

CIVILIAN MARINES

WELCOME CIVILIAN MARINE!

As your MCAGCC / MAGTFTC Civilian Leadership Development Program administrator, I welcome you to the program and I'm here to help guide you through the process of developing your leadership skills and provide guidance with regard to career development. Our civilian workforce is comprised of some of the best and brightest professionals in federal service. As part of the Marine Corps team, our "Civilian Marines" work to provide world-class support in all areas of the Mission of the Marine Corps. They provide continuity of our Marine Corps family and as such are committed to the core values of honor, courage and commitment. The CLD Program provides an opportunity for activities to support the efforts of identified groups of "potential" leaders in our organization to prepare themselves for future leadership roles.

Semper Fi,

Niki McBain

CLD Administrator, MCAGCC / MAGTFTC

GOAL OF THE MCAGCC / MAGTFTC CLD PROGRAM

The goal of the CLD Program is to enhance the leadership skills and competencies of all civilian employees, from entry level to senior executive. The framework of the program is designed to give employees the opportunity to acquire leadership competencies at the appropriate level of their development. Although employees have the opportunity to compete for formal training, the leadership development model encourages employees to acquire their competencies through learning activities in addition to the classroom. The cornerstones of CLD are self-assessment, mentoring, planning, and developmental assignments. Each CLD participant is required to complete a self-assessment, work with a mentor and design an Individual Development Plan (IDP).

It's up to each Civilian Marine to take the initiative, demonstrate capabilities and seize growth opportunities. Participants are responsible for their own career development. Participation in the CLD Program is voluntary. Leadership development requires a commitment by the employee in preparing a realistic and focused IDP, as well as support and "buy in" by civilian and military supervisors at all levels to help achieve the plan goals.

MISSION

The mission of the CLD Program is to provide a program for the development of leadership competencies for appropriated and non-appropriated civilian employees on MAGTF/ MCAGCC. The Civilian Leadership Development Program is helping to develop civilian leaders for the future of the United States Marine Corps.

VISION

The CLD Program at MCAGCC / MAGTF will be a vibrant and effective process that is recognized throughout the Marine Corps as an important and successful program for the development of civilian leaders.

WHAT CAN THE CLD PROGRAM DO FOR PARTICIPANTS?

Participation in the CLD Program offers participants continuous learning opportunities, low-cost/no-cost activities, resources, and a formal mentoring program. CLD offers the opportunity for participants to expand their leadership knowledge, demonstrate their capabilities, increase their visibility, and provides career development guidance. In some cases, it may also provide networking contacts, career enhancement skills, and increase promotion opportunities.

WHAT CAN CLD DO FOR CIVILIAN MARINES WHO ALREADY HOLD A SUPERVISORY POSITION?

For the supervisor, the CLD Program will exercise and sharpen your leadership skills, increase your creativity and risk taking, offer advanced training opportunities, and increase productivity. You will also have the opportunity to network with other supervisors and managers on base to share ideas.

Prospective CLD participants must:

*** Contact the organization's CLD representative to register. 760-830-4723 Jennifer.mcbain@usmc.mil

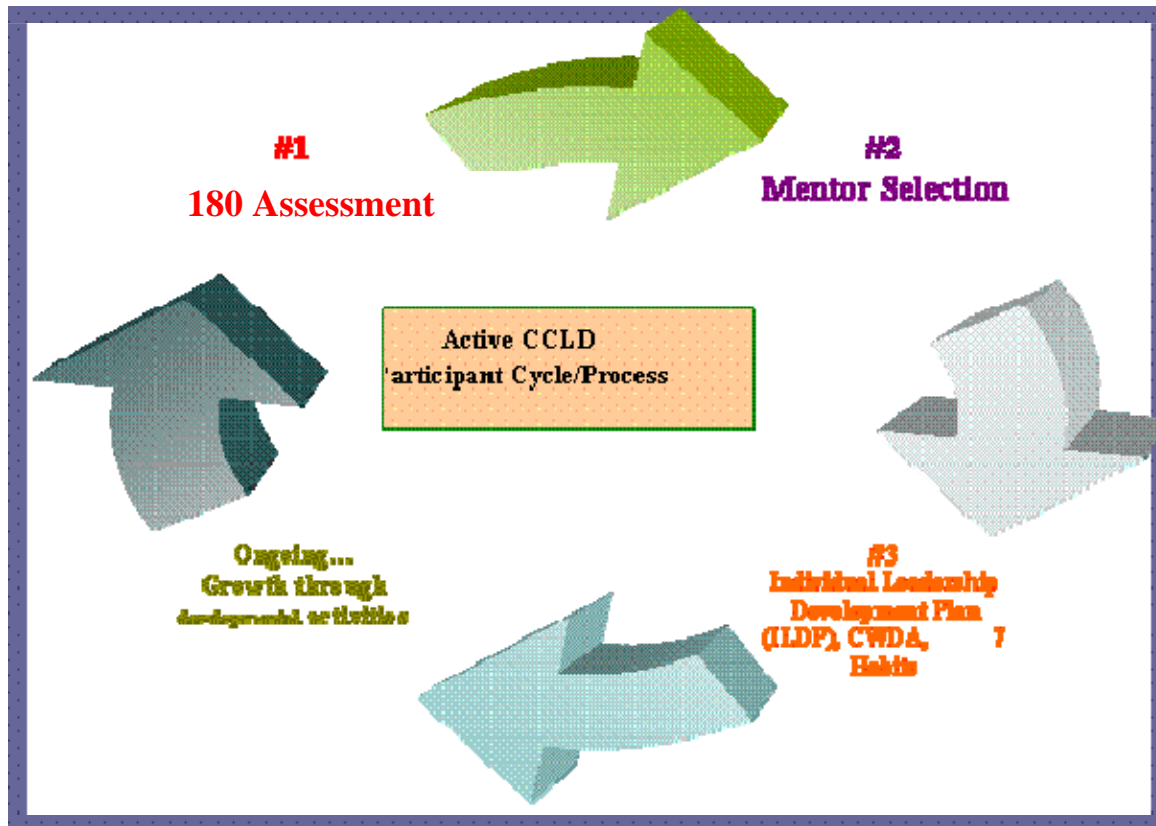
*** Complete a 180 degree self-assessment to assess your present skill level. (<http://www.123assess.com/climb/home.do>)

*** Select a mentor you feel has the qualities to help you succeed. (contract is included in this application packet)

*** Develop an Individual Development Plan (IDP), (form is located at the end of the 180 degree self-assessment)

*** Follow your established Development Plan by participating in growth opportunities and working with your mentor on improvement areas identified in your 180 degree assessment.

*** Turn a copy of your IDP into the CLD administrator so that HRO can assist in finding courses/ opportunities for you to meet your goals.



What Are CCLD Participant Responsibilities & Benefits in This Program

- Select and work with a mentor. The applications and agreements have been provided at the end of this handout. Please complete them and provide copies to your CCLD Administrator.
- Complete a 360/180 degree Assessment.
- Create an Individual Development Plan (IDP) with your Mentor and Supervisor. A template has been provided at the end of this handout.

- Begin working towards the completion of the goals identified on your IDP (to include acquiring courses to meet both core competency enhancements and leadership development enhancements).
- Participant in volunteer or detail assignments to demonstrate acquired knowledge and understanding of leadership.
- Participants in the Education Assistance Program to earn a degree, if desired.
- Learn new techniques for developing better working relationships, communication skills, time management, developing flexibility skills.
- Develop an understanding of your organization's mission and vision.
- Become a visionary.

A Few Reminders about Participation in the Program

- Once again, all participation in this program is voluntary.
- The CLD program is not a “fast track” to promotions with guaranteed results. It is up to each participant to take initiative, demonstrate capabilities and seize opportunities.
- Generally, time off is not given to CLD participants during working hours for participation in the program. Attendance at training events during work hours requires management approval.
- An approved IDP and submission of other training and development requests does not guarantee that funding will be available to execute on these items. CLD programs are contingent upon the availability of funding. Anything funded will be approved in advance of the event, in writing.
- A requested mentor has the right to refuse the request. Additionally, at any time a mentor or mentored CLD participant may choose to terminate the relationship.
- A mentored CLD participant MAY NOT choose a mentor in their chain of command. No exceptions! Although supervisors and managers play an important role in the growth of the participant’s career, someone else should serve as a mentor.
- A selected mentor should be at least two grades higher OR have skills or knowledge greater than the mentored employee. A mentor may be active duty.

HOW TO CREATE AN INDIVIDUALIZED DEVELOPMENT PLAN?

Using the IDP forms provided at the end of this package of information...

- Research prerequisite knowledge, skills and abilities required of the career you aspire to on the CWDA website.
- Determine the gap between the competencies you already possess and the requirements of your target career through a skills inventory/ 180 degree assessment.
- Acquire a mentor and work with them to plan your growth activities.
- Complete training opportunities that are in line with your IDP, including rotational assignments. Don't overlook taking web-based courses, which are available at no cost. Take advantage of free training resources. They offer many outstanding courses for NSPS preparation, technical, and personal/professional development.

FREE ON-LINE COMPETENCY TRAINING:

- Marine Corps Institute- www.mci.usmc.mil
 - Navy Knowledge Online- wwwa.nko.navy.mil
 - Marine Net- www.marinenet.usmc.mil/portal/
- Civilian Marine Website: <https://www.manpower.usmc.mil>

- Consider non-classroom training activities to sharpen and demonstrate your leadership skills. Volunteering can be an excellent way to gain leadership skills.
- Review your progress at least semi-annually. Update your IDP and make revisions to your goals and objectives as necessary. LIST ALL YOUR NEW ACCOMPLISHMENTS, TRAINING AND PROMOTIONS.

WHAT DOES A MENTOR DO FOR A CLD PARTICIPANT?

A CLD mentor helps the participant identify career goals, develop a career road map, shares career progression advice, offers feedback on strengths and areas of needed improvement, points out opportunities, encourages and motivates, and provides organizational perspective.

What are CLD Mentor Responsibilities?

- A mentor strengthens both the participant and the organization (by both coaching & mentoring to create peak performers for the USMC).
- The mentor coaches an employee in enhancing their skills and intellectual development.
- The mentor passes along organizational information (structure, policies, etc).
- The mentor provides candid feedback to the employee about perceived strengths and developmental needs.
- Mentor's provide feedback on demonstrated competencies and what competencies need to be enhanced.
- Mentor's point out opportunities for the employee to develop and demonstrate (as well as pointing out pitfalls to avoid).
- Mentor's advise the employee on how to deal with real or perceived roadblocks.
- Mentor's encourage and motivate the employee.
- Mentor's build the employee's sense of self and level of self-confidence.
- Mentor's link employees with others who can enhance the employee's learning.
- The mentor serves as a trustworthy sounding board.

WHAT ARE DEVELOPMENTAL ASSIGNMENTS?

Developmental Assignments include assignments to new positions that provide CLD participants with the opportunity to learn new techniques or perform different types of work. These assignments can short or long term in duration.

The benefits of a development assignment include:

- Broaden knowledge of other functions and departments in the organization
- Prepare for career advancement
- Enhance knowledge or skills in a particular area
- Get exposure to a different career field

Special Assignments

A Special Assignment is a learning strategy in which the individual performs temporary duties on a full-time or part-time basis. These temporary duties may be performed within the individual's current organization or outside the organizational structure. An example of a Special Assignment is being assigned to chair an ad hoc cross-functional team.

For information on development assignments, contact your local CLD Administrator.

What is the CWDA?

The Civilian Workforce Development Application is an information technology tool. All CLD participants are expected to obtain a CWDA account. It has two purposes. First, it is designed to help USMC civilian employees guide their own professional development; second, it is designed to help senior Community of Interest (COI) leadership address certain workforce management challenges facing them. Employees may perform the following actions in the CWDA:

- View Competencies
- Create functional/leadership competency/proficiency assessments
- Compare proficiencies against specific COI templates
- Record professional development attributes including academic credentials, certificate requirements, rotational assignment requirements, and internship requirements.
- View positions by series/location

COIs are integral to a comprehensive career and leadership development program which includes the following components: functional and leadership competencies, identified career paths, skills assessment, opportunities for training and development through classroom, e-learning and rotational assignments, and opportunities to compete for formal schools and programs outside the Marine Corps.

Communities of Interest

[Acquisition Program Management](#)
[Administration](#)
[Analysts](#)
[Community Support](#)
[Contracts](#)
[Education and Training](#)
[Engineering and Science](#)

[Environmental](#)
[Facilities](#)
[Financial](#)
[Human Resources](#)
[Industrial Trades](#)
[Information Technology Management](#)
[Intelligence](#)
[Legal](#)

[Logistics](#)
[Manufacturing and Production](#)
[Media and Public Relations](#)
[Medical](#)
[Safety and Occupational Health](#)
[Security and Law Enforcement](#)

Centrally Managed Programs

LEADERSHIP PROGRAM TITLE	SCHOOL ORGANIZATION	GRADE	COST	LENGTH OF PROGRAM
Aspiring Leader Program (ALP)	USDA	GS-5-7	Paid by CLD	Six month program
New Leader Program (NLP)	USDA	GS-7-11	Paid by CLD	Six month program
Executive Leadership Program (ELP)	USDA	GS-11-13	Paid by CLD	One year program
Executive Potential Program (EPP)	USDA	GS-13-15	Paid by CLD	One year program
Congressional Fellows Program	USDA	GS-13-15	Paid by CLD	One year program or six month program
Programs for Senior Executive Service	USDA	GS-14-15	Paid by CLD	One year program
DoD Executive Leadership Program	DoD	GS-12-14 & military	Paid by CLD	One year program
SDSU Leadership Certification Program (6 courses)	SDSU	GS-5-15	Paid by CLD	Six month program
DLAMP	DoD	GS-13-15	Paid by CLD	Five year program

Leadership Development Competencies

The following are the Civilian Leadership Competencies that are the stepping-stones of every Civilian Marine's career.

Foundation Competencies

Core Values

- Exhibits through personal performance the principles of honor (ethical behavior), courage (mental strength to do what's right) and commitment (technical excellence and quality of work)

Customer Orientation

- Actively seeks customer input
- Ensures customer needs are met
- Continuously seeks to improve quality of services, products and processes

Decisiveness/ Flexibility

- Takes action and risks when needed
- Makes difficult decisions when necessary
- Adapts to change in work environment
- Effectively copes with stress

Diversity Awareness

- Respects and values the differences and perceptions of different groups/individuals

Interpersonal/Team Skills

- Considers and responds appropriately to the needs, feelings, capabilities, and interest of others
- Provides feedback
- Treats others equitably

Mission/Organization Awareness

- Possesses knowledge of the mission and organization of the Marine Corps including an understanding of how the organization fits into the entire Department of the Navy

Oral Communication

- Listens to others
- Makes clear and effective oral presentations to individuals and groups (NOTE: Use of sign language interpreter may be appropriate for persons who are deaf or hard of hearing)

Problem Solving

- Recognizes and defines problems
- Analyzes relevant information
- Encourages alternative solutions and plans to solve problems

Quality Principles

- Understands and applies quality principles such as teamwork, quantitative decision making, and continuous process improvement to meet or exceed customer expectations

Self-Direction

- Realistically assesses own strengths, weaknesses, and impact on others
- Seeks feedback from others
- Works persistently towards a goal
- Demonstrates self-confidence
- Invest in self-development
- Manages time effectively

Technical Competence

- Demonstrates technical proficiency and an understanding of the impact in areas of responsibility

Written Communication

- Communicates effectively in writing
- Reviews and critiques others writing

Supervisory Competencies**Change Management**

- Serve as positive agent for changes in the organization's structural alignment, climate, or operational processes
- Learn about and proactively advocates and influences the adoption of promising new ideas, methods, services, and products from knowledge of best practices in government and industry

Coaching/Counseling

- Develops skills in observation, listening, and One-on-one teaching, applies them to assist others to learn continually improve their performance; and provides effective feedback

Conflict Management

- Anticipates and seeks to resolve confrontations, disagreements, and complaints in a constructive manner

Human Resources Management

- Ensures effective recruitment, selection, training, performance appraisal, recognition and corrective/disciplinary action
- Promotes affirmative employment, good labor relations and employee well being

Influencing/Negotiating

- Networks with, and provides information to key groups and individuals
- Appropriately uses negotiation, persuasion and authority in dealing with others to achieve goals

Managing a Diverse Workforce

- Recognizes the values of cultural, ethnic, gender, and other individual differences
- Provides employment and developmental opportunities for a diverse workforce

Situational Leadership

- Demonstrates and encourages high standards of behavior
- Adapts leadership styles to situations and people. Empowers, motivates and guides others. Team Building
- Fosters cooperation, communication, and consensus among groups

Managerial Competencies

Innovative Thinking

- Develops insights and solutions
- Fosters innovation among others. Mentoring
- Develops the ability to counsel others to help them achieve personal and professional growth

Model/Reinforce Core Values

- Instilling values (honor, courage, commitment) is an integral part of making every Marine and, as a component of readiness, is essential in winning battles

Presentation/Marketing Skills

- Demonstrates the ability to clearly articulate, present, and promote ideas and issues before a wide range of audiences to include senior officials, in such a manner as to ensure program credibility

Process Oversight Management

- Develops/demonstrates the ability to examine systems and workflows within the organization to facilitate process improvement

Program Development/Planning and Evaluating

- Establishes policies, guidelines, plans, and priorities
- Identifies required resources
- Plans and coordinates with others
- Monitors progress and evaluates outcomes
- Improves organizational efficiency and effectiveness

Resource Management

- Prepares and justifies budget
- Monitors expenses
- Manages procurement and contracting

Risk Management

- Identifies potential risks to product /program/processes early and implements effective abatement and control measures
- Defines evaluation criteria early and continuously collects, assesses, shares and responds to data appropriately

Technology Management

- Encourages staff to stay informed about new technology
- Applies new technologies to organizational needs
- Ensures staff are trained and capable

Executive Competencies**External Awareness**

- Stays informed on laws, policies, politics, administration priorities, trends, special interest and other issues
- Considers external impact of statements or actions
- Uses information in decision making

Joint Service Perspective

- Demonstrates an understanding of the role of the Department of Defense and the importance of the support roles and missions of all the Military
- Departments and Defense Agencies and how they contribute to the success of the DOD overall

Organizational Representation and Liaison

- Establishes and maintains relationships with key individuals/groups outside immediate work unit and serves as spokesperson for the organization

Strategic Vision

- Creates a shared vision of the organization
- Promotes wide ownership
- Champions organizational change

CIVILIAN MARINES

MCAGCC / MAGTFTC Civilian Leadership Development (CLD) Academic Degree and Certification Program

Introduction: The payment of costs associated with obtaining degrees and professional credentials is now authorized. The CLD sponsored Academic Degree and Certification program has been designed to assist Appropriated Fund civilian employees in obtaining college degrees as well as certain certifications and licenses. Participants are able to work towards degrees in both undergraduate and graduate studies and certifications and professional licenses can also be funded, provided they are job related and earned through an accredited source.

Who can participate? Regular Appropriated Fund MCAGCC / MAGTFTC Civilians who have been CLD participants for at least the past 6 months.

Funding: The CLD Program will reimburse costs up to a maximum rate \$3,600.00 per fiscal year, per participant. Funds need to be obligated and used in their FY of issue. Funding is for tuition and books only. Reimbursement will occur at the conclusion of successfully completed courses. Funding may have to be adjusted based on participation.

Procedure:

- Complete initial paperwork.
- Coordinate with supervisor, mentor, accredited college, and CLD office
- Send to CLD office for review/approval
- Upon approval, employee pays all fees upfront and enrolls in class(es)
- Successfully complete class or classes.
- Complete reimbursement paperwork and receive funding.
- Repeat until degree is awarded.

Specifics: The employee is responsible for enrolling and acquiring approval from their immediate supervisor and mentor for courses of which reimbursement is requested.

Coursework must be from an accredited educational institution and must be taken for academic credit, where either a letter grade or Pass/fail is received.

Course work must be job or career related. There must be an understandable connection with the job/career the employee might reasonably expect to pursue with the Federal Government. The courses requested for reimbursement must be presented in a planned, systematic sequence of instruction and/or assignments that support organizational objectives and the results must be measurable in

terms of individual and organizational performance.

An Individual Development Plan is required to demonstrate the short and long term goals of the participant.

Funds must be reimbursed with funds from the fiscal year they were approved.

An application may be denied due to previous disciplinary action, lack of funding and/or late submission of the application.

Employees who utilize the Academic Degree Program are required to complete an obligated service commitment based upon the use of the program.

Action: Interested employees, with supervisor's approval, should send an e-mail to jennifer.mcbain@usmc.mil requesting application forms. An estimate of the costs of tuition and books will be requested in order to approximate expenditures and calculate budget obligations.

CIVILIAN MARINES

Once again I would like to **WELCOME** you to the Civilian Leadership Development Program. I applaud you on taking the first step in managing your career and I wish great things for you. Attached is the application to enroll into the program, the Mentor application, the Individual Development Plan template, and Agreement. Please complete the documents and return it to your CLD Administrator, Niki McBain.

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**CIVILIAN CAREER LEADERSHIP DEVELOPMENT
Participant Application**

Name: _____

APF NAF

Grade: _____

Series: _____

Job Title: _____

Supervisor: _____

Email Address: _____

Phone: _____

Educational Background:

Occupational Background:

What do you consider your main strengths?

What do you consider to be your largest contribution to the organization?

Thank you for taking the initiative to better your personal and professional future. Please sign, email or deliver your application to Niki McBain, CLD Coordinator, Building 1551 (The Village Center) Room 8 or email

jennifer.mcbain@usmc.mil.

Applicant Signature

Date

CIVILIAN



MARINES

**CIVILIAN CAREER LEADERSHIP DEVELOPMENT
Mentor Application**

Name: _____

APF NAF

Grade: _____

Series: _____

Job Title: _____

Supervisor: _____

Email Address: _____

Phone: _____

Educational Background:

Occupational Background:

What do you consider your main strengths?

What do you consider to be your greatest strength to offer your mentee?

Thank you for taking the initiative to better a colleagues professional future. Please sign, email or deliver your application to Niki McBain, CLD Coordinator, Building 1551 (The Village Center) Room 8 or email

jennifer.mcbain@usmc.mil.

Mentor's Signature

Date

Application for the Academic Degree Program

29PF ADP 12/14/09



Applicant Information

Last Name First Name Middle Initial SSN

Department/Unit Job Grade Job Title

Contact Number Email

Degree / Certification Program Information

Name of Educational Institution: _____

Are you currently enrolled in a degree/certification program? ☐ Yes ☐ No

This application is for: _____ Area of Study: _____

Is Official Curriculum attached? ☐ Yes ☐ No

Will you graduate this term? ☐ Yes ☐ No

Tuition Costs:

Course Title: _____ Quarter/Semester Hours: _____ Cost: _____

Course Title: _____ Quarter/Semester Hours: _____ Cost: _____

Course Title: _____ Quarter/Semester Hours: _____ Cost: _____

Briefly describe how this program is aligned to your current job and or career goal with the Federal Government.

Employee Endorsement

I certify that I understand the CCLD ADP policy and procedures. I am not eligible for another reimbursement plan or scholarship source (GI Bill, etc.) and the information provided is correct.

APPLICANT SIGNATURE:

DATE:

Supervisor Endorsement

I certify that this program would add value to the Federal Government by maintaining or helping to improve the skills of the current employee in their current position or a future career with the Federal Government.

SUPERVISOR SIGNATURE:

DATE: