

Calendar

April 10 – Defense Acquisition University Acquisition Community Symposium at Fort Belvoir, Va.

April 12 – Earth Day and Shoreline Cleanup from 9 a.m. to 1 p.m. at Hospital Point, Quantico, Va.

April 12 – PG23 Command-Wide Chili Cook-Off from 11:30 a.m. to 1:30 p.m. at MCSC Bldg. 2200 Parade Deck.

April 11-12 – Marine South, Camp Lejeune, N.C.

April 16-18 – Sea Air Space Expo, Gaylord National Harbor, Md.

April 26-27 – Marine Day, Quantico, Va.

April 30-May 2 – Advanced Planning Briefing to Industry, Norfolk, Va.

The Point

Corporate Communications
Public Affairs Division
(703) 432-3958
mcscpao@usmc.mil

Distributed the first Tuesday of each month. Deadline for submissions is two Thursdays prior to distribution. Deadline for May is April 19.

The Point is an authorized publication for the employees and U.S. military service personnel attached to the Command. Contents are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense, the U.S. Marine Corps, Marine Corps Systems Command or Program Executive Officer Land Systems.

'The Point' submissions

Each month, *The Point* brings Marines, Civilian Marines and families the latest news in Marine Corps Systems Command (MCSC) and Program Executive Officer Land Systems (PEO LS). Topics include security, safety and features from product groups, off-site program managers, deputy commanders, assistant commanders and Strategic Plan Objective Teams. There are also articles about spouses and families. To submit an article for this newsletter, send it to mcscpao@usmc.mil. Submission deadlines are the third Thursday of the month. *The Point* is distributed the first Tuesday of the month. Photographs are not published. Also, be sure to read *Families On Point* attached separately.

Sea-Air-Space Expo set for April 16-18

All members of the MCSC team are encouraged to attend the Sea-Air-Space Exposition. It will take place April 16-18 at the Gaylord National Resort and Convention Center, National Harbor, Md. This year's theme is *Naval Expeditionary Forces: Preserving Global Economic Stability and National Security*. The event is free and open to the active-duty, Reserve and retired U.S. military, and federal, state and local government employees.

Registration is required for all attendees. Go to www.seaairspace.org, click on registration, and select U.S. Military-Active Duty/Active Reserves or U.S. Civilian Federal Employee. Follow the posted instructions and for Primary Command select or enter Marine Corps Systems Command, USMC. You will also be able to select (free of charge) luncheons, black-tie banquet, professional development seminars and exhibit hall tours.

On Monday, April 16, the opening ceremony and Sea Services Panel will feature General James Amos, Commandant of the Marine Corps. The Sea-Air-Space panel scheduled for 9 a.m. Tuesday, April 17, includes Brigadier General Frank Kelley, MCSC Commander, and will discuss *The Systems Command Challenge: Meeting Requirements in an Era of Austerity*. On Wednesday, April 18, the Sea Services Luncheon will feature General Joseph Dunford, Assistant Commandant of the Marine Corps.

The Navy League is providing free bus transportation. A bus is scheduled to stop at MCSC Headquarters Building 2200 each morning at 7:20. For the return trip, the bus will depart the expo each afternoon at 3.

PM AAA and CAC2S selection results

From Daniel Pierson
Deputy, PEO Land Systems

On behalf of Mr. William Taylor, PEO LS, and Brigadier General Frank Kelley, MCSC Commander, please join me in congratulating Mr. John Garner and Colonel Rey Masinsin on their selections as Program Managers. Both have been selected from a highly competitive field and have been entrusted by our

senior leaders to manage these critical programs for the Marine Corps.

Mr. Garner has been selected as Program Manager Advanced Amphibious Assault (AAA). PM AAA has management responsibility of the Amphibious Combat Vehicle (ACV), the Amphibious Assault Vehicle (AAV) and the Marine Personnel Carrier (MPC) programs.

Colonel Masinsin has been selected as Program Manager Common Aviation Command and Control System (CAC2S), an ACAT IAC program. PM CAC2S also has management responsibility for the Marine Aviation Command and Control System (MACCS) and Composite Tracking Network (CTN) programs.

DAU sponsors acquisition symposium

Defense Acquisition University will hold its annual Acquisition Community Symposium April 10 at its Fort Belvoir, Va., campus. High-level officials from government and industry will address the theme, "Understanding the Nuts and Bolts of Acquiring Services."

This one-day training event is designed to help students learn about and understand basic principles of services acquisition. The training seminar qualifies for four continuous learning points. Students can register at www.dauaa.org or by calling (800) 755-8805.

Command observes Earth Day with cleanup

Help beautify Hospital Point during Marine Corps Systems Command's Earth Day and Shoreline Cleanup event April 12. Last year nearly 100 people participated in the event organized and sponsored by the Command's Safety Office. This year family members are also invited, but all family members and Command employees wishing to participate must sign up ahead of time by emailing Poppy Harrover at poppy.harrover@usmc.mil. The event will begin at 9 a.m. and will last two to three hours. At the end of the event all participants will receive a free chili lunch provided by Marine Air Ground Task Force Command, Control and Communications (PG23). PG23 (below) will also sell chili to non-participants as a Marine Corps Birthday Ball fundraiser.

For the cleanup, all participants are asked to wear appropriate clothing -- long-sleeve shirts and pants -- to avoid exposure to poison ivy, ticks and other creatures. Nitrile gloves and trash bags will be supplied. The Safety Office is also accepting donations for the purchase of plants and flowers for planting around Hospital Point during the cleanup. For more information, contact Harrover at (703) 432-3736.

PG23 holds Command-Wide Chili Cook-Off

PG23, Marine Air Ground Task Force Command, Control and Communications, is sponsoring a Command-Wide Chili Cook-Off from 11:30 a.m. to 1:30 p.m. April 12 on the Bldg. 2200 Parade Deck. This is a Marine Corps Birthday Ball fundraising event, but Earth Day and Shoreline Cleanup participants with tickets eat for free beginning at 11 a.m.

Meals are \$6 and include:

- #1 - Chili bowl, crackers/cornbread, drink and cookie
- #2 - Nachos with cheese & chili topping, drink and cookie
- #3 - Chili cheese dog, nachos, drink and cookie

A la carte - Chili bowl: \$3, drink: \$1, cookie: \$ 1, cornbread: \$1

Family members are also invited to enter the chili cook-off and attend the event. To register and enter the cook-off, fill out an attached registration form and send to Ashley Newton, 703-432-9858, ashley.newton@usmc.mil; or Desiree Dombek, 703-432-9859, desiree.dombek@usmc.mil. Prizes awarded for first, second and third. PG23 is hoping that more than 30 pots of chili will be entered or donated. Profits from sales will help all Command junior enlisted Marines to attend the ball for free. The birthday ball is scheduled for Nov. 10 and will be held at the Renaissance Hotel in Washington, D.C. Tickets go on sale in September.

Tax center nears end of business season

The Quantico Tax Center is still open for walk-in appointments from 10 a.m. until 4 p.m. Mondays, Wednesdays and Fridays, and from 10 a.m. until 6 p.m. Tuesdays and Thursdays.

Services include preparing state and federal income tax returns free of charge for all active-duty service members and their families, as well as military retirees living in the area.

Most clients will be served on a walk-in basis. Appointments will be made only for especially complicated tax returns. Anyone with a rank of lieutenant colonel or higher should make an appointment. Anyone else with a complicated return will have to begin with a walk-in.

All clients must bring their W-2 forms, a social security card for themselves and each of their dependents, and all tax-related documents such as 1099 statements on investment dividends or interest earned. Anyone who pays for childcare should also bring receipts for their payments and the address of the childcare facility. For anyone who did not have their tax returns prepared at the center last year, bringing a copy of last year's return will expedite the process.

The Tax Center is at 3095 Roan Street and can be reached at (703) 432-2072 or (703) 432-2073.

Gazette opens essay contest on crisis-response force

The February 2012 Marine Corps Gazette featured a new annual essay contest supported by the Marine Corps Association and named for Lieutenant Colonel Earl 'Pete' Ellis, who foretold the struggle for the Pacific 20 years before World War II. His ability to assess the uncertain security environment and its impact on U.S. economic and national security spawned the development of a series of concepts, doctrine and eventually a hallmark capability for Navy-Marine Corps amphibious operations. This essay contest is established in keeping with Ellis' visionary approach to expeditionary warfare.

Brigadier General Frank Kelley, MCSC Commander, wants to ensure that all members of the Command are well aware of this essay contest, and he would like to recognize those who submit an essay. Any Marine or Civilian Marine considering an entry is asked to notify the MCSC Chief of Staff and Sergeant Major.

This contest seeks to stimulate operational and tactical thinking by inviting articles that focus on preparing the Marine Corps for future conflict through perspectives ranging across doctrine, emerging threats, capabilities, technological advances, force composition, materiel solutions and operational concepts. The inaugural theme for 2012 is an operational focus on the role of the Navy-Marine team as a crisis-response force in the uncertain security environment of 2015-24.

This contest is open to anyone, civilian or military, who is interested in expanding the dialogue with creative ideas and solutions for how a fiscally constrained Navy-Marine Corps team can effectively execute the full range of naval amphibious operations in the future threat environment. To qualify, entries must propose and argue for modification or introduction of new concepts, organizations or materiel solutions to address expected operational challenges in crisis-response. Authors must provide a thorough treatment of the proposal, including alternative viewpoints, to compel further exploration of the topic.

Entries should be submitted between May 1 and June 30 to the editor, Marine Corps Gazette. The text should be in Microsoft Word format and follow these guidelines:

- Identification of the essay as a Pete Ellis contest entry.
- Include a cover page with the title of the essay.
- Include author's name and mailing address. The author's name should not appear anywhere but on the cover page.
- The title should be repeated on the first page of the essay.
- Submissions should be typewritten, double spaced and range in length from 2,000 to 3,000 words.
- Email entries are acceptable and preferred. Append the article as a Microsoft Word document and email to gazette@mca-marines.org.
- If submitting by mail, include an electronic copy on CD.

Members of the Marine Corps Ellis Group and MCA Editorial Board will judge the contest in July and notify winners shortly thereafter. Prizes include \$5,000 and an engraved plaque for first place, an engraved plaque for second place and honorable mention. All entries are eligible for publication. The winning entries will be published in a future Marine Corps Gazette.

Program lowers cost of corrosion by \$85 million

Before experts began carrying out a Congressional mandate to establish new corrosion prevention policies throughout the Department of Defense (DoD), the Marine Corps began ramping up an under-funded corrosion prevention program that began more than 20 years ago.

In December 2002, the Marine Corps Deputy Commandant circulated a memo that ordered officials to establish an effective corrosion-prevention program for all tactical ground equipment with the goal of reducing maintenance requirements and costs through "the development of corrosion prevention and control (CPAC) products, materials, technologies and processes." The memo stated that the Marine Corps was experiencing a decrease in readiness because equipment was deteriorating and "affecting the safety of our Marines." The Marine Corps' investment continues to pay dividends recognized throughout DoD as a program to emulate in the fight against corrosion.

The beginning: Assessing equipment and maintenance needs

In 2004 the Marine Corps benefited from Congressional funding that allowed officials to raise its corrosion prevention program to a new level. That same year, the Marine Corps invested in establishing a formalized corrosion inspection and reporting process that would provide accurate and repeatable results. This led to the development of the CPAC Corrosion Assessment Checklist (CAC), which contains standardized data collection elements, as well as the CPAC Program Management Database, which serves as a corrosion data repository and reporting tool. It is used to track the status of each asset throughout its life cycle.

"By assessing corrosion in this manner, we got a handle on the problem," said Matthew Koch, who has served as the Program Manager for corrosion prevention and control at MCSC since 2007. Bernard Friend, a retired Marine Corps Master Gunnery Sergeant, serves as the CPAC Program Operations and Maintenance Manager overseeing all support tasking related to fielded Corrosion Service Team (CST) and Mobile Corrosion Repair Facility (MCRF) operations.

The CPAC CAC identifies equipment as falling into one of five corrosion categories: Category (Cat) 1 is the best condition and Cat 5 is the worst. It is an effective management tool leading to cost reduction through improvements in how the CPAC Program Office is able to "identify, correct and maintain" equipment in respect to corrosion requirements. The CPAC CAC is used to locate problem areas on equipment end items, identify component failure trends, determine root-causes of these problems, identify candidates for induction into a corrosion repair facility for intermediate-level maintenance activities and aid in identifying effective solutions to assist in countering the negative impact on equipment life cycles.

Once developed, a Marine Corps-wide equipment assessment was completed of all Marine Corps ground combat and support equipment assets not being used in the southwest Asia theatre of operations. This assessment established a corrosion condition baseline for these equipment items. Currently, there are about 75,000 corrosion assessment records of existing assets being maintained in the CPAC Program Management Database. Prior to 2004 this level of information was not available. Today, it is the standard.

A major key to the program's continued success is the configuration management of the inspection protocols, which is the responsibility of the CPAC Program Office. Great emphasis is placed on maintaining the quality of corrosion assessment data contained in the CPAC program management database. In 2009, through efforts led by the CPAC O&S Manager, the Marine Corps CPAC program effectively implemented enhanced data verification and validation procedures conducted by CPAC personnel during the data collection and reporting process. The improved accuracy of the data records gave unit commanders the ability to better assess equipment availability and readiness, identify corrosion trends and problem areas, budget for CPAC maintenance dollars and identify candidate assets for corrosion service team maintenance or induction into a corrosion repair facility.

A cohesive corrosion program

The Marine Corps' CPAC program is far-reaching and multi-faceted. At each base and Reserve location, it combines a comprehensive maintenance program, a system using highly trained contract labor and quality-assurance protocols with local monitoring; controlled humidity protection (CHP) systems for its artillery, tanks, and armored vehicles; the use of protective covers for everything from Amphibious Assault Vehicles (AAVs), to generators and wheeled vehicles; and automated vehicle wash down systems that remove salt residue, mud, and other contaminants which have a corrosive effect on the equipment.

In addition to these highly successful maintenance programs, the CPAC Program also invests heavily in research, development and engineering to arm our maintainers with the best possible products and technologies. Research and

development efforts are primarily applied efforts seeking to leverage existing technologies and apply them to improve the current state of our ground fleet. Acquisition support is used to balance corrosion control with mission capabilities to produce a system that minimizes maintenance costs while still being capable of achieving its operational requirements. The CPAC Program is realistic in our goals; while we realize that a corrosion-free ground fleet is not practical, we strive to reduce the maintenance costs and burdens it causes to the Marines.

Roots of success: Corrosion service teams

Following the Marine Corps wide assessment, a key part of the program's success was put in place in 2005 with the establishment of contracted Corrosion Service Teams (CSTs). The CSTs provide organizational-level maintenance in accordance with TM-4795-OR/1A through the completion of surface preparation and touch-up paint operations, the application of corrosion prevention compounds (CPCs) and the collection of corrosion assessment data. Each time an asset is serviced, a new assessment is recorded, updating the information being reported in the CPAC Program Management Database. This data is used to nominate candidates into higher-level repair facilities; identify future requirements; and the identification of "do not service" items – a major cost-avoidance factor.

Other organizations within the DoD have attempted to duplicate the Marine Corps program but have fallen short simply because they failed to implement a mobile concept where the activities are provided to the unit at their location, eliminating the logistical requirements in the movement of equipment. With a mobile approach the Marine Corps program is actually saving other costs and personnel resources required in the movement of equipment to a fixed facility. Today, all the CPAC program asks of the Marine units is to provide clean equipment to the CSTs to enable the effective application of CPCs. The mobile approach is a major contributing factor in the Marine Corps success.

Since 2004, there has been a dramatic change in the distribution of corrosion category codes, with Cat 4 assets having been sharply lowered as a direct result of the servicing and repair efforts of the CSTs and corrosion repair facilities (CRF) operations across the Marine Corps. The effects of these operations have resulted in reducing the overall number of Cat 4 assets from 13.5 percent to only 0.5 percent. At the same time, Cat 3 assets have been dramatically reduced from 57 percent to only 15.5 percent of all equipment assessed today. On the other hand, the total number of assets resulting in either a Cat 1 or Cat 2 assessment has increased from just 29.3 percent to an impressive 83.9 percent. This drastic improvement in the overall condition of tactical ground equipment translates into substantial savings to the Marine Corps by extending the useful service life of these assets, and has shown to bring a 16-to-1 return on investment. The Marine Corps CPAC program has become a major contributor in sustaining equipment for the long haul.

Protecting assets through dehumidified storage and protective covers

The Marine Corps is committed to protecting as much equipment as possible through its controlled humidity protection (CHP) initiative. Sheltering equipment at a relative humidity below 50 percent eliminates rust, mildew, mold and moisture. In 2005, the CPAC Office began erecting dehumidification shelters on all of its bases. In particular, Camp Lejeune, N.C., has 12 dehumidification structures owned by the 10th Marine Regiment whose sole purpose is to house its Lightweight 155 Howitzer. The regiment's biggest expense is its guns, so the shelters are vital.

The 2nd Tank Battalion benefits from a different type of dehumidification provided by three operational protection (OP) lines. The OP lines provide a stabilized environment where the A1 Abrams tanks optics and electronics are protected. The resultant benefit of the CHP initiative is improved readiness. CHP systems reduce the need for corrective maintenance, increase equipment usability and safety resulting in increased opportunity for training and operations, and reduce the overall total cost of equipment ownership to the Marine Corps. Without this program, Marine Corps equipment will experience a reduction in readiness and increased maintenance costs.

To practice effective maintenance, the CPAC office encourages Marines to use a variety of protective covers to shelter equipment while not in use. For example, at Camp Lejeune's 8th Engineering Support Battalion, a fleet of 26 trailers sport special purpose-built covers that include drain holes and access panels for lift points. These covers protect the trailers from rain, sun and moisture. These same practices are used across the Marine Corps to protect other equipment from harsh environments. Between 2006 and 2011 the Marine Corps purchased 16,883 covers at an average cost of \$344.20 per unit. Using a labor rate of \$77 per hour, the cost of a cover is returned in an avoidance of only 4.5 maintenance hours expended on equipment left exposed to the harmful effects of the environment.

Research, Development and Engineering Manager Andrew Sheetz, leads a multi-disciplined team of engineers, scientists and researchers dedicated to the evaluation of corrosion and its methods of prevention. These programs are all focused on reducing the lifecycle costs of ownership associated with corrosion. The projects evaluate materials, technologies and processes that can be used to delay the onset of corrosion of legacy assets (organizational maintenance), improve the resistance of legacy systems through material upgrades (intermediate and depot maintenance) and prevent corrosion on

new systems (acquisition support). This is an applied research, development and engineering program focused on delivering solutions that are practical and can be implemented within the constraints of the Marine Corps' maintenance philosophies and the capabilities of CSTs, CRFs, depots and original equipment manufacturers (OEMs).

There are two aspects of this program that have been particularly successful: The corrosion prevention products, materials and processes (CPPMP) and projects sponsored by the Office of the Secretary of Defense (OSD) Corrosion Policy and Oversight (CPO) Office. CPPMP is the program where new products are evaluated for their effectiveness at preventing corrosion. This program was used to evaluate the materials the CSTs apply to ground vehicles and new products as they are identified. This program incorporated a comprehensive and rigorous evaluation of materials through environmental regulations, laboratory screening, field-testing and end-user evaluations. Once a material has been evaluated by the CPPMP the CPAC program not only knows the corrosion benefits of the product, but how it fits within the Marines' capabilities and the cost-benefit of its use.

Another success story of the research, development and engineering program has been its participating in the OSD CPO projects. These are projects co-sponsored by OSD where corrosion-prevention technologies that have proven benefits, but require additional funding for institutionalization are evaluated.

"The CPAC program has been highly successful with these projects as a result of the multi-faceted program," Koch said. "We have built-in implementation through the manuals we control, the maintenance we provide and our close working relationships with our depots and OEMs. We also work closely with the other services and seek to jointly institute technologies that make sense for the corrosion prevention of ground systems. The Marine Corps CPAC Program is a unique model throughout the DoD, and no other service combines all the services we provide, which is what makes our execution of these projects so successful."

Where rubber meets road: Incorporating corrosion prevention, control during system acquisition

The best method of corrosion prevention and control is to design it out of the weapon system before it is built, Koch explained. A cornerstone of the CPAC program is applying sound corrosion engineering principles to the acquisition process. This is achieved through the establishment of contractual language requiring consideration of corrosion and its impact on sustainability, testing the ability of the as-built system to achieve a specified service life and requiring that the OEM provide no-cost corrections to all vehicles where issues are identified. By incorporating improved materials, coatings, methods of manufacturing and overall design philosophies much of the maintenance associated with corrosion can be reduced or delayed until later in a system's life. In general, it is projected that this support can achieve a 32:1 ROI, including the costs of vehicle testing and evaluation.

These concepts may sound familiar to those in system acquisition with the new requirements for corrosion prevention and control plans (CPCPs) as an exit criterion for Milestones B and C of the acquisition framework. However, the Marine Corps has been using these requirements since the late 1990s, nearly five years before the establishment of the OSD CPO Office and nearly 10 years before the establishment of the CPCP requirements.

"Many of our best performing weapon systems like the M777 Howitzer, LVSR and others have utilized the expertise of the CPAC program and incorporated corrosion prevention and control philosophies as part of the acquisition process," Koch said. "All of these platforms are seeing improved performance as compared to the systems they replaced."

The outcome: Payoff for Marine Corps is substantial

The threat of future budget reductions across the DoD services, including the Marine Corps, has compelled the CPAC Program Office to find new ways to do "more with the same." Identifying better practices and courses of action that will lead to a more effective and efficient management approach in the use of limited CPAC funding is a priority. This has been accomplished in part by identifying and addressing Marine Expeditionary Force issues and concerns at an annual CPAC Working Group Conference; maintaining regular communication with the Marine Expeditionary Forces on current CPAC program initiatives to obtain buy-in and feedback; developing standardized operating procedures and quality assurance practices for use by the corrosion service teams and corrosion repair facilities; consolidating multiple contractor logistics support contracts for similar work into a single contract to gain the benefit of economies of scale; identifying equipment that no longer requires services; and regular monitoring and reporting of equipment conditions.

"These practices and courses of action are not all-inclusive but are factors that have substantially contributed to lowering the cost of corrosion for the Marine Corps," Koch said. "The foundation of the Marine Corps CPAC program is built on how we identify, correct and maintain equipment, a system which has been emulated to some degree by the Army, and is currently being considered by the DoN Corrosion Executive as an effective approach in maintaining and protecting Navy ground equipment assets from the harmful effects of corrosion."

Ask the Commander questions and answers

Mass email attachment policy

Question:

Can we incorporate a policy to require all-hands messages and other mass distribution emails to use TIGER or SharePoint to maintain the document for download and only provide links to files in the email? Large documents are continually being sent out that are jamming Blackberries and filling inboxes. Often these large emails are redistributed to everyone again after being read by administrators at the executive levels.

Response:

VIPER is a valuable new tool for our Command, and we will make great use of it through the years as we expand access to it along with its functions. To supplement VIPER, we regularly distribute all-hands messages from Corporate Communications and the Command Staff Secretary. Corporate Communications all-hands messages reach an even broader audience going beyond traditional Command boundaries. When you see "(Spouses Undisclosed List)" in the subject line, that means, in addition to MCSC's overall military and civilian workforce, that message is also delivered to more than 200 spouses who've asked for Command information, along with some of our personnel served by Army email systems that do not give them access to our VIPER or SharePoint systems. To serve everyone at once, we add attachments (many of which are reduced to help save email space) that recipients could not otherwise access through links to Command Intranet sites. Corporate Communications tells me it receives "a bevy of thank you feedbacks" from their emails, which is a sign of much needed service. We will do our best to keep all-hands messages as small as possible while still conveying essential information to everyone.

Contractor engineering support

Question:

Why is contractor engineering support being rejected through Commercial Enterprise Omnibus Support Services when it is clear what the policy is related to inherently governmental functions and the support is not to perform inherently governmental functions?

Response:

Inherently governmental is not a well defined in the Order (MCSCO 4200.4, dated march 30, 2011) and can lead to different interpretations. The Engineering Competency Leadership Board (ENG CLB) addressed this issue to ensure consistent implementation of the policy across MCSC. The ENG CLB defined this type of work as providing technical expertise and opportunities to grow and maintain technical expertise within the government. Key terms include lead, analysis, develop, design, verify, validate and integrate. Because this definition is different than other definitions of inherently governmental, the ENG CLB will revise the order and use the term "appropriately governmental" in the next revision.

Mentor program

Question:

At the recent Town Hall you spoke of the Mentor Program. I have not heard much about it or how one can participate. Will this program get renewed attention?

Response:

Yes, the Command is placing a renewed emphasis on the Mentor Program and is exploring alternative courses of action to leverage the program Marine Corps Headquarters Manpower and Reserve Affairs has established. In the interim, Workforce Development will establish a database of mentors and mentees and offer training classes for each. Information regarding the Command's Mentor Program is forthcoming and will be posted on VIPER when it is available.

Non-government personnel as advisors for source selections**Question:**

Why is there Federal Acquisition Regulation (FAR) language and Command policy that says we can use contractor support to consult on source selection activities and then Determination and Finding's (D&F) requesting to do so are disapproved?

Response:

MCSC may only use non-government personnel as advisors for source selections if the determination is made that no government personnel are available to perform such advisory duties. FAR 37.204 provides the applicable guidelines to determine the availability of government personnel. It is important to note that the requirement is not limited to just the availability of MCSC personnel. We must also determine whether any other federal agency has personnel who could be made available for the source selection. This creates a very high burden to justify the need to use contractor personnel as advisors to our source selection teams. A D&F will only be executed if there is sufficient documentation to support the finding that there are no available government personnel in any Federal agency to serve as advisors for the source selection.

DAU classes**Question:**

There have been new requirements in training courses for Level III Defense Acquisition Workforce Improvement Act certification. It does not appear Defense Acquisition University (DAU) has enough class seats for the courses at Fort Belvoir. Are there any plans to ramp up course availability to save on temporary duty funds for training?

Response:

New requirements have been imposed on the acquisition workforce across most of the career fields for Levels I, II, and III certification. These new requirements have particularly affected our Contracting acquisition professionals. DAU is aware of the limited availability of seats and is making every attempt to rectify the situation.

Our Command does not manage or control DAU courses for Marine Corps acquisition personnel. The Navy Director, Acquisition Career Management (DACM) controls and pays for all DAU Marine Corps and Navy acquisition training. There are about 50,000 persons in the Navy-Marine Corps acquisition workforce. Marine Corps is about 6 percent of that population. This includes not only the command acquisition individuals but all other Marine Corps acquisition individuals as well. The Command is about 75 to 80 percent of the total Marine Corps acquisition population.

For background purposes, the DoD Functional Integrated Process Teams (FIPTs) make the decisions to change certification requirements. The biggest restriction is that it usually takes nine months to a year for DAU to certify adjunct professors. The limited seats are therefore a direct result of the limited number of professors qualified to teach the courses.

DAU supports the acquisition workforce in the entire Department of Defense. All Marine Corps acquisition training is managed through our relationship with the Navy DACM, and they pay for all DAU courses for acquisition personnel. The DACM also pays for DAU travel costs outside the local travel area.

On an annual basis, the Navy DACM sends out a data call to all systems commands for the identification of courses that can be hosted locally. In previous years the Command has been approved to host ACQ 201B and PMT 352. When we have hosted courses that were approved by the DACM, all of the DoD acquisition population registered and attended the courses. These courses are not exclusively Marine Corps.

Due to the local acquisition population and course computer requirements, many DAU courses are conducive only in a DAU training facility such as Fort Belvoir. We are fortunate to have Fort Belvoir and California, Md., as relatively close locations.

Please be assured that the DACM is aware of the problem and is working with DAU for alternate solutions such as contractor equivalency courses.

The DACM encourages all to continue to register. The wait-listed status for courses – even if they are full – will help provide a demand signal to justify the need for additional DAU courses within the Navy and Marine Corps.

Contact the Workforce Development Business Manager at 703-432-4460 or Pamela.j.king@MarineCorps.mil for further questions or concerns.

Telecommuting

Question:

I just completed the Strategic Plan Objective Team 4.1 Campus Survey on TIGER as requested. As an alternative to a new campus, why not just reduce footprint, period? I recommend we seriously review and mandate positions for telecommuting, which is in keeping with federal initiatives, coupled with widespread Defense Connect Online use for meetings. If 50 percent of the command could routinely telecommute, we would not need a new campus or leased facilities. Hospital Point footprint would suffice, and certain buildings could be made into hosting centers/jump space for telecommuters who have to come in to work for special events or periodic check-ins. That is what many leading industries do today.

Among the benefits would be:

Huge savings over current operations

Huge cost avoidance from not needed new campus

Improved morale

Ability to attract people outside the normal commute range

In-place continuity of operations plans for manmade or natural disasters

Drawbacks:

Potentially some modest investment in information technology infrastructure

Cultural change requiring some leaders to adapt new managerial styles.

Thank you for your consideration.

J. Markol, Chief Information Officer

Response:

MCSC Order 12000.2, Civilian Telework Program, is under revision to implement the DON Telework Program to the greatest extent possible, consistent with our mission capability and readiness. Revisions are in accordance with the "Preliminary" MCO 12600.1, Telework for Civilian Marines, and SECNAV Instruction 1035.1, with pending publication anticipated by the end of February 2012. The Command will post monthly progress updates on the Telework Program Order revision and related instruction and guidance.

Individuals are encouraged to work within their respective competency and program areas to determine the appropriate percentage of positions suitable for telework without compromising mission requirements and employee work/life balance. Telework arrangements are now requested and approved via DD Form 2946, DoD Telework Agreement. Final authorization is also contingent upon completion of the required supervisor and employee DON Telework Training, employee Information Assurance Training, and an approved System Authorization Access Request (SAAR) being on file.

CAO Knowledge Center

Question:

I just completed the Competency Aligned Organization (CAO) survey posted on TIGER, which asked how many times I visited the CAO Knowledge Center on TIGER. I am on TIGER everyday and have clicked on this link at least three times a week. Not once has the link taken me to the CAO Knowledge Center, so completing that portion of the survey was difficult.

R/S
Edward Lodge

Response:

The CAO Knowledge Center is accessible via VIPER at <https://mcscviper.usmc.mil/Pages/VIPER.aspx>. Once you log into the VIPER home page, place your cursor over the "Knowledge Center" tab on the horizontal menu and select "CAO Knowledge Center" from the pull-down menu. When prompted, be sure to select your CAC email certificate.

Requirements Creep

Question:

How is Command leadership responding to the requirements creep across the command? There are new requirements being passed down every day that were never costed as part of programs and the program offices are being expected to absorb these costs. For example, items are being added to the Marine Corps-Single Acquisition Management Plan (MC-SAMP) for weight, energy and affordability. Also, a System Design Specification (SDS) and a Program Protection Plan (PPP) have been added. Now it takes three months to get a milestone decision after seeing the Executive Director. This makes it difficult to execute programs on schedule when new requirements push the programs to the right and puts funding at risk.

Response:

The situation you are describing is not so much "requirements creep" in the classic sense, but rather a fact of life in the defense acquisition business where the underlying performance objectives for a system are changed by the requiring agency after an initial baseline is established. In those cases, we have clear processes for controlling the changes and making institutional decisions as to whether the changes will be accepted and incorporated and how they will be resourced. In the case of what we would call "programmatic changes," we are not always masters of our own destiny and must often find ways to accommodate new or changing policy and processes in the course of a program's life cycle.

Many such changes are the result of congressional action or decisions made at the Office of the Secretary of Defense (OSD) and DoN levels regarding how our programs are to be managed and executed. Additional program focus on such matters as weight, energy and affordability are directly attributable to such higher-authority direction. Last year's OSD Acquisition Technology and Logistics better buying power initiatives are examples of such direction that have impacted our programs. In those cases, we must comply, even if the demands were not considered during initial program planning and budgeting. Our program managers must determine the impact to their programs, in both cost and schedule, and make those impacts known to decision makers who are charged with providing appropriate guidance and, if possible, additional resources and time in

order to accommodate the program impacts. In no case should a program manager be left to "figure it out on his own."

As to programmatic documentation requirements, such as the SDS and PPP, the need for such plans should be established at the Material Development Decision and follow-on decision points by "tailoring in" instead of "tailoring out." It is the PM's responsibility to inform the Milestone Decision Authority (MDA) when there is a barrier or barriers to meeting acquisition program baseline cost, schedule or performance objectives and propose solutions for MDA consideration. If the Milestone Assessment Team is doing its job, these decisions are made early, and surprises down the road can be eliminated.

MC-SAMP

Question:

Who decided to replace the MC-SAMP with the Acquisition Plan/Acquisition Strategy?

Response:

The MC-SAMP transition to an Acquisition Strategy/Acquisition Plan (AS/AP) was originally based on a planned update of the MC-SAMP in 2011. In April 2011, at the same time the MC-SAMP was under review for updating, the Principal Deputy Under Secretary of Defense (AT&L) released a Document Streamlining Memorandum. This memorandum was based on an overarching concern that page count had substantially increased within acquisition documentation, but necessary and important content was still not included. The memorandum streamlined the Technology Development Strategy/Acquisition Strategy (TDS/AS) and Systems Engineering Plan (SEP), separated the Life Cycle Sustainment Plan (LCSP) from the AS, and outlined what was to be documented in the Defense Acquisition Guide (DAG) and the next update to DoDI 5000.02.

In consultation with the Assistant Commander for Programs, SIAT, AC LCL, AC Contracts, and Legal, the PM Competency Leadership Board (CLB) determined that using the OSD-provided Acquisition Strategy template provided more standardization across the military services, ensured compliance with the PDUSD (AT&L) Document Streamlining Memorandum and objectives, provided a concise separation between other documentation (such as the System Engineering Plan and the Life Cycle Sustainment Plan), and met the original goal of updating the MC-SAMP. The original OSD template was modified to ensure that the document could also serve as an acquisition plan to ensure links across competencies and to meet Marine Corps and MCSC requirements.

Government spaces for source selections

Question:

Why are there no government spaces set aside to hold source selections? Given the number of people who have moved off site and the number of vacant spaces within Building 2200, it would seem that some of the trailer spaces (Buildings 2202 and 2216) at Hospital Point could be easily converted and used exclusively for source selections. These trailers can be secured and are of the approximate size required for MCSC selection teams.

Response:

There is a brief on my schedule to discuss the personnel lay-down in support of a competency-aligned organization and other reorganization efforts. I anticipate some space in Building 2200 will be made available to create more meeting and teaming areas. However, until the facilities realignment is completed, there are many conference rooms available that can support the source-selection process. Conference Room 1-75 in Building 2211 is currently being used by the Assistant Commander for Support Services as a source selection room.