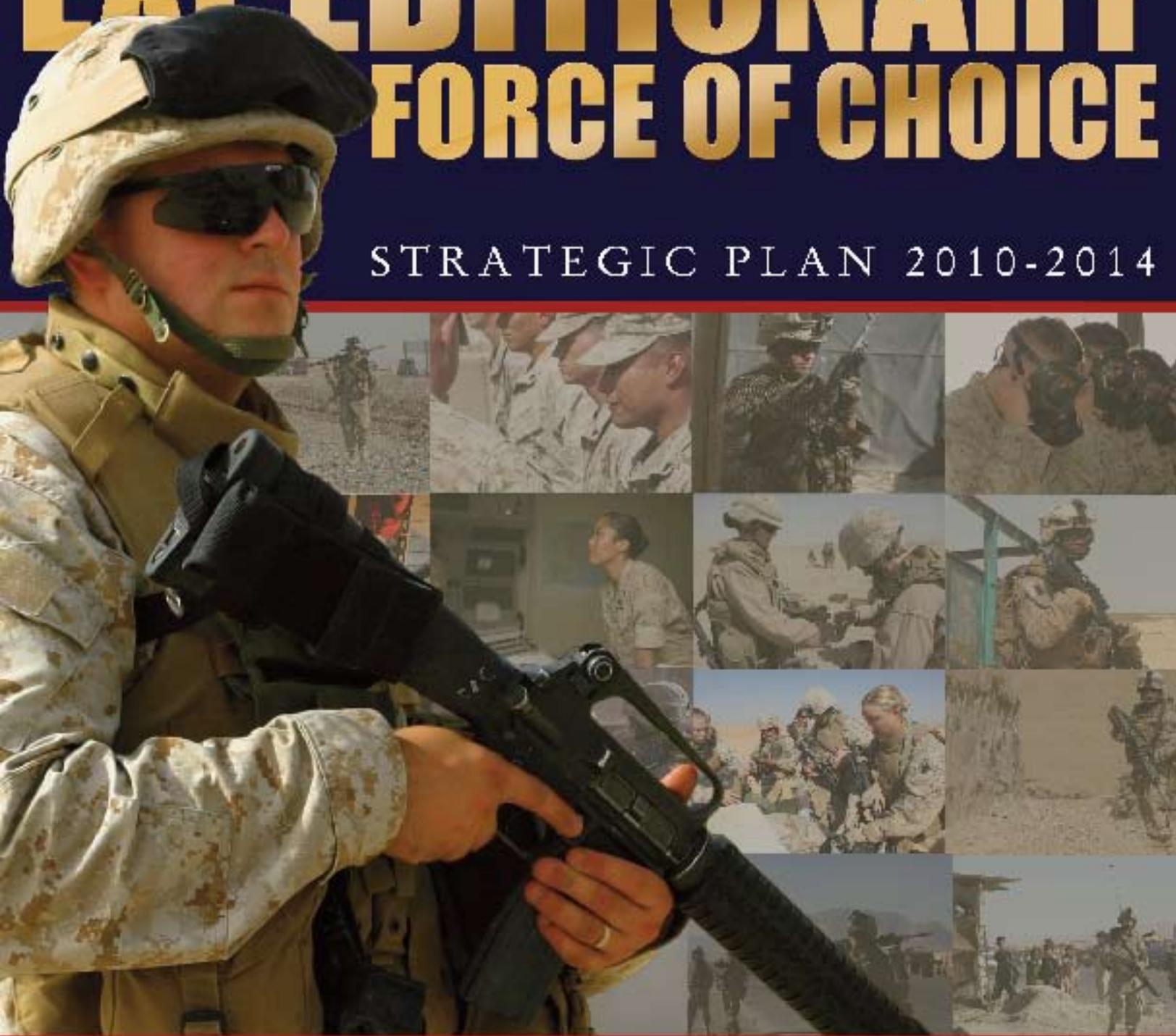


**EQUIPPING THE NATION'S**

# **EXPEDITIONARY FORCE OF CHOICE**

STRATEGIC PLAN 2010-2014



**MARINE CORPS SYSTEMS COMMAND**

# MISSION

**To serve as the Commandant's agent for acquisition and sustainment of systems and equipment used to accomplish the Marine Corps' warfighting mission.**



*“It is our obligation to subsequent generations of Marines, and to our Nation, to always have an eye to the future - to prepare for tomorrow’s challenges today.”*

— James T. Conway  
General, U.S. Marine Corps,  
Commandant of the Marine Corps



## **Brigadier General Michael M. Brogan**

*Commander,  
Marine Corps Systems Command*

Marine Corps Systems Command continues to operate at an extremely high tempo as the Marine Corps confronts multiple threats and challenges. It is important to focus on the demands of today, but we must also set a course that best supports the Marine Corps' warfighting mission through 2014 and beyond. Future operational environments will require Marines to apply unprecedented speed and versatility to confront a wide range of adversaries. Marines must be fully prepared to deploy as multicapable Marine Air Ground Task-Forces (MAGTFs), excel in irregular warfare and defeat rapidly evolving threats. Our Command will equip Marines to prevail in this environment.

The Commandant provided clear direction in Marine Corps Vision & Strategy 2025. Our strategic plan aligns with his vision and will enable us to hit the right waypoints on our own path into the future.

This strategic plan describes what Marine Corps Systems Command will accomplish by 2014. It reinforces our mission, defines our unique contribution and is grounded in the Marine Corps' enduring principles and values.

I expect every member of this Command to understand the Commandant's vision for 2025, our strategic plan and how your daily efforts support them. We must accomplish the goals and objectives in this plan to best equip the Nation's Marines.

I challenge each of you to build upon our tradition of superb support to Marines. They deserve nothing less.

Semper Fidelis!

A handwritten signature in black ink that reads "M.M. Brogan". The signature is written in a cursive, flowing style.

M.M. Brogan  
Brigadier General  
U.S. Marine Corps

# Purpose Statement

The purpose of the Marine Corps Strategic Plan is to direct our efforts from 2010-2014 in order to implement the Commandant's intent outlined in Marine Corps Vision & Strategy 2025. This plan is grounded in the Marine Corps' ethos, values and competencies.

The Marine Corps' operating concepts and implementing plans will flow from Vision & Strategy 2025. The relationships between this vision and strategy and the capability development and resource allocation processes must be mutually supportive. When these processes identify the need for a materiel solution, Marine Corps Systems Command, in collaboration with Program Executive Offices and other acquisition organizations, will provide that capability to support the warfighter.



# VISION

Marine Corps Systems Command will acquire the systems and equipment needed by multicapable MAGTFs to fight and win our Nation's battles. Fulfilling our unique mission, while adhering to our values and enduring principles, will enable Marines to succeed in uncertain, chaotic and austere environments. Our workforce, processes and solutions will reflect the Corps' reliance on naval deployment, leaner equipment, versatility and innovation. We will equip and sustain the Nation's expeditionary "Force of Choice."



*We will equip and sustain the Nation's expeditionary "Force of Choice."*

# PHILOSOPHY *of* LEADERSHIP

Every Marine, uniformed and civilian, within the Marine Corps Systems Command has a leadership role. Our philosophy of leadership is:

- ▶ We are the Marine Corps Systems Command. The work we do is critical to our Marines and to the defense of our Nation.
- ▶ We promote continuous learning and develop the leadership potential that exists in every member of our team.
- ▶ We believe the team process and open communication produce superior results. Together, we foster a culture of trust, integrity, mutual respect and personal responsibility.
- ▶ No matter the challenge, we adapt and succeed.



**MARINE CORPS**

# Enduring Principles

*The following United States Marine Corps' enduring principles provide the foundation from which Marines derive their ethos and basic operating instincts: Every Marine is a Rifleman, Expeditionary Naval Force (soldiers from the sea), Combined Arms Organization, Ready and Forward Deployed, Agile and Adaptable, and Marines Take Care of Their Own. The Reinforcement of the Corps' enduring principles will ensure that Marines are postured for hybrid threats in the complex environments of the 21st century...making Marines "most ready when the Nation is least ready."*

*- Marines Corps Vision & Strategy 2025*



Marine Corps Systems Command will rapidly meet evolving acquisition challenges. Individually and collectively, the following enduring principles will build on those of the Marine Corps to ensure we equip and sustain the warfighter:

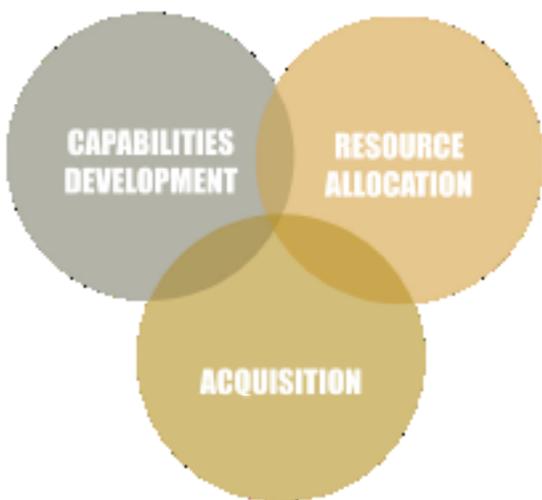
- ▶ **Integrity**
- ▶ **Professionalism**
- ▶ **Accountability**
- ▶ **Teamwork**
- ▶ **Mission Focus**

# What We Do

...Our unique contributions to the Marine Corps

“Commander, MARCORSYSCOM has management authority and accountability for assigned Marine Corps Expeditionary Forces weapon and IT systems programs.” (SECNAVIST 5400.15C) We acquire and sustain weapons systems, equipment and information technology for our forces.

**We synchronize and integrate with the Capabilities Development and Resource Allocation Systems to rapidly achieve our mission.**



Three complex overlapping Decision Support Systems act in concert to equip our Nation’s warfighters. Marine Corps Systems Command shares a common focus on the Individual Marine. We proactively engage at all levels with our Capabilities Development and Resource Allocation partners. Together, we rapidly identify resources, field and sustain required capabilities.



## **Our Acquisition Competency provides and supports expeditionary systems, equipment and infrastructure of multicapable MAGTFs.**

Acquisition Competency is the balanced integration of all the functions required to acquire, field and sustain systems and equipment. We strive to excel in the appropriate integration of program management, financial management, life-cycle logistics, systems engineering and contracting. We tailor our efforts to support the rapid response of expeditionary naval forces and the execution of combined arms operations. We have direct and immediate impact on the Corps' unique and premier contribution to our National Defense.

## **We foster a lean, innovative, flexible and rapid acquisition process recognizing the Marine Corps' limited resources and need for rapid response to warfighter needs.**

We share a common sense of urgency and dedication to our Marines. We are agile, flexible and adaptable. We leverage capabilities, technologies and products from both the public and private sectors. We foster streamlined business processes and a team-based environment. Our unwavering focus is on the Individual Marine in the operating forces.

As part of the Marine Corps, our ethos includes doing more with less. We rely on efficiency, innovation and effectiveness to provide the Nation with greater "bang for the buck." We apply our limited resources to those areas where our contributions most effectively support Marine Corps Vision & Strategy 2025.



# STRATEGIC GOALS & OBJECTIVES



# GOAL I

## *Improve our processes and stakeholder relationships to enhance mission execution:*

- ▶ **Strengthen our key internal acquisition and technical processes to gain efficiencies and encourage innovation.**
- ▶ **Achieve Capability Maturity Model Integration Level 3 with respect to documentation, clarity and effectiveness of our key policies and work processes:**
  - Establish a Command policy review board with representation from all domains.
  - Establish guidelines and criteria for preparing and implementing key policies.
  - Establish baseline and continuously assess the effectiveness of our policies and our work processes.
  - Effectively employ information technology to support this goal.
- ▶ **Develop a corporate campaign plan to improve the working relationships with key stakeholder organizations:**
  - Support the Marine Corps' implementation of Total Life Cycle Management.
  - Foster effective integration of Acquisition with Combat Development and Planning, Programming, Budgeting and Execution System Processes.
  - Assess our external environment regularly via a Strategic Customer Value Analysis followed by appropriate responses and actions.



# GOAL II

## *Continue to build a high performing, skilled and diverse workforce:*

### ▶ **Refine and execute the Human Capital Strategic Plan (HCSP):**

- Accurately determine our workforce requirements and develop the business case needed to obtain the resources required to execute our mission.
- Develop the processes and tools needed to allocate personnel resources where they are needed most to support Marine Corps priorities to support efficient portfolio management of acquisition programs.
- Create and implement a Command recruiting and retention strategy to enhance our ability to attract and recruit the high performing workforce required to properly support Marines.
- Emphasize continuous workforce development and improvement.

### ▶ **Streamline the hiring process:**

- Establish and execute processes to maintain a 95% civilian billet fill rate.
- Validating that command recruitment processes fully involve all stakeholders through documented, collaborative activities.

### ▶ **Develop and implement an internal plan:**

- Improve knowledge and information sharing.
- Employ cutting-edge communication tools to involve all members of the workforce.
- Assess our internal environment regularly via a workforce value analysis and feedback mechanism followed by appropriate responses and actions.



# GOAL III

*Achieve excellence in teaming while maintaining our focus on the Marine in the operating forces:*

- ▶ **Develop a strategy/campaign plan to ensure that all members of our Command understand how their work is linked to the Marine in the operating forces (line of sight to our mission/Marines).**
- ▶ **Complete our transition to a competency-aligned, team-based work environment:**
  - Assess our current status with respect to adoption of competency-alignment and take the action required to complete the transition.
  - Verify that our teams are organized and resourced to support team-based work.
- ▶ **Improve and recognize workforce teaming skills:**
  - Offer incentives, training and tools that foster growth of leadership and teamwork skills, and work in a team-based setting.
  - Recognize and reward individuals and teams who demonstrate commitment to teamwork.



# GOAL IV

*Improve our mission support processes to improve mission accomplishment:*

- ▶ **Continue our efforts to build a modern, professional work environment for the MARCORSYSCOM Team:**
  - Establish and execute a five-year workspace management plan that optimizes our facilities to support acquisition and enables Teams.
  
- ▶ **Review and improve internal automated information systems:**
  - Establish clear goals for timeliness and quality of internal IT support.
  - Develop and streamline internal software applications/systems to eliminate redundancy and ensure interoperability.
  - Assess the current Integrated Data Environment program and validate that it will deliver a useful capability to our workforce.
  
- ▶ **Increase administrative efficiency, drive towards a paperless environment and other streamlining initiatives:**
  - Improve Command check in.
  - Make Defense Travel System more efficient.
  - Improve Command purchase card usage.
  - Standardize tasker process.
  - Ensure correspondence and decision documents process within timelines.





# The Way Ahead...

**Implementing our Strategic Plan will ensure that we support the Commandant's vision for the Marine Corps.**

**Each of the four goals in this Strategic Plan will have implementation efforts that will include obtaining workforce feedback and developing measures to gauge progress toward our vision. There will be opportunities for all members of the Command to participate in this ongoing process.**

**We all have a responsibility to support this plan. Implementation will improve our daily activities. More importantly, it will improve the way we equip and sustain our Nation's expeditionary "Force of Choice."**

*Notes:*

*Notes:*

*“Some people spend an entire lifetime wondering if they made a difference.  
The Marines don't have that problem.”*

*— President Ronald Reagan*



MARINE CORPS SYSTEMS COMMAND  
2200 Lester Street  
Quantico, Virginia 22134-6050