Interagency, Intergovernmental, and Multi-national (JIIM) assignments (Cognizant Organizations: EDCOM)

Performance Measures: Enrollments and Completions across Officer and Enlisted Resident and Distance Learning Courses

LOE 3: Provide standardized Training to Operate as a MAGTF in Current and Future Environments (Cognizant Organizations: MAGTF-TC, and MTESD)

Performance Measures: Planned vs. Executed Service Level Training Events (SLTE), Individual and Collective Battle Staff Training Program (BSTP) training Events, Course Resourced Capacity, Enrollments, and Completions, % of POI and T&R reviews completed, JIIM Participation by SLTE through time (FY)

LOE 4: Leverage Innovative Technologies to Enhance Training and Education (Cognizant Organizations: TECD, TSC, and RTAM)

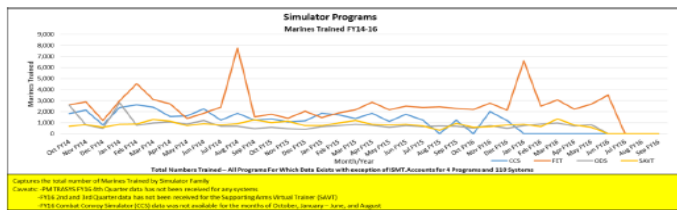


Top View of the TECOM Dashboard which provides links to performance measures across TSP MOs

to inform and integrate TSP execution. In doing so, the TECOM Dashboard acts as a Command "check-engine light" by identifying potential issues before they reach a critical point. Listed below are the TSP LOE's and associated measures residing on the TECOM Dashboard.

LOE 1: Deliver MOS Qualified Individual Marines through the Civilian-to-Marine Transformation Process to meet Operational Demands (Cognizant Organizations: MCRD Parris Island, MCRD San Diego, and Training Command)

Performance Measures: Resourced Capacity, Working Training Input Plan (TIP), Graduations, Attrition, and Recycles



A Snap-shot of LOE 4 Data located on the TECOM Dashboard

Performance Measures: Capability and Encroachment Scores, Marines Trained by Simulator Family and Hours Used by Simulator Family, and Immersive Training Events

Why is this Important to TECOM?

1. Informs and integrates efforts throughout the command
2. Early Identification of issues negatively affecting CMC's Readiness Goals
3. Informs the Marine Corps Enterprise Integration Process (MCEIP) in support of Programming
4. Provides an indication of operational training readiness generated via Service Level Training Events
5. Communicates TECOM "Success Stories"

CONTACT INFORMATION

For information about access to the TECOM Virtual Collaborative Environment (VCE) contact TECOM_Web.Support@usmc.mil
For information about the TECOM PM&A Branch and data contact Mr. Luis Narvaez (Branch Head) at luis.narvaez@usmc.mil

TECOM Personnel Who Placed in CMC's First and Second Innovation Challenge

By Desiree Kinney



Photo By: Training and Education Command Public Affairs

TECOM salutes the dedication and initiative of our innovative thinkers!

In December 2016, TECOM's own, Capt Matthew M. Morse from Marine Corps Logistics Operations Group (MCLOG) seized the initiative and won first place in the Commandant's First Innovation Challenge for his idea, "Automating Convoy Load Planning" (see MARADMIN 667/16). Triumphant in a clash of 129 ideas from across the Corps, Capt Morse is working with the Marine Corps Warfighting Lab (MCWL) to turn his idea into reality. MCLOG put his solution to the test at a recent Logistics Support Training Exercise in Camp Lejeune and will be incorporating it into its future exercises. Capt Morse looks forward to employing it himself in the near future as he transfers to 1st Transportation Support Battalion. Congratulations, Capt Morse!

During March 2017, TECOM facilitated the Commandant's Second Innovation Challenge which focused on ways to enhance Marine training and education to improve small unit leader decision making. Eight of the 19 ideas in the semi-final round were submitted by TECOM personnel, 3 of which will be working to implement their solutions here at TECOM – which means some of you reading this newsletter will be involved in developing and implementing these cutting-edge solutions to benefit our Marine Corps small unit leaders.

How tough was this challenge? TECOM challenged all military and civilian personnel across the Department of Defense to participate in this 30-day intellectual competition of ideas that ultimately resulted in over 460 participants and 253 ideas spanning areas of doctrine, training and education, technology, personnel, and more.

A team of 12 military and civilian personnel from across Quantico (Marine Corps Embassy Security Group, Marine Corps Systems Command, Training Command, Education Command, TECOM G-1, and TECOM G-3/5/7) evaluated all ideas at least 3 times against 6 criteria: relevance, applicability, and benefit to Marine Corps small unit leaders, creativity, feasibility, and collaboration. Three of the 5 first place winners were TECOM's own coupled with 1 second place winner and 4 third place winners. Way to go, Team TECOM!

On 31 May 2017, 1st Lt Michael Adkins, SSgt Paul Middaugh, and Dr. Benjamin Jensen were presented with Navy and Marine Corps Achievement Medals and a Certificate of Commendation, respectively, along with four other winners from this challenge (see MARADMIN 243/17) by General Neller at MCWL's two-day Innovation Symposium here in Quantico.









We recognize and congratulate our TECOM winners for a job well done. To all our critical thinkers across TECOM, this is a call to get involved. The Commandant's Innovation Challenge is one of many opportunities designed to help us take our game to the next level and sharpen our skills. Begin each day with the spirit of innovation and a singular focus to prepare our Marines to dominate the battlefield, because there is no room for second place.

Through your initiative, we will impose our will on the enemy. We cross the line of departure together – seeking every day to improve ourselves, each other, and our Corps. What will YOU do in 2017 to up your game? Marines, the time is NOW; "Seize the Initiative!"

~General Neller, Message to the Force 2017 Seize the Initiative

TECOM Personnel Who Placed in CMC's First and Second Innovation Challenge

By Desiree Kinney

	<p>Capt Matthew M. Morse, MCLOG</p> <p>Commandant's 1st Innovation Challenge</p> <p>1st Place: "Automating Convoy Load Planning"</p>
	<p>1st Lt Michael Adkins, Marine Corps Recruit Depot San Diego</p> <p>Commandant's 2nd Innovation Challenge</p> <p>1st Place: "Making Infantry Quarterbacks"</p>
	<p>SSgt Paul Middaugh, Mountain Warfare Training Center</p> <p>Commandant's 2nd Innovation Challenge</p> <p>1st Place: "Decision Forcing Cases"</p>
	<p>Dr. Benjamin Jensen, Marine Corps University (MCU)</p> <p>Commandant's 2nd Innovation Challenge</p> <p>1st Place: "Wargaming 2025 Building Decision Games"</p>
	<p>SSgt Edward Erdmann, MCU</p> <p>Commandant's 2nd Innovation Challenge</p> <p>2nd Place: "Field Smart Pack"</p>
	<p>Col Timothy Barrick, Marine Corps Tactics and Operations Group</p> <p>Commandant's 2nd Innovation Challenge</p> <p>3rd Place: "Augmented Reality Staff Rides and TEWTs"</p> <p>3rd Place: "Augmented Reality Sand Table and COC"</p>
	<p>Sgt Christopher Eline, School of Infantry East</p> <p>Commandant's 2nd Innovation Challenge</p> <p>3rd Place: "Combat Multipliers"</p>
	<p>2d Lt Benjamin Lacount, Marine Corps Communication-Electronics School</p> <p>Commandant's 2nd Innovation Challenge</p> <p>3rd Place: "The Tactical Training System"</p>

About Desiree Kinney

Desiree Kinney is a civilian at TECOM's G-3/5/7. She executed the Commandant's Second Innovation Challenge and authored TECOM's Strategic Plan with the help of her colleagues across the HQ and MSCs.

For More Information:

First Challenge, signed 20 December 2016:

MarAdmin 667/16 COMMANDANTS INNOVATION CHALLENGE RESULTS ANNOUNCEMENT

<http://www.marines.mil/News/Messages/Messages-Display/Article/1034536/commandants-innovation-challenge-results-announcement/>

Second Challenge, signed 18 May 2017:

MarAdmin 243/17 COMMANDANTS SECOND INNOVATION CHALLENGE RESULTS ANNOUNCEMENT

<http://www.marines.mil/News/Messages/Messages-Display/Article/1187855/commandants-second-innovation-challenge-results-announcement/>



FINANCIAL CORNER

THE OPERATIONAL IMPACT OF THE UNLIQUIDATED OBLIGATION (ULO)

By Peter Taitt



THE OPERATIONAL IMPACT OF THE UNLIQUIDATED OBLIGATION (ULO)

While it is highly unlikely that financial management (FM) is the first (or last) thing that comes to mind when a non-financial manager hears the words “operational impact,” proper stewardship of resources is a key enabler of readiness activities. Like any other functional area, FM contains numerous terms and acronyms that represent key organizational, procedural, policy, and technical issues. This article will focus on one in particular: the ULO.

Every dollar allocated and spent in support of the Training and Educating Command mission goes through the four steps of the financial transaction cycle: commitment (administrative reservation of funds), obligation (legal agreement for acquisition of good/service), expense (receipt and acceptance of good/service), and liquidation (payment). Individual obligations (represented by 14 or 15- digit **document numbers**) cause a reduction of an organization’s **available balance** (i.e., Authorization (Budget) – Obligation (Spent)). A summarized total of all obligations is used to determine **obligation rate** (Obligation ÷ Authorization). Both items can be found on an organization’s **Status of Funds**.

An obligation is in ULO status until such time as all liquidations associated with the obligating action (e.g., travel, acquisition (contracts), printing, credit card purchase, supply system buy) post to the Standard Accounting, Budgeting, and Reporting System (SABRS), the Marine Corps official financial reporting system. When the obligation and liquidation amounts equal (as well as the commitment and expense amounts), the associated record is completed.

“Sounds interesting, but why should I care?” The answer is that the final liquidation amount does not always equal the obligation amount (e.g., discounts, price changes, high estimates). In some cases there is no liquidation posted at all (e.g., unsettled travel, cancelled requisitions). Verifying status and getting any required adjustments made in SABRS frees up money that can be redirected toward other mission requirements. Below is a simple before and after example depicting the fiscal impact of correcting a single ULO transaction.

Before correcting ULO...

ULO (Document Number: M9543017RCSAMPL)

Cmt	Obl	Exp	Liq	ULO
\$1,500	\$1,500	\$1,000	\$1,000	\$500

After correcting ULO...

Cmt	Obl	Exp	Liq	ULO
\$1,000	\$1,000	\$1,000	\$1,000	\$0

Status of Funds

Auth	Obl	Avail Bal	Obl Rate
\$10,000	\$6,000	\$4,000	60%

Auth	Obl	Avail Bal	Obl Rate
\$10,000	\$5,500	\$4,500	55%

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In the above example, validating the ULO uncovered the fact that there were no more liquidations pending. Consequently, the organization was able to recoup \$500. By applying the result of correcting a single ULO transaction to the multitude of other ULOs across the TECOM enterprise, the potential operational impact of ULO management (or mismanagement) is brought into very sharp focus. Specifically, failure to maintain positive control of ULOs can cost an organization dearly in terms of lost opportunities (more training and education-related services, equipment, etc.). There are a lot of resources at stake, and proactive stewardship helps TECOM to compete for resources in an increasingly constrained fiscal environment.

“So what can I do to help?” Getting the most out of TECOM resources is an all-hands event, requiring action from both inside and outside of the FM community. However, there is a time constraint: TECOM funding has a one-year lifespan (1 October to 30 September). That said, here are some areas where increased awareness, effort, and accountability can make a real difference.

- **Travel:** Claims (vouchers) should be settled in a timely manner (DoD policy is 5 days after return), especially when government travel charge card costs have been incurred.
- **Contracts:** Timely government receipt and acceptance of goods and services, combined with timely certification of vendor invoices, helps to reduce command-level interest penalties.
- **Supply System:** All offline (non-interfacing) requisitions must be manually obligated and expensed, as they do not automatically post to SABRS
- **General:** Assist fiscal personnel to the fullest extent possible when they request information or documentation in support of ULO validations, the Tri-Annual Review (TAR), or other requirements. They are truly trying to help you, and your cooperation is crucial to their success...which is actually your success when you think about the potential positive impact on your organization.

ULOs are but one part of the FM functional area, but they play a large role in measuring overall FM mission success or failure. Every ULO is linked to a requirement of some kind, and every requirement can be linked to a person or persons within the TECOM enterprise. That said, there is an enterprise-wide stake in the successful execution of the FM mission. What your role is depends on your level of involvement with the aforementioned requirements (formulation, execution, supervision, etc.). The TECOM FM team stands ready to help, from local fiscal personnel to the staffs at each Major Subordinate Command FM oversight organization. *Semper Fiscal!!*

About Peter Taitt

Peter Taitt heads the Accounting Branch within the TECOM G-8 Division. His branch is charged with ensuring the validity, timeliness, and accuracy of all financial transactions generated in support of TECOM mission objectives. He has over 27 years of DoD financial management experience, serving in billets at multiple echelons of command. Mr. Taitt has been with the G-8 Division since 2006, retiring from active duty in 2009.

*** EXCLUSIVE LABOR RELATIONS ARTICLE ***

THE RABBIT HOLE; DON'T GO ALONE

BY NINA FRYE



Nina Frye

Employee relations are often referred to as 'the dark side' because employee discipline is not a light subject matter. The concept of employee relations is to manage relationships between employees and managers, while ensuring authority and integrity are maintained. Effective communication between employees and supervisors is important in the work place and helps establish clear expectations. It is my goal to for TECOM employees and supervisors to have a clear understanding of the discipline process and provide fair, consistent, treatment to all employees. I'm the available subject matter expert for supervisors, managers and leaders to consult to correct the behavior or performance of an employee.

Supervisors

As the Employee and Labor Specialist, it is my job to ensure the agency is protected and that supervisors do not need supervisor insurance. Yes that is a real thing! (<http://www.fedsprotection.com/federal-employees>). I provide sound and solid advice on how to handle situations that arise in the work place. In addition to, craft letters for every process of a discipline action, ensuring they are legally sufficient and will withstand the scrutiny of a judge, third party or arbitrator. The bottom line for supervisors is that you have a resource available so that you are not doing this alone. One of the most common issues I find is that supervisors are not aware of this and therefore, take no action until situations become so egregious they have to. I am here to help. <http://www.hqmc.marines.mil/hrom/Employee-Advisory/Employee-Relations/>

Non-supervisor employees

Non-supervisor employees may be wondering what I do for them. I can provide you with your rights under the Administrative Grievance System or the Negotiated Grievance System, depending on the status you fall into. The grievance process in general is a voice for employees to be heard if they feel they are in an unfair work environment or they believe there is something of concern they need or want addressed. The grievance process (usually) begins with the direct supervisor of the employee. In any case, a grievance should be filed in writing in a timely manner. The Administrative Grievance System is used by non-bargaining unit employees, this refers to employees not in the union. The Negotiated Grievance process is for bargaining unit employees or BUE's, which are members of the Union. If you are unsure of your status, you can look at your SF-50. If block 37 shows all 7777's or 8888's, you are not a member of the union. If block 37 reflects NV1034, you are a member of the union.

Labor Management Relations

The Consolidated Master Labor Agreement is the contract the Union and the Marine Corps negotiated to implement into practice for bargaining unit employees. It is my role to ensure management is abiding by the contract and maintain a healthy relationship with the Union, while they abide by the contract as well. <http://www.hqmc.marines.mil/hrom/Employee-Advisory/Labor-Relations/>. It can be time consuming, daunting and require a vast knowledge base of contracts, laws, and policy. It is my role and responsibility to notify the Union of changes, negotiate on the behalf of management and advise/guide during discipline matters, grievance hearings, and changes to the work-place. Did you know that violating the Consolidated Master Labor Agreement (CMLA) can lead TECOM to having an unfair labor practice filed against them? There are many, many issues that can cost the agency time and money, but I am here to help prevent that. (<http://www.hqmc.marines.mil/Portals/143/Docs/EMAS/MLA.pdf>)

EXCLUSIVE LABOR RELATIONS ARTICLE

THE RABBIT HOLE; DON'T GO ALONE

BY NINA FRYE

Fostering a functional balance between the Union and management is a fine line. It means seeing both sides but ultimately knowing the mission is served first and foremost. There are stipulations protected by the CMLA and there are laws protected by the federal service labor-management relations statute, specifically 7106, which covers management's rights. There are so many pieces of the puzzle to try to make fit when management wants to implement changes to schedules, working conditions, discipline actions, that it really is best to contact me and let me help you navigate it all. In the long run, everyone is better off if we work in partnership with the Union to successfully ensure high performance and efficient employees.

In summary, hope this article gives you a little insight into my HR functions for TECOM. I also provide training for things like leave issues, performance issues, and the broad scope of discipline. If you walk away with one thing from reading this, I hope that it is I am here to help! My office line is (703) 784-1057 or email nina.frye@usmc.mil

Nina Frye's Bio

Nina Frye came on board as the Human Resource Specialist (ER/LR) servicing TECOM in August of 2016. Initially, TECOM was serviced by the Pentagon team, but with the majority of the need here at Quantico, and as she began forging relationships with TECOM employees, it was determined Mrs. Frye would continue servicing the Command. She has a Master's Degree in Human Resource Management and has just begun her Doctorate in the same field. Her experience in Human Resources began with her service in the United States Army Reserve as a 42A, Human Resource Specialist. After six years in the reserves and one deployment in support Operation Iraqi Freedom, she got out of the military.



Mr. Dennis Thompson, TECOM Executive Deputy provided the opening remarks. The training, for TECOM civilian and military supervisors, explained the key provisions in the Consolidated Master Labor Agreement (CMLA), management rights, protections to employees per the contract, and violations of the CMLA and repercussions.



LABOR RELATIONS TRAINING

Labor Relations Training for Supervisors was conducted on 2 Aug 2017 with Nina Frye on Quantico, VA.

Testimonials

“The ROI of my time was well worth attendance – as well as the two HROM-Q facilitators did a Great job explaining “reasons why and what’s in it for me”. Supervisors (Military & Civilian) should not neglect their own professional development. Attending the Labor Relations Training explain the key provisions in the recently released Consolidated Master Labor Agreement (CMLA), management rights, and protections which helps new and retained supervisors to understand the scope of our jobs, and to support and develop the total workforce.”

~ Ronnette Parks (Head, CWDT/G - 1)

“I attended the Labor Relations Training for TECOM Supervisors on 2 August 2017. It was an outstanding presentation given by two professional HR representatives from our local HR office aboard Quantico. The class covered the recently approved Master Labor Agreement. The discussions provided attendees with a great deal of information dealing with bargaining unit employees’ rights as well as the government’s rights. It was extremely informative and well worth my time. I would strongly recommend it to anyone who may have missed it. “

~Michael Hawkins (Director/G - 4)

“This Supervisor training was invaluable. Training was extremely informative and eye-opening in many respects. The Human Resource (HROM) instructors presented the material in way that was relatable and relevant to Managers. This training should definitely mandatory for all Supervisors.”

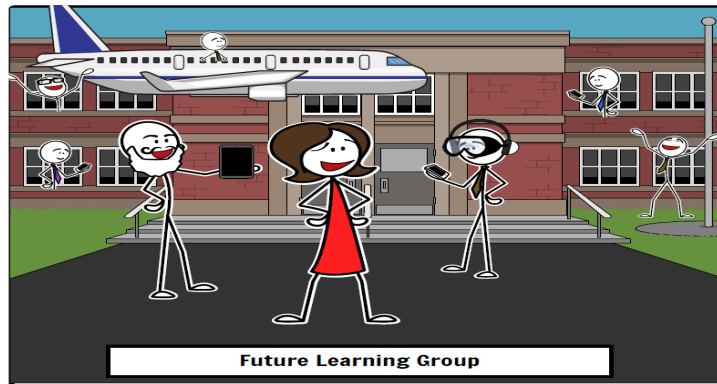
~ Michael Pitts (Head, Budget Branch/G - 8)

*****FEATURED DIVISION*****

FUTURE LEARNING GROUP

By Dr. Kendy Vierling

The *Marine Corps Operating Concept* and the 37th Commandant of the Marine Corps have emphasized that the Marine Corps needs to seek innovative capabilities to enhance learning, and implement innovative ideas, methods, and technologies. The Future Learning Group (FLG) is a new Special Staff section in TECOM that was created in December 2016 to address these needs. The FLG's mission is to seek and assess innovative methods and technologies in order to enhance Marine Corps learning. The FLG addresses future learning needs by identifying new capabilities that help Marines learn better, faster –and provides TECOM leadership with recommendations to inform policies and programs.



The Future Learning Group looks for methods and technologies to help Marines learn better, faster.

To effectively find these emerging knowledge products and capabilities, the FLG leads TECOM Science and Technology (S&T) initiatives and works closely with partner organizations. These partners are both internal and external to the Marine Corps, such as the Marine Corps Warfighting Laboratory, Marine Corps Systems Command, the Office of Naval Research (ONR), Defense Advanced Research Projects Agency (DARPA), Defense Innovation Unit Experimental (DIUX), Advanced Distributed Learning, other Services, academia, and other external organizations. The FLG provides these partner organizations with feedback that shapes their projects to better address Marine Corps Training and Education needs and gaps. For example, the Marine Corps works closely with ONR, who recently developed augmented reality training simulation technologies for forward observer and small unit decision-making training, instructor development tools, individually tailored adaptive simulation training technologies, and after-action review technologies. Marines will be able to soon use these technologies to see more realistic simulated battlefield effects in live field training environments and obtain automated individualized feedback in simulation environments, providing more quality training repetitions. Through assessing these prototypes and studies, the S&T partners and FLG help TECOM better understand what is in “the realm of the possible” to improve learning.

The FLG has a small core group of members and uses a “team of teams” approach, leveraging specialized expertise from “adjunct” members from throughout TECOM. This structure is similar to successful innovation teams, such as those found in Silicon Valley, and provides necessary expertise to effectively assess a variety of projects within limited resources. The FLG core members have expertise in S&T, human performance, learning technologies, modeling and simulation, learning science, and assessment. Together with the adjunct members who have expertise in areas such mobile technologies and computer science, the team is able to address a variety of opportunities. The FLG also leads the TECOM S&T Working Group (STWG), which provides a forum for exchanging ideas, identifying gaps, and coordinating training and education related S&T initiatives. Representatives from throughout the Marine Corps participate in the STWG meetings, providing constructive feedback on partners’ prototype technologies and studies to better address Marine Corps training and education needs. For example, STWG members are working with ONR, DARPA, and DIUX to examine innovative ways to accelerate learning and increase Marines’ resilience to stressors. Therefore, the FLG provides a key capability for TECOM to better capitalize on developments in learning science, technologies, and innovation to help Marines be better prepared for future challenges.



[Dr. Kendy Vierling](#)

Dr. Kendy Vierling is the Director of the Future Learning Group at Marine Corps Training and Education Command. Her work focuses on the development of innovative methodologies, science, and technologies to enhance military learning, resilience, and human performance.

TRAINING PAGE

LEADERSHIP TRAINING - *ENROLL TODAY*

***Awareness is Power - Leadership in Action (Aug 30 –31)**

Course Description: If you could have your own Crystal Ball and it told you about yourself, your own unique talents, the things you need in life to make you happy and how to become a more effective world class leader, would that be of value to you? If so, attend the Leadership in Action Seminar! And with your own Crystal Ball discover. <http://www.hqmc.marines.mil/hrom/Sponsored-Training/Course-150/>

***Leadership in a Multi-Generational Workplace (Aug 24)**

Course Description: Many challenges face our workforce in the midst of our ever changing demographics. However these challenges can be turned into opportunities to provide exceptional service to the community by becoming more culturally and Diversity aware. In this training, participants will gain information to better prepare them in a culturally sensitive fashion, become aware of biases and how to address them, gain tools to better communicate with people of different backgrounds, and strategies for mitigating conflict. <http://www.hqmc.marines.mil/hrom/Sponsored-Training/Course-151/>

***Excelling as a Highly Effective Team Leader (Aug 30 –31)**

Course Description: This course will teach both new and veteran leaders how to be more confident and effective at leading teams; how crystal-clear communication is critical to high-performance teams and how to solve the myriad of problems that are sure to arise. <http://www.hqmc.marines.mil/hrom/Sponsored-Training/Course-152/>

To register for a class or find additional course information, please visit the HROM-Sponsored Training website: <http://www.hqmc.marines.mil/hrom/SponsoredTraining.aspx> or Nathan Taylor (703- 697-7312)

SHAREPOINT Upcoming Training Schedule

August 24th: Online SharePoint Training on List and Libraries
September 14th: Advanced level SharePoint Training
September 28th: Online SharePoint Training on Permissions
October 19th: Beginner level SharePoint Training
November 1st: Online SharePoint Training, Topic TBD
November 16th: Intermediate level SharePoint Training
December 7th: Advanced level SharePoint Training

To register for a Training users will need to have a TECOM VCE Account and will be able to find the registration link located at <https://vce.tecom.usmc.mil/SharepointTraining/default.aspx>.

Dealing with Criticism and Discipline

22 August 0830 –1600 (1 Day) at the Club

At this seminar, staff will learn how to distinguish between the types of problem employees. They'll learn the hidden causes behind difficult behavior. They'll learn how to deal with each one carefully and compassionately. And best of all, they'll learn how to correct the problem with ...

Civilian Leadership Development “Lead Self Seminar”

26– 28 September, 2017 (3 Days)

Engage using critical thinking to analyze personal strengths and weaknesses as related to one’s behavior and ability to lead self by developing a personal philosophy. Course Covers: Accountability, Continual Learning, Flexibility, Interpersonal Skills, Problem Solving, Oral Communication

Open to Civilian Employees/ Limited to 25 students - Registration required.

Email: jamie.deets@usmc.mil/ MCU, Lejeune Leadership Institute, Bldg. 3094, Upshur Ave Classroom 115, Quantico, VA

HEALTH & WELLNESS CORNER

CIVILIAN HEALTH PROMOTION AND WELLNESS PROGRAM



BLUF: TECOM Order 12000.1C, Civilian Health Promotion and Wellness Program (HPWP) with new participation form has been signed **08 May 2017**.

Main changes include:

- Requirement for supervisors/employees to revalidate participate in HPWP program annually. A new Memorandum of Understanding (MOU) should be signed annually or when the employee receives a new supervisor.
- Updated participation form (Memorandum of Understanding for the Health Promotion and Wellness Program)

ACTION: ALL participants should complete the NEW forms and gain supervisor approval and signature. **Upon approval/signature forms should be forwarded to the TECOM HQ HPWP Program Manager - Ms. Rhonda Fortson.**

<https://vce.tecom.usmc.mil/genstaff/g-1/Adjutant/O%20%20D%20Documents/Forms/AllItems.aspx?InitialTabId=Ribbon%2EDocument&VisibilityContext=WSSTabPersistence>

If you have any questions, please contact Ms. Fortson at 703-432-1836 or Rhonda.Fortson@usmc.mil.

HEAT INJURIES TIPS

HEAT CRAMPS: Occur after several hours of physical exertion in the heat.

Symptoms: Painful muscle spasms usually in the legs or abdomen.

Treatment: Get out of the heat and into the shade, Hydrate with water or sports drink, stretch/massage the muscle

Prevention: Hydrate with water or sports drink before & during exercise, avoid exercising during the hottest part of the day, wear light, loose clothing and use sunscreen

HEAT EXHAUSTION: Due to loss of water & salt through sweat

Symptoms: Headache, nausea, dizziness, weakness, and cool, clammy skin

Treatment: Stop and rest, Hydrate and get into a cool room or shade, loosen clothing and apply cool wet towels or pour cool water over the head

Prevention: Same as heat cramp prevention

The Marine Junction

(A TALE OF THREE MARINES)

Transition of personnel is a normal occurrence for those serving our country. Recently, TECOM G-1 said goodbye to three Marines who have made a significant difference to TECOM at large, LtCol Ryan Reilly, Deputy Military Affairs Branch; MSgt Marvin Hill, G-1 Chief; and GySgt Luis Gonzalez, TECOM/TRNGCMD Career Planner. Here's a glimpse into their journeys and their own personal TECOM experience.

Lieutenant Colonel Ryan W. Reilly (Deputy, Military Affairs)



HAPPY RETIREMENT!

Lieutenant Colonel Ryan W. Reilly currently serves as the Deputy for Military Affairs, within the Training and Education Command G-1 Division. He is a 27 year veteran of the United States Marine Corps with a diverse background of enlisted and commissioned service. He has also served in both the reserve and active components and held both combat arms and support military occupational specialties. Over nearly three decades of service, he has experienced being mobilized as a reservist in support of Operations DESERT SHEILD/DESERT STORM, deployed with less than a week's notice as an individual augment of unknown duration and deployed as part of a unit deployment to seven-month and year long deployments. Having a wide and varied experience has served him well over two decades as Manpower Officer. Specialization is important to developing and refining the knowledge, skills and abilities that make us better at our trade and experts in our respective fields. However, having a wide and diverse background of experiences from which to draw from enables us to see things differently. Manpower and Human Resources professionals cannot separate decisions and advice on policy proposals from the people impacted. Having these experiences helps relate to those we support on a daily basis. When sending an Individual Augment on a short notice deployment, you understand what they are going through. When Marines come back from deployment you understand the importance of re-integration. As his active-duty career comes to a close, serving at Training and Education Command is a fitting culmination to over two decades as a manpower officer. People are the reason for our existence; they are the most valuable asset we have as a Corps. Their value only increases with training and education. Having served with the recruiting establishment (accessions), M&RA (management) and in the operations and joint manpower environments, it is only fitting that he close out his career with training and education to cover the full-spectrum of human capital development. Ryan and his wife, Maria, are proud of their 27 years as a Marine Corps family. As the parents of six children, they are grateful for the opportunity to achieve many of their goals and aspirations, but now want settle down and provide a stable foundation to focus on enabling their children to pursue theirs. As such he will retire this summer.

Any advice to TECOM employees: There are many things we cannot control. However, attitude and effort are solely within our control. Make the most of every opportunity you have to learn something new, teach someone something, and most of all, have fun and make life better for those around you.

The Marine Junction

MSgt Marvin Hill (G -1 Chief)

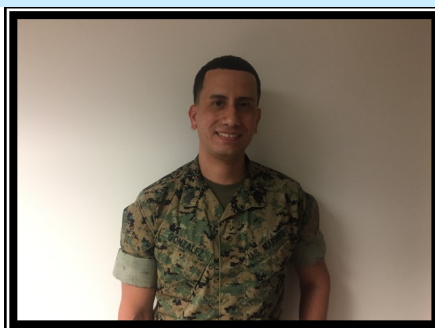


MSgt Hill was the TECOM G-1 Chief from Oct 2014 to Jun 2017. He was reassigned in Jun 2017 to serve as the TECOM SSEC Chief. He is from New Jersey and joined the Marine Corps after high school graduation for better opportunities. He wanted to pursue another service since his father was Army, uncle Navy, and pastor Air Force. His new role as the TECOM Staff Secretary is the key advisor to the command group for administration and staff action management.

What motivates you to do a good job? Mission accomplishment and success. I do not need accolades.

What is the greatest strength and how will it help your performance in this position? Professionalism when it comes to completing tasks in timely matter. I'm a people person and have good interpersonal skills (administration and customer skills). LBWA – "Leader By Walking Around" it's a morale booster and changes the outlook of any situation.

GySgt Luis Gonzalez (TECOM Career Planner)



GySgt Luis Gonzalez served as the TECOM Career Planner from Nov 2016 and said goodbye to his TECOM family on Friday, 4 August 2017 at his retirement ceremony after 20 years of faithful service. He is the middle child of three children from South Bronx, NY. His parents have been together for over 40 years. Essentially, GySgt Gonzalez worked twice for TECOM in 2003 and 2009 and enjoys the family oriented Marine Corps environment - taking care of Marines. His strengths include helping and mentoring people and outside of the Marine Corps one of his weaknesses is his shyness.

Why do you want to retire? I have dedicated 20 years and 2 months to the Marine Corps and I feel that I have more to offer. Plus, I'm one of the Marines that participate in the old retirement system and that's bonus when it comes to retirement.

Do you have a job secured? Yes, I have a position at the Pentagon. **Do you have any advice for Marines regarding the retirement process?** To start early at least (18 months out), attend Transition Readiness seminar (12 months out), and most importantly take care of yourself medically and document everything. **What are you planning to do after retirement?** To work on my Master degree in counseling with the post 911 GI bill and continue to work for the federal government.



HRM Corner

Defense Performance and Appraisal Program (DPMAP)

(New performance system and transitioning out of IPMS)

Background

“New Beginnings” is a collaborative labor-management effort to improve Human Resource practices and policies in the Department of Defense (DoD). A major New Beginnings effort is the development and implementation of the enterprise-wide DoD Performance Management and Appraisal Program which will help foster a cultural change that encourages employee engagement, on-going communication, on-going employee recognition, and accountability.

USMC will implement in three phases:

- ⇒ Non-Bargaining unit employees (IPMS) on 01 October 2017
- ⇒ Bargaining Unit employees (PARS) on 01 April 2018
- ⇒ Administratively Determined (Title 10) on 01 October 2018

Highlights: What’s new?

- Three level rating system, (5) Outstanding, (3) Fully Successful, and (1) Unacceptable.
- Narrative write-ups are required for ratings of Outstanding and Unacceptable at the end of rating cycle.
- Narrative write-ups are not required at midyear, but are encouraged.

- Cycle will be 1 April through 31 March each year.
- Employee engagement and continual feedback is emphasized.
- Using SMART performance elements, link individual performance elements with organizational goals.
- New Automated Tool accessed through MyBiz+ “MyPerformance”.
- DoD Core Values which form the foundation of the DoD performance culture are “leadership, professionalism and technical knowledge through dedication to duty, integrity, ethics, honor, courage and loyalty.”
- The number of supervisory performance elements for supervisors must be equal to or greater than the number of technical elements. 50% or greater of the final rating will be based on how well the supervisor perform the supervisory duties.
- Reconsideration process for individual performance element ratings and ratings of record through the Administrative Grievance System (AGS) or the Negotiated Grievance Procedure (NGP).
- DD Form 2906, DoD Civilian Performance Plan, Progress

Review and Appraisal, a five (5) page form is available for those without computer access.

Training

Classroom training is open to all TECOM HQ, EDCOM, and TRNGCMD Civilian Employees and Supervisors at Little Hall Base Theater, MCB Quantico with the following schedule:

- Tuesday, 15 August, 2017:
0900-1200 for Supervisors and
1300-1600 for Civilian
Employees
- Tuesday, 22 August 2017:
0900-1200 for Supervisors and
1300-1600 for Civilian
Employees

To register for these resident classes, [click here](#). You will be required to sign the roster next to your name on the day you attend training. This roster will be used to update your TWMS training record.

Online training is also available on Joint Knowledge Online (JKO), [click here](#). Once you’ve accessed the site, select DOD DPMAP 102, DoD Performance Management Appraisal Program (DPMAP) Lessons 1-7, (5 hours). JKO does not feed over into TWMS. Please send a copy of the training certificate to TECOM_CWFDT@usmc.mil to update your TWMS training record.

*******IN THE SPOTLIGHT*********WILMAN GRANADOS****Background**

Wilman “Wil” Granados was born in the small Central American country of El Salvador in the summer of 1975. He fled the civil war ravaged country and migrated to the United States when he was six years old. Wil lived in south central Los Angeles before moving up to California’s San Joaquin valley where he graduated from Merced High School on June 9, 1994. He joined his beloved Marine Corps four days after his high school graduation on June 13, 1994. After serving 11 ½ years as an enlisted Marine and reaching the rank of SSgt in the Finance and Accounting MOS, he was commissioned a 2ndLt in the U.S. Marine Corps. As an officer, he continued to serve his country, this time as a Financial Management Officer. He volunteered to deploy to Fallujah Iraq in the Fall of 2007 and serve as the budget officer for Multinational Forces West (MNF-W), I Marine Expeditionary Force Forward (I MEF Fwd) in the Al Anbar province. After 13 months, he returned to the states and was soon accepted to the Naval Postgraduate School (NPS) in Monterey, CA. He graduated from NPS in June 2010 with a Master of Science in Operations Research and received orders to Marine Corps Base (MCB) Quantico, Combat Development and Integration (CD&I), Operations Analysis Division (OAD). He would spend 4 ½ years at OAD supporting numerous high level studies, completing a nine month deployment in support of the Combined Joint Task Force – Horn of Africa (CJTF-HOA), and serving as a data manager and liaison officer in support of research efforts of integrating females into ground combat roles by linking numerous organizations and assimilating analytical efforts from University of Pittsburg, Naval Health Research Center, RAND Corporation, Center for Naval Analyses (CNA), Marine Corps Test and Evaluation Activity (MCOTEA), Training and Education Command (TECOM), and Michigan State University (MSU).

Role at TECOM

During his continued support, to the Marine Corps’ historic effort of gender integration from 2014 thru 2016, Wil was asked to serve in various roles in direct support for integration efforts led by TECOM, MCOTEA and other entities. In 2015, he was assigned to support the data collection and analytical efforts under Marine Corps Training and Education Command Standards Division (MTESD) review of the Marine Corps CFT and PFT. He assisted and led coordination efforts at H&S Bn MCB Quantico, The Basic School, Camp Pendleton School of Infantry, and MCRD Parris Island. His efforts were critical to the success of MTESD leadership in presenting data driven results based on strong analytical rigor. This further supported the informed decision making at the higher levels of the Marine Corps. Upon completion of his direct support to TECOM, Wil returned to OAD and subsequently retired June 2016 after 22 years of active duty service to our nation.

Current Role/Assisting Transitioning Military

Since retiring, Wil has taken a proactive role in inviting transitioning military members to his place of employment, Whitney, Bradley, and Brown (WBB), Inc, where he works as a financial management and cost-estimating consultant. WBB is made up of many prior military consultants from across the DoD. The company encourages their employees to reach out to transitioning military and offer insight on what the world of consulting is all about. Wil believes that navigating through the nuances of corporate culture and understanding how military skills translate to the civilian sector is a challenge for veterans. Because of this, Wil and his fellow WBB employees are actively planning to launch a program that introduces veterans to government contracting. The program will add structure and understanding to the military-to-corporate transition. Be it a walk-around by company employees or a simple lunch, Wil’s goal is to ensure a smoother transition for service members to help jumpstart their civilian careers. This initiative will have no strings attached, but will simply be a group of veterans doing what they do best, “taking care of their own.”

Resources/links:

www.linkedin.com/in/wilmangranados

http://careers.wbbinc.com/Meet_Our_People_Wilman_Granados



A To-Do List for Leaders Who Need to Grow Up

By Art Petty

The CEO and founder of Uber, Travis Kalanick, recently acknowledged after the latest in a series of misfires at the high-flying firm: *"It's time to grow up,"* and that he *"Will seek leadership help."*

The misfires include a patent infringement suit by Alphabet (Google), a major sexual harassment investigation and his berating of an Uber driver who took the opportunity with Mr. Kalanick in the car to voice some complaints. His response as captured on the car's camera was less than leader-like.

The hard-charging genius founder and entrepreneur who cannot lead or manage is not a new story. I've worked for, survived, and coached several of these characters.

I admire their brilliance in seeing and seizing an opportunity, and I marvel at the locomotive power of their genius.

They change the world by bringing a vision to life.

They have foresight and far-sight that most of us wish we had, myself included.

But, their world-changing behaviors often come with a price tag and some weaknesses that typically manifest when the firm is attempting to grow up and scale in a hurry.

It has been my experience that very few of these founder geniuses care about the work most of us recognize as leading and managing. It's not how they are wired.

They put on their capes and tights in the morning and focus their superpowers on bringing their vision to life. The people they encounter are either making it happen or they are obstacles to be flung out of the way. Process-be-darned and right-versus-wrong rarely a concern.

Ironically, effective leadership and management behaviors are both critical enablers of success, yet these are often short-circuited in the haste to move faster.

Success is Not Guaranteed:

Again, drawing upon my experiences, many (but not all) of the founder geniuses I have encountered either choose not to grow up or are incapable of it.

It's neither good nor bad, just a fact of life that employees, investors, boards and customers are left to navigate. One of the biggest struggles most boards or investor groups grapple with is this very situation where the genius founder begins to wreak havoc.

If the admission of *"It's time to grow up"* was more than an attempt to control the spin, then kudos to Mr. Kalanick. It takes a big person to look in the mirror and see the faults and behaviors that are counter to the mission. It takes an even bigger person to do something about them.

Now comes the hard part. This growing up as a leader stuff is never easy.

Travis Kalanick's To-Do List:

1. Lead the charge with unbridled passion and commitment to help the culture evolve to reflect one with visible, meaningful, and actionable values.
2. Lead the way on purging every vestige of sexism and harassment for every employee from the firm.
3. Fill the firm with the people, processes, and practices that can scale the mission without sacrificing the values.
4. Create distinct processes and conventions for surfacing issues in the ethical gray zone and model the decision-making behaviors that make the right choice every time.
5. Support the development of the organization as a model for hiring, developing, and promoting people of difference.
6. Suppress the natural urge to launch in the face of resistance. Instead, learn to pause in the face of criticism and listen and look for the nuggets of gold and then do

something good with them.

7. Practice the ultimate motivational behavior of showing respect to others at every single encounter.
8. Learn to appreciate the importance of all stakeholders, especially those that enable the business model.
9. Live and model this new set of values in every encounter, every minute of every day.
10. Study and think about what it means to lead. And then do it.
11. Ask for feedback constantly and learn and grow from it.

There's nothing easy about Mr. Kalanick's "To Do" list for growing up as a leader. Frankly, it might not be one that he wants to take on or is up to tackling. However, if he does pull it off with the ferocity and passion that he displayed changing the world thus far, this firm will be a force for growth and he will be a model for leaders everywhere. I hope he succeeds.

Art Petty is a coach and consultant working with executives and management teams to unlock business and human potential. He writes the [Leadership Caffeine](#) blog.

This is a reprint article...

Credit: GovExec.com

URL: <http://www.govexec.com/excellence/promising-practices/2017/04/-do-list-leaders-who-need-grow/137160/>

CIVILIAN EMPLOYEE ASSISTANCE PROGRAM (CEAP)

Confidential Counseling/Referral service

Civilian Employee Assistance Program (CEAP) is provided to civilian employees or their family members at no charge. If an employee or family is referred outside of CEAP, the employee/family member will incur the cost of those outside services.

Family members are any legal dependent, regardless of home address, or significant other living in the employee's household

Types of Services

- Diagnostic and short-term counseling
- Referral to Area Resources for Treatment and Assistance
- One-on-One Problem Assessment
- Comprehensive Resource Inventory
- Client Follow-up and Aftercare
- Supervisory Consultation
- Crisis Intervention
- Training and Education

All Marine Corps employees, regardless of location, contact FOH CEAP at 844-DONCEAP (844-366-2327) 24 hours a day, 7 days a week

[OCHR FACT SHEET](#) (click on link)

More Contact Info:

[Human Resources and Organizational Management \(CEAP\)](#)

Employees are authorized six (6) visits/contacts to CEAP per issue

Web:
DONCEAP.foh.hhs.gov

RESOURCES

Explanation of Benefits for Veterans

http://www.militarybenefits.com/military_veteran.html

VA Benefit Handbook

http://www.va.gov/opa/publications/benefits_book.asp

Veterans Crisis Line

<http://www.veteranscrisisline.net/>

Battle Tap

(online tool to reduce post traumatic stress)
<http://battletap.org/home.aspx>

Give an Hour (free counseling)

www.giveanhour.org

Help Guide

(Mental Health and Wellness Guide)
<http://www.helpguide.org/index.htm>

Military One Source

<http://www.militaryonesource.mil/>

National Alliance on Mental Illness

<http://www.nami.org>

Soldiers Project

<http://www.thesoldiersproject.org/>

National Resource Directory

www.nationalresourcedirectory.gov

National Foundation for Credit Counseling

<http://www.nfcc.org/>

Parenting for Service Members/Veterans

<http://militaryparenting.t2.health.mil/>

Take Charge America

<http://www.takechargeamerica.org/>

USA Cares

<http://www.usacares.org/>

Civilian Employee Assistance Program

DONCEAP.foh.hhs.gov

WANT TO SHARE WITH OUR READERS?

Are you interested in submitting any of the following for the holiday edition (November 2017)?

- Article submissions
- Case Studies and/or white papers
- Featured divisions
- Spotlights/Success stories
- Announcements
- Testimonials
- Events
- Photos

Please submit to [Editor Email](#) ...

Remember, silence can never be misquoted!