

CAREER DEVELOPMENT GUIDE



UNITED STATES MARINE CORPS SECURITY & EMERGENCY SERVICES COMMUNITY OF INTEREST



Civilian
Marines



*Please click on the link
below to visit the S/ES COI
website for additional
information and helpful links.*

[http://www.hqmc.marines.mil/ppo/Units/SecurityDivision\(PS\)/
SecurityandEmergencyServicesCOI.aspx](http://www.hqmc.marines.mil/ppo/Units/SecurityDivision(PS)/SecurityandEmergencyServicesCOI.aspx)

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INTRODUCTION

Civilian Marines are an integral part of the Marine Corps structure and, as such, they are uniquely positioned to contribute special talents and capabilities in support of our nation's defense. Each Civilian Marine makes a unique contribution to his or her command's specific mission.

Civilians play a critical role in enabling the Marine Corps to "respond to today's crisis with today's forces, today" and to fulfill its Congressionally-mandated mission of "being the most ready when the nation is least ready." Without civilian support, the mission of the Marine Corps would be severely compromised. In partnership with Marines, Civilian Marines will continue to play an important role in support the Marine Corps mission worldwide.

Building a career is no longer about finding the right job and keeping it, but rather about making continual career choices in response to a rapidly changing labor market. Civilian Marines who make informed career decisions become committed and engaged workers. They have a greater sense of ownership over their work roles, invest time and energy into their continued professional development, and are likely to be better collaborators, who get along with their coworkers and supervisors, and add value to their organizations.

This Career Development Guide is designed to assist Civilian Marines in understanding the relationship between gaining proficiency in a particular occupational specialty and charting a career path to advance or change careers. Using this guide, Civilian Marines will be able to make educated decisions to plan and advance their professional career development.

The Marine Corps remains focused on Civilian Marines keeping pace with leadership and technology changes today and in the future. To allow the Marine Corps to obtain the maximum benefit from its workforce in today's environment, it is imperative that all Civilian Marines maintain a career development plan. Individual Development Plans (IDPs) are essential to ensure that Civilian Marines' training, education and developmental activities are strategically aligned to the Marine Corps' mission. Supervisors and individual Civilian Marines share responsibility for developing and maintaining a workforce that possesses the functional skills and proficiency required to accomplish their mission.

To be successful, Civilian Marines must take a positive and proactive approach to career development. To this end, all Civilian Marines are encouraged to pair with a mentor, and to participate in training and education courses, workshops, seminars and on-the-job developmental assignments. These activities will assist them in reaching their full potential and making their greatest possible contribution to the Marine Corps.



COMMUNITY OF INTEREST BACKGROUND

On 24 August 2001, General James Jones, 32nd Commandant, published his Commandant of the Marine Corps (CMC) Message, which articulated his vision and commitment to Civilian Marines, and the importance of civilian career and leadership development. In this message, General Jones assigned an organization within Headquarters Marine Corps, Manpower and Reserve Affairs (HQMC M&RA) to establish a cohesive program for civilian workforce and leadership development. Additionally, General Jones emphasized the need to advocate functional career development within each Civilian Marine career field. To organize and lead their professional development, General Jones established 21 Communities of Interest (COIs). Each COI has the responsibility to champion functional career development, competency development and career management

with specific provisions that are relevant and appropriate to a particular COI.

Support for the Civilian Workforce Human Capital Planning Initiative was reinforced when General Michael Hagee, 33rd Commandant, published his White Letter No. 01-03 on 7 January 2003. This directive established executive support for the continuation of General Jones' Civilian Workforce Campaign Plan (CWCP).

In March 2012, MARADMIN 165/12 announced the publication of the Marine Corps Civilian Workforce Strategic Plan (CWSP). The DC/M&RA announced the publication of the CWSP that updated the previously published CWCP. The strategic plan refreshed the Civilian Marine mission, vision, strategic goals, and advocated professional and career development.



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A career development plan is essential to ensure that Civilian Marines' training and developmental activities are strategically aligned to the Marine Corps mission.

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MARINE CORPS SECURITY AND EMERGENCY SERVICES COMMUNITY OF INTEREST

As one of the 21 COIs established by General Jones, the Security and Emergency Services (S/ES) community provides members with training opportunities and communication platforms to share best practices and promote common interests. The S/ES COI is led by a senior civilian appointed by the CMC and a manager appointed by the COI leader. Each Occupational Series has at least one member assigned as a collateral duty representative. Members of the S/ES COI develop, coordinate, integrate and oversee force protection policies, and sponsor selected critical programs to provide secure environments. Members of this COI also include first responders to fires, public safety and medical emergencies, disasters and terrorist acts. Additionally, they ensure Marine Corps installations are secure by investigating crimes and coordinating with agencies across the Federal Government to prevent espionage and terrorism. These activities enable the operating forces and supporting establishments to successfully execute Marine Corps global missions.

The following Occupational Series are part of the S/ES COI:

- » **0006** – Correctional Administration
- » **0080** – Security Administration (CBRNE, Information/Personnel, AT, Physical Security)
- » **0081** – Fire Protection & Prevention
- » **0083** – Police
- » **0085** – Security Guard
- » **0086** – Security Clerical & Assistance
- » **0089** – Emergency Management
- » **1801** – General Inspection, Investigation, & Compliance
- » **1802** – Compliance Inspection & Support
- » **1810** – General Investigation
- » **1811** – Criminal Investigation
- » **1810/11** – Environmental Law Enforcement
- » **2151** – Emergency Dispatching.



SECURITY AND EMERGENCY SERVICES COMMUNITY OF INTEREST MISSION AND VISION STATEMENTS

MISSION

The Marine Corps Security and Emergency Services Community of Interest provides mission-oriented career development platforms, and promotes the interests of its members and organizations.

VISION

To meet future safety and security needs for all Marine Corps Installations by continuing to provide Security and Emergency Services members with mission-oriented career development models, competency enhancement opportunities, and a means of fostering community awareness to improve communications, share best practices, and find innovative solutions for common practices.



SECURITY AND EMERGENCY SERVICES STRATEGIC COMMUNICATIONS

PUBLIC WEBSITE

The S/ES COI maintains a public website with topics of interest to COI members outside the firewall. This site contains links to documents, applications and tools so members have quick access to career development information.

SHAREPOINT PORTAL

The S/ES COI SharePoint Portal provides community members with a collaboration platform to receive COI related information as well connect with other community members. The site consists of current and archived messages, job openings, career road maps, community newsletters, personnel directory, community best practices and FAQ's. Instructions on how to obtain access to the portal are found on the public website.

NEWSLETTER

The S/ES COI issues quarterly newsletters to inform members and keep them involved in the activities and events occurring within the COI. The newsletter consists of a message from the community leader, stories and best practices from around the community, a message board and calendar of events. COI members are encouraged to contribute to the newsletter with articles about what is going on within their Occupational Series.



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Security and Emergency Services Community of Interest

Headquarters Marine Corps

Plans, Policies & Operations (PP&O)

NEWSLETTERS

SITE MENU

SECURITY AND EMERGENCY SERVICES AWARDS PROGRAM

Recognizing Civilian Marines is a part of the S/ES communities' culture. Rewarding our personnel for exceptional performance directly aligns to the Civilian Workforce Lifecycle. To recruit and retain top performers the COI is committed to create and maintain an environment where our Civilian Marines are recognized for their contributions to the Marine Corps Total Force.

Two awards were created to recognize S/ES COI Professionals. Awardees are panel-selected and receive their recognition at the annual Headquarters Marine Corps Security Conference. A MARADMIN is released in the October/November time frame each year soliciting nominations for each award.

SECURITY AND EMERGENCY SERVICES CIVILIAN MARINE OF THE YEAR AWARD

This award is presented to recognize a Civilian Marine who exercises original thinking, ingenuity and initiative and achieves significant results, e.g., process improvements, customer service and/or productivity in the area of S/ES.

SECURITY AND EMERGENCY SERVICES HEROISM/LIFE-SAVING AWARD

This award is presented to recognize a Civilian Marine who has performed a heroic or lifesaving act in the line of duty.

“ To recruit and retain top performers the COI is committed to create and maintain an environment where our Civilian Marines feel appreciated for their contributions to the Marine Corps Total Force. ”



CIVILIAN WORKFORCE MANAGEMENT

The Civilian Workforce Strategic Plan (CWSP) was developed by Senior Executive Members of the Civilian Workforce Advisory Board (CWAB). The goals were created through focus groups comprised of committed workforce members and key stakeholders.

Approximately 600 civilian and military members, including members from the Senior Executive Service (SES), were surveyed to identify critical issues affecting the Civilian Marine workforce. Based on these survey results, three key components were developed: Vision, Value Proposition and Strategic Goals.

STRATEGIC GOALS

- GOAL 1:** Provide civilian workforce development opportunities to support career progression and growth.
- GOAL 2:** Implement a competency based approach total workforce management in order to shape the current and future workforce.
- GOAL 3:** Enhance integrated military-civilian culture as one team to accomplish the Marine Corps mission.
- GOAL 4:** Foster a work environment that encourages excellence.

The Marine Corps recognizes that Civilian Marines serve a vital role in supporting the United States Marine Corps (USMC) mission and providing crucial skillsets to support operations. The CWSP will help ensure that Civilian Marines continue to be developed, motivated and encouraged. The plan can be found on the M&RA website.

CIVILIAN WORKFORCE MANAGEMENT BRANCH

Manpower and Reserve Affairs, Manpower Division, Director, Civilian Human Resources has designated Office Code MPC 30

as the lead agency for civilian workforce planning and enterprise operational activities related to civilian workforce development matters. MPC's mission is to develop and provide Marine Corps policy, guidance, and oversight for civilian workforce management and developmental programs, and to represent the USMC at the Department of the Navy (DON) and the Department of Defense (DoD) levels in these matters.

MPC 30 is responsible for providing strategic direction, guidance, and processes to effectively assist in the Talent Management and Development of Civilian Marines. MPC 30 plans, programs, and budgets resources for civilian workforce training and development and is responsible for the effective management of the civilian Communities of Interest, competency management, academic degree and other human capital programs and services designed to improve the civilian workforce.

In coordination with key stakeholders, MPC 30 establishes and implements human capital program objectives in order to assess and assist leaders and employees in preparing the workforce for emerging skills, mission and competency requirements. For example, MPC 30 is collaborating with training coordinators and human resources professionals to utilize Total Workforce Management Services to increase the availability of automated civilian training courses, IDPs, and mandatory training reports to improve the process for managing civilian workforce training.

Additionally, MPC 30 serves as the integrator for DoD Civilian Strategic Human Capital Planning and Management. In conjunction with the DoN, MPC serves as the central point of contact for managing the Marine Corps participation in functional community management workforce development initiatives to meet the Department's Congressional reporting requirements.

CIVILIAN WORKFORCE ADVISORY BOARD

The CWAB is comprised of Marine Corps' Senior Executives. The board is chartered by the CMC to provide the Marine Corps vision for its Civilian workforce. They also develop and support the strategy for Civilian Marine leadership and functional career development. The board is committed to assisting Civilian Marines with their professional development, and has taken an active role in executing CWSP strategies.

CIVILIAN MARINE LIFECYCLE

The Marine Corps has made a commitment to support Civilian Marines throughout their careers using the following work lifecycle:

- » **Recruit:** Attract quality people and recruit the best
- » **Acculturate:** What it means to be a uniformed and Civilian Marine
- » **Retain and Refresh:** Give people a reason to stay. Maintain an exceptional workforce by providing developmental opportunities and recognition for superior performance
- » **Separate and Celebrate:** Recognize all service and show appreciation for contributions.

The Civilian Marine Corps work lifecycle is illustrated in Figure 1.

DEPARTMENT OF DEFENSE CIVILIAN EXPEDITIONARY WORKFORCE

The Office of the Deputy Under Secretary of Defense (Civilian Personnel Policy) has been designated by Under Secretary of Defense (Personnel and Readiness) as the lead in expanding opportunities for Department of Defense (DoD) Civilians to fill global expeditionary

augmentation requirements. As result of this initiative, the Joint Staff has developed a list of requirements for DoD civilian volunteers to serve. These opportunities are on staffs supporting operations worldwide.

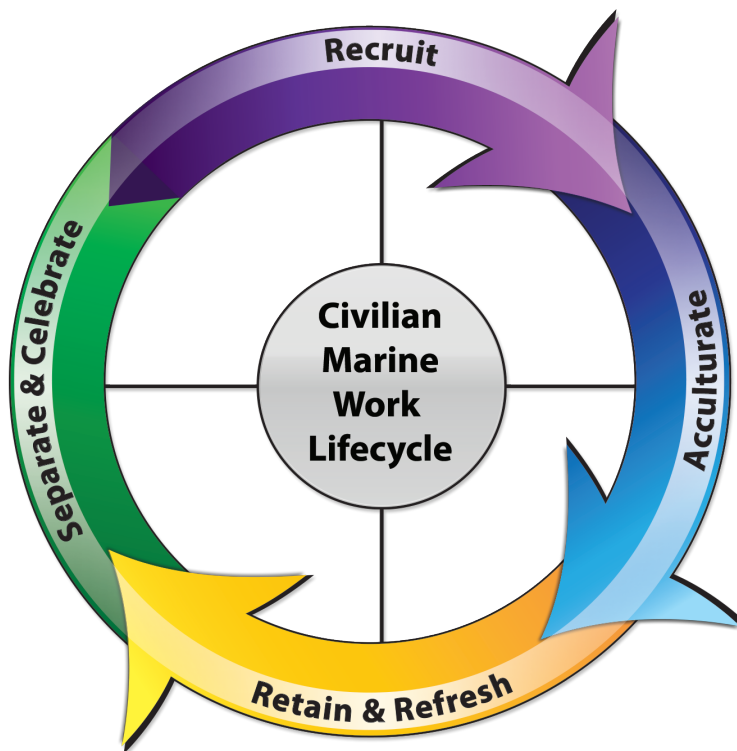


FIGURE 1: Civilian Marine Corps Work Lifecycle

CIVILIAN MARINE PROFESSIONAL DEVELOPMENT

Professional development is the skills, knowledge and ongoing learning opportunities undertaken to improve an individual's ability to do their job and grow as a professional. In the modern and ever-changing workplace, professional development is essential to career longevity. Professional development is about keeping your skills and your career fresh and on top of the game.



Professional development can be undertaken by individuals to develop their skills to gain a promotion or a new job or can be requested by employers to give their employees further training to improve their job performance. The advantage of on the job professional development is the employee gets training specific to their current role and employers precise requirements.

MARINE CORPS CIVILIAN LEADERSHIP DEVELOPMENT

The Marine Corps Civilian Leadership Development Program (MCCLDP) is an initiative endorsed by the Secretary of the Navy (SECNAV) and the CMC to develop the leadership knowledge, skills and abilities required by Civilian Marines to deal with the challenges facing the Department of the Navy (DON). The goal of the MCCLDP is to enhance the leadership skills and competencies of all civilian employees, from entry level to senior executive. Once accepted in this program the Civilian Marine will be paired with a mentor to guide them through the learning experience.

The MCCLDP is comprised of three components:

- » **Civilian Leadership Development Program (CLDP):**

The CLDP is a volunteer program open to all civilians in all pay systems, except the Senior Executive Service (SES) who desire to enhance their leadership skills as they progress in their career field.

- » **Academic Degree Program (ADP):** The ADP is a tuition assistance program for those active CLDP participants seeking an academic degree, professional license or certification.
- » **Centrally Managed Civilian Leadership Courses (CMCLC):** The CMCLC provides leadership courses where applicants compete for Marine Corps quotas to various leadership development opportunities, available at all levels, GS-05 and up.

LEJEUNE LEADERSHIP INSTITUTE

The Lejeune Leadership Institute (LLI) is organized to advance the study and practice of leadership excellence within the Marine Corps University by focusing on leader development focused on Marine Corps' Values for Marines and Civilian Marines. The LLI is structured to meet its mission by forming a team of experienced scholars, practitioners and subject matter experts in the fields of leadership, ethics, education and curriculum management. To achieve LLI's mission, they are tasked to create the following:

- » A dual track educational leadership program for the Marine Corps' Civilian Marine workforce focused on leader development and ethical decision-making, operational law and legal matters for use in officer, enlisted and civilian PME curricula and for Marines and Civilian Marines in the operating forces of the Marine Corps.
- » Conferences of appropriate scale to bring Marines together to examine leadership issues and challenges facing the Marine Corps.

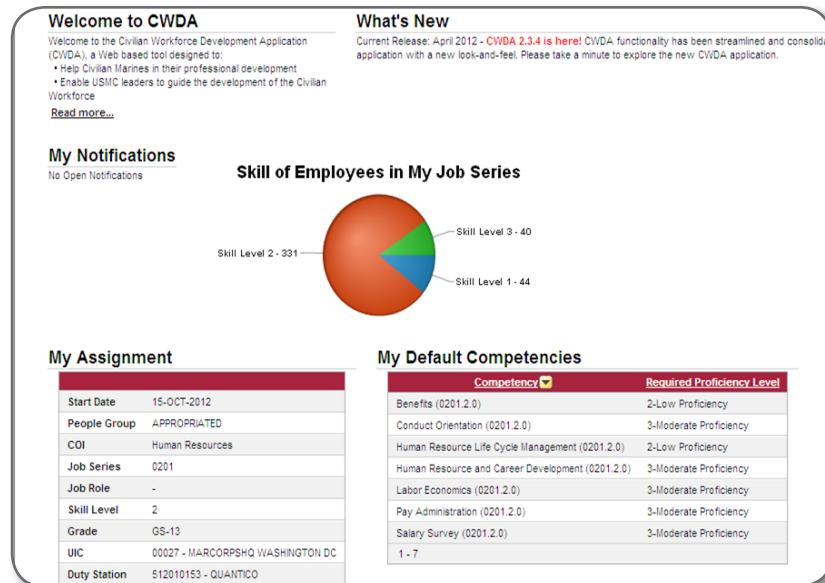
- » Professional education and growth opportunities of general officers and senior executives.
- » Courses for slated commanders and their spouses that focus on current Marine Corps policies to enhance their situational awareness and understanding of Marine welfare and family readiness issues, and a forum for discussing their leadership responsibilities as commanders of Marines.
- » Education of professional development to Marines through independent reading and informal group discussions.
- » A LLI Fellows Program.

For more information on the LLI, to include training and educational opportunities, visit their website at <https://www.mcu.usmc.mil/leadership>.

CIVILIAN WORKFORCE DEVELOPMENT APPLICATION

Civilian Marines are encouraged and expected to perform at a high level of efficiency, advance their professional skills, develop leadership skills, manage their careers and align themselves with the organization's mission and goals. M&RA created the Civilian Workforce Development Application (CWDA) to aid Civilian Marines in achieving these professional development goals.

The CWDA is an online tool designed to assist individual Civilian Marines in their professional development and enable USMC leadership to shape and manage the general civilian workforce. Civilian Marines can use the CWDA to access information concerning the required COI developed competencies to meet USMC mission requirements. Additionally, managers and supervisors of Civilian Marines can use the tool to better monitor individual and group



professional development and obtain workforce competency data reports. The CWDA is part of the CWSP and is the only manpower system that is focused on the whole Marine Corps Civilian workforce consisting of both Appropriated Fund and Non-Appropriated Fund employees.

The CWDA allows Civilian Marines to create assessments to measure their proficiency in the competencies required for a specific job series and skill level as described in the Assessment and Development Phases in the next chapter. Civilian Marines may conduct self-assessments that are viewable by only the individuals who generate them. Alternatively, Civilian Marines may conduct development assessments, which allow them to solicit inputs from mentors and supervisors. The information derived from the standard assessments is used to provide managers and leaders information on the state of competency levels in the workforce as a whole. The information in the standard assessment maintains each Civilian Marine's competency profile. Additionally, Civilian Marines will be able to view other Occupational Series to find out which competencies, proficiencies, training experiences and education may be required

to make lateral career moves. All Civilian Marines are encouraged to set up accounts in the CWDA and explore the database. The CWDA can be accessed at <https://cwda.manpower.usmc.mil>.

SECURITY AND EMERGENCY SERVICES CAREER ROADMAPS

Career Road Maps contain competencies, proficiencies, behavioral indicators, specific training mapped to each competency and career paths between Occupational Series. The information can be used to write position descriptions, chart career growth/progression and provide situational awareness regarding career moves outside of a member's current Occupational Series. Competency working groups were conducted to collect and define all information found in the roadmaps which are refined every three years. The career roadmaps can be found on the S/ES COI public website, as well as in the CWDA.

SECURITY AND EMERGENCY SERVICES TRAINING OPPORTUNITIES


The S/ES COI is committed to helping members grow professionally by providing developmental opportunities throughout their careers. COI members are encouraged to work with their manager and/or mentor to identify a plan to help reach personal goals. When identifying a goal, it is important to think strategically - what technology, competency or skills will the Marine Corps need in the future? COI members should consider selecting a combination of developmental actions for career progression through a variety of sources, e.g., training, education and on-the-job experience, etc. The COI currently supports a variety of leadership and functional training each Fiscal Year. For training requests submissions, contact your COI Representative or visit the COI SharePoint Portal.

TOTAL WORKFORCE MANAGEMENT SYSTEM

The Marine Corps has granted Civilian Marines access to their Federal employment data in the Total Workforce Management System (TWMS). TWMS is a secure, web-based DON system that enables an individual to view, print, and update specific personal employment information via one convenient, user-friendly application. Directions to obtain access to this system can be found the S/ES public website.

| SECURITY EMERGENCY SERVICES INTERNAL COMMUNITY CAREER PATH | | | |
|--|---|--|--|
| 0083 POLICE | | | |
| EXAMPLE OF A COI CAREERPATH | 1801-02-10 General Investigation | 1811 Criminal Investigation | 1812 Environmental Law Enforcement |
| | » Competency Gaps: Non-Criminal Investigations; Compliance & Systemic Inspection » Certification Gaps: EVOC » Qualification Gaps: Weapons Qualification » GS5-8 is the recommended level to cross over | » Competency Gaps: Protective Services; Criminal Investigations; Intelligence Operations; Technology Application » No Certification Gaps » GS7-11 is the recommended level to cross over | » Competency Gaps: Visual Auditory Identification; Fish & Wildlife Laws » No Certification Gaps » GS9 is the recommended level to cross over |

Figure 2 shows the 0083 Police series and other series that they can cross over into and be competitive in the hiring process. Competency Gap is the difference between the current competency level of employees and the required competency level. Certification Gap is the difference between the current certification levels of employees and the required certification levels.



The diagram shows four circular nodes representing Occupational Series: 1801-02-10 (top), 0083 (center), 1811 (right), and 1812 (bottom). Lines connect 1801-02-10 to 0083, 0083 to 1811, and 0083 to 1812, indicating cross-over opportunities.

CIVILIAN MARINE ACCULTURATION PROGRAM

The Marine Corps Acculturation Program (MCAP) educates Civilian Marines on the history, culture and organizational structure

of the Marine Corps, as well as all the civilian workforce development opportunities available to Civilian Marines. The MCAP was deployed throughout the Marine Corps in December 2007 to make Civilian Marines feel truly a part of the team and to understand what it means to work for the Corps.

The goals of the Acculturation Program are:

1. To increase knowledge of the Marine Corps and the values placed on its culture
2. To highlight the vital role that Civilian Marines play as a member of the Marine Corps team.
3. To enhance overall understanding of the Marine Corps workforce environment, helping to show where each civilian fits in, and to educate each civilian about the Marine Corps CWSP and available career and leadership development opportunities.

MARINE CORPS MENTORING PROGRAM

The Marine Corps Mentoring Program (MCMP) was developed by HQMC to retain and help the career progression of a highly diverse and competent workforce. The mentoring program is part of a greater Civilian Career & Leadership Development (CCLD) effort outlined in the CWSP. Mentoring is defined as a personal and confidential partnership between two people (mentor and protégé), normally working in a similar Occupational Series or COI. A mentor is committed and able to share knowledge and experience, leading to enhanced performance by positively affecting another's personal growth over a well-defined time frame. As a result

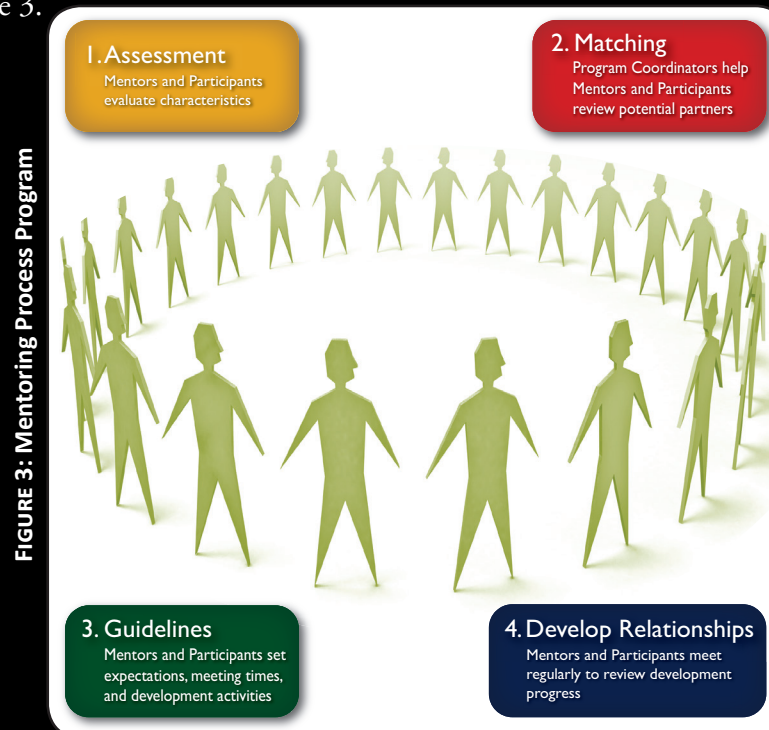
of mentoring, the protégé gains confidence, independence and the ability to move forward autonomously in his or her career.

MCO 12410.24 describes the policies delineated for the mentoring and CCLD program at the local activities level.

Local activities are mandated to:

- » Prepare a plan to implement the CCLD framework
- » Announce CCLD program to employees
- » Solicit employees to serve as Mentors
- » Arrange for appropriate Mentor training
- » Assist the Mentor, the employee, and the employee's supervisor in developing the employee's Individual Leadership Development Plan.

The Mentoring process consists of four basic steps as outlined in Figure 3.



CAREER DEVELOPMENT PLANNING

Career planning is a lifelong process involving an evaluation of the Civilian Marine's own aptitudes and interests, gathering information about various occupations, setting career goals and developing a plan to achieve those goals. A well-conceived career plan will be sufficiently flexible to accommodate changing opportunities for professional development and to align strategically to the Marine Corps' mission.

WHY IS CAREER DEVELOPMENT IMPORTANT?

To some, the word "career" means a progression of positions on a career path; to others, it means achieving recognition in a specialty with promotions. This guide considers career development a lifelong process of self-examination and planning that helps individuals integrate their goals with their organizations' needs.

Sound career development is a process that takes into account the circumstances surrounding life transitions and recognizes the changing nature of the workplace, the economy and the influence of politics and world events.

There are various steps in developing and implementing a career development plan. The following outline is provided to help Civilian Marines establish and maintain a plan:

- » Ask yourself where you want to be in 5-10 years
- » Identify your current competencies and interests
- » Identify gaps between where you are and where you want to be in the future
- » Establish goals that will help you achieve your desired career path
- » Set target dates to measure progress towards goals.

Focusing on career development helps Civilian Marines continually

improve functional and leadership abilities and enhance their skills to keep them relevant to their organizations' needs. Employees benefit by acquiring the skills they need to manage their careers, increasing their confidence, improving communications within their organizations and developing a sense of personal empowerment.

PHASES OF CIVILIAN MARINE CAREER DEVELOPMENT PROCESS

Career development is an iterative process that provides a framework for Civilian Marines to identify and achieve career goals. This process is divided into four phases: Orientation, Assessment, Development and Execution.

ORIENTATION PHASE

Many Civilian Marines are unaware of all the career development options and tools available to assist them in their career development planning. To accomplish this first phase, Civilian Marines must become familiar with the career development process, which is illustrated in Figure 4.

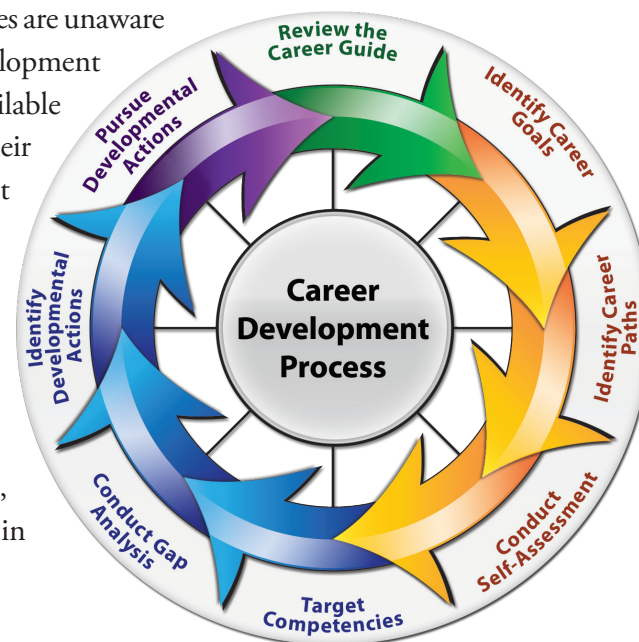


FIGURE 4: Career Development Process



ASSESSMENT PHASE

In the second phase of the career development process, Civilian Marines identify career goals, career paths and conduct an individual self-assessment.

IDENTIFY CAREER GOALS

Establishing career goals helps Civilian Marines decide specifically what positions they desire to achieve in their given

Occupational Series. Goals can include a variety of aspects, including desired organizational level, functional area and functional specialty. Career goals can be generic or specific. An example of a generic career goal is, “I want to gain experience in investigative techniques,” while a specific career goal might be, “I want to become the lead investigator at Marine Corps Base, Quantico, VA.” Although the two goals are fundamentally similar, they may represent different competencies and levels of proficiency.

Career goals can also be short-term or long-term. A short-term goal may involve qualifying for promotion, while a long-term goal may look many years into the future. Inevitably, it is up to each Civilian Marine to decide what combination of generic versus specific and short-term versus long-term goals works best.

When identifying a career goal, it is important to think strategically. One way to do this is to look at career goals in terms of the future, including looking ahead to see what technology-based skills, business competencies and management skills each Civilian Marine needs to be successful in the Marine Corps. Similarly, strategic thinking by

Marine Corps managers also identifies the technologies, competencies and skills that the Marine Corps must emphasize to fulfill its mission; thus, strategic thinking on the part of employees ensures a proper “fit” between what each Civilian Marine wants and what the Marine Corps needs.

During the process of identifying strategic career goals, each Civilian Marine should consider the following questions, and attempt to define personal responses:

- » In what activities do I feel that I naturally succeed?
- » In my current position, which types of assignments do I most enjoy?
- » What do I envision as my career path? What is my ultimate goal? What milestones do I see along the way?
- » What education and training courses will help move me toward my vision and goals? In which of these am I willing to invest my own resources?

IDENTIFY CAREER PATHS

Career paths also help to preserve and stabilize the Marine Corps workforce by providing Civilian Marines with valuable information about how they can progress in achieving long-term career goals without leaving the Marine Corps. Consult with a local Human Resources Office for specific policy and guidelines.

There are many options available for career development and reaching career goals. Some of these options are:

- » **Advancement:** Moving to the next higher position.
- » **Lateral:** Moving within or across Occupational Series to develop new skills as a way to reach a career goal.
- » **Change to Lower Grade:** Accepting a position for

developmental purposes in a related or different occupational field that requires changing to a lower grade.

- » **Mobility:** Accepting a required physical relocation to obtain developmental experiences essential to achieve career goals or advance to a desired grade level. Mobility is often a key factor in career planning.
- » **Exploratory Research:** Actively investigating other options or taking temporary special projects or assignments as a collateral duty. Other forms of exploratory research include long-term training, developmental assignments, task force assignments or details.

CONDUCT SELF-ASSESSMENT

Once the career goal and path are established, the next step in the career development process is to perform a self-assessment of personal and professional competencies, based on experience acquired in the current career area or job role. A self-assessment is the process of gathering information about oneself in order to make informed career decisions and articulate current skills. Civilian Marines are responsible, with the assistance of their supervisors or mentors, for conducting self-assessments. As part of this process, consider the following:

- | | |
|------------------------------|--------------------------|
| » Personal interests | » Skills and aptitudes |
| » Personal values | » Preferred environments |
| » Roles and responsibilities | » Developmental needs |
| | » Realistic goals. |

It is good practice to dedicate time to career planning at least once a year, perhaps synchronized with the annual performance evaluation.

DEVELOPMENT PHASE

In the third phase of the career development process, Civilian Marines target competency standards, conduct gap analyses and identify developmental actions.

TARGET COMPETENCIES

Target competencies are those competencies needed to achieve career goals. Identifying target competencies is a two-step process. First, Civilian Marines must identify the competencies associated with their current Occupational Series and grade levels, and the competencies associated with their desired Occupational Series and grade levels, which can be found in the career roadmaps. The second step is for Civilian Marines to make a comparative assessment of their current proficiency levels for those competencies against the proficiency levels required to achieve career goals. This self-assessment should give each Civilian Marine a good idea of whether a required competency is considered a strength or whether it requires developmental action. After completing this step, Civilian Marines perform the gap analysis, discussed below.

CONDUCT GAP ANALYSIS

A gap analysis compares the current and target competency information to reveal possible gaps. A gap exists if the self-assessed target competency and proficiency level is lower than the competency and proficiency level standards for the current or desired Occupational Series. Gaps identify the competencies and associated proficiency levels that must be achieved to help fulfill each Civilian Marine's career goals. Significant gaps may be an indication that a career goal is unrealistic and should be revisited or, at least, considered as part of a long-term plan. Supervisors and mentors can help determine if



a career goal is unrealistic. In such a case, setting an interim goal to achieve the required qualifying educational degree, experience or certification may be required. After completing the gap analysis, Civilian Marines,

working in conjunction with their supervisors and mentors, outline personal strategies identifying the learning and experience activities required to achieve their target competencies.

IDENTIFY DEVELOPMENTAL ACTIONS

After determining competencies that are strengths and those in need of further development, each Civilian Marine should select appropriate developmental actions. Developmental actions are simply a combination of training or education and on-the-job experiences. Civilian Marines should consider developmental actions that not only target competency and proficiency shortfalls, but also where they can build upon existing strengths. Managers and Civilian Marines need to apply flexible solutions to identify these actions, based on the available developmental options. Civilian Marines are encouraged to discuss proposed developmental actions with their supervisors or mentors. Developmental actions may include, but are not limited to:

- » **Formal Classroom Training:** often the first type of learning that comes to mind. However, this is certainly not the only source of employee development. This type of learning includes courses, certification programs, workshops, seminars and professional conferences. It can involve courses or other educational events that are presented in an academic setting. Formal classroom

training and education can be offered through the Marine Corps, private colleges, universities, commercial training vendors and professional organizations.

- » **Self-Study:** (sometimes called independent study) typically individually-paced onsite or correspondence programs offered by commercial, academic or government sources, either traditional or computer-based. It can also include trade journals, books and other professional development materials.
- » **E-Learning:** when the instructor and trainee are separated by space and/or time and includes educational instruction that is delivered via the Internet, computer-based (e.g., via a CD-ROM or network connection), videotape, and/or audio tape.
- » **Competitive Programs:** are typically academic, leadership, private sector and government/DoD education and development programs. Participants are selected through a competitive process (e.g., Executive Leadership Program).
- » **Developmental Assignments:** assignments to new areas that provide ways for an employee to gather new skills, learn new techniques or perform different types of work (e.g., a one month assignment observing and practicing the activities of finance staff in order to learn financial management). They provide management with the opportunity to cross-train employees in more than one competency, providing staffing flexibility. They also enhance employees' understanding of the various enterprise functions, systems, operations and interrelationships. Developmental assignments vary widely in length and organizational or geographic location (e.g., Exchange Program).
- » **On-the-Job-Training (OJT):** the primary type of training and development an employee receives, but is the least recognized. OJT is typically presented one-on-one

at the work site. To be effective, OJT must include well-planned sessions between the employee and a designated trainer, and be led by a trainer who knows the job, has the desire and ability to train and provide feedback, and is willing to set aside sufficient time to accomplish the training without interruption (e.g., newly hired employee training with a seasoned employee).

- » **Job Aides:** tools to guide tasks specific to a job. Typically, job aids (e.g., checklists, decision aids, procedures manuals and flowcharts) are intended to be used in situations where the tasks are complex or not performed frequently. An employee may be instructed to use a job aid as part of a developmental strategy.
- » **Mentoring:** to promote an individual's awareness and refinement of his or her own professional development by providing and recommending structured opportunities for reflection and observation.
- » **Shadowing:** assignments in which an employee shadows or accompanies (usually to a series of meetings about a topic of interest) another employee, often of a higher grade level, rank or with greater experience, usually for a short period of time (up to a week or two) with subsequent discussion and assessment of events.
- » **Work Teams/Projects:** temporary or permanent work groups or projects formed to resolve a specific problem, improve processes and communicate outcomes to the organization. An employee may be guided to become involved in a work team to provide specific expertise, broaden his/her communication skills, organizational awareness, etc.
- » **Action-Learning:** an educational process whereby people work and learn together by tackling real issues and reflecting on their actions. Learners acquire knowledge through actual actions and practice rather than through traditional instruction. Action learning is done in

conjunction with others, in small groups called action learning sets. It enables each person to reflect on and review the action they have taken and the arising learning points.

- » **Communities of Practice:** improve professional practice by engaging in shared inquiry and learning with people who have a common goal.
- » **Reflective Supervision:** support, develop and ultimately evaluate the performance of employees through a process of inquiry that encourages their understanding and articulation of the rationale for their own practices.

DEFINE INDIVIDUAL DEVELOPMENT PLAN

Individual Development Plans (IDPs) help Civilian Marines link job experiences, developmental assignments and formal training with desired target competencies. Their use is intended to improve, enhance or maintain work performance by identifying activities that will help Civilian Marines and supervisors develop performance plans. The developmental activities identified should be realistic, achievable within a specified time frame and documented in the draft IDP. The draft IDP is then reviewed by a supervisor or mentor, as discussed in the next section.

REVIEW INDIVIDUAL DEVELOPMENT PLAN

Civilian Marines should discuss draft IDPs with their supervisors and/or mentors. These meetings are necessary to ensure that the time and resources invested in developing the IDP produces the desired results.

For the discussion to be successful, consider the following recommendations:

- » Ensure that the draft IDP is as complete as possible

- » Provide measurable and objective criteria for developmental activities including time frames
- » Provide justification for the developmental activities and time frames
- » Estimate the time and funding costs of the development activities, in terms of time and funding required, especially for training and education opportunities identified in the IDP
- » Be prepared to discuss the value of such investments to the organization and the Marine Corps
- » Be certain that the “paths” identified are the most effective means of reaching career goals
- » Be open to alternative suggestions from the supervisor and/or mentor.

Once the review is complete, Civilian Marines should finalize their IDPs, based on the feedback given by their supervisors and/or mentors.



FINALIZE INDIVIDUAL DEVELOPMENT PLAN

Once the IDP has been finalized, the supervisor must formally approve the plan. Upon receiving approval, Civilian Marines can take actions to work toward targeted competencies to attain desired career goals.

EXECUTION PHASE

In the fourth phase of the career development process, Civilian Marines pursue developmental opportunities.

PURSUE DEVELOPMENT OPPORTUNITIES

Civilian Marines should make conscious choices to pursue work-based experiences (e.g., on-the-job training, specific assignments), take training courses and engage in other professionally enriching activities as defined in their IDPs.

MID-YEAR REVIEWS

Mid-year reviews are recommended and should be conducted with supervisors and/or mentors to measure progress against IDP goals and make any necessary adjustments. Civilian Marines should regularly update their IDPs when developmental opportunities are completed and as new opportunities are identified. Civilian Marines who update their IDPs have the benefit of incorporating developmental actions completed in their annual performance evaluations.

CLOSING

Career planning on an individual level can lead to a personal sense of purpose and confidence that comes with working in a desired field. Civilian Marine career planning is a means to create a more professional and well-trained workforce. Career development plans are essential to ensure that Civilian Marines training and development activities are strategically aligned to the Marine Corps' mission. Supervisors and individual Civilian Marines share responsibility for developing and maintaining a Civilian Marine workforce that possesses the skills that are required to accomplish the mission. This Career Guide motivates and provides Civilian Marines with the necessary resources to assess, plan and execute a desired career path that maximizes their growth potential. The S/ES COI will continually strive to professionalize, train and grow its members to help make the Marine Corps the "employer of choice" for its Civilian workforce.





“Support our Marines. Be part of the team.”



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