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MARINE CORPS ORDER 12410.24A

From: Commandant of the Marine Corps
To: Distribution List

Subj: CIVILIAN WORKFORCE TRAINING, EDUCATION, AND PROFESSIONAL DEVELOPMENT

Ref: See Enclosure (1)

Encl: (1) References
(2) Civilian Workforce Training, Education, and Professional Development Guide

1. Situation. This Order consolidates civilian workforce training, education, and professional development programs into a single authoritative guide. This policy has been revised and should be reviewed in its entirety.

2. Cancellation. MCO 12410.24.

3. Mission. To establish programs, policies, and directives for the personal, professional, and leadership development of the civilian workforce, in support of the Commandant's Planning Guidance, the statutory requirements set forth in references (a) through (z), and the Marine Corps mission.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. Commanders, Commanding Officers, and Headquarters Marine Corps (HQMC) Staff Agency heads shall implement this Order and establish policy and procedures to ensure maximum participation by the civilian workforce in training and education programs and activities.

(2) Concept of Operations

(a) As described in enclosure (2), civilian employee training, education, and professional development (TE&PD) will be executed in a manner that supports individual growth and accomplishes organizational mission objectives.

(b) Civilian employee training and career development will provide all employees access to TE&PD programs that support Marine Corps strategic objectives.

(c) This Order does not supersede or replace established Department of Defense (DoD) or Department of Navy (DON) civilian workforce guidance or programs that govern civilian training and career development requirements.

Distribution Statement A: Approved for public release; distribution is unlimited.

b. Subordinate Element Missions

(1) Deputy Commandant for Manpower and Reserve Affairs (DC M&RA). As the Commandant of the Marine Corps' functional sponsor for civilian Human Resources, DC M&RA shall issue civilian training, education, and leadership development policy and monitor compliance with this Order. The DC M&RA delegates this responsibility to the Director of Manpower Plans and Policy (MP) and further to the Director of Civilian Human Resources (DCHR), Civilian Workforce Management Branch (MPC).

(2) Commanding General, Education Command (CG EDCOM)/President, Marine Corps University (MCU). The President, MCU is the advocate for the Marine Corps Civilian Leadership Development Program (MCCLDP) and is charged with implementing and monitoring civilian leadership policies and programs in compliance with this Order. The CG EDCOM delegates this responsibility to the Director, Lejeune Leadership Institute (LLI).

(3) Commanders, Commanding Officers, Deputy Commandants (DC), and Headquarters Marine Corps Staff Agency Heads. Commanders, Commanding Officers, DCs, and HQMC Staff Agency Heads are responsible for establishing local policy, guidance, and resources as necessary, for conducting civilian workforce TE&PD in compliance with the Order.

5. Administration and Logistics

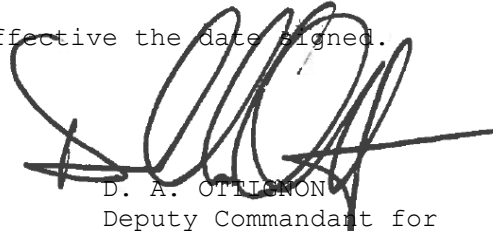
a. Records Management. Records created as a result of this Order shall be managed according to National Archives and Records Administration (NARA)-approved dispositions per reference (t) to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium. Records disposition schedules are located on the Department of Navy/Assistant for Administration (DON/AA), Directives and Records Management Division (DRMD) portal page at: <https://portal.secnv.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx>. Refer to reference (z) for Marine Corps records management policy and procedures.

b. Privacy Act. Any misuse or unauthorized disclosure of Personally Identifiable Information (PII) may result in both civil and criminal penalties. The DON recognizes that the privacy of an individual is a personal and fundamental right that shall be respected and protected. The DON's need to collect, use, maintain, or disseminate PII about individuals for purposes of discharging its statutory responsibilities shall be balanced against the individuals' right to be protected against unwarranted invasion of privacy. All collection, use, maintenance, or dissemination of PII shall be in accordance with the Privacy Act of 1974, as amended (reference (t)) and implemented per reference (z).

6. Command and Signal

a. Command. This Order is applicable to all appropriated and nonappropriated fund civilian employees, below the executive level, to the extent permitted by law and policy. Certain provisions apply to military members who supervise Marine Corps civilian employees. This Order does not create an entitlement of benefit of employment. Participation in civilian workforce TE&PD programs and activities may be limited by availability of funding. Programs of professional development administered under this policy must be consistent with merit system principles. Identification and selection of employees for training and development opportunities must be done fairly and equitably, without regard to political affiliation, race, color, religion, national origin, sex, marital status, sexual orientation, age, or disability.

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



D. A. OTTERON
Deputy Commandant for
Manpower and Reserve Affairs

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TABLE OF CONTENTS

<u>IDENTIFICATION</u>	<u>TITLE</u>	<u>PAGE</u>
Chapter 1	RESPONSIBILITIES	
1.	PURPOSE	1-1
2.	BACKGROUND	1-1
3.	RESPONSIBILITIES	1-1
4.	PERSONNEL WITH RESPONSIBILITIES FOR APPROPRIATED FUND EMPLOYEES	1-2
5.	PERSONNEL WITH RESPONSIBILITIES FOR NONAPPROPRIATED FUND EMPLOYEES	1-5
6.	WORKFORCE RESPONSIBILITIES	1-7
Chapter 2	WORKFORCE DEVELOPMENT PROGRAMS AND ACTIVITIES	
1.	PURPOSE	2-1
2.	BACKGROUND	2-1
3.	POLICY	2-1
4.	ONBOARDING	2-1
5.	DEVELOPMENT PLAN	2-3
6.	ACADEMIC DEGREE PROGRAM	2-4
7.	ACADEMIC AND CERTIFICATE COURSES	2-4
8.	COMMUNITIES OF INTEREST PROGRAM	2-4
9.	MANADATORY TRAINING	2-4
10.	ACTIVITIES	2-5
Chapter 3	MARINE CORPS CIVILIAN LEADERSHIP DEVELOPMENT PROGRAM	
1.	PURPOSE	3-1
2.	BACKGROUND	3-1
3.	POLICY	3-1
4.	RESPONSIBILITIES	3-2
Chapter 4	PROGRAM EVALUATION	
1.	PURPOSE	4-1
2.	BACKGROUND	4-1
3.	POLICY	4-1
APPENDIX		
APPENDIX A	DEVELOPMENT PLAN GUIDE	A-1
APPENDIX B	ACADEMIC DEGREE PROGRAM	B-1
APPENDIX C	ACADEMIC AND CERTIFICATE COURSES PROGRAM	C-1
APPENDIX D	TUITION ASSISTANCE	D-1
APPENDIX E	CONTINUED SERVICE AGREEMENT	E-1
APPENDIX F	STANDARD FORM 182 PROCEDURAL GUIDE	F-1
APPENDIX G	GLOSSARY OF TERMS AND DEFINITIONS	G-1
APPENDIX H	GLOSSARY OF ACRONYMS AND ABBREVIATIONS	H-1

References

- (a) 5 United States Code (U.S.C.) Chapter 33 "Examination, Selection, and Placement," Section 3321, "Competitive Service; probationary period"
- (b) U.S.C. Chapter 41, Training
- (c) 5 CFR 250, Personnel Management in Agencies
- (d) 5 CFR Section 315.902, "Probation on Initial Appointment to a Supervisory or Managerial Position"
- (e) 5 CFR 410, Training
- (f) 5 CFR 412, Supervisory, Management, and Executive Development
- (g) DoDI 1400.25, "DOD Civilian Personnel Management System," December 3, 1996
- (h) DoDI 1400.25, Volume 410, "DOD Civilian Personnel Management System: Training, Education, and Professional Development," September 25, 2013
- (i) DoDI 1430.16, "Growing Civilian Leaders," November 19, 2009
- (j) DoDI 1322.06, "Fellowships, Legislative Fellowships, Internships, Scholarships, Training-With-Industry (TWI), and Grants Provided to DOD or DOD Personnel for Education and Training," November 12, 2016
- (k) DoDI 1430.02, "Civilian Career Management," April 6, 2006
- (l) DOD Constitution Day and Citizenship Day and Constitution Week
- (m) Coaching in the Federal Government
- (n) Defense Skills Connection Reference Guide
- (o) Office of Personnel Management (OPM) Federal Supervisory and Managerial Frameworks and Guidance, September 28, 2015
- (p) Public-Private Talent Exchange (PPTe) Program
- (q) President's Management Council Interagency Rotation Program (PMC IRP)
- (r) SECNAVINST 12410.25B
- (s) SECNAV M-5210.1 CH-1
- (t) MCO 12250.3
- (u) MCO 12410.25 Community of Interest Program
- (v) MCO P1700.27B W/CH1
- (w) MCO 5210.11F
- (x) SECNAV Notice 5210
- (y) 5 U.S.C. 552a
- (z) SECNAVINST 5211.5F

Chapter 1

Responsibilities

1. Purpose. Establish responsibilities for civilian workforce training and education.

2. Background. The training and education of the civilian workforce is a critical component to foster a high-performance culture and support mission accomplishment. A comprehensive approach for workforce training and education is derived from the following factors:

a. A review of current policy, procedures, and practices in workforce development.

b. Promotion of consistent organizational behavior by assigning responsibility for the civilian workforce training and education.

3. Responsibilities

a. The Deputy Commandant for Manpower and Reserve Affairs (DC M&RA). DC M&RA is the final authority for civilian workforce training and education policy matters.

b. Director, Manpower Plans and Policy (MP). Director, MP is responsible for the issuance of civilian employee training, education, and personal development (TE&PD) policy, and for delegation of authority within the Marine Corps.

c. Commanding General, Education Command (CG EDCOM)/President, Marine Corps University (MCU). The President MCU is responsible for management of the Marine Corps Civilian Leadership Development Program (MCCLDP) and identifying funding and resources required to meet training priorities and developmental requirements in accordance with reference (i).

d. Director, Lejeune Leadership Institute (LLI). The Director, LLI on behalf of the President MCU, is responsible for executing and monitoring the MCCLDP as described in Chapter 3 of this Order.

e. Lejeune Leadership Institute (LLI). Responsible for executing and monitoring the Marine Corps Civilian Leadership Development Program (MCCLDP) detailed in Chapter 3. LLI shall:

(1) Identify, develop, and deliver training events that meet the developmental requirements of the MCCLDP per reference (i).

(2) Promote participation in the MCCLDP through recurring marketing and meetings with local leadership and program advocates.

(3) Develop guidance and processes that support the execution and monitoring of the MCCLDP.

f. Commanders, Commanding Officers and Deputy Commandants (DC), Heads of Headquarters Marine Corps (HQMC) Staff Agencies and Directorates. Responsible for promoting and supporting civilian workforce TE&PD programs, processes, and operations associated with this Order. Commanders, Commanding Officers, DCs, Heads of HQMC Staff Agencies and Directorates shall:

(1) Provide an organizational culture that encourages continual learning and promotes participation in workforce training and education activities to the maximum extent possible.

(2) Identify command-unique training requirements and provide necessary funding to meet requirements to the maximum extent possible.

(3) Commanders with civilian structure on the approved Table of Organization (T/O) shall appoint a Command Training Manager (CTM) to manage and oversee civilian workforce training and education programs for the Command.

(4) Ensure participation in ongoing outreach, communication, activities, and events with service members, their families, and the community to promote prevention of problematic behaviors that may compromise military or family readiness.

4. Personnel with Responsibilities for Appropriated Fund Employees

a. Director, Manpower Plans and Policy Division (MP). Director MP is the approval authority of civilian workforce training and education policies, programs, and initiatives.

b. Director, Civilian Human Resources (DCHR). DCHR is the technical authority for civilian workforce training and education policies and programs established throughout the Marine Corps.

c. Civilian Workforce Management Branch (MPC), Civilian Workforce Planning and Development (Office Code: MPC 30). MPC 30 is responsible for the development, administration, coordination, sustainment, and assessment of civilian workforce TE&PD policies, programs, and processes associated with this Order. MPC 30 shall:

(1) Provide civilian employee training and career development advice and policy.

(2) Implement enterprise civilian workforce training and education development strategy, plans, and programs.

(3) Develop, staff, and publish enterprise training and education goals, initiatives, and measures to promote career and leadership development for the workforce.

(4) Plan, program, budget, and execute enterprise civilian workforce development resources. Represent DC M&RA during the civilian workforce development Program Evaluation Board (PEB) review.

(5) Provide official interpretation to Human Resource Directors (HRDs) and Satellite Managers on all matters related to civilian employee training and education policy, programs, and procedures.

(6) Implement strategic communication plans and procedures for civilian workforce training and education career information.

(7) Establish processes, procedures, and metrics, which evaluate and inform civilian workforce training and education strategies and decisions.

(8) Promulgate mandatory training requirements and report compliance.

(9) Promulgate Individual Development Plan (IDP) requirements and report compliance.

(10) Monitor and report other workforce development compliance to Commanders, Commanding Officers, DCs, Heads of HQMC Staff Agencies and Directorates as appropriate.

d. Human Resources Offices (HRO). HROs are in general support of their serviced commands and responsible for oversight and implementation of civilian workforce training and education policies, programs, processes, and operations associated with this Order. HRO directors shall:

(1) Appoint a Human Resources Development Strategic Advisor (HRDSA) to manage delivery and coordination of civilian workforce training and education programs, processes, and operations associated with this Order.

(2) Consult with serviced commands on strategic objectives, including new mission requirements and business processes to inform civilian workforce training and education activities.

(3) Advise managers and supervisors on the proper execution of their authorities and responsibilities as it applies to training, education, and career development programs and activities for the civilian workforce.

(4) Implement a civilian workforce training and education strategic communication plan.

(5) Integrate new employee orientation and the Marine Corps Acculturation Program as part of the overall onboarding process, per Chapter 2 of this enclosure.

(6) As applicable, establish local training, education, and professional development policy and/or procedures consistent with this Order to support serviced commands.

(7) Provide oversight to organizational training needs assessments in order to support the developmental requirements of serviced commands.

(8) Monitor, assist, advise, and report civilian mandatory training requirements.

(9) Monitor, assist, advise, and report development plan compliance.

(10) Evaluate TE&PD programs and activities.

e. Human Resource Development Strategic Advisor (HRDSA). The HRDSA is responsible for managing civilian workforce training, education, and career development programs, processes, and operations associated with this Order. The HRDSA shall:

(1) Establish and manage civilian employee training and education programs and activities compliant with this Order, and references (b), (e), (f), (h), (i), (j), (k), and (s).

(2) Execute strategic communication procedures to ensure civilian workforce training and education information is provided to all civilian employees.

(3) Monitor and report completion of mandatory training requirements by managers, supervisors, and civilian employees to support serviced commands in compliance with reference (r).

(4) Monitor and report development plan compliance in accordance with this Order.

(5) Support LLI in the execution and monitoring of the MCCLDP for serviced Commands.

(6) Solicit participation and facilitate installation leadership development training in accordance with Chapter 3 of this Order.

(7) Provide advice, guidance, and assistance to CTMs regarding policies, programs, processes, and operations associated with this Order.

(8) Ensure civilian workforce training and education administration requirements are properly executed and documented in accordance with reference (r).

(9) Annually develop and execute a training plan that supports the training requirements of serviced commands.

(10) Conduct a training analysis or training needs assessment as required.

(11) Evaluate TE&PD programs and activities.

f. Command Training Managers (CTM). Responsibilities shall include, but are not limited to:

(1) Develop Command workforce development policy and guidance as required in support of this Order.

(2) Execute Command civilian TE&PD programs and activities in support of this Order.

(3) Support LLI in the execution of the MCCLDP at the Command-level.

(4) Monitor and report Command compliance of mandatory training requirements by managers, supervisors, and civilian employees.

(5) Monitor and report Command compliance of civilian development plans in accordance with this Order.

(6) As required, coordinate civilian workforce TE&PD programs and activities with the servicing HRO.

(7) Evaluate training, education, and professional development programs and activities.

5. Personnel with Responsibilities for Nonappropriated Fund Employees

a. Director, Business and Support Services Division (DBSSD) DBSSD is responsible for the issuance of Nonappropriated Fund (NAF) civilian employee training, TE&PD policy, and for delegation of authority within the NAF workforce.

b. Training Branch, (MRT) MRT implements an enterprise training strategy for NAF civilian workforce. MRT Shall:

(1) Provide civilian employee training and career development advice and policy.

(2) Implement enterprise civilian workforce training and education development strategy, plans, and programs.

(3) Develop, staff, and publish enterprise training and education goals, initiatives, and measures to promote career and leadership development for the workforce.

(4) Plan, program, budget, and execute enterprise civilian workforce development resources. Represent DC M&RA during the civilian workforce development Program Evaluation Board (PEB) review.

(5) Provide official interpretation for all matters related to civilian employee TE&PD policy, programs, and procedures to NAF Human Resources Offices, Training Directors, and Training Coordinators.

(6) Implement strategic communication plans and procedures for civilian workforce training and education career information.

(7) Establish processes, procedures, and metrics, which evaluate and inform civilian workforce training and education strategies and decisions.

(8) Promulgate mandatory training requirements and report compliance.

(9) Promulgate development plan requirements and report compliance.

(10) Monitor and report other workforce development compliance to Commanders, Commanding Officers, DCs, Heads of HQMC Staff Agencies, and Directorates as appropriate.

c. Human Resources Offices

(1) Provide workforce development advisory services to implement, administer, and execute enterprise and local training initiatives.

(2) Provide professional training and development advice, consultation, and counseling to managers, supervisors, and employees.

(3) Develop, market, and execute training programs based on localized needs.

(4) Assist managers and supervisors in analyzing the effectiveness of civilian workforce development initiatives.

(5) Assist in identifying training needs and solutions.

(6) Work with managers and supervisors to develop and execute the activity's annual training plan.

(7) Validate training requests and sign as training officer.

(8) Manage local training classes.

(9) In partnership with supervisors, program managers, and training coordinators, continually advance talent management strategies and integrate those strategies and processes.

d. Training Directors. Training Directors shall:

(1) Implement training policy and provide guidance within their activity to ensure an effective training and development program is established and functioning in accordance with the references (b), (e), and (f).

(2) Link training to the strategic plan, DBSSD's annual guidance, and the activity's annual operating plan.

(3) Identify training and development needs of the workforce and provide to MRT, annually.

(4) Plan, prioritize, program, and budget to meet training needs.

(5) Provide training based on prioritized mission requirements and organizational performance goals.

(6) Collaborate with, and receive prior approval from, MRT for workforce development and training activities.

(7) Provide adequate facilities and equipment for training activities.

(8) Ensure activities designate training coordinators to carry out training and development function.

e. Training Coordinators. Training coordinators within activities serve as designated liaisons between the organization and MRT for administrative training matters. Depending on the size of the civilian workforce served, these duties may be either full-time or part-time. In general, training coordinator responsibilities include preparing or consolidating training data and coordinating training actions with MRT. Training coordinators will have Ethos administrative access to support their respective activity, and assist MRT staff with training processes. Training coordinators shall:

(1) Communicate and coordinate training schedules and training information between the activity's management, assigned employees, and MRT.

(2) Provide serviced supervisors and employees with timely training information, instructions, and assistance with sources, resources, and nominations of training.

(3) Monitor and assist with compliance of mandatory training events for serviced employees.

(4) Coordinate organization response to periodic training assessments and surveys.

(5) Assist with administration of on-site courses.

(6) Coordinate training substitutions and cancellations.

(7) Maintain records and generate reports on organization training.

(8) Provide training and assistance to respective organization supervisors and employees on using the designated system for development plans (DP), and creating course requests.

(9) Ensure all training staff and employees are aware of their role within the training strategy.

6. Workforce Responsibilities

a. Managers and Supervisors. Managers and supervisors have a crucial role in workforce training and education. They must encourage employees to take ownership of their training and education activities and seek continuous learning throughout their career. Responsibilities of managers and supervisors shall include, but are not limited to:

(1) Assist and monitor training and education activities of assigned subordinates.

(2) Ensure all assigned subordinates establish development plans per Chapter 2 of this Order.

(3) Provide subordinates access to career development information and resources, and permitting and encouraging the use of telework, where appropriate, to complete training.

(4) Be knowledgeable of civilian workforce training and education programs, activities, processes, and operations associated with this Order.

(5) Recommend training activities for subordinates that support organizational objectives, development plans, and individual goals.

(6) Ensure subordinates complete mandatory training, in accordance with chapter 2 of this Order.

(7) Complete new supervisor and refresher supervisory training requirements, per references (d), (e), (h), and (r).

(8) Develop an understanding and appreciation among employees of the significance of continual growth in job competence and professional advancement.

(9) Coach/mentor employees on career development.

(10) Evaluate the effectiveness of training and development efforts in terms of increased job competency and efficiency of operations, and provide feedback and recommendations for improvement to appropriate personnel.

(11) Ensure that new employees are effectively on-boarded and oriented into the organization in accordance with Chapter 2 of this enclosure.

b. Military Personnel. Military personnel with supervisory responsibilities for civilian employees shall complete all required manager and supervisor training per references (d), (f), (g), (h), (o) and (r).

c. Employees. Civilian employees must actively manage their careers and pursue lifelong professional development opportunities consistent with their organization's mission and their personal career goals. Employees should collaborate with their supervisors in assessing competencies, identifying and closing competency gaps, and developing, maintaining, and enhancing their competencies, knowledge, skills, and abilities in alignment with organizational plans and goals in support of their personal career objectives and aspirations. Employees shall:

(1) Guide their own growth and development.

(2) Make effective use of training and education policy, programs, and activities.

(3) Consult with their supervisor regarding professional and career development goals.

(4) Continue to learn throughout their careers to enhance individual knowledge, skills, and abilities.

(5) Complete mandatory training per the reference (h) and (r).

(6) As required, comply with continued service agreement requirements as described in appendix E.

(7) Assist in defining mission-oriented training needs in relation to current and future job requirements, and maintain responsibility for self-development.

(8) Create and submit a development plan in collaboration with supervisor.

(9) Apply the knowledge, skills, and abilities acquired through training to the work situation.

(10) Submit training requests for approval within established timeframes.

Chapter 2

Workforce Development Programs and Activities

1. Purpose. This chapter establishes policy for the administration and operational activities associated with civilian training and education programs and activities.

2. Background. A leading goal of the Marine Corps strategic workforce management objective is creating a learning culture that trains, educates, and develops civilian Marines to meet evolving mission requirements. In order to accomplish this objective, the Marine Corps must make learning opportunities widely available to employees to enhance individual capabilities and competencies that support sustaining a skilled workforce to and maintain a high level of organizational performance and proficiency.

3. Policy. Workforce development programs and activities outlined in this chapter shall be available to all appropriated and nonappropriated fund civilian employees, below the executive level, to the extent permitted by law and policy in accordance with the statutory requirements set forth in references (b), (d), (e), (f), (h), (i), (o), and (r).

4. Onboarding

a. Onboarding involves training and activities that assist new civilian employees with adjustment to the social and cultural norms of the organization. In addition, onboarding provides key information to new employees regarding their job and expected organizational performance objectives so they can quickly become productive members of the organization.

b. All new civilian employees are required to attend structured onboarding training and activities that include, but are not limited to New Employees Orientation (NEO) and Marine Corps Acculturation Program (MCAP) training.

(1) NEO training must provide information about, but not limited to, the Civilian Employee Assistance Program (CEAP), benefits, and TE&PD programs and activities. Civilian employees must attend NEO within the first 90 days of reporting for duty.

(2) MCAP training must provide information about but not limited to Marine Corps' history, values, customs, and organizational structure. Civilian employees must attend acculturation training within the first 180 days of onboarding. The program's objectives are:

(a) Provide an overview of the history, culture, and traditions that make the Marine Corps a special and unique organization.

(b) Impart information highlighting the important history, role, and value Civilian Marines have as part of the Marine Corps workforce.

(c) Prepare Civilian Marines to compete for future and shared leadership positions.

(d) Underscore the workforce partnership between Marines and Civilian Marines.

(e) MCAP at a minimum will consist of:

1. Introduction and Overview
2. USMC History
3. USMC Culture
4. USMC Organizational Structure
5. Civilian Marines
6. Marine Corps Workforce Development

(f) MCAP official courseware is located at <https://www.manpower.usmc.mil/WFD>.

(g) Upon completion of the onboarding program, a new employee will be presented with the Civilian Marine Service Pin. Command's with a Government Purchase Card may purchase Civilian Marine Service Pins through the DoD Email at <https://dod.emall.dla.mil>, item number 8455015135331.

5. Development Plan

a. A development plan (i.e. individual development plan, learning development plan, or individual leadership development plan) is a tool to assist employees in achieving their professional and career development goals. Through collaboration, employees and supervisors establish and set specific learning and development objectives, as well as competency development requirements.

b. All civilian employees are required to establish a development plan within 30 days of onboarding to a duty assignment and subsequently within 30 days from the beginning of a new performance cycle. In addition, development plans should be reviewed regularly to ensure satisfactory progress towards developmental goals and objectives.

c. Managers and supervisors are required to review and approve development plans for their subordinates within 30 days of reporting to duty and subsequently within 30 days of beginning a new performance cycle.

d. To the maximum extent possible development plans shall be established in an automated system that can track, monitor, and report progress on planned developmental activities such as the Total Workforce Management Services (TWMS) system or Ethos.

(1) Commanders are authorized to utilize local development plan automated systems if the requirements in paragraph 5d are met.

(2) Managers and supervisors are required to maintain hardcopy development plans for employees without access to an automated system.

e. Refer to appendix A for a development plan guide.

6. Academic Degree Program (ADP)

a. ADP is a discretionary authority, applicable to APF employees, which fund or reimburses postsecondary educational programs for civilian employees from a college, university, or other institution that is accredited by a regional, national, or international accrediting body recognized by the U.S. Department of Education and listed in its Database of Accredited Postsecondary Institutions and Programs.

b. Based on available funding, Commanders, Commanding Officers, Deputy Commandants (DC), and Headquarters Marine Corps Staff Agency Heads with authorized civilian structure may, through a competitive process, designate civilian employees to participate in ADP if the following conditions are met:

(1) The curricula contributes significantly to meeting an identified training need; resolves a staffing requirement; or supports a command's strategic goal; and is a part of a planned, systematic, and coordinated employee development program.

(2) The training is not for the sole purpose of providing an employee an opportunity to obtain an academic degree or qualify for appointment to a particular position for which the academic degree is a basic requirement.

(3) No authority under this policy may be exercised on behalf of any employee occupying or seeking to qualify for appointment to a position that is exempted from competitive service.

c. Further restrictions regarding the use of this program are contained in reference (r), enclosure (5).

d. Appendix B provides additional policy and procedural guidance for the administration of ADP.

7. Academic and Certificate Courses

a. APF employees may request funding or reimbursement for academic courses and certificate programs from a college, university, or other institution that is accredited by a regional, national, or international accrediting body recognized by the U.S. Department of Education and listed in its Database of Accredited Postsecondary Institutions and Programs.

b. Based on the availability of funding (Civilian Workforce Development or Local Command Funding), APF employees may be authorized payment or reimbursement for all or part of the direct and indirect costs of enrolling in individual academic courses or a series of courses leading to an academic certificate relating to the current position of the employee or the current or future mission requirements of the employee's organization.

c. To be eligible, an employee must be full-time, not assigned to a Performance Improvement Plan, and have an acceptable rating on their most recent rating of record.

d. Reference (r) provides additional policy guidance on funding academic and certificate program courses.

e. Appendix C contains administrative procedural guidance for funding academic and certificate courses program.

8. Communities of Interest (COI) Program. The COI Program is a critical component of the Marine Corps' approach to developing civilian Marines' technical capability, knowledge or skills. Key components of the COI program include occupational career roadmaps, functional/technical competencies, annual community health and strategy assessments, and identification of training and development opportunities through classroom, e-learning and/or rotational assignments. The COI program is applicable to APF and NAF civilian employees. Specific policy guidance and responsibilities are contained in reference (u).

9. Mandatory Training. All civilian employees, managers, supervisors, and military personnel supervising civilian employees shall complete all training mandated by law, regulation, Executive order, Federal Statute, regulation, or other memorandums as dictated by the governing statute or regulation in accordance with the references including but not limited to the frequency of training.

a. Mandatory training requirements with no prescribed source and/or frequency should be assigned to employees at the discretion of the Command, and training completion documented in the official personnel system.

b. Commanders, Commanding Officers, Deputy Commandants (DC), and Headquarters Marine Corps Staff Agency Heads may supplement additional mandatory training as required.

10. Activities

a. Foundational Skills Training (FST). FST is a framework that provides just-in-time training for APF employees on a variety of common skills essential in the workplace. Refer to reference (u) for additional information on FST.

b. Mentoring. Mentoring is a fundamental responsibility of civilian and military leaders. The Marine Corps mentoring goal is to link employees with experienced and qualified mentors who provide consistent support, guidance, and concrete career development assistance on an individual basis. Mentoring is a structured, one-to-one relationship that focuses on the needs of the mentee. Mentoring will facilitate short-term interpersonal relationships, formally lasting up to one year. The emphasis of mentoring is placed on the overall professional development of each employee. Mentoring is designed to assist each participant in setting and achieving professional goals and outline steps necessary for career advancement.

(1) Responsibilities

(a) MPC 30 will provide mentoring program oversight and guidance.

(b) The mentor is primarily responsible for providing guidance and advice to the mentee through regular meetings, shadowing assignments, or periodic online, in person, or telephonic contacts. The mentor is also responsible for completing mentoring training and carrying out the conditions of a mentoring agreement (e.g. maintaining meeting frequency as prescribed in the agreement, etc.), where possible. In addition, the mentor is responsible for completing mentoring documentation (evaluations, questionnaires, etc.).

(c) The mentee is responsible for completing the mentee training and carrying out the conditions of the mentoring agreement (e.g., maintaining meeting frequency and completing developmental projects agreed upon at meetings). The mentee is also responsible for completing mentoring documentation (e.g., evaluations, questionnaires). The mentee may maintain a mentoring journal (optional).

(d) Supervisors of mentees provide feedback when asked regarding the mentee's developmental needs, as well as other relevant factors. Supervisors are responsible for releasing mentors and mentees to attend scheduled meetings when operational conditions allow. The supervisors of mentees assist the mentee with accomplishing on-the-job developmental activities suggested by the mentors, when possible. Supervisors will ensure that mentors/mentees have a performance level of "Fully Meets Expectations" or higher and do not have any pending disciplinary or performance actions. The supervisors shall make themselves available as resources upon mentor/mentee's request, and as work, schedules permit.

(2) Eligibility. To be eligible for participation in mentoring a mentor or mentee must have a demonstrated record of acceptable performance and conduct. To include but not limited to:

(a) Consistently demonstrate the highest standards of conduct and integrity befitting the Marine Corps core values.

(b) To be a mentor, the employee must have strong skill sets in program-specific competency areas and at least one year with the Marine Corps.

(c) To be eligible to participate in the mentoring as a mentee, an employee must meet established performance standards.

(3) Planning and Resources. The Marine Corps is committed to advancing the development and competency of all civilian employees and retention of a culturally diverse workforce to serve the developmental needs of the individual and organization's mission. In support of this commitment, the following planning and resources are available.

(a) Mentor Match Service (MMS). MMS is an online directory of available mentors throughout the Marine Corps and the Department of the Navy; is available to all employees; and supports formal and informal mentoring relationships. MMS is available to all employees through their TWMS self-service account. MMS is in concert with references (h), (i), (j), and (k).

(b) Flash Mentoring. Flash Mentoring is a one-time meeting or discussion featuring experts in their fields, mentors, and mentees for quickly closing a specific competency gap.

Chapter 3

Marine Corps Civilian Leadership Development Program (MCCLDP)

1. Purpose. Establishes policy and assigns responsibilities for the Marine Corps Civilian Leadership Development Program (MCCLDP).
2. Background. Leadership development is an essential component of long-term mission readiness to develop a diverse cadre of highly capable, high-performing, and results-oriented civilian leaders. The MCCLDP incorporates the DoD Civilian Leadership Development Framework and Continuum (DCLDF&C) as defined in reference (i). The MCCLDP is comprised of four tiers and developed to ensure continuity of leadership learning across the enterprise. The goal of the MCCLDP is to enhance the leadership skills and competencies of all Civilian Marines and follows a four-tiered approach to developing civilian leaders.
 - a. Tier I: Individual-focused and employee-driven leadership development opportunities offered through the development of soft-skills. For a list of available course offerings, visit MarineNet at <https://www.marinenet.usmc.mil/>.
 - b. Tier II: Command-sponsored or command-developed leadership programs, activities, or courses offered at the installation level.
 - c. Tier III: Seminar-based leadership development focused on developing the core leadership competencies per references (i) and (r).
 - d. Tier IV: Centrally Managed Civilian Leadership courses and activities provided by Office of Personnel Management (OPM), Department of Defense (DoD), Department of Navy (DON) or commercial institutions per references (i) and (r). For a list of Centrally Managed Civilian Leadership courses visit: <https://portal.secnav.navy.mil/orgs/MRA/DONHR/Training/Pages/Developmental-Programs.aspx>.
3. Policy. The MCCLDP shall be available to APF employees below the executive level displaying high potential to excel in leadership positions of higher responsibility. Additionally, NAF employees may participate in Tiers I, II, or III based on space available. Basic program principles and requirements are:
 - a. The cornerstone of MCCLDP is mentoring, training, and developmental assignments. Each program participant is required to have a mentor and an Individual Leadership Development Plan (ILDLP). Prior to enrollment, employees should register in the Mentor Match Service at <https://MyTWMS.navy.mil>.
 - b. Potential participants must complete the leadership skills assessment at <http://lca.opm.gov/>
 - c. Opportunities for leadership training and development shall be extended to all employees below the executive level, without regard to political affiliation, race, color, religion, national origin, sex, marital status, sexual orientation, age, or disability.

4. Responsibilities

a. LLI will exercise Marine Corps-wide oversight for the MCCLDP and perform the following:

(1) In collaboration with M&RA (Office Code: MPC 30), develop supporting policies, processes, materials, and guidance necessary for the proper management of the program.

(2) Establish standard program registration procedures and monitor enterprise participation.

(3) Plan, program, budget, and execute the MCCLDP.

(4) Develop and publish a competitive process for managing the selection of candidates for centrally managed courses that conforms to merit systems principles.

(5) Develop, maintain, and promulgate a clearinghouse of developmental assignments designed to enhance leadership skills and competencies.

(6) Establish processes, procedures, and metrics, which evaluate and inform the MCCLDP.

(7) Annually report MCCLDP enrollment, progress, and completion to inform commanders and senior leaders.

b. Installation Commanders shall provide resources in support of the MCCLDP.

c. Supervisors shall provide support and guidance to their MCCLDP participants.

d. HRDSAs and CTMs shall serve as MCCLDP Administrators at the activity level. In this role, they shall:

(1) In coordination with LLI, administer and manage the MCCLDP within their activity to include registration and program progress.

(2) Serve as program coordinators and liaison with LLI.

(3) As applicable, assist MCCLDP participants in establishing a mentor-mentee relationship.

Chapter 4

Program Evaluation

1. Purpose. Establish policy for evaluating civilian TE&PD programs and activities.

2. Background. Evaluation is an essential function for training and education programs and activities at all levels of the organization. Evaluation ensures accountability and oversight for performance and results, and reinforces organizational learning. Evaluation assists the organization in determining whether training and education is accomplishing its goals and contributing to the mission.

3. Policy. Centrally funded TE&PD programs and activities shall be evaluated to determine how well such programs and activities contribute to mission accomplishment and meet organizational performance goals in order to demonstrate program effectiveness, and to inform decision-makers, giving particular attention to relevance, efficiency, effectiveness, and the sustainability of the results achieved.

a. Evaluation. All civilian training and education programs and activities must:

(1) Commands must annually evaluate their training, leadership, and mentoring plans and programs to determine how well such plans and programs contribute to mission accomplishment and meet organizational performance goals.

(2) Promote organizational learning and quality improvement for training and education products and services.

(3) Ensure accountability of funding and results.

(4) Improve informed decision-making about training and education programs and activities.

b. Program Records Management. Training plans, attendance rosters, and expenditure reports must be maintained in accordance with references (a) through (z).

c. Evaluation Methods. Should include but not be limited to organizational goals, performance indicators, and measurement tools that will assess impact on organizational, functional, occupational, or individual employee performance.

APPENDIX A

Development Plan Guide

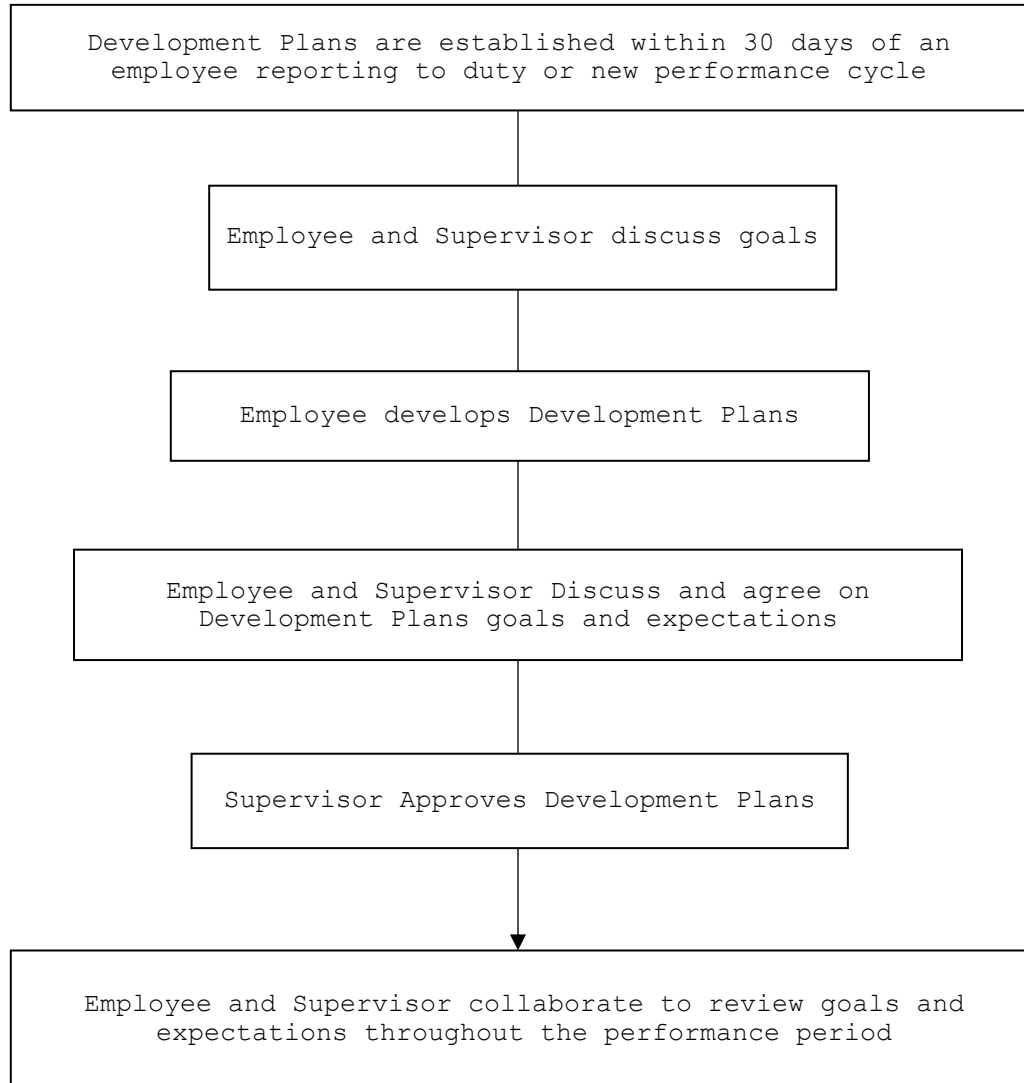


Figure A-1 - Development Plan Guide

APPENDIX B

Academic Degree Program (ADP)

1. Purpose. This appendix provides additional policy and procedural guidance for ADP.
2. Background. The following procedural guidance is provided to ensure ADP is administered per references (b), (e), and (h).
3. General. Commanders, Commanding Officers, Deputy Commandants (DC), and Headquarters Marine Corps Staff Agency Heads may designate civilian employees to participate in ADP in accordance with Chapter 2 paragraph 6 of this Order. The following is additional policy guidance for the administration of ADP:
 - a. ADP is contingent on the availability of resources for postsecondary education programs.
 - b. ADP is only authorized for planned, systematic, and coordinated programs of professional development (i.e. Degree Program) that satisfies a significant training need identified by the Command.
 - c. Authorized expenses include tuition, books, materials, lab fees, and other fees associated with approved postsecondary education program.
 - d. Participants must be selected through a competitive process (i.e. selection board).
 - e. Participants must complete a self-assessment at <http://lca.opm.gov/>.
 - f. ADP postsecondary educational programs must be accredited by a nationally recognized body. The U.S Department of Education maintains a database of accredited postsecondary institutions and programs at <https://ope.ed.gov/dapip/#/home>
 - g. Participants must acknowledge ADP program requirements by signing an ADP Agreement.
 - h. Passing grades are required to process ADP program expenses for reimbursement.
 - i. ADP participants that fail or drop out of postsecondary education programs are responsible for 100% of costs incurred.
 - j. Figure B-1 - Academic Degree Program Process Guide provides general administrative procedures for the administration of ADP.
 - k. Questions regarding the administration of ADP should be forwarded to DC M&RA (Office Code: MPC 30).

Academic Degree Program Guide

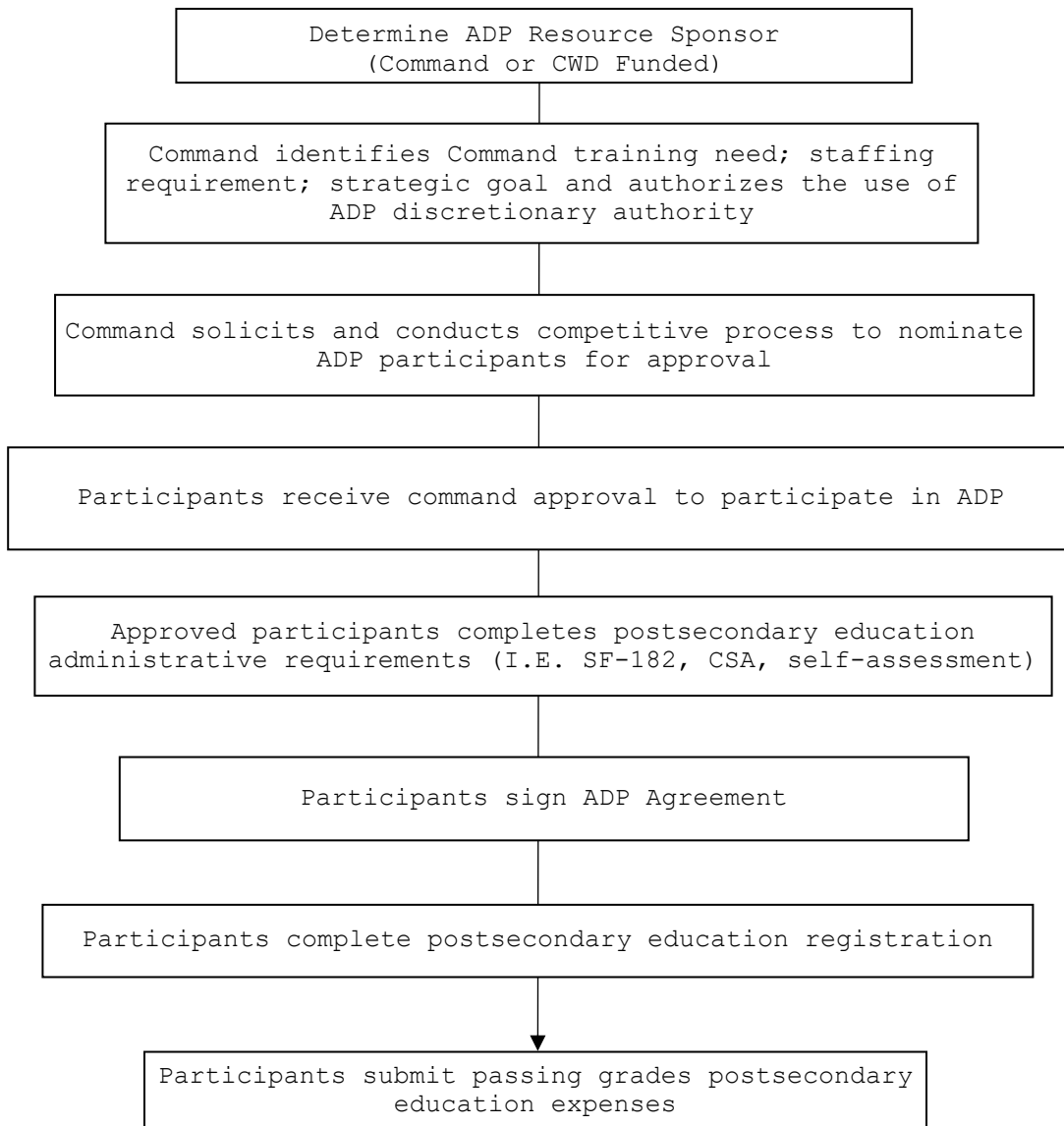


Figure B-1 - Academic Degree Program Guide

APPENDIX C

Academic and Certificate Courses Program

1. Purpose. This appendix provides additional policy and procedural guidance for (Civilian Workforce Development and Command funded) academic and certificate program courses.

2. Background. The following procedural guidance is provided to ensure funded academic and certificate program courses are administrated in accordance with the references (b) and (e).

3. General. Academic courses and certificates are authorized for APF civilian employees in accordance with Chapter 2 paragraph 7 of this Order. The following is additional policy guidance for the administration of funded academic and certificate program courses:

a. Funding for academic and certificate program courses is contingent on the availability of resources for postsecondary education programs.

b. Authorized expenses for funded academic and certificate program course include tuition, books, materials, lab fees, and other fees associated with approved postsecondary education program.

c. Acknowledgement of Academic Courses and Certificates requirements are conveyed by signing the Academic Courses and Certificates Agreement.

d. Passing grades are required to process postsecondary education programs expenses for reimbursement.

e. Employees approved for funded academic and certificates program courses that fail or drop out are responsible for 100% of costs incurred.

f. Figure C-1 - Funded Academic and Certificate Program Courses Procedural Guidance, provides general administrative procedures for the administration of funded academic courses and certificates program courses.

g. Questions regarding the administration of funded academic courses and certificate programs courses should be forwarded to DC M&RA (Office Code: MPC 30).

Academic and Certificate Courses Program Guide

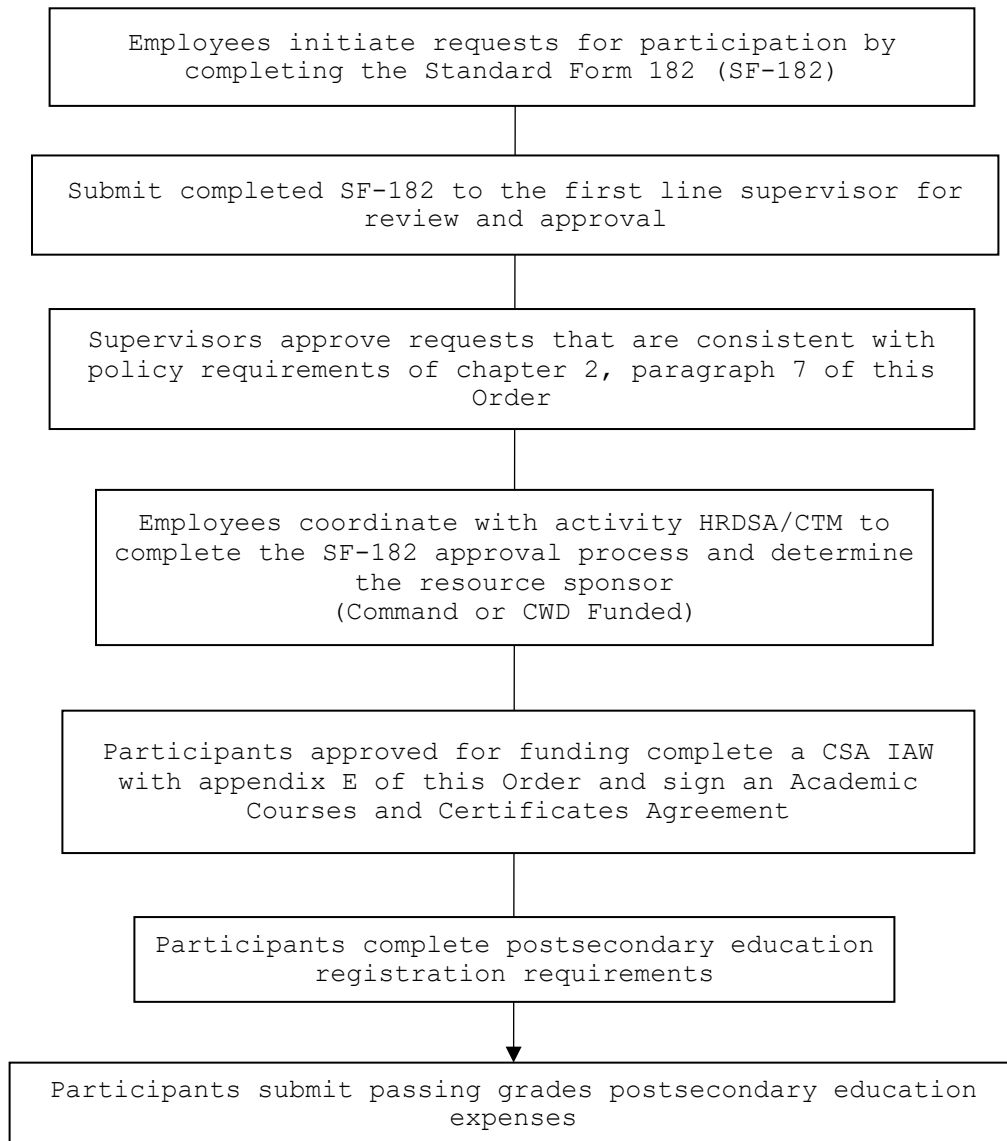


Figure C-1 - Academic and Certificate Courses Program Guide

APPENDIX D

Tuition Assistance

1. Purpose. This appendix provides policy and procedural guidance for NAF Tuition Assistance.

2. Background. Tuition Assistance is an employee development program administered by the NAF training office of each installation in accordance with reference (v) and subject to funding availability. Tuition reimbursement allows NAF employees to pursue education in a relevant degree-program or job-related certification programs and courses including continuing education units.

3. Policy. The following procedural guidance is provided to ensure funded tuition assistance courses and certificates are administrated in accordance with the reference (v).

a. Eligibility. NAF civilian Marines are eligible for tuition reimbursement based on the following criteria:

(1) Fulltime employee in good standing. A fulltime employee works a minimum of 30 hours per week, is not on probation, has been employed for a minimum of one year of continuous service within a Marine Corps Community Services (MCCS) activity, and has received Branch Head approval to take reimbursable courses.

(2) Courses and certifications must relate to mission, build skills and knowledge levels, improve performance, and assist in achieving the activity's mission and performance goals.

(3) Annual reimbursement is not to exceed \$3500.00 per employee.

(4) Appendix D contains administrative and procedural guidance for Tuition Assistance funding.

b. Tuition Assistance Programs are managed at the installation level.

c. Funding for Tuition Assistance is contingent on the availability of resources for postsecondary education programs.

d. Funding is authorized for courses and certifications that best support the mission of the installation and may include trade, technical, undergraduate and graduate level courses.

e. Authorized expenses for funded academic and certificate program course include tuition, books, materials, lab fees, and other fees associated with approved postsecondary education program.

f. Acknowledgement of Tuition Assistance requirements are conveyed by signing the Tuition Assistance Agreement.

g. Passing grades are required to process postsecondary education programs expenses for reimbursement.

h. Employees approved for funded academic and certificates program courses that fail or drop out are responsible for 100% of costs incurred.

i. Under no circumstances will employees accept payments that result in dual compensation. Employees may only accept grants, scholarships, veteran benefits, or other aid for textbooks, fees (laboratory, administrative, and other non-tuition fees), supplies, computers, or travel/transportation to the extent that these expenses are not covered by payments under MRT Tuition Assistance program.

j. A nationally recognized body must accredit colleges and universities used under this policy. A "nationally recognized body" is a regional, national, or international accrediting organization recognized by the U.S. Department of Education.

k. Tuition Assistance will not be used for the sole purpose of obtaining an academic degree. However, to develop an employee's knowledge and skills, MRT may pay for academic courses related to an employee's official duties. If in accomplishing this training, an employee earns a degree, the degree is an incidental byproduct of the training.

l. Prior to the start of the course, all appropriate authorizing officials must approve the request.

m. The employee must receive a minimum of "C" or higher for undergraduate courses or a "B" or higher for graduate courses. Documentation of satisfactory completion (certificate or official letter from the course provider) must be submitted in order to reimburse the cost of courses for which no grade is given, such as pass/fail, CEU's or CEU equivalents (e.g. PDU, CPE, etc.).

n. After successful completion of the course and within a published time period prescribed by the funding installation, employees submit to the appropriate Tuition Assistance program representative itemized receipts showing all payments for courses, registration fees, and books, and final grades on a school transcript, certificate of course completion, or official school letter indicating satisfactory completion. After verification of official documentation, the funding installation Head, MRT will submit a reimbursement check request to Finance payable to the employee. Tuition Reimbursement will not be made if not submitted within 30 days after completion of the course.

o. Questions regarding the administration of funded academic courses and certificate programs courses should be forwarded to DC M&RA (Office Code: MRT).

Tuition Assistance Guide

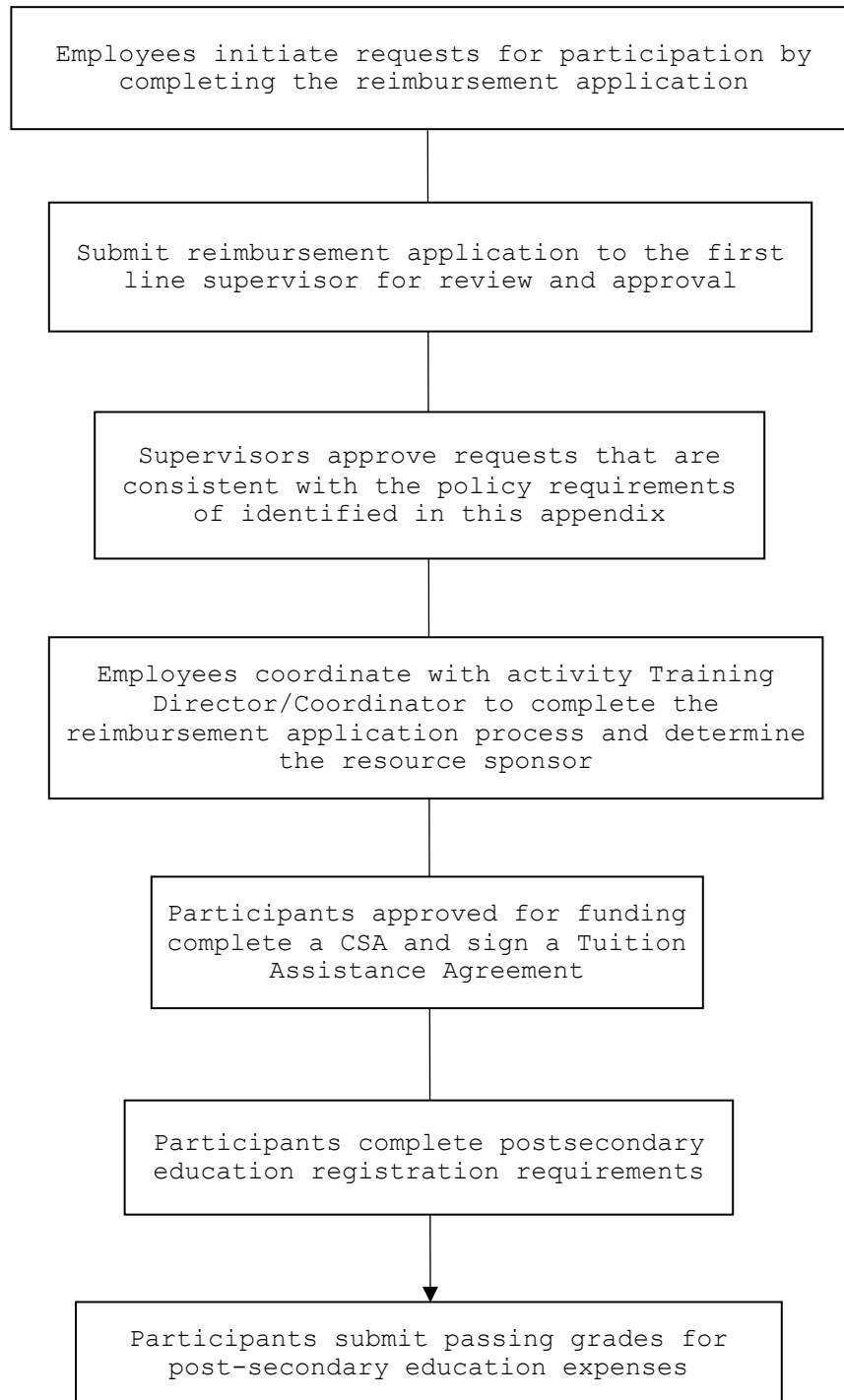


Figure D-1 - Tuition Assistance Guide

APPENDIX E

Continued Service Agreement

1. Purpose. This appendix provides guidance regarding the Continued Service Agreement (CSA).

2. Background. This Order implements significant changes to CSA requirements. The following procedural guidance is provided to ensure CSAs are administrated in accordance with references (b), (e), (h), and (r).

3. General. A (CSA) is a written agreement to continue service for a specified period.

a. A CSA is required for each of the following activities:

(1) Single learning and development opportunities exceeding 40 duty hours.

(2) Any academic degree training.

(3) Formal employee development programs, as required by the program.

(4) A sabbatical taken by Administratively Determined (AD) employees (Note: A 2-year CSA is required for AD members taking a sabbatical, regardless of the length of the sabbatical).

(5) Commands may require agreements to continue in service for other training occurrences or programs of lesser time, if applied equitably to all participants.

b. A continued service agreement is not required for any of the following:

(1) A single work assignment that is not part of a formal training program or an assignment for which only one of the objectives is to develop or assess employee competency levels;

(2) Coaching, mentoring, on-the-job, or similar training;

(3) Correspondence, web-based, or online training, completed as part-time training;

(4) Training provided by manufacturers, suppliers, or contractors for the purpose of equipment or operating systems installation, use, or maintenance; or

(5) Training performed under a Performance Improvement Plan (PIP).

c. A standard continued service agreement obligates the employee to remain with the Marine Corps for the length of the training plus a post-training period equal to three times the length of the training. The following examples are provided:

(1) The length of the training period equals the sum of full-time training days (at 8 hours per day) for which employees must agree to continue employment with Marine Corps after completion of training. For example, a 4-week course encompassing 160 duty hours would require a service agreement for 480 duty hours.

(2) The service agreement required for academic degree training, including individual courses, is calculated based on the academic institution's established contact hours. For example, a typical 3-credit hour course equals (45-48) contact hours that would require a service agreement for (135 to 144) hours.

d. A continued service agreement will be canceled and right of recovery waived if:

(1) An employee is involuntarily separated for reasons beyond his/her control.

(2) An employee resigns under circumstances that clearly show the resignation is an election to avoid separation procedures during a reduction-in-force (RIF), and is not because of misconduct, shall be considered an involuntary separation.

(3) Military Service. Military orders to report for active military service (other than training duty) can be sufficient reason for waiving the continued service agreement during the period of training or obligated post-training service. The trainee is responsible for submitting a copy of their military orders.

APPENDIX F

Standard Form-182 (SF-182) Procedural Guide

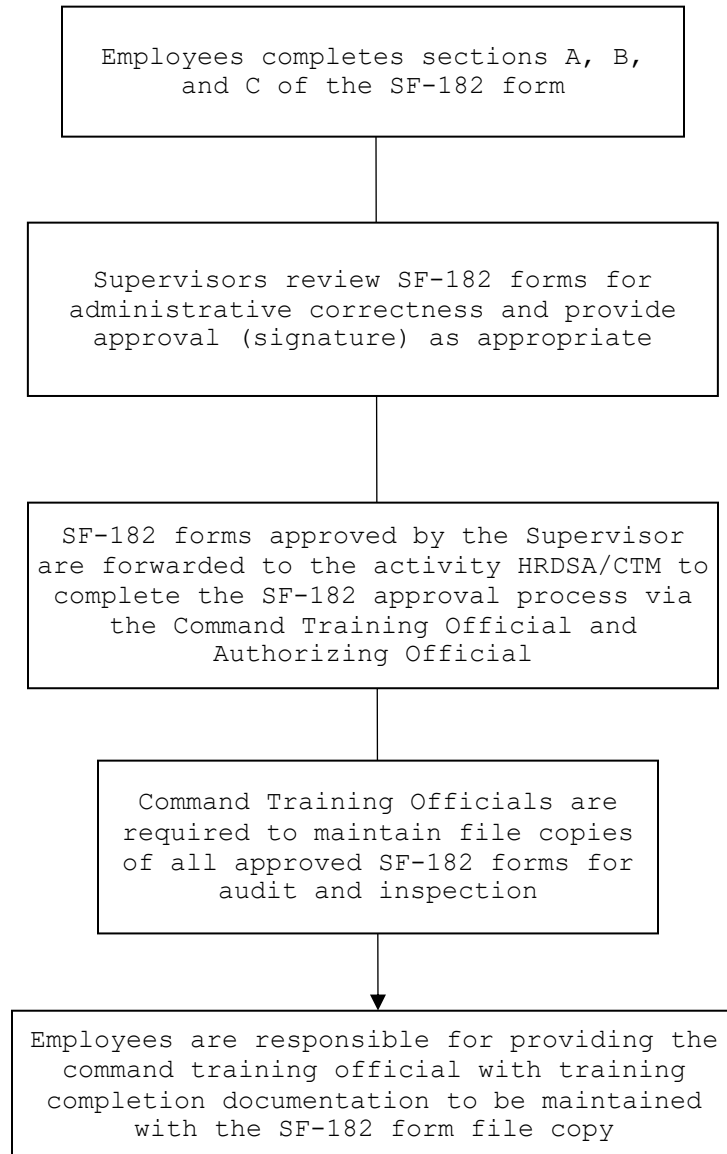


Figure F-1 Standard Form-182 (SF-182) Guide

APPENDIX G

Glossary of Terms and Definitions

Academic Degree. A postsecondary education including an associate's, a bachelor's, a master's, or a doctoral degree or a specialist degree resulting in a distinct education (i.e., not a certificate program). Institutions granting this type of education must meet standards and accreditation criteria from an entity recognized by the U.S. Department of Education. Courses may be classroom-based or Web-based.

Accreditation. The voluntary process of evaluating institutions or programs to guarantee acceptable levels of quality, including recognition by the U.S. Secretary of Education.

Appropriated Fund. Refer to moneys allocated by legislation passed by Congress and signed by the President.

Authorizing Official. Delegated individual authorized to sign section F on the SF-182.

Career Development Program. Structured plans, processes, and activities directing and supporting the systematic organizational, occupational, and individual growth of employees in designated career fields. It entails a progression through a series of TE&PD programs and assignments involving broader knowledge, improved skills, or greater responsibility.

Centrally Managed Courses. Development programs for civilian starting at GS-5 through GS-15 and pay equivalents that are centrally funded by the Marine Corps.

Certificate Program. A program established or purchased by an agency to provide structured training or education courses. A certificate program awards a certificate after a course of study has been completed and does not generally require previous working experience or exhibited skill level for participation. The primary purpose of a certificate is to document completion of a training course or program. Credentials (e.g., license, certification) are not awarded upon successful completion of a certificate program.

Certification. The recognition or credential given to individuals who have met predetermined qualifications set by an agency of government, industry, or a profession.

Command Training Manager (CTM). An individual designated by the Head of a subordinate command or activity to provide advice, guidance and assistance to supervisors, managers and employees on civilian training and developmental needs and programs specific to its organizational structure and needs.

Command Training Official. Delegated individual authorized to sign section E on the SF-182.

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.

Competencies. An observable, measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully.

Contact Hours. The number of academic credit hours assigned to the courses times the number of weeks in a term times the number of terms required to complete the courses, certificate, or degree.

Continued Service Agreement (CSA). Is an agreement between the employee and his/her employer in which the employee agrees to continue in the Federal service after the end of the training the employee receives for a period equal to at least three times the length of the training. The length of the training is based on the number of hours of in-pay status during training. The agreement must provide that if the employee voluntarily separates from the Federal service prior to completing the specified period, he or she is required to repay the direct costs of the training, including travel and per diem expenses paid by the employer. Repayment does not include salary compensation. The command may approve a written waiver of this repayment requirement in part or in whole if, it can be demonstrated and documented to be in the public interest.

Development. Engagement in a set of learning experiences designed to achieve specific goals and long-term objectives. Learning experiences often occur in the workplace, and include coaching, mentoring, job rotation, developmental assignments, on-the-job training, and self-study courses.

Development Plan. A tool to assist employees in career and personal development. Its primary purpose is to help employees reach short and long-term career goals, as well as improve current job performance.

Education. Developing an employee's general knowledge, capabilities, and character through formal schooling in theories, concepts, and information. Education is delivered by an accredited institution, and may relate to a current or future mission-related assignment.

Human Resource Development Strategic Advisor (HRDSA). An individual on the HRO staff and appointed by the HR Director who advises, consults and manages training, education, and professional development programs essential for organizational productivity, individual proficiency, and personal career growth.

Individual Development Plan (IDP). Document used to record short and long-range career goals, the specific competencies, knowledge, skills, and abilities necessary to meet current objectives, and training, education, and other professional development strategies to be used to develop the desired competencies. The IDP assists in making employee performance more effective in present or future positions and is used for employees below the executive level.

Learning. Cognitive and/or physical process where a person assimilates information, and temporarily or permanently acquires or improves skills, knowledge, behaviors, and/or attitudes.

Licensing. The process by which a government agency (Federal, State, or local) grants permission to an individual to engage in a given occupation upon finding the applicant has attained the minimum degree of competency required to engage in that occupation.

Manager. Directs the work of an organization, are held accountable for the success of specific line or staff programs monitors the progress of the organization toward goals and periodically evaluate and makes appropriate adjustments.

Mandatory Training. Required for all employees based on statute, regulation, or other prescribed policy.

Marine Corps Civilian Leadership Development Program (MCCLDP). MCCLDP is congressionally mandated and CMC directed education and training initiative providing civilian employees of the Marine Corps an opportunity to participate in civilian leadership courses that meet DoD leader competencies. The MCCLDP provides leadership development and progressive educational opportunities for civilians of the Marine Corps that is supported by established DoD and other directives and follows the DoD Civilian Leader Development Framework and Continuum.

Mentor Match Services (MMS). MMS is an online directory of registered mentors and mentees available to all Civilian Marines through each employee's TWMS Self-Service account. MMS complements command mentoring programs and supports establishing mentoring relationships using an online directory of registered mentors and mentees. The MMS also provides resources and training, program participation satisfaction evaluation and data points that can be used for measuring program ROI.

Nonappropriated Fund. Nonappropriated Funds refer to revenue earned by MCCA Activities.

Performance Improvement Plan. A PIP is a formal memorandum notifying an employee that his/her performance of at least one critical element is at an unacceptable level, and contains a plan to lead the employee toward improving performance.

Professional Development. The systematic maintenance, improvement, and broadening of specialized knowledge and skills in a given field of study via formal and informal means.

Supervisor. An employee that accomplishes work through the direction of other people and meets at least the minimum requirements of the General Schedule Supervisory Guide.

Technical Authority. Competent and technically qualified individual or organization with evidence to demonstrate the expertise, skills, and experience regarding human resource policy, procedures, and processes necessary to perform the required Training, Education and Professional Development (TE&PD).

Training and Education Development. An ongoing process to maintain individual and organizational capability to meet or exceed evolving mission requirements through the application of competencies to workplace responsibilities. It is a long-term investment in our most valuable resource, our people, and includes formal and informal training, education, developmental and other learning assignments.

Total Workforce Management Services (TWMS). A secure, web-based system developed by the DON to provide manpower, business, financial, and human resources personnel with a total workforce management solution through a single common web interface at (<https://twms.dc3n.navy.mil/>).

APPENDIX H

Glossary of Acronyms and Abbreviations

AD	Administratively Determined
ADC	Assistant Deputy Commandant
APF	Appropriated Fund
CEAP	Civilian Employee Assistance Program
COI	Community of Interest
CSA	Continued Service Agreement
CTM	Command Training Manager
DBSSD	Director, Business Support Services Division
DC	Deputy Commandant
DCHR	Director, Civilian Human Resources
DCPDS	Defense Civilian Personnel Data System
DOD	Department of Defense
DON	Department of Navy
FSTP	Foundational Skills Training Program
GS	General Schedule
HQMC	Headquarters Marine Corps
HRD	Human Resources Director
HRDSA	Human Resources Development Strategic Advisor
HRO	Human Resources Office
IDP	Individual Development Plan
ILDLP	Individual Leadership Development Plan
LDP	Learning Development Plan
LLI	Lejeune Leadership Institute
MCAP	Marine Corps Acculturation Program
MCCLDP	Marine Corps Civilian Leadership Development Program
MCU	Marine Corps University
MMS	Mentor Match Service
NAF	Nonappropriated Fund
NEO	New Employee Orientation
OPM	Office of Personnel Management
PEB	Program Evaluation Board
SF	Standard Form
T/O	Table of Organization
TE&PD	Training, Education, and Professional Development
TWMS	Total Workforce Management Services