



**DEPARTMENT OF THE NAVY**  
HEADQUARTERS UNITED STATES MARINE CORPS  
3000 MARINE CORPS PENTAGON  
WASHINGTON, DC 20350-3000

MCO 12410.25  
MPC  
25 JUL 2014

MARINE CORPS ORDER 12410.25

From: Commandant of the Marine Corps  
To: Distribution List

Subj: CIVILIAN COMMUNITY OF INTEREST PROGRAM

Ref: (a) Section 1122 of Public Law 109-163, "National Defense Authorization Act" for Fiscal Year 2006, January 6, 2006  
(b) DoD Directive 1400.25, Volume 250, "Civilian Strategic Human Capital Planning (SHCP)," November 25, 1996  
(c) 2012 USMC Civilian Workforce Strategic Plan  
(d) DoD Instruction 5000.66, "Operation of the Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program," December 21, 2005  
(e) SECNAV M-5210.1  
(f) MCO 12250.2  
(g) MCO 12410.24  
(h) MARADMIN 393/13  
(i) SECNAVINST 12273.1A  
(j) SECNAV M-5214.1

Encl: (1) Marine Corps Civilian Community of Interest Guide

Report Required: COI Funding Expenditure Report (Report Control Symbol EXEMPT) Encl (1), Chap 4, par. 4

1. Situation. To update policy for the Civilian Community of Interest (COI) program and assign responsibility for complying with civilian strategic human capital planning requirements in accordance with the references.

2. Cancellation. CMC Message 242117Z of August 2001 and MARADMIN 422/09

3. Mission. To execute civilian community management policy requirements, objectives, and responsibilities to support United States Marine Corps (USMC) Strategic Human Capital Management

DISTRIBUTION STATEMENT A: Approved for public distribution; distribution is unlimited.

and Planning. In addition, execute USMC civilian community management activities that inform the Department of Defense (DoD), Department of the Navy (DON) and Civilian Command-Level Strategic Workforce Planning Procedures and regulatory requirements. Policy and procedural guidance are contained in enclosure (1).

#### 4. Execution

##### a. Commander's Intent and Concept of Operations

###### (1) Commander's Intent

(a) Implement policy, procedures, and objectives for USMC civilian community management including the requirements of the references and enclosure (1).

(b) Formalize designated civilian communities based on occupational series or family groups.

(c) Per references (a) and (b), solidify COI Program activities as part of the Marine Corps human capital management program.

###### (2) Concept of Operations

(a) As described in enclosure (1), the COI program will provide a structured approach that supports civilian strategic human capital management.

(b) Civilian community management activities will provide access to education, training, personal, and professional development programs that support Marine Corps strategic objectives consistent with reference (c).

(c) This Order does not supersede or replace established DoD or DON civilian workforce guidance or programs that govern technical competency or certification requirements including but not limited to reference (d).

##### b. Subordinate Element Missions

(1) Commanders, Commanding Officers, and Headquarters Marine Corps (HQMC) Staff Agency heads shall ensure subordinates are familiar with the COI Program and the contents of this Order.

(2) USMC Senior Executive Service Members will serve as advocates for the COI Program and ensure civilian professional development programs contribute to achieving human capital management objectives, in accordance with the references.

(3) Supervisors and managers must ensure adherence to the policies and procedures of this Order to assist in maintaining the highest quality civilian workforce.

(4) Civilian employees are responsible for adhering to policies and procedures as set forth in this Order.

5. Administration and Logistics

a. Point of contact regarding this Order is the Civilian Workforce Development Section (MPC-30), Office of the Director, Civilian Human Resources, Manpower and Reserve Affairs, commercial (703) 784-9069 or DSN 278-9069.

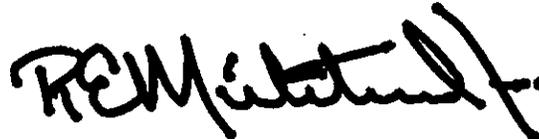
b. Records created as a result of this Order shall be managed according to National Archives and Records Administration approved dispositions per (e) to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium.

c. With the generation, collection or distribution of personally identifiable information, managers and users of the Civilian Community of Interest Program shall manage privacy sensitive information in accordance with the Privacy Act of 1974, 5 U.S.C. 552a as amended. Any unauthorized review, use, disclosure or distribution is prohibited.

6. Command and Signal

a. Command. This Order is applicable to commands/activities with appropriated and non-appropriated funded civilian employees.

b. Signal. This Order is effective the date signed.



R. E. MILSTEAD, JR.  
Deputy Commandant for  
Manpower and Reserve Affairs

Distribution: PCN 10212030600

LOCATOR SHEET

Subj: CIVILIAN COMMUNITY OF INTEREST PROGRAM

Location: \_\_\_\_\_  
(Indicate the location (s) of the copy (ies)  
of this Order).

RECORD OF CHANGES

Log completed change action as indicated.

Change Number	Date of Change	Date Entered	Signature of Person Incorporating Change

**TABLE OF CONTENTS**

<b><u>IDENTIFICATION</u></b>	<b><u>TITLE</u></b>	<b><u>PAGE</u></b>
<b>Chapter 1</b>	<b>CIVILIAN COMMUNITY OF INTEREST ORGANIZATIONAL STRUCTURE.....</b>	<b>1-1</b>
1.	Purpose.....	1-1
2.	Background.....	1-1
3.	Community of Interest.....	1-1
4.	Responsibilities.....	1-3
<b>Chapter 2</b>	<b>COMPETENCY MANAGEMENT.....</b>	<b>2-1</b>
1.	General.....	2-1
2.	Competency Management.....	2-1
3.	Competency Assessments.....	2-1
<b>Chapter 3</b>	<b>PROFESSIONAL DEVELOPMENT PROGRAMS</b>	
1.	General.....	3-1
2.	Professional Development Programs.....	3-1
3.	Supervisors and Managers.....	3-1
4.	Employees.....	3-2
<b>Chapter 4</b>	<b>RESOURCE PROCEDURES.....</b>	<b>4-1</b>
1.	General.....	4-1
2.	COI Resources.....	4-1
3.	Funding Requests.....	4-1
4.	Expenditure Reports.....	4-2
Figure 4-1	COI Budget Development Process and Timeline..	4-2
<b>Chapter 5</b>	<b>COMMUNITY HUMAN CAPITAL ASSESSMENT.....</b>	<b>5-1</b>
1.	General.....	5-1
2.	Community Human Capital Assessment (CHCA) Process.....	5-1
APPENDIX A	Designated Civilian Communities and Occupational Series Groups.....	A-1
APPENDIX B	Community of Interest Leader Billets.....	B-1
APPENDIX C	Definitions and Acronyms.....	C-1

## Chapter 1

### Civilian Community of Interest Organizational Structure

1. Purpose. Establish an organizational structure and responsibilities for the COI Program.

2. Background

a. Civilian community management is an organizing strategy that aligns occupational series into groupings of similar types of work. Civilian employees are members of functional communities possessing a shared culture, professional identity, unique core competencies, and a common core training and development methodology.

b. The Marine Corps established the COI program to enhance civilian careers. Appendix A identifies the designated civilian communities that support USMC Human Capital Management.

c. Deputy Commandant for Manpower and Reserve Affairs (DC, M&RA) is responsible for the management of the COI program. The Assistant Deputy Commandant for Manpower and Reserve Affairs (ADC, M&RA), supported by Civilian Workforce Management Branch (MPC-30) publishes policy and establishes goals to achieve program objectives.

3. Community of Interest

a. Community. Each designated community provides the framework to organize and deliver human capital management programs to enhance workforce capabilities. Functional community activities will assist in ensuring the workforce is equipped to sustain strategic-level competencies required to accomplish assigned duties based on primary occupational series and mission requirements. Community activities shall include, but are not limited to:

(1) Identification of specific COI professional development programs based on the annual determination of functional training needs.

(2) Development of community-wide vision and goals.

(3) Identification of technical competencies for occupational series within the community, as applicable.

(4) Development of career roadmaps as a tool to assist employees with career management decisions.

(5) Implementation of communication plans to ensure the community is informed of the following:

(a) Critical functional issues.

(b) Community best practices.

(c) Workforce regulatory and statutory requirements.

(d) Functional competency requirements.

(e) Developmental opportunities.

(6) Activities as necessary to make available standard position description information (e. g., occupational series recommendations, and parenthetical titles) to assist in human capital management initiatives.

b. Structure. Each civilian occupation is grouped along functional lines into a COI as reflected in Appendix A. The establishment of USMC designated civilian communities is not intended to duplicate or replace existing DoD or DON civilian workforce programs or guidance.

(1) MPC-30 will review the structure of each designated COI for proper occupational series alignment based on functional requirements and human capital objectives.

(2) In coordination with COI Managers, MPC-30 will make recommendations to COI Leaders for realigning occupational series, as necessary.

(3) MPC-30 will coordinate community assignment recommendations for broad occupational series (e.g., 0301, 0343 and 0344) based on functional codes and billet responsibilities, as appropriate.

4. Responsibilities

a. DC, M&RA. Provide oversight of the COI program to ensure compliance with workforce planning regulations and policies per reference (b).

b. ADC, M&RA. Provide direct oversight and management functions for the COI Program. ADC, M&RA will:

(1) Provide executive-level support and guidance to identify designated COI Leader billets.

(2) Meet with COI Leaders to coordinate executive-level oversight, review program objectives, and share best practices.

(3) Provide executive-level representation on functional component-level community management initiatives with DoD and DON, as appropriate.

(4) Exercise final approval authority for COI program and resource decisions.

c. COI Leader. Provide oversight and guidance for their respective designated functional community. Designated COI Leader billets are identified in Appendix B. COI Leaders will:

(1) Provide advocacy for functional civilian community management program efforts in their respective area of responsibility by working with DON, Commanders, Commanding Officers, Headquarters Marine Corps Agency heads, and Civilian Workforce Management Branch to achieve human capital management objectives in accordance with the references.

(2) Maintain a Marine Corps-wide perspective on the civilian workforce and the functional needs of their respective community.

(3) Establish a community-wide strategic vision and goals for their designated community.

(4) Oversee COI training plans that assist in developing community members for emerging competencies and capabilities to enhance civilian workforce contributions to mission readiness.

(5) In coordination with MPC-30, oversee the development of Community Human Capital Assessments in accordance with reference (f) and Chapter 5 of this Order.

(6) Provide advice and recommendations to Commanders, Commanding Officers, Headquarters Marine Corps Agency heads, and Civilian Workforce Management Branch from a COI perspective on any civilian workforce initiative or proposal that has potential for use throughout the Marine Corps.

(7) In coordination with MPC-30, work with DoD and DON Functional Community Managers to support statutory workforce planning requirements and report current functional community capabilities and assessments/analysis from a COI perspective.

(8) Appoint a COI Manager, in writing, to serve as the principal community action officer. This appointment will remain in force until duties are re-designated. Official file copies of COI Manager appointment letters will be maintained by MPC-30.

d. COI Manager. Perform COI action officer responsibilities including planning, programing, and budget execution for their functional civilian community, as directed. COI Managers will:

(1) Conduct Community Human Capital Assessments, in coordination with MPC-30, in accordance with reference (f) and Chapter 5 of this Order.

(2) Submit an annual funding request to MPC-30 that supports community strategies to close identified competency and professional development gaps.

(3) Execute approved funding authorizations in order to maximize impact on community members by coordinating professional development programs that support objectives consistent with reference (c).

(4) Implement a communication plan to ensure the community is informed of the following:

(a) Critical functional issues.

(b) Community best practices.

- (c) Workforce regulatory and statutory requirements.
- (d) Functional competency requirements.
- (e) Developmental opportunities.

(5) Coordinate the review, validation, and update of specific USMC technical competencies and career roadmaps, as necessary.

(6) Participate in COI program meetings and cross-functional community initiatives in support of human capital management objectives.

(7) In coordination with MPC-30, coordinate with DoD and DON Functional Community Managers to support statutory workforce planning requirements and report current functional community capabilities and assessments/analysis from a COI perspective.

e. Civilian Workforce Management Branch (MPC-30)/ Component Integrator. Provide procedures and develop policies for USMC civilian community management, in accordance with the references. MPC-30 will:

(1) Provide the framework, tools, and resources in support of civilian community management.

(2) Establish a functional civilian community management network that supports collaboration between various COIs and provide recommendations to achieve human capital management objectives.

(3) Implement plans, programs, budgets, and resource execution policies for the COI program.

(4) Plan and lead civilian community management meetings.

(5) Publish an annual workforce assessment to promote the alignment of human capital management goals with mission requirements through analysis, planning, investment, measurement, and management of human capital programs, in coordination with designated COI leaders.

(6) Establish procedures for reviewing the occupational series alignment of each designated COI to achieve program objectives.

(7) Ensure all occupational series changes made to civilian communities are updated in COI publications, personnel data systems, tools, and public information sites.

(8) Serve as the USMC Component Integrator for strategic human capital planning and workforce development initiatives with DoD, DON, and other applicable agencies.

(9) Develop and implement a strategic communication plan to inform employees about COI professional development programs and initiatives.

(10) Review civilian labor regulations for compliance before implementing COI professional development programs, initiatives, and surveys/questionnaires, in coordination with the Associate Director, Labor, and Employees Relations (MPC-40)

f. Supervisors and Managers. Per references (c) and (g), supervisors and managers are responsible for supporting and executing civilian employee training and career development policies. Supervisors and managers will:

(1) Proactively facilitate the continued development of workforce competencies necessary to improve individual performance and contribute to mission readiness.

(2) Play a key role in ensuring the workforce can participate in COI professional development programs.

(3) As appropriate, approve employee participation in COI professional development programs based on conditions generated from one or more of the following:

- (a) Functional mission requirements.
- (b) Technical competency assessments.
- (c) Legal and statutory requirements.
- (d) Individual development plans (IDP).
- (e) Position/employment functions.

25 JUL 2014

g. Employees. Employees are primarily responsible for developing in their chosen careers, though the responsibility is shared with their supervisors and managers. Employees who expand their skills tend to maximize individual potential and value to the organization. COI professional development programs offer opportunities to gain or improve the competencies required to enhance mission readiness. With appropriate authorization, employees are encouraged to participate in COI career and professional training courses, workshops, seminars, assessments and on-the-job developmental assignments designed to assist them in reaching their full potential. Employees are also encouraged to work with other COI community members who can help guide and mentor them along their chosen career paths.

## Chapter 2

### Competency Management

1. General. As applicable, competency models will be identified or established for each occupational series within a designated COI. Where there is no pre-established approval authority (e.g., DPAP, DCPAS, DAWIA), COI Leaders will serve as the approval authority for specific USMC technical competencies.

2. Competency Management. Competency Management is the process of strategically aligning mission outcomes with expectations for employee behaviors. Competencies provide a meaningful and consistent structure to assess observable, transparent, and measurable indicators associated with successful job performance. Per reference (b), a competency is an (observable) measurable pattern of knowledge, abilities, skills, and other characteristics individuals need in order to successfully perform their work. COI activities will promote the use of technical competencies to assist community members in being successful in their occupation. Competency management objectives for each designated community will:

a. Provide technical competency models for occupational series within the community, as required.

b. Assess, review, and modify specific USMC technical competency models, as appropriate.

c. Set recommended competency proficiency levels for occupational series in the community, as necessary.

d. As applicable, utilize technical competency models to assist in developing and maintaining career roadmaps for occupational series in the community.

### 3. Competency Assessments

a. Competency assessments will be used to determine individual and workforce competency gaps, inform employee development, succession, and knowledge management decisions. An analysis of competency assessment data is based on several factors including but not limited to:

25 JUL 2014

(1) Employee and supervisor assessment of the competency proficiency.

(2) Employee and supervisor assessment of the importance of current and emerging competencies.

(3) Projected competencies and competency proficiency levels needed to support human capital objectives.

b. Competency assessments will support implementation of COI professional development programs designed to assist in providing the skills needed to close competency gaps and support mission readiness.

## Chapter 3

### Professional Development Programs

1. General. Per reference (g), COIs will provide access to community-specific developmental opportunities to enable employees to develop or improve technical competencies.
2. Professional Development Programs. Annually, COI developmental opportunities will be established for the maintenance of workforce competencies through analysis of occupational series assigned to the community. In coordination with MPC-30, COI Managers will coordinate community-specific professional development programs for their designated COI. COI Managers will communicate developmental opportunities across the workforce utilizing formal and informal communication channels. COI professional develop programs will:
  - a. Provide access to competitive and non-competitive professional development opportunities.
  - b. Address technical competency gaps.
  - c. Support DoD and DON civilian workforce development programs that govern technical competency or certification requirements.
  - d. Include analysis of one or more of the following:
    - (1) Competency assessments.
    - (2) Emerging technologies.
    - (3) Community Human Capital Assessments.
    - (4) Critical skill gaps.
  - e. Include monitoring and assessing the effectiveness each developmental opportunity.
3. Supervisors and Managers. As appropriate, advocate and encourage participation in COI professional development programs. Supervisors play a vital role in assisting employees in making career development decisions. Supervisors and managers will assist employees in making informed career choices by educating individuals on career development opportunities and

discussing career issues such as obligated service, mobility, and future growth potential.

4. Employees. Employees are responsible for obtaining approval authority through their respective command to participate in COI professional development programs. In order to participate in funded COI professional development programs, employees are required to complete an IDP to communicate their long-term career goals and near-term developmental needs and may be required to sign a Standard Form 182 (SF-182), Authorization, Agreement, and Certification of Training.

## Chapter 4

### Resource Procedures

1. General. MPC-30 will publish procedures for the effective distribution and execution of programmed resources to support COI competency management and professional development requirements.

2. COI Resources. DC, M&RA will identify funds available to support COI competency management and professional development programs.

a. Civilian Workforce Management Branch (MPC-30). Provide guidance and establish administrative procedures for requesting, executing, and reporting expenditures for funded COI professional development programs approved by ADC, M&RA.

b. Authorized Expenditures. Authorized COI expenditures include:

(1) Training courses, facilitators, and professional education programs/materials.

(2) Meeting spaces/facilities; when government owned meeting spaces/facilities are not available.

(3) Program-related support services, supplies, and equipment.

(4) Official government travel and temporary additional duty assignments approved by the COI Leader.

Any other use of COI funds is prohibited. The final arbiter of whether or not an expense is authorized is the command comptroller.

3. Funding Requests. Annually, each COI Manager will submit community resource requirements as directed by MPC-30. Figure 4-1, identifies the COI budget development process to support competency management and professional development programs. COI resource allocations are based on the availability of programmed resources.

4. Expenditure Reports. COI Managers are responsible for monitoring program expenditures and completing expenditure reports as directed by MPC-30. This reporting requirement is exempt from reports control according to reference (j), Part IV, paragraph 7.q.

<b>Budget Process</b>	<b>Responsible Activity</b>	<b>Timeline</b>
Plan, Program, and Budget Resources	MPC-30 Civilian Workforce Development	3 <sup>rd</sup> Quarter Fiscal Year
Solicit COI Resource Requirement(s)	MPC-30 Civilian Workforce Development	4 <sup>th</sup> Quarter Fiscal Year
Develop COI Resource Requirements	COI Leader/Manager	4 <sup>th</sup> Quarter Fiscal Year
Submit COI Resource Requirements to MPC-30	COI Leader/Manager	4 <sup>th</sup> Quarter Fiscal Year
Consolidate COI Resource Requirements	MPC-30 Civilian Workforce Development	1 <sup>st</sup> Quarter Fiscal Year
Submit Resource Requirements to ADC, M&RA for review and approval	MPC-30 Civilian Workforce Development	1 <sup>st</sup> Quarter Fiscal Year
ADC, M&RA approve	ADC, M&RA	1 <sup>st</sup> Quarter Fiscal Year
Announce Funded COI Programs and Plans	MPC-30 Civilian Workforce Development	1 <sup>st</sup> Quarter Fiscal Year
Distribute Approved COI Funding Authorizations (Dependent on the availability of funds)	M&RA Budget Office	1 <sup>st</sup> Quarter Fiscal Year
COIs Execute Approved Authorizations	COI Leader/Manager	Fiscal Year
Submit Expenditure Report	COI Leader/Manager	As Directed
Reallocate Funding	MPC-30 Civilian Workforce Development	As Required

Figure 4-1. COI Budget Development Process and Timeline

Chapter 5

Community Human Capital Assessment

1. General. Establish the requirement for conducting annual COI workforce assessments. These assessments will be included in the Marine Corps Human Capital Report to inform Civilian Strategic Workforce Planning initiatives, per references (f) and (h).

2. Community Human Capital Assessment (CHCA) Process

a. Each fiscal year, COI Leaders will oversee the development of a Community Human Capital Assessment (CHCA), in coordination with MPC-30. The CHCA will identify objectives and workforce recommendations from a community perspective to support Marine Corps-wide workforce planning initiatives by informing key stakeholders of significant demographic information, workforce trends, and keys factors that could impact the workforce. Additionally, CHCAs will guide the establishment and implementation of COI professional development programs.

b. The following information will be used to conduct the CHCA:

(1) Strategic Overview. Craft a current community synopsis derived from a Marine Corps-wide perspective based on mission requirements.

(2) Demographic Analysis. Analyze and identify workforce demographics and trends in order to develop workforce planning strategies based on current workforce capabilities and future workforce requirements.

(3) Environmental Factors. Determine key factors facilitating or hindering COI human capital management and planning.

(4) Workforce Planning Strategies. Identify community goals and strategies that support the Marine Corps Civilian Workforce Strategic Plan and the Command-Level Strategic Workforce Planning process.

25 JUL 2014

(5) Training and Development. Develop plans, programs, and procedures designed to improve the contribution of civilian employees to mission readiness.

c. MPC-30 will provide a compilation of COI assessments for inclusion in the Civilian Human Capital Report, per reference (i). In order to be included in the USMC Human Capital Report, COI assessments must be submitted in accordance with the timeline and procedures established by MPC-30 annually.

APPENDIX A

DESIGNATED CIVILIAN COMMUNITIES AND OCCUPATIONAL SERIES GROUPS

<b>Community of Interest</b>	<b>Occupational Series</b>
Administration	0301, 0303, 0304, 0305, 0309, 0318, 0322, 0326, 0341, 0342, 0382,
Community Support	0030, 0090, 0101, 0102, 0180, 0185, 0186, 0187, 0188, 0189, 0601, 0602, 0603, 0610, 0630, 0633, 0635, 0638, 0640, 0669, 0670, 0671, 0679, 0682, 0685, 0699, 1101, 1667, 1725, 2091, 3111, 3910, 4414, 4417, 4820, 5310, 6914, 7306, 7401, 7402, 7405, 7408 7420, 7603, 9003
Contracts	1102, 1105, 1106
Education	1701, 1702, 1710, 1712, 1720, 1740, 1750
Environmental	0028, 0029, 0193, 0401, 0404, 0408, 0430, 0454, 0458, 0460, 0462, 0482, 0486, 0819, 1315, 1350, 6501, 6913
Facilities	0020, 0021, 0802, 0804, 0807, 0808, 0809, 0810, 1170, 1173, 1103, 1104, 1107, 1176, 1311, 1370, 1371, 1601, 1603, 1640, 2801, 2805, 2810, 3546, 3566, 3602, 3603, 3604, 3605, 3606, 3610, 4101, 4102, 4104, 4201, 4204, 4206, 4601, 4602, 4604, 4605, 4607 4742, 4749, 4801, 4804, 5003, 5026, 5042, 5301, 5306, 5309, 5401, 5402, 5406, 5407, 5408, 5409, 5767
Financial	0501, 0503, 0505, 0510, 0511, 0525, 0526, 0530, 0540, 0544, 0545, 0560, 0561, 0599, 1160
Human Resources	0142, 0201, 0203, 0260, 0299, 0361,
Information Technology Management	0332, 0335, 0390, 0391, 0392, 0394, 0854, 1386, 1410, 1411, 1412, 1420, 1421, 1550, 2210, 2299
Intelligence	0132, 0134
Legal	0901, 0905, 0950, 0962, 0963, 0967, 0986, 0998, 1222

APPENDIX A

DESIGNATED CIVILIAN COMMUNITIES AND OCCUPATIONAL SERIES GROUPS

Logistics	0346, 0856, 1150, 1152, 1670, 1910, 2001, 2003, 2005, 2010, 2030, 2032, 2050, 2101, 2102, 2130, 2131, 2135, 2144, 2150, 2152, 2601, 2602, 2604, 2606, 2610, 2854, 3414, 3416, 3701, 3703, 3705, 3711, 3801, 3806, 3809, 4255, 4701, 4737, 4840, 5413, 5423, 5701, 5703, 5704, 5705, 5716, 5725, 5786, 5801, 5803, 5806, 5823, 6901, 6904, 6907, 6910, 6912, 8255, 8852
Management and Program Analysis	0343, 0344
Professional Analyst	1515, 1520, 1529, 1530, 1531
Program Management	0340
Safety & Occupational Health	0017, 0018, 0019, 0690, 0803, 1825
Science & Engineering	0150, 0801, 0818, 0830, 0850, 0855, 0858, 0871, 0893, 0895, 0899, 1301, 1306, 1310, 1316, 1320, 1341
Security & Emergency Services	0006, 0080, 0081, 0083, 0085, 0086, 1801, 1802, 1810, 1811, 2151
Visual Information & Public Affairs	0170, 1001, 1010, 1015, 1016, 1020, 1021, 1035, 1060, 1071, 1082, 1083, 1084, 1087

APPENDIX B

DESIGNATED COMMUNITY OF INTEREST LEADER BILLETS

<b>Community of Interest</b>	<b>COI Leader Billets</b>
Administration	Director of Administration and Resources
Community Support	Director, Semper Fit and Exchange Services Division
Contracts	Assistant Deputy Commandant Installation & Logistics (Contracts)
Education	Executive Deputy, Training & Education Command
Environmental	Deputy, Marine Corps Installations Command, (DADC, I&L Facilities and Services Division)
Facilities	Deputy, Marine Corps Installations Command, (DADC, I&L Facilities and Services Division)
Financial	Assistant Deputy Commandant Programs & Resources, for Financial Matters and the Fiscal Director of the Marine Corps
Human Resources	Assistant Deputy Commandant Manpower and Reserve Affairs
Information Technology Management	Deputy Director, C4/Deputy CIO
Intelligence	Assistant Director for Intelligence Support
Legal	Deputy Counsel, for The Commandant
Logistics	Assistant Deputy Commandant Installation and Logistics
Management and Program Analysis	Assistant Deputy Commandant Program and Resources
Professional Analyst	Senior Analyst, Marine Corps Combat Development Command
Program Management	Program Executive Officer (Land Systems)
Safety & Occupational Health	Director, Safety Division
Science & Engineering	Deputy Commander, Systems Engineering Interoperability Architecture & Technology (SIAT) MCSYSCOM
Security & Emergency Services	Assistant Deputy Commandant, Plans, Policies, & Operations (Security)
Visual Information & Public Affairs	Director, Public Affairs Division

APPENDIX C

DEFINITIONS

Civilian Strategic Human Capital Planning. The process of linking human capital needs of an organization to its strategic plan to ensure the workforce is sufficient, qualified, and competent enough to achieve the organization's objectives.

Civilian Workforce Advisory Board. The Marine Corps senior civilian leadership forum for reviewing and assessing a broad range of civilian workforce matters, associated policies, programs, and processes from a Marine Corps-wide perspective.

Community Leader. A senior leader appointed to oversee activities of their respective designated USMC functional civilian community.

Community Management. An organizing strategy that aligns occupational series into groupings of similar types of work to support human capital objectives.

Community Manager. The action officer responsible for planning, programing, and budget execution for a designated civilian community.

Community of Interest. A subset of civilian employees grouped by occupational series or job family.

Competency. A (observable) measurable pattern of knowledge, skills, abilities, behavior, and other characteristics that individuals need to perform work roles or occupational functions successfully.

Competency Assessment. A questionnaire of selected competencies in which the employee, supervisor, or both choose the best level of proficiency with which the employee demonstrates the behaviors that describe the competency.

Competency Management. The process that supports the integration of human resources and business planning by allowing organizations to assess its current workforce based on competencies needed to achieve the vision, mission, and business goals of the organization now and in the future.

Competency Model. The collection of competencies that together define successful performance in a particular occupational series.

Component Integrator. The primary administrator responsible for collaborating with DoD and DON Functional Community Managers to incorporate a component perspective into statutory strategic workforce planning processes/requirements.

Human Capital Assessment. The process of analyzing workplace environmental factors, skills, experiences, and capabilities that impact an organization's the workforce.

Human Capital Management. An approach to workforce planning that perceives people as assets (human capital) whose current value can be measured and whose future value can be enhanced through investment.

Human Capital Planning. The method by which an organization deliberately establishes a framework of human capital policies, programs, and practices to achieve a shared vision integrated with the strategic plan.

Individual Development Plan. A tool to assist employees in their career and personal development.

Functional Code. A numeric classification code used to identify civilian personal engaged in an activity which is a sub-function of a functional category.

Functional Community Management. The Department of Defense organizing strategy to implement a structured competency-based approach to inform requirements and objectives of Section 1122 of Public Law 109-163, "National Defense Authorization Act" for Fiscal Year 2006, January 6, 2006.

Functional Community Manager. A designated DoD senior leader responsible for supporting the execution of the informing requirements and objectives of Section 1122 of Public Law 109-163, "National Defense Authorization Act" for Fiscal Year 2006, January 6, 2006.

Occupational Series. A subdivision of an occupational group or job family.

ACRONYMS

ADC, M&RA.....Assistant Deputy Commandant Manpower & Reserve  
Affairs  
ACMC.....Assistant Commandant of the Marine Corps  
APF.....Appropriated Funded Employees  
CFCM.....Component Functional Community Manager  
COI.....Community of Interest  
CMC.....Commandant of the Marine Corps  
DAWIA.....Defense Acquisition Workforce Improvement Act  
DC, M&RA.....Deputy Commandant Manpower & Reserve Affairs  
DCPAS.....Defense Civilian Personnel Advisory Service  
DoD.....Department of Defense  
DON.....Department of the Navy  
DPAP.....Defense Procurement and Acquisition Policy  
FCM.....Functional Community Management  
IDP.....Individual Develop Plan  
OFCM.....Office of the Secretary of Defense Functional  
Community Manager  
MPC.....Civilian Workforce Management Branch  
NAF.....Non-Appropriated Fund