DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
2 NAVY ANNEX
WASHINGTON, DC 20380-1775

IN REPLY REFER TO
CMC-CL
8 Jun 00

WHITE LETTER NO. 04-00

From: Commandant of the Marine Corps
To: All General Officers
All Commanding Officers
All Officers in Charge

Subj: CIVILIAN WORKFORCE MANAGEMENT

Ref: (a) White Letter No. 01-99, Civilian Leadership Development

1. The reference highlighted the importance of civilian leadership development to the effectiveness and cohesiveness of our military-civilian team. The purpose of this letter is to reaffirm that importance and to announce how our civilian executive community is becoming more engaged in civilian workforce management issues.

2. The Civilian Marine Workforce is integral to the Marine Corps. Their skill and leadership development directly impact on the mission of the Marine Corps. High performance and carefully honed leadership skills are the hallmarks every Civilian Marine must possess to support readiness. Instilling leadership competencies requires concentrated training and direct application. Starting with a basic leadership foundation and adding competencies, will allow the Civilian Marine to mature and gather a sense of what it means to be a Civilian Marine. Internalizing core values and leadership skills are what Civilian Workforce Management is all about and that makes it a commander's business as well. We are a team of Marines and Civilians; in order to get the job done we must commit to civilian leadership development just as we commit to professional development for our Marines.

3. To further this aim, I directed the Senior Executive Service (SES) civilian leadership of our Corps to focus on this very important issue and invigorate the Civilian Workforce Management with fresh ideas. In doing so, they have reached out to the other military services and Federal Agencies to learn about their programs and initiatives in hopes of adopting their best practices. Also, they have been working with the Deputy Commandant, Manpower and Reserve Affairs (DC, M&RA), to identify ways to revitalize some of the already existing, excellent civilian development programs, in an effort to reach out and

touch every Civilian Marine. They are developing a course of action and plan to brief this to the entire civilian and military community by this summer.

4. The SES leadership established a "Civilian Career Advocacy Board (CCAB)" to act as the central support group for civilian leadership and career development matters, to include shepherding Civilian Workforce Management. The CCAB will also advise the Marine Corps Civilian Executive Resources Board (ERB) on other civilian policy matters that affect the management of civilians. The DC, M&RA, as Chair of the ERB, will consider the advice of the CCAB in developing and executing the Human Resources Development Process. This partnership between the ERB and the newly formed CCAB will bring greater focus and visibility to the development and management of our Civilian Marines. Like the FSPG, this revolution in civilian management will allow us to identify the right civilian force for the 21st Century and populate that structure with the best-qualified professionals.

5. Civilian Marine Workforce development is not optional; it is as necessary as Professional Military Education and is critical to ensuring that we have the right Marine Civilian Workforce to support our Marine Corps Mission. This is an issue that requires your awareness and concerted effort to balance the leadership potential of our Corps between Marines and civilian supervisors and managers. We must intertwine leadership ability between Marines and civilians at our installations through cross fertilization of leadership competencies and understanding of the Marine Corps' goals and objectives. The pay-off is a seamless force of leaders—Marines and Civilian Marines.

J. L. JONES