From: Director, Administration and Resource Management (AR) Division
To: Members of AR Division

Subj: DIRECTOR’S GUIDANCE: 2017

Over the past several months, I’ve had the opportunity to observe many of the functions across AR Division, and I must say that I am impressed with your dedication and passion. You truly embody the ethos of a customer-facing organization in every aspect of your job. The Marine Corps is fortunate to have such a committed workforce devoted to supporting its needs. I sincerely appreciate your dedication to serve the finest organization in the world.

When I review AR Division’s numerous programs, I am amazed by our customer diversity. The services we provide vary by geographical location, by department, and even employee. Some AR Division programs serve the National Capital Region, while others reach Marine Corps Commands worldwide. In many ways, our unique support scope is reminiscent of a Rubik’s Cube. The Hungarian professor, Erno Rubik, invented the Rubik’s Cube to demonstrate spatial relationships with a total of 43 quintillion possible permutations. While AR Division’s own permutations do not equal the Rubik’s Cube, our challenge remains evident. Just as a Rubik’s Cube row shifts, so too may the services AR Division provides to our customer. It’s important that we understand the complexities of our own mission in order to effectively communicate it to our customers.

As we welcome 2017, there are several priorities we will be focusing on. They include: collective input on shaping the Division of the future; capitalizing on the talent within the Division; recognizing superior performance; and effectively communicating our mission to all of our customers.

There are many roads we can go down to ensure success with these priorities. The initial approach is to revise our Mission and Vision statements with the collective input from the Branch Heads and their Deputies. The next phase involves participation from across the Division (entry-level employees through mid-level managers) to map out our Strategic Goals and Objectives; and lastly, putting together an implementation plan. Your participation and candid input is critical in setting our future path. These products will be published over the next few months.

In order to capitalize on the talent within the Division and to encourage our workforce to reach their full potential, we have to challenge each other. That will come with being afforded opportunities to get outside of your comfort zone, taking risks where appropriate, but more so using creativity and ingenuity to succeed. In addition, we are going to pursue every training and education opportunity available to help provide you the tools necessary for success. You are the future of AR Division; maximizing your talents will ensure you reach your full potential.
We will continue to recognize superior performance through Ambassador of Quality (AOQ) awards, annual Performance Awards, etc. However, there remain a lot of dedicated employees who may not directly interact with our customers and therefore are not being recognized for their efforts. Never forget our success is a team effort, and one of my personal goals as your Director is to ensure that those contributing to the success of the Division are recognized accordingly, regardless of where you sit.

Lastly, in order to really quantify our success we must fully understand our mission, vision, goals and objectives. This comprehension is more complex than one may think; hence the Rubik’s cube example. Once we fully understand the complexities of our mission, we will be able to effectively communicate with our customers and stand behind what we say. Remember our vision...to be the best service provider in the Federal Government.

Through sound policies, expert program management, and responsive services I am convinced the level of service we provide will continue to be exceptional. Your ongoing dedication to excellence is appreciated and recognized by all. I look forward to working with all of you in 2017 and many years to follow.

S. M. GROZINSKI