

The Road to Leadership

Civilian Employee Development Plan

2012

To view this document online please visit:

<https://intranet.mciwest.usmc.mil/palms/HRO/Training%20Library/Training.aspx>

<http://www.marines.mil/unit/29palms/hro/Pages/CareerDevelopment.aspx>

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UNITED STATES MARINE CORPS
MARINE AIR GROUND TASK FORCE TRAINING COMMAND
MARINE CORPS AIR GROUND COMBAT CENTER
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12410
HRO
JUN 06 2011

From: Commanding General
To: Marines, Sailors, and Civilians

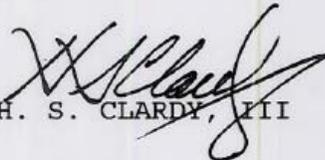
Subj: CIVILIAN TRAINING PROGRAM

1. A core initiative of Marine Air Ground Task Force Training Command (MAGTFTC), Marine Corps Air Ground Combat Center (MCAGCC) is to offer quality, timely training for civilian Marines and military supervisors of civil service personnel. This goal, overseen by the Human Resources Office, is primarily achieved through locally developed and locally facilitated training, by subject matter experts in accordance with my intent communicated within the MAGTFTC, MCAGCC Long Range Plan 2025.

2. The civilian employee development plan provides the framework to strengthen the development of civilian Marines and their career paths. By leveraging the Department of Defense's competency model and the resources within the development plan, civilian Marines will focus on development and career progression, which will ensure that we have leaders with a vision for the future.

3. It is critical for the success of this plan that all leaders at MAGTFTC, MCAGCC make a commitment to the goals of this plan and assist their employees in identifying deficiencies and creating a thorough, comprehensive, and achievable individual development plan for their future success.

4. I approve this training plan and encourage base-wide participation.


H. S. CLARDY, III

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Table of Contents

GUIDING DOCUMENTS	7
HOW TO USE THIS DEVELOPMENT HANDBOOK	9
COMPETENCIES	13
COMPETENCY CONTINUUM	15
LEAD SELF	17
FLEXIBILITY	17
RESILIENCE	18
CONTINUAL LEARNING	19
SERVICE MOTIVATION	20
INTEGRITY/HONESTY	21
CUSTOMER SERVICE	22
PROBLEM SOLVING	23
TECHNICAL CREDIBILITY	24
INTERPERSONAL SKILLS	26
ORAL COMMUNICATION	27
WRITTEN COMMUNICATION	28
LEAD TEAMS/ PROJECTS	29
TEAM BUILDING	29
ACCOUNTABILITY	30
DECISIVENESS	31
INFLUENCING/NEGOTIATING	32
LEAD PEOPLE	33
HUMAN RESOURCE MANAGEMENT	33
LEVERAGING DIVERSITY	34
CONFLICT MANAGEMENT	35
LEAD ORGANIZATIONS/ PROGRAMS	37
TECHNOLOGY MANAGEMENT	37
FINANCIAL MANAGEMENT	39
CREATIVITY AND INNOVATION	41
PARTNERING	42
ENTREPRENEURSHIP	43
LEAD THE INSTITUTION	45
VISION	45
EXTERNAL AWARENESS	46
STRATEGIC THINKING	47
POLITICAL SAVVY	48
MAKING THE CONNECTION – COMMUNITIES OF INTEREST COMPETENCIES AND LEADERSHIP COMPETENCIES	49
APPENDIX A	ERROR! BOOKMARK NOT DEFINED.

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Guiding Documents

Department of the Navy White Letter Number 01-03; Civilian Marines- Civilian Workforce Campaign Plan

Department of the Navy White Letter Number 03-07; Civilian Marine Leadership and Professional Development

MCAGCC Long Range Plan 2025, signed July 2010

MAGTFTC Long Range Plan 2025, signed July 2010

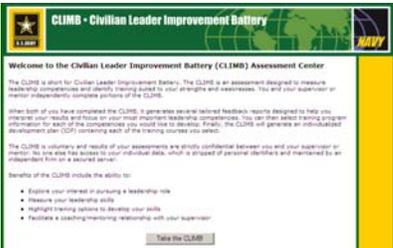
Combat Center Order 12410.5: Civilian Marine Training

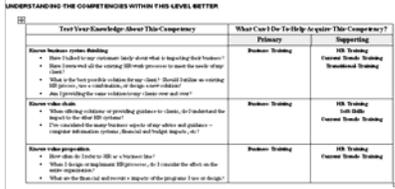
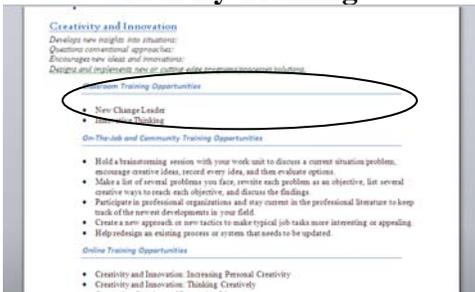
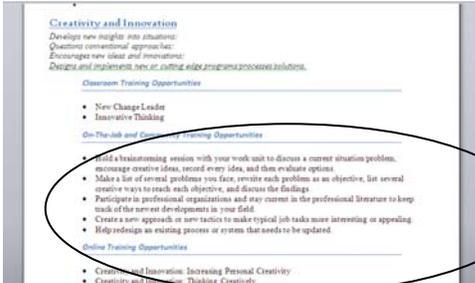
Combat Center Standard Operating Procedure: Civilian Marine Training

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HOW TO USE THIS DEVELOPMENT HANDBOOK

There are many ways to take advantage of this Handbook. A variety of resources were developed to meet many needs and learning styles. These include resources such as Web sites, training courses, suggested books and career management learning on the job activities. The following suggests one approach.

<p>STEP 1</p>	<p>Assess Your Competencies</p> 	<p>Complete the Leadership Competency Evaluation, Civilian Leader Improvement Battery (CLIMB) by visiting: http://www.123assess.com/climb/home.do</p> <p>Have your supervisor or mentor complete your CLIMB.</p> <p>Meet with your supervisor or mentor to discuss the results of your CLIMB and to determine areas that you would like to work on.</p> <p>Benefits of the CLIMB include the ability to:</p> <ul style="list-style-type: none"> • Explore your interest in pursuing a leadership role. • Measure your leadership skills. • Highlight training options to develop your skills. • Facilitate a coaching/ mentoring relationship with your supervisor.
<p>STEP 2</p>	<p>Review reports and assess competencies with Supervisor</p> 	<p>Next, think about what competency you would like to work on. If interested in building additional technical (series) competencies go to the COI website at https://cwda.manpower.usmc.mil/ to identify what competencies you currently have and which additional competencies you would like to work on to improve your skills and move to the next level in your career.</p>
<p>STEP 3</p>	<p>Review the Competency Description</p> 	<p>Locate the competency to be worked on. Read the Competency Description in this document and become familiar with what is required of you. This section is designed to help you to better define the desired competency and link it to your current or future leadership role and career goal(s).</p> <p>Now let's assess your competency level to identify your skill development area. The next step is designed to help you with assessing your understanding of the competency.</p>

<p>STEP 4</p>	<p>Assess Your Understanding of the Competencies</p> 	<p>If you are not sure where to begin or what the competency descriptions mean, take a minute and evaluate your skills in the self-assessment Understanding the Competency Better. As you test your knowledge about the competency, write down each one on a piece of paper to use when creating your IDP.</p> <p>Once you have an understanding of what a competency is and you have identified which competencies and skills you would like to work on, you should create your developmental objective(s) for your IDP.</p>
<p>STEP 5</p>	<p>Identify Developmental Objectives/Competencies</p> 	<p>To begin, choose a competency from the list of competencies (i.e., resolve conflicts) you wrote down on a piece of paper and add it to your IDP. Next, with supervisor's guidance write your developmental objective(s) to be achieved in as specific terms as possible on the IDP. The knowledge, skills and abilities needed to improve job performance and to advance your career (i.e., to improve the ability to identify areas of possible conflict and recommend preventive actions).</p>
<p>STEP 6</p>	<p>Identify Training</p> 	<p>Go to the Training section of each competency in this Handbook. Choose a training of interest and read the description of the training listed in Appendix A. Identify the trainings of interest to you. Remember, there are other developmental activities and resources available that you can add to your IDP.</p>
<p>STEP 7</p>	<p>Use Other Resources</p> 	<p>Use the other resources such as On the Job and Community Training Opportunities and Online Training Opportunities to supplement and enhance your knowledge of the material.</p> <p>These are also good resources for remaining current and sustaining your knowledge of critical topics, which is an important aspect of being a consultant.</p>

**STEP
8**

Complete IDP

Individual Development Plan				
Employee's Name		Time Period Covered		
Current Position Title, Series and Grade		Organization		
Career Goals				
Short-Term Goals (1-2 years)				
Long-Term Goals (3-5 years)				
Developmental Needs				
Developmental Objective	Development Activity	Target Completion Date	Actual Completion Date	Outcomes Achieved
Remarks				
Employee's Signature (concurrent to process)		Supervisor's Printed Name		
Employee's Printed Name		Supervisor's Signature (concurrent to supervisor)		
Date		Date		

Complete IDP with supervisor. IDP form can be found in CCO 12410.5 and Training SOP located on MAGTFTC/MCAGCC HRO webpage:
<http://www.marines.mil/unit/29palms/hro/pages/default.aspx>

**STEP
9**

Review Your Progress



After supervisor determines you are proficient at identified competencies on your IDP, work with supervisor to establish a new IDP. To identify additional competencies re-take the CLIMB and have your supervisor or mentor assess your competencies to identify new competencies that you should work on.

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Competencies

This section is divided into the five general competency areas developed by the Office of Personnel Management (OPM): Lead Self, Lead Teams/Projects, Lead People, Lead Organizations/Programs, and Lead the Institution. This model is used to identify the competencies employees need to develop to improve performance in their current job or to prepare for other jobs via promotion or transfer. Each tier includes a set of related competencies. The tiers are arranged in a hierarchy. At the base of the model, the competencies apply to a large number of occupations. The graphic is not intended to represent a sequential model, or to imply that all content area on a lower tier must be achieved prior to tackling a competency on a tier that is at an upper level on the graphic. Employees' competencies are compared to the competency model to determine where the gaps exist. Individual training and development plans (IDPs) are then developed to bridge the gaps.

Each of the focused competencies listed under these general areas include a brief description of the competency, training courses being offered by the MAGTF/TC/MCAGCC HRO that help the employee build on this competency, opportunities for learning on-the-job and in the community related to this competency, and electronic training classes that focus on skill building for this competency.

The MAGTF/TC/MCAGCC HRO offers trainings throughout the year that help civilians and military members who supervise civilians reach their full potential. Descriptions of these courses can be found in this guide on pages 50 - 63. Class schedules can be obtained by visiting: <https://www.29palms.usmc.mil/base/hro/trng/getClasses.asp>.

In addition to classroom training courses, there are a plethora of online and distance learning trainings available for little to no cost for Federal Employees. The primary source for online training listed in this guide is the Office of Personnel Management's (OPM) GoLearn.Gov website. Other websites for DoD training include Navy Knowledge Online (NKO), MarineNet, Defense Acquisition University (DAU), Federal Emergency Management Agency (FEMA), as well as many others.

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DoD Civilian Leader Development Continuum



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Lead Self

Flexibility

Is open to change and new information; rapidly adapts to new information, changing conditions and strategy, or unexpected obstacles, processes, and requirements

Classroom Training Opportunities

- Military and Civilians Working Together
- 7 Habits of Highly Effective People
- Cutting Edge Skills for the Extraordinary Assistant
- How to get organized and get it all done
- Organizational Time Management
- Dare to Lead
- Franklin Covey Leadership Series
- Decision Making
- Creative Problem Solving
- Situational Leadership
- Delegation: The Art of Delegating Effectively
- Diversity in the Workplace

On-The-Job and Community Training Opportunities

- Perform duties in absence of supervisor.
- Assume lead responsibilities.
- Volunteer for special assignments and/or teams.
- Develop multiple contingency plans.
- Cross-train in related field.
- Serve on a decision-making committee to develop multiple contingency plans.
- Serve as a mentor.

Online Training Opportunities

- Leading Through Change (<http://www.golearn.gov/>)
- Being Prepared for Change (<http://www.golearn.gov/>)

Resilience

Deals effectively with pressure, ambiguous and emerging conditions, and multiple tasks; Remains optimistic and persistent, even under adversity or uncertainty; Recovers quickly from setbacks; Anticipates changes and learns from mistakes.

Classroom Training Opportunities

- 7 Habits of Highly Effective People
- Critical Thinking
- Franklin Covey Leadership Series
- Decision Making
- Creative Problem Solving
- Closing the Execution Gap

On-The-Job and Community Training Opportunities

- Keep up-to-date by reading emerging political, economic and technological changes.
- Meet with a manager who has successfully implemented a change; discuss the steps he/she took throughout the change process; review your own plans for change with this person and ask for feedback.
- Implement a change in your unit by identifying a problem situation that necessitates change, deciding what changes are needed, developing & choosing alternatives and then making the necessary change.
- Volunteer to serve on working group established to survey the need for change and/or determine change policies & procedures.
- Attend management meeting to understand the mission & strategic vision of your organization's leadership.
- Serve on a working group to develop organizational vision statements and long range plans.

Online Training Opportunities

- Time Management: Planning Your Day (<http://www.golearn.gov/>)
- Success Over Stress (<http://www.golearn.gov/>)
- Managing Workplace Stress (<http://www.golearn.gov/>)

Continual Learning

Assesses and recognizes own strengths and weaknesses; pursues self-development; Uses challenges as opportunities to improve and become more effective; Pursues chances to stretch skills to further professional growth; Seeks ways to improve the capacity of others and the organization through knowledge sharing, mentoring and coaching.

Classroom Training Opportunities

- Military and Civilians Working Together
- Marine Corps Acculturation
- Mid-Career Retirement
- Cutting Edge Skills for the Extraordinary Assistant
- How to Get Organized And Get It All Done
- Organization and Time Management
- Dare to Lead
- Franklin Covey Leadership Series
- Decision Making
- 7 Habits of Highly Effective People- Signature
- Preparing for Leadership

On-The-Job and Community Training Opportunities

- Seek out role models who exhibit good leadership practices.
- Read books about successful managers
- Review results of leadership assessment to develop an understanding of your leadership style.
- Serve as an officer in a service organization.
- Consult with someone you consider an effective delegator.
- Serve as a project leader for a community exhibit/event.
- Serve as a spokesperson for an issue at a community meeting.

Online Training Opportunities

- Continuous Learning for Tomorrow's Managers (<http://www.golearn.gov/>)
- E-Learning (<http://www.golearn.gov/>)
- The Potential of Self-directed learning (<http://www.golearn.gov/>)
- Knowledge as Strategy: Performance Improvement (<http://www.golearn.gov/>)
- Successful Lifelong Learning (<http://www.golearn.gov/>)
- Putting Knowledge to Work (<http://www.golearn.gov/>)

Service Motivation

Shows a commitment to serve the public; Ensures that actions meet public needs; Aligns organizational objectives and practices with public interests.

Classroom Training Opportunities

- Military and Civilians Working Together
- Marine Corps Acculturation
- Mid-Career Retirement Class
- 7 Habits of Highly Effective People- Signature
- Administrative Assistant Boot Camp
- Preparing for Leadership

On-The-Job and Community Training Opportunities

- Serve as a mentor.
- Develop coaching/counseling skills through involvement in a service organization (e.g. scouting, team sports, big brother/big sister, etc.).
- Perform duties in absence of supervisor.

Online Training Opportunities

- Fundamentals of Exceptional Customer Service (<http://www.golearn.gov/>)
- Excellence in Service: Fundamentals for Employees (<http://www.golearn.gov/>)
- Excellence in Service: Building Lasting Customer Relationships (<http://www.golearn.gov/>)
- Service Success (<http://www.golearn.gov/>)

Integrity/Honesty

Nurtures ethically-minded organizations through personal discipline, values, self-control and policies that reinforce ethical behavior; Demonstrates selflessness of action by doing the right thing regardless of personal and professional consequences; Behaves in an honest, fair, and ethical manner without regard to pressure from other authorities; Shows consistency in words and actions; Instills trust and confidence; Models high standards of ethics.

Classroom Training Opportunities

- Dare to Lead
- Franklin Covey Leadership Series
- Ethics
- Inspiring Trust

On-The-Job and Community Training Opportunities

- Develop an enhanced Integrity Action Plan.
- Assess individual integrity strategies to determine whether it has achieved the outcomes anticipated in the Integrity Action Plan that was initially developed;
- Determine the areas that require further attention and/or initiatives that might build on the momentum already established.

Online Training Opportunities

- A Manager's Introduction to Business Law (<http://www.golearn.gov/>)
- Conflicts of Interest (<http://www.golearn.gov/>)
- Business Continuity Planning, Law, and Ethics (<http://www.golearn.gov/>)
- Business Ethics: Managerial Business Ethics (<http://www.golearn.gov/>)
- Managerial Business Ethics (<http://www.golearn.gov/>)
- Ethics at Work Partnering (available through Defense Acquisition University (DAU) at <http://icatalog.dau.mil/>)
- Tort Law, Federal Tort Claims Act, Geneva Conventions (Available through Army Training Requirements and Resource System at <https://www.atrrs.army.mil>)

Customer Service

Anticipates and meets the needs of both internal and external customers; Delivers high quality products and services; is committed to continuous improvement.

Classroom Training Opportunities

- Military and Civilians Working Together
- Conflict Management
- Coaching, Counseling and Mentoring
- Coaching
- Decision Making
- Emotional Intelligence
- Building Process Excellence
- Closing the Execution Gap
- Lean Six Sigma (Yellow Belt, Green Belt, Black Belt)

On-The-Job and Community Training Opportunities

- Identify your internal and external customers, and what they want and expect.
- Develop a presentation on quality improvement and customer satisfaction.
- Review the assignments of your employees to understand their jobs and how they interact with their customers.
- Design a system for surveying customer satisfaction that can be adjusted around the changing needs of customers.
- Network with people in other departments/organizations to determine how they analyze customer satisfaction.

Online Training Opportunities

- Fundamentals of Exceptional Customer Service (<http://www.golearn.gov/>)
- Excellence in Service: Creating an Exceptional Service Environment (<http://www.golearn.gov/>)
- Excellence In Service: Building Lasting Customer Relationships (<http://www.golearn.gov/>)

Problem Solving

Identifies and analyzes problems; Weighs relevance and accuracy of information; Seeks/generates and evaluates alternative perspectives/solutions; Makes timely/effective recommendations, based on potential implications of findings or conclusions; Critically evaluates to identify the causes of problems, and chooses courses of action that balance the interests of the mission and stakeholders.

Classroom Training Opportunities

- New Supervisor
- 7 Habits of Highly Effective People
- How to Get Organized and Get It All Done
- Conflict Management
- Dare to Lead
- Coaching, Counseling and Mentoring
- Coaching
- Decision Making
- Emotional Intelligence
- Innovative Thinking
- 4 Imperatives of Leaders
- Building Process Excellence
- Closing the Execution Gap
- Lean Six Sigma (Yellow Belt, Green Belt, Black Belt)

On-The-Job and Community Training Opportunities

- Shadow a supervisor.
- Shadow an EEO Counselor.
- Serve on a working group.
- Serve as a mentor.
- Participate in brainstorming sessions to consider multi-decision alternatives.
- Keep a record of problems that arise to identify recurrent ones.
- Collect or locate references that may help you with future problem solving.
- Survey others to pinpoint problem areas.

Online Training Opportunities

- Framing the Problem (<http://www.golearn.gov/>)
- Decision Making & Problem Solving: Problem Solving Fundamentals (<http://www.golearn.gov/>)
- Problem Solving and Decision Making in Groups (<http://www.golearn.gov/>)
- Generating Alternatives in Problem Solving (<http://www.golearn.gov/>)
- Six Sigma: Concepts and Processes (available through Defense Acquisition University (DAU) at <http://icatalog.dau.mil/>)

Technical Credibility

Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise. Remains current with technology, tools, trends, and evolving practices in area of expertise.

Classroom Training Opportunities

- Powerpoint
- Microsoft Word
- New Supervisor Training
- Records Management
- Conducting an Effective Meeting
- Naval Correspondence
- Public Speaking: Presentation Survival Skills
- Orders and Directives Writing
- Cutting Edge Skills for the Extraordinary Assistant
- Dare to Lead
- Excel In-Depth
- MAXIMO: Using the System for Maximum Productivity
- Navigating the Purchasing and Contracting World
- Defense Travel System (DTS): How to Really Use It
- Ethics
- Acquisition Integrity Course
- Equal Employment Opportunity
- Prevention of Sexual Harassment (POSH)
- No Fear Act Training
- Fiscal Appropriations Law
- Payroll for Supervisors
- Comptrollership Seminar
- Worker's Compensation for Supervisors
- Using Outlook for Increased Efficiency
- Fiscal Management Controls
- New Employee Orientation
- Lean Six Sigma (Yellow Belt, Green Belt, Black Belt)
- Fundamental Skills Training
- Microsoft Office Specialist Training

On-The-Job and Community Training Opportunities

- Perform duties in absence of supervisor.
- Shadow supervisor.
- Network with other people in your field.
- Cross-train in related field.
- Attend technical-specific conferences.
- Keep list of relevant resources I job-related fields.
- Read technical/trade articles and periodicals.
- Give subject matter briefs.
- Serve as a subject matter expert for organization and selection panels.
- Consult with others who have technical skills/knowledge that you lack.

Online Training Opportunities

- Credibility and Disclosure in an Annual Report (<http://www.golearn.gov/>)
- Networking Fundamentals (<http://www.golearn.gov/>)
- American Production and Inventory Control Society Courses and Conference
- Continuity of Operations (COOP) Program Manager (Available through the Federal Emergency Management Agency at <http://training.fema.gov/IS/>)
- Continuity of Operations Awareness Course (Available through the Federal Emergency Management Agency at <http://training.fema.gov/IS/>)
- Introduction to Continuity of Operations (Available through the Federal Emergency Management Agency at <http://training.fema.gov/IS/>)

Interpersonal Skills

Develops and maintains effective working relationships, especially in difficult situations; Engages and inspires others; Treats others with courtesy, sensitivity, and respect; Considers and responds appropriately to the needs and feelings of different audiences/situations/cultures. Actively solicits feedback; Exemplifies professionalism, tact and empathy; Builds trust and commitment.

Classroom Training Opportunities

- Military and Civilians Working Together
- Cutting Edge Skills for the Extraordinary Assistant
- Leadership Skills
- Conflict Management
- Dare to Lead
- Coaching, Counseling and Mentoring
- Coaching
- Decision Making
- 7 Habits of Highly Effective People- Signature
- Performance Management: Managing Employee Performance Day-to-Day
- Preparing for Leadership
- Emotional Intelligence
- Employee Motivation Workshop
- Situational Leadership
- Inspiring Trust
- Delegation: The Art of Delegating Effectively
- Four Lenses
- Diversity in the Workplace

On-The-Job and Community Training Opportunities

- Seek feedback from peers about your interpersonal skills.
- Serve a member/chair of working group.
- Serve as member on EEO Committee.
- Participate in professional organization or other volunteer community organizations.
- Serve on a team to formulate a POA&M.
- Serve as a CFC Key person.
- Chair a panel.
- Serve as a mentor.

Online Training Opportunities

- Communication Skills for the Workplace (<http://www.golearn.gov/>)
- Teamwork and Emotional Intelligence (<http://www.golearn.gov/>)
- Communication Skills for Leadership (<http://www.golearn.gov/>)
- Interpersonal Skills on the Fast Track (<http://www.golearn.gov/>)

Oral Communication

Demonstrates ability to clearly and effectively articulate, present and promote varied ideas and issues (to include sensitive or controversial topics) before a wide range of audiences; Makes clear and convincing oral presentations; Listens effectively; Clarifies information as needed.

Classroom Training Opportunities

- Conducting an Effective Meeting
- Public Speaking: Presentation Survival Skills

On-The-Job and Community Training Opportunities

- Develop standard promotional materials, presentations or statements;
- Represent your activity at meetings/conferences;
- Promote personal accomplishments;
- Seek opportunities to represent your organization, its goals & accomplishments in informal or formal gatherings;
- Develop & present a briefing or seminar;
- Perform duties in absence of supervisor.

Online Training Opportunities

- Communication Skills for Leadership (<http://www.golearn.gov/>)
- Communicate for Results (<http://www.golearn.gov/>)
- Enhancing Your Listening Skills (<http://www.golearn.gov/>)

Written Communication

Writes to convey information in a clear, concise, organized, and convincing manner for the intended audience, using correct English grammar, punctuation and spelling; Expresses thoughts persuasively and uses effective modes to reinforce message retention.

Classroom Training Opportunities

- Naval Correspondence
- Orders and Directives Writing
- Cutting Edge Skills for the Extraordinary Assistant

On-The-Job and Community Training Opportunities

- Take a lead role in communicating organizational strategy to regional or Headquarter organizations.
- Create an outline before you start writing a report, memo, or letter. Check with others who receive/review your writing to see if this has a positive impact on your overall writing effectiveness.
- Have a colleague proofread your writing for grammar, punctuation, spelling, and sentence structure errors. Take note of the errors made most often and learn rules for improvement.
- When writing for diverse or non-technical groups, keep technical language to a minimum. If you use technical terminology and jargon, provide definitions. Have a non-technical person give you suggestions on what jargon to explain or eliminate.
- Review each report that you write and change passive verbs to active ones whenever possible to make your writing more expressive. A way to ensure that your sentence ends up in the active voice is to start the sentence with the subject.

Online Training Opportunities

- E-Mail Etiquette: Writing Effective E-mail Messages (<http://www.golearn.gov/>)
- Foundations of Grammar (<http://www.golearn.gov/>)
- Writing Skills (available through Defense Acquisition University (DAU) at <http://icatalog.dau.mil/>)
- Effective Communication (Available through the Federal Emergency Management Agency at <http://training.fema.gov/IS/>)

Lead Teams/ Projects

Team Building

Inspires and fosters team commitment, spirit, pride, and trust; Facilitates cooperation and motivates team members to accomplish group goals.

Classroom Training Opportunities

- Military and Civilians Working Together
- Leadership Skills
- Dare to Lead
- Franklin Covey Leadership Series
- Fundamentals of Team Building
- 4 Imperatives of Leaders
- Closing the Execution Gap
- Inspiring Trust

On-The-Job and Community Training Opportunities

- Serve on a project team.
- Hold brainstorming sessions.
- Serve as an officer in a professional/community organization.
- Serve on a CLD working group.
- Participate in community organizations.
- Perform duties in absence of supervisor.

Online Training Opportunities

- The Manager as Coach and Counselor (<http://www.golearn.gov/>)
- Teamwork and Emotional Intelligence (<http://www.golearn.gov/>)
- Human Factors and Team Dynamics for Project Managers (<http://www.golearn.gov/>)
- Coaching (available through Defense Acquisition University (DAU) at <http://icatalog.dau.mil/>)
- Virtual Teams (available through Defense Acquisition University (DAU) at <http://icatalog.dau.mil/>)
- Team Leadership (available through Defense Acquisition University (DAU) at <http://icatalog.dau.mil/>)
- Team Management (available through Defense Acquisition University (DAU) at <http://icatalog.dau.mil/>)
- Mentoring (available through The National Mentoring Partnership at <http://apps.mentoring.org/training/TMT/>)
- Leadership & Influence (Available through the Federal Emergency Management Agency at <http://training.fema.gov/IS/>)

Accountability

Fosters and ensures an environment that administers all resources in a manner that instills public trust while accomplishing the mission; Monitors progress and evaluates outcomes to improve organizational efficiency and effectiveness; Holds self and others accountable for measurable high-quality, timely, and cost-effective results; Determines objectives, sets priorities, and ensures sound management processes and procedures are in place, ensuring that national interests are well served; Accepts responsibility for mistakes; Complies with established control systems and rules.

Classroom Training Opportunities

- New Supervisor Training
- 7 Habits of Highly Effective People
- Cutting Edge Skills for Extraordinary Assistants
- Franklin Covey Leadership Series
- Equal Employment Opportunity/Prevention of Sexual Harassment (POSH)
- Lean Six Sigma (Yellow Belt, Green Belt, Black Belt) (BPO)

On-The-Job and Community Training Opportunities

- Serve on a project team.
- Hold brainstorming sessions.
- Serve as an officer in a professional/community organization.
- Serve on a CLD working group.
- Participate in community organizations.
- Perform duties in absence of supervisor.

Online Training Opportunities

- An Essential Guide to Giving Feedback (<http://www.golearn.gov/>)
- Putting Knowledge to Work (<http://www.golearn.gov/>)
- Knowledge as Capital (<http://www.golearn.gov/>)
- Achieving Success without Authority: Focusing on Results (<http://www.golearn.gov/>)
- Achieving Success without Authority: Personal Accountability (<http://www.golearn.gov/>)
- Continuous Performance Assessment (<http://www.golearn.gov/>)
- A Manager's Primer for Ensuring Accountability (<http://www.golearn.gov/>)
- Establishing Performance Measures (<http://www.golearn.gov/>)
- Business Plan Development (available through Defense Acquisition University (DAU) at <http://icatalog.dau.mil/>)
- Mentoring (available through The National Mentoring Partnership at <http://apps.mentoring.org/training/TMT/>)
- Leadership & Influence (Available through the Federal Emergency Management Agency at <http://training.fema.gov/IS/>)

Decisiveness

Makes well-informed, effective, and timely decisions, whether data are limited or vast, or solutions produce unpleasant consequences; perceives the impact and implications of decision. Analyzes critically, synthesizing patterns among diverse systems and looking at interdependencies; Gauges unintended consequences; Uses sound judgment to simultaneously integrate and weigh situational constraints, risks and rewards.

Classroom Training Opportunities

- Strategic Decision Making
- Closing the Execution Gap
- Lean Six Sigma (Yellow Belt, Green Belt, Black Belt)

On-The-Job and Community Training Opportunities

- Volunteer for assignments with tight timelines that force decisiveness.
- Serve as an officer in a volunteer organization.
- Assume lead responsibilities.
- Serve as a sports referee/umpire.

Online Training Opportunities

- Decisions and Risk (<http://www.golearn.gov/>)
- Dynamic Decision Making (<http://www.golearn.gov/>)
- Decision Making (<http://www.golearn.gov/>)
- Decision Making & Problem Solving: Decision Making Fundamentals (<http://www.golearn.gov/>)
- Change Management (available through Defense Acquisition University (DAU) at <http://icatalog.dau.mil/>)

Influencing/Negotiating

In representing the organization, establishes and maintains relationships with key individuals/groups; Understands what motivates them; Persuades others; builds consensus through give and take; Gains cooperation from others to obtain information, find solutions, and accomplish goals.

Classroom Training Opportunities

- New Supervisor
- Leadership Skills
- Dare to Lead
- Franklin Covey Leadership Series
- Public Speaking: Knowing Your Audience
- Inspiring Trust

On-The-Job and Community Training Opportunities

- Familiarize yourself with USMC and your own activity's strategic goals and missions.
- Fundamentals of team building.
- Performance management of a team.
- Meeting skills for supervisors & managers.
- Jump-starting high-performing teams.
- How to be a more effective team leader.
- Team building & team leadership.
- Developing high performing teams.
- Effective work delegation.
- Read the "Corporate Coach" by Zig Ziegler.

Online Training Opportunities

- Communicate for Results (<http://www.golearn.gov/>)
- The Master Negotiator (<http://www.golearn.gov/>)
- Negotiating: The Negotiation Process (<http://www.golearn.gov/>)
- Negotiating for Results (<http://www.golearn.gov/>)
- Negotiating: Advanced Negotiating Tactics (<http://www.golearn.gov/>)

Lead People

Human Resource Management

Builds and manages workforce based on organizational goals, budget considerations, and staffing needs; Ensures that employees are appropriately recruited, selected, appraised, and rewarded; Takes action to address performance-based deficiencies; Manages a multi-sector workforce and a variety of work situations.

Classroom Training Opportunities

- New Supervisor Training
- Emotional Intelligence
- Generations Gap: Closing the generation gap in the workplace
- Diversity in the Workplace
- Worker's Compensation for Supervisors
- Inspiring Trust
- Unleashing Talent
- 4 Imperatives of Leaders

On-The-Job and Community Training Opportunities

- Write/revise a job description for a position in your department.
- Familiarize yourself with federal hiring rules & regulations.
- Read your organization's EEO guidelines.
- Familiarize yourself with your organization's procedures to reward and discipline employee performance.
- Familiarize yourself with your organization's employment policies and grievance procedures, and Civilian Employee Assistance Program (CEAP).

Online Training Opportunities

- Managing Employment (<http://www.golearn.gov/>)
- Sexual Harassment in the Workplace (HRCI/PHR) (<http://www.golearn.gov/>)
- Introduction to Human Resources Management for Supervisors (<http://www.golearn.gov/>)
- Pay Options for Recruitment and Retention (<http://www.golearn.gov/>)
- Staffing and Placement for Supervisors (<http://www.golearn.gov/>)
- Solving Performance and Conduct Problems (<http://www.golearn.gov/>)
- Introduction to Federal EEO (<http://www.golearn.gov/>)
- Delegating (available through Defense Acquisition University (DAU) at <http://icatalog.dau.mil/>)
- Developing Employees(available through Defense Acquisition University (DAU) at <http://icatalog.dau.mil/>)
- Difficult Interactions (available through Defense Acquisition University (DAU) at <http://icatalog.dau.mil/>)
- Dismissing an Employee (available through Defense Acquisition University (DAU) at <http://icatalog.dau.mil/>)

Leveraging Diversity

Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization; Seeks out diverse ideas, opinions and insights, respecting the values and perceptions of others; Examines biases and seeks insights to avoid stereotypical responses and behavior.

Classroom Training Opportunities

- Emotional Intelligence
- Military and Civilians Working Together
- Generations Gap: Closing the generation gap in the workplace
- Diversity in the Workplace
- Four Lenses
- Unleashing Talent

On-The-Job and Community Training Opportunities

- Know your organization's EEO rules and policies.
- Use upward mobility program in filling positions under your cognizance.
- Familiarize yourself with your organization's discrimination complaints process.
- Serve on EEO Committee.
- Help organize a Cultural Awareness event.
- Evaluate the developmental needs of the employees in your work group.

Online Training Opportunities

- Americans with Disabilities Act (<http://www.golearn.gov/>)
- Managing Across Difference (<http://www.golearn.gov/>)
- Diversity: What Managers Should Know (<http://www.golearn.gov/>)
- Diversity: Diversity in the Workplace (<http://www.golearn.gov/>)
- Diversity (available through Defense Acquisition University (DAU) at <http://icatalog.dau.mil/>)
- Diversity Awareness (Available through the Federal Emergency Management Agency at <http://training.fema.gov/IS/>)

Conflict Management

Anticipates and takes steps to prevent counter-productive confrontations; Manages and resolves conflicts and disagreements in a constructive manner.

Classroom Training Opportunities

- New Supervisor
- Military and Civilian Working Together
- Conflict Management
- Coaching, Counseling and Mentoring
- Franklin Covey Leadership Series
- Coaching
- Emotional Intelligence
- Diversity in the Workplace

On-The-Job and Community Training Opportunities

- Practice active listening skills.
- Serve on a liaison/mediator-working group to resolve organizational problems/issues.
- Perform duties in absence of supervisor.
- Observe Labor Relations contract negotiation meetings.

Online Training Opportunities

- Managing Conflict in the Organization (<http://www.golearn.gov/>)
- Conquering Conflict through Communication (<http://www.golearn.gov/>)
- Communicating with Difficult People: Handling Difficult Co-Workers (<http://www.golearn.gov/>)

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Lead Organizations/ Programs

Technology Management

Identifies, evaluates, and assimilates information from among multiple streams and differentiates information according to its utility; Utilizes information to adjust self, situational, or global awareness; Keeps up-to-date on technological developments; Makes effective use of technology to achieve results; Ensures access to and security of technology systems.

Classroom Training Opportunities

- Using Outlook for Increased Efficiency
- Microsoft Office Specialist Training
- Various Computer Technical Trainings
- Managing SharePoint
- On-The-Job and Community Training Opportunities
- Attend state-of-the-art trade shows.
- Read technical magazines & journals.
- Compile a list of resources in technical subject areas.
- Network with others in your field.
- Participate in professional technical organizations.
- Stay current in the professional literature to keep track of the newest developments in your field.
- Serve on a team to plan for the introduction of & training for a new technology.

Online Training Opportunities

- The following courses are available through Information Assurance Support Environment at <http://iase.disa.mil/eta/index.html#onlinetraining>:
 - DoD Information Assurance Awareness
 - IC Information Assurance Awareness
 - Federal Information Systems Security Awareness
 - Using Public Key Infrastructure (PKI)
 - Personal Electronic Devices / Removable Storage Media
 - Personally Identifiable Information (PII)
 - Phishing Awareness
 - Information Operations (IO) Fundamentals
 - Information Assurance Awareness Shorts
 - Designated Approving Authority (DAA)
 - IA Briefing for Senior Operational Leaders
 - Physical Security for SIPRNet
 - Information Assurance for Professionals Shorts
 - Computer Network Defense
 - IA/CND Information Sharing
 - Securing the Mobile Network
 - Enhancing Information Assurance through Physical Security
 - Domain Name System (DNS) Basic Concepts Overview
 - Information Assurance for DoD Auditors and IGs
 - Domain Name System (DNS) Advanced Concepts

-Windows Server 2003
Incident Preparation &
Response (IP&R): Part II, Date
10/07 – Ver 1.1
-UNIX Security for System
Administrators
-System Administrator
Incident Preparation &

Response for UNIX (SAIPR
UNIX), Date 12/04 – Ver 2.0
-Internet Protocol Version 6
(IPv6)
-Cyber Law
-NetOps 100
-NetOps 200: NetOps Applied
to GIG Operations

Financial Management

Understands the organization's financial processes; Prepares, justifies, and administers the program budget; Applies sound resource management principles, business/industry “best practices,” and applicable policies, regulations and laws to support operations; Aligns resources with policy and the strategic direction and priorities; Oversees procurement and contracting to achieve desired results; Monitors expenditures and uses cost-benefit thinking to set priorities.

Classroom Training Opportunities

- Budgeting 101
- Navigating the Purchasing and Contracting World
- Fiscal Appropriations Law
- Payroll for Supervisors
- Fiscal Management Controls
- Comptrollership Seminar

On-The-Job and Community Training Opportunities

- Familiarize yourself with your organization’s financial position.
- Develop a budget plan for a specific project.
- Attend management meetings.
- Find out how your department’s budget fits into the budget of the whole organizations.
- Attend open budget hearings.
- Ask others in your organization how they monitor expenses & budgets.
- Serve as a participant or observer of your organization’s Mid-Year Review.

Online Training Opportunities

- Principles of Financial Management (<http://www.golearn.gov/>)
- Financial Management: Fundamental Accounting Concepts (<http://www.golearn.gov/>)
- Financial Management: Understanding Financial Statements (<http://www.golearn.gov/>)
- Budget Policy (available through Defense Acquisition University (DAU) at <http://icatalog.dau.mil/>)
- Forecasting Techniques (available through Defense Acquisition University (DAU) at <http://icatalog.dau.mil/>)
- Accounts Payable Administration (Available through Army Training Requirements and Resource System at <https://www.atrrs.army.mil>)
- Disbursing Operations (Available through Army Training Requirements and Resource System at <https://www.atrrs.army.mil>)
- Planning, Programming, Budgeting (Available through Army Training Requirements and Resource System at <https://www.atrrs.army.mil>)

- Resource Management Budget (Available through Army Training Requirements and Resource System at <https://www.atrrs.army.mil>)

Creativity and Innovation

Develops new insights into situations; Questions conventional approaches; Encourages new ideas and innovations; Designs and implements new or cutting edge programs/ processes/ solutions.

Classroom Training Opportunities

- 7 Habits of Highly Effective People
- Critical Thinking
- Dare to Lead
- Franklin Covey Leadership Series
- Emotional Intelligence
- New Change Leader
- Innovative Thinking

On-The-Job and Community Training Opportunities

- Hold a brainstorming session with your work unit to discuss a current situation/problem, encourage creative ideas, record every idea, and then evaluate options.
- Make a list of several problems you face, rewrite each problem as an objective, list several creative ways to reach each objective, and discuss the findings.
- Participate in professional organizations and stay current in the professional literature to keep track of the newest developments in your field.
- Create a new approach or new tactics to make typical job tasks more interesting or appealing.
- Help redesign an existing process or system that needs to be updated.

Online Training Opportunities

- Creativity and Innovation: Increasing Personal Creativity (<http://www.golearn.gov/>)
- Creativity and Innovation: Thinking Creatively (<http://www.golearn.gov/>)
- Generating Creative and Innovative Ideas (<http://www.golearn.gov/>)
- Frontline Leadership: Positively Influencing Workplace Culture (<http://www.golearn.gov/>)
- Implementing Creative and Innovative Ideas (<http://www.golearn.gov/>)

Partnering

Develops networks and builds alliances; Collaborates across boundaries to build strategic relationships and achieve common goals.

Classroom Training Opportunities

- Franklin Covey Leadership Series
- American's with Disabilities Act Training for Supervisors
- Building Process Excellence

On-The-Job and Community Training Opportunities

- Identify personal and organizational needs, setting internal priorities, and determining where more capacity is needed.
- Build trust and relationships with communities of interest and listening to their needs and goals.
- Develop agreements, carrying out the agreed plan of action, and monitoring progress.
- Keep working relationships with partners that withstand change and lead to future efforts.

Online Training Opportunities

- Gaining Allies, Creating Change (<http://www.golearn.gov/>)
- Getting Results from the Boss (<http://www.golearn.gov/>)

Entrepreneurship

Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services; Identifies potential risks early and implements effective abatement or control measures; Takes calculated risks to accomplish organizational objectives; Defines evaluation criteria and continuously collects, assesses, shares and responds to data appropriately.

Classroom Training Opportunities

- Dare to Lead
- Franklin Covey Leadership Series
- Building Process Excellence
- Lean Six Sigma (Yellow Belt, Green Belt, Black Belt) (BPO)

On-The-Job and Community Training Opportunities

- Evaluate ILDP progress quarterly.
- Set improvement goals and establish measures to gauge level of improvement.
- Volunteer for special assignments and/or teams.
- Write down your goals, monitor your progress, & adjust as necessary.
- Share your goals with your supervisor & ask for feedback on your progress.
- Identify a new set of skills that would be beneficial to you and learn them.
- Keep a daily 'to-do' list & prioritize frequently.
- Take Meyers-Briggs Inventory.

Online Training Opportunities

- Initiating a Succession Plan Simulation (<http://www.golearn.gov/>)
- Strategic Planning and Risk Management (<http://www.golearn.gov/>)
- Supply Chain Planning and Inventory Management (<http://www.golearn.gov/>)
- Business Problem Solving: Critical Thinking and Information Analysis (<http://www.golearn.gov/>)
- Implementing Innovation (<http://www.golearn.gov/>)
- Risk Management (<http://www.golearn.gov/>)

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Lead the Institution

Vision

Communicates a clear mission and set of values, providing guideposts for decision-making and action; Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change; Influences others to translate vision into action.

Classroom Training Opportunities

- Dare to Lead
- Franklin Covey Leadership Series
- New Change Leader
- Innovative Thinking
- 4 Imperatives of Leaders
- Closing the Execution Gap

On-The-Job and Community Training Opportunities

- Create a vision of where you'd like to see your organization in five years, evaluate alternative routes, & decide on a specific course to reach the chosen destination.
- Participate in long-range planning session with other managers.
- Attend strategic planning meetings as a participant or observer.
- Volunteer to help a community organization formulate a vision & strategic plan.

Online Training Opportunities

- Creating a Business Execution Culture (<http://www.golearn.gov/>)
- Communicating a Shared Vision (<http://www.golearn.gov/>)
- Managerial Leadership: Creating a Vision (<http://www.golearn.gov/>)

External Awareness

Actively seeks to understand others' cultural, religious, political, and societal norms and customs; Builds language proficiency as required by the mission; Maintains an integrated understanding of Congressional and globalization factors that would influence defense, domestic and foreign policy and uses it in strategic and operational planning; Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; Is aware of the organization's impact on the external environment.

Classroom Training Opportunities

- Cutting Edge Skills for the Extraordinary Assistant
- Four Lenses
- Constitution Training

On-The-Job and Community Training Opportunities

- Survey external activities.
- Attend inter-organizational meetings & seminars.
- Join and actively participate in professional organizations.
- Read articles & journals in your area of expertise & in other areas for which you are not directly responsible.
- Stay up-to-date on political & social trends.
- Network with people in other departments/organizations to determine how they analyze situations.

Online Training Opportunities

- Strategic Management – Planning (<http://www.golearn.gov/>)
- Federal Government Industry Overview (<http://www.golearn.gov/>)
- Globalization and our Changing World (<http://www.golearn.gov/>)
- Challenges of the 21st Century (<http://www.golearn.gov/>)
- Cross Generational Workers in the 21st Century (<http://www.golearn.gov/>)

Strategic Thinking

Actively seeks to understand others' cultural, religious, political, and societal norms and customs; Builds language proficiency as required by the mission; Maintains an integrated understanding of Congressional and globalization factors that would influence defense, domestic and foreign policy and uses it in strategic and operational planning; Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; Is aware of the organization's impact on the external environment.

Classroom Training Opportunities

- Dare to Lead
- Franklin Covey Leadership Series
- Long Range Planning
- Innovative Thinking
- Closing the Execution Gap

On-The-Job and Community Training Opportunities

- Arrange opportunities to observe firsthand the strategies, styles and skills of proven veterans in the organization and apply to your situations.
- Identify potential risks and how best to avoid them through reviewing past project/situation debriefs or case studies.
- Participate in strategic planning groups.

Online Training Opportunities

- Strategic Management - Analysis and Choice (<http://www.golearn.gov/>)
- Strategic Management - Developing a Successful Process (<http://www.golearn.gov/>)
- Strategic Management – Planning (<http://www.golearn.gov/>)
- Strategic Management - Analyzing Strategic Options (<http://www.golearn.gov/>)
- Strategic Management - Establishing Strategic Force (<http://www.golearn.gov/>)
- Strategic Management - Corporate Implementation (<http://www.golearn.gov/>)

Political Savvy

Identifies the internal and external politics that impact the work of the organization; Perceives organizational and political reality and acts accordingly; Uses diplomacy in dealing with issues involving others.

Classroom Training Opportunities

- Cutting Edge Skills for the Extraordinary Assistant
- Franklin Covey Leadership Series
- Public Speaking: Knowing Your Audience
- Inspiring Trust

On-The-Job and Community Training Opportunities

- Familiarize yourself with USMC and your own activity's strategic goals and missions.
- Review USMC Strategic Plan.
- Network with others on all levels of the organizational hierarchy.
- Review organizational charts for own activity; discuss with mentor to grasp how parent organizations fits into the overall USMC structure.
- Interview top managers of your organization.

Online Training Opportunities

- IS 240 - Leadership and Influence (Available through the Federal Emergency Management Agency at <http://training.fema.gov/IS/>)

MAKING THE CONNECTION – COMMUNITIES OF INTEREST COMPETENCIES AND LEADERSHIP COMPETENCIES

The DoD Leadership Competency Model includes Foundational, Personal, Team/Group Leadership, and Institutional competencies. Also included are key behavioral attributes, defined as Enabling Attributes, are personal traits that are valued by DoD. When developed and enhanced these attributes differentiate between being a good performer and a role model within the organization.

Your success as Civilian Marine depends on your ability to infuse these behaviors into your day-to-day business interactions.

This *Development Handbook* facilitates the development of leadership-specific competencies as well as those needed to progress to the next work level. Competencies focus not only on what work is being done but how the work is being done. The Marine Corps Communities of Interest's (COI) Competency Models and the DoD Leadership Competency Model have shared competencies but position-specific focus based on the type of work being accomplished. Therefore, the COI Competency Model should be considered the starting point for a Civilian Marine from which to progress to the DoD Leadership Competency Model. The progression from one model to the other is not the 'flip of a switch' when promoted into a leadership position but must be viewed as a spectrum of continuous development to a DoD organizational leader.

The United States Marine Corps Communities of Interest are:

- 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

Additional information on each of these COI's can be found at <https://cwda.manpower.usmc.mil>.