

## Calendar

Sept. 8 – Fifth Annual Navy and Marine Corps Cost Analysis Symposium at Gray Research Center.

Sept. 11 – Tenth anniversary of 9/11 terrorist attacks.

Sept. 13 – Mandatory Annual Block Training and Security On-Site Training begins. See TIGER for details.

Sept. 15 – PG12 chili cook-off from 11 a.m. to 1:30 p.m. on Bldg. 2200 parade deck.

Sept. 19 – Marine Corps Birthday Ball tickets go on sale.

Sept. 27-29 – Modern Day Marine at Quantico's Lejeune Hall.

Sept. 29 – PG13 Car wash from 7:30 a.m. to 2 p.m. in Bldg. 2203 parking lot across from Bldg. 2207.

## The Point

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## '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](mailto: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.

## Commander notes first-year observations

On the Total Information Gateway for Enterprise Resources (TIGER), under Headlines, the first-year observations of Brigadier General Frank Kelley, Commander, MCSC, have been posted. The Commander kicks off his observations by quoting Lieutenant General John Kelly, Senior Military Assistant to the Secretary of Defense, who said, "Their struggle is your struggle."

According to the Brigadier General, everyone at the Command should be able to identify with that statement.

"While most of us are at a distance from the battles, we equip and sustain Marines to fight," Kelley said. "By our work, we own 'their struggle.' This is one of the things about our culture that fills me with pride and tremendous encouragement. Professional excellence in support of our Marines is personal with us. This is who we are. I know this devotion will endure, fortify and give us wisdom in the challenges ahead.

The rest of his observations posted on TIGER distill some of the ideas and imperatives he's been talking about in various discussions and town halls, and writing about in the Command Corner.

## MCTSSA's exercise expertise receives kudos

In late July, the Marine Forces Reserve sponsored Javelin Thrust – the largest training exercise conducted in the United States – that annually focuses on Marine Air-Ground Task Force (MAGTF) core competency training.

Whenever Marines go into the field – whether for training or actual combat – they are always supported by a convergence of electronics within the Marine Corps' Combat Operations Centers (COC) The COC serves as the overall focal point for command and control (C2) within the operational environment. Its functions are also a technological center of expertise within MCSC's Marine Corps Tactical Systems Support Activity (MCTSSA). That proven expertise is the reason MCTSSA personnel were called upon to support the exercise.

"Javelin Thrust is not a technology exercise; it's an operations exercise that

actually involves providing command-and-control architecture for two environments operating simultaneously,” said Thomas Johnson, MCTSSA’s lead COC systems engineer who led the team supporting Javelin Thrust. “First, you have the C2 exercise scenario architecture operating within the COC that the Reserve Marines use for training. It’s designed to reflect a realistic operating environment within the COC as the exercise scenario unfolds. Running parallel to that, you also have the Exercise Control network that oversees, tracks, monitors and controls what everyone is actually doing as they train. The two configurations use different tool sets, with the Exercise Control network watching out for everyone while guarding against anyone gaming the system.”

The MAGTF Training Command (MAGTFTC) headquartered in Twentynine Palms, Calif., conducted the exercise aboard installations throughout the Western United States. Throughout the year prior to the exercise, MCTSSA’s team had become an integral and proactive function of the MAGTFTC’s Operations and Training exercise effort, assisting and collaborating with MAGTFTC in the planning, testing and executing of both C2 architectures slated to be used in exercise. After the exercise kicked off, MCTSSA provided on-the-spot analysts and subject matter experts – covering everything from external satellite communications and GPS expertise to all the technologies contained within the COC – to aid in the seamless execution of the various virtual and real-world exercise scenarios as they unfolded in four locations over a three-week period.

“Reserve forces bring their own equipment,” Johnson said. “Anyone can fire up a server, but the challenge is how to use the tools to support effectively gaining and sharing information and knowledge. Many reservists knew the applications used within the COC, but not necessarily the best way to deploy them.”

At the conclusion of the exercise, the support supplied by the MCTSSA team was well appreciated: “MCTSSA has been key in assisting MAGTFTC with developing the C2 architecture to support Javelin Thrust,” said MAGTFTC’s head of planning, Colonel Mike Bodkin. “Exercise Javelin Trust is a complex evolution, involving very unique demands based on a largely Reserve audience... [The MCTSSA] staff was flexible enough and contained the right skill-set to adapt very quickly to any request made of them from a wide audience.”

## **CAO – Critical to MCSC (and you)**

*Submitted by Strategic Plan Objective Team 3.2*

As the Commander has previously stated, the external forces acting on MCSC are not going to change for the foreseeable future. We can expect to be operating in a resource-constrained environment where we simply cannot hire additional employees to meet the developing need. Understanding the future challenges we are facing, but fully aware that our warfighting customers will still expect us to provide the same outstanding support as we have during this past decade, the Command leadership made the decision to refine our implementation of a Competency Aligned Organization (CAO). While there are several changes being made, there are two particular features that have gained the most attention: the change of the supervisor to competency personnel and enterprise resource management. As we implement these changes to our CAO, it is important to reflect on the advantages that both the Command and the employee will realize from these changes.

The change in the supervisor structure attempts to balance the demand of program execution with long-term development of the workforce. Our CAO addresses these concerns by creating an environment where the Program Manager (PM)/Integrated Product Team (IPT) lead is responsible for the execution of programs, focusing on cost, schedule and performance and the competencies are responsible for providing the program managers with the resources to execute the programs, to include overseeing the contributions that competency members are making to program success. This change will make the Command’s Program Management Office (PMO)/IPTs responsibilities consistent with those found under a Program Executive Officer (PEO) construct. While many people have expressed concerns with having “two bosses” and “they no longer work for the PM,” this should not be a concern. Our implementation of competency alignment simply means that you are responsible to the PMO/IPT you support for the daily execution of tasks, yet accountable to the competency for the quality of work performed. This is consistent with our own Commander being responsible to the Commandant for delivery of warfighting systems to the operating forces, yet accountable to the Assistant Secretary of the Navy for Acquisition, Research and Development for doing so within the acquisition framework established by the Department of the Navy and Department of Defense. This change allows the PM and IPT to focus on what is required to execute the program, while the competency focuses on ensuring the PM and IPT provided the full range of support they require.

This support comes in three principle forms. First, the competencies must provide the PM/IPT with skilled personnel, as well as the tools and processes those IPT members require in order to do their jobs well. The personnel provided to a PM/IPT can be either through direct assignment to an IPT or IPTs, or through access to high-demand, low-density

resources that are provided on a matrix basis. Competencies will have access to all resources throughout the Command. While many people focus on the personnel, it is equally important for the competencies to provide standardized processes and tools, so no matter which organization you may work with, the process is consistent throughout MCSC and PEO LS. Second, the competencies must ensure the workforce has the appropriate skill sets for today and for the future. This means striking a balance between filling concurrent requirements today by prioritizing those programs that will be organically staffed and those that will be supported by other resources. It also means balancing the manning of the five competencies, which may require the reallocation of billets from one competency to another in order to meet a near-term priority. Last, the competencies must ensure they are not myopic and only focused on meeting the demands of programs today. They must anticipate the skills and number of personnel that will be required in the future. This will require an emphasis on developing the knowledge and skills of the current workforce to meet emerging requirements.

This focus will allow the competencies to provide the optimal support to program's executing today, yet provide the flexibility to support emergent and changing priorities in response to changing external factors. In essence it allows MCSC to be responsive and scalable – just as the Commandant has called for in his planning guidance.

From a Command Perspective, the CAO/IPT operating model offers the following advantages:

- PM/IPTs focused on program execution
- Standardized processes and tools across MCSC and PEO LS
- A workforce with broader experiences
- More flexible reassignment to address emerging priorities
- A capable workforce with the leadership ability to take initiative
- Programs resourced according to the Marine Corps priorities

From an employee perspective, competency alignment provides the following advantages:

- Enhanced opportunity for leadership training and development of leadership skills
- Greater emphasis on training and development within competencies
- Greater opportunity for new assignments
- Membership in an effective team with access to all resources in the Command

The continued evolution of our implementation of competency alignment is an investment in our future. It will position our command to be able to respond to the Marines' requirements, regardless of the external environment. It provides the Command with the best organizational framework to continue its exceptional support of the warfighter. Our CAO/IPT operating model also represents an increased opportunity for employee development through education, training and diverse assignments on multi-functional teams.

## **Marine Corps Base Quantico implements FPCON Bravo**

In preparation for the 10th anniversary of the Sept 11, 2001 attacks, the Commander of U.S. Northern Command has directed a change to Force Protection Condition (FPCON) Bravo for Marine Corps Base Quantico (MCBQ). The base is implementing a variety of enhanced security measures to protect base personnel and assets. Increased security will include an increase in identification checks, facility checks and package screening; actions, which could result in delays at gates and facility entry points.

It is important that each MCSC organization remains vigilant and implements the applicable MCBQ FPCON action sets. Additionally, all personnel should be reminded of the importance of immediately reporting any activity considered suspicious to the Base Provost Marshal using the Eagle Eyes reporting hotline by calling (703) 432-3937. (Off base call 911.) Note: The primary staff occupant of each leased facility is responsible for implementation of the applicable FPCON action sets, with assistance from their Mission Assurance Coordinator and other assigned personnel.

The MCSC POC for mission assurance planning is Dean Kleveno, Deputy Director, Facilities, Services and Supply, at (703) 432-3344. The MCSC Officer on Duty can be reached at (703) 432-3964.

## **CAO CONOPS important reading material for all**

The Competency Aligned Organization Concept of Operations (CAO CONOPS) booklet has been distributed to everyone in Marine Corps Systems Command (MCSC) and Program Executive Officer Land Systems. It has also been sent out in an All Hands e-mail to the entire Command.

"The Commander's intent is for every member of the Command to have received a copy of the CAO CONOPS and that each member reads it," said Colonel Michael Bergerud, MCSC Chief of Staff, in the All Hands e-mail.

If Command employees did not receive a copy of this publication, they should contact Dominic Foster or Verna Long in Programs.

## **Birthday Ball tickets on sale Sept 19 through Oct. 28**

Tickets for the Command's 2011 Marine Corps Birthday Ball go on sale Sept. 19 and will be available to government employees, active-duty military, retirees and defense contractors on a first-come, first-served basis. Ball Committee unit ticket sales representatives are selling tickets until noon Oct. 28 unless tickets sell out prior to that date. The number of tickets is limited, and it is recommended that those interested purchase their tickets early.

The Ball will be held Nov. 12 in the same location as last year – the Grand Ballroom at the Renaissance Hotel, 999 9th St. NW, in Washington, D.C. There will be a block of hotel rooms set aside for Ball attendees, but they are expected to sell out early this year. Those wishing to spend the night should make their reservations as soon as the block becomes available.

Watch TIGER for more information concerning the Ball, or call (703) 432-3277 or 3958.

## **Chili cook-off set for Sept. 15**

Communications, Intelligence and Networking Systems (PG12) is sponsoring a chili cook-off Sept. 15 to support the Marine Corps Birthday Ball. The contest will be held from 11 a.m. to 1:30 p.m. on the Parade Deck in front of Bldg. 2200. There will be two menus:

Menu 1 is chili (of your choice) with cheese; onions; sour cream; cookie; crackers or cornbread; and soda or water for \$6.

Menu 2 is nachos with cheese; onions; jalapenos; sour cream; cookie; and soda or water for \$6. Chili is \$1 extra.

Prizes are awarded for first, second and third place. Grand prize (first place) is a free ticket to the Birthday Ball.

To register and enter the Chili Cook-Off, check TIGER, or contact Ashley Newton at (703) 432-7888, [ashley.newton@usmc.mil](mailto:ashley.newton@usmc.mil); or Desiree Dombek at (703) 784-6457, [desiree.dombek@usmc.mil](mailto:desiree.dombek@usmc.mil).

## **IWS holds Ball fundraising car wash**

Infantry Weapons Systems will hold a Marine Corps Birthday Ball fundraising car wash on Sept. 29 from 7:30 a.m. to 2 p.m. It will be held in the parking lot by Bldg. 2203 and across from Bldg. 2207. You can stand by and wait for your vehicle to be cleaned or drop it off in the morning and pick it up clean in the afternoon.

Birthday Ball fundraising events enable all Command junior enlisted Marines to attend the Ball for free. It also helps to defray the costs of tickets for all attendees.

## **Modern Day Marine takes place Sept 27-29**

Modern Day Marine will be held Sept. 27-29 on Marine Corps Base (MCB) Quantico in front of Lejeune Hall. It serves as the premier equipment, systems, services and technology exposition for the Marine Corps. The event is sponsored by the Marine Corps League, MCB Quantico and Marine Corps Systems Command (MCSC).

Many MCSC product groups and Program Executive Officer Land Systems programs will be conducting displays and kiosks at the event. Command leadership will be taking part in the "Report to Leadership" portion on Sept. 29. Family member are also invited to attend the expo on the final day of the event.

For more information, visit [www.marinemilitaryexpos.com](http://www.marinemilitaryexpos.com).

## **DOD works to boost Smartphone security**

As the Defense Department seeks innovation made possible by smartphones and other mobile computing platforms, it's also working to ensure DOD users of those devices employ them securely, a defense official said.

## **Obama: Unite in spirit of service Sept. 11**

President Barack Obama called on the American people to come together in the spirit of service and remembrance as the 10th anniversary of the Sept. 11 attacks approaches.

## **DOD watchful as 9/11 anniversary approaches**

Defense Department officials are "keenly aware" that terrorist attacks are possible as the 10th anniversary of 9/11 approaches, a department spokesman told Pentagon reporters.

## **McKinley: America must preserve Tuskegee Airmen's legacy**

As the accomplishments of the World War II-era Tuskegee Airmen fade into U.S. history, a grateful nation must work to keep their legacy alive, the chief of the National Guard Bureau said at the 40th annual Tuskegee Airmen convention.