

TRAINING QUARTERLY

Volume 7, Issue 5, Fall 2012



Fall Celebrations!

We wish to welcome all of our newly certified Are You Listening course instructors:



Deanna Blair, 29 Palms
Carrie Carmichael, MCRD San Diego
Lakiya Cherry, New River
Joshua Collins, MCRD San Diego
Michelle Folkers, Camp Lejeune
Shannon Hafer, MCRD San Diego
Arthur Harts, Camp Pendleton
Barbara Hawkins, MCB Quantico
Leah Kanally, Camp Pendleton
Renee Lilley, Henderson Hall
Kate Osborne, MCAS Yuma
Katarina Pena, 29 Palms
Theresa Shields, HQ
Heather Strelczyk, 29 Palms
Heather Tucker, Camp Pendleton



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US Marine Corps
Semper Fit & Exchange
Services Div, MRG
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A message from the Training Program Manager: Let's make history together.



In September 2012, MCCA began defining a best practices approach to achieving our first enterprise-wide Mission and Talent Development Alignment (MTDA). Mission and Talent Development Alignment occurs when the following exists:

1. Organizational requirements are identified (Current & Future Needs)
2. Employees have what they need to achieve the above requirements (Performance Needs)
3. What employees must know to perform at the optimum level is defined (Learning Needs)
4. How employees are best motivated to learn are all well-known and supported by the organization (Learner Needs)

The benefits of such alignment are numerous and include:

- Sustained organizational readiness
- Significant increases in employee performance and proactive succession planning
- Significant cost savings due to efficient and effective training budget execution, training delivery, and development opportunities
- Dramatically improved employee engagement, contribution in place, and career development to name a few

In August, HQ Manpower Division together with MCCA Organizational Learning & Development office began piloting Talent Development and Needs Assessment training. This training provided Community of Interest (COI) frontline supervisors and HR/Training professionals with tools to address employee talent development needs and define a MCCA-wide needs assessment process. This process will be used to achieve Organizational Mission and Talent Development Alignment.

The anticipated schedule is as follows:

- **September 2012** – Training Sessions at Camp Lejeune, Quantico and Camp Pendleton (included were participants from Parris Island, Camp Lejeune, Camp Allen, Quantico, HQ, Henderson Hall, 8th & I, Yuma, Miramar, Cherry Point, Camp Pendleton, 29 Palms, Okinawa & Kaneohe Bay, HI)
- **October 2012** – HQ to prepare report of recommendations
- **November 2012** – Report the Mission and Talent Development Alignment process recommendations to all COI Leaders & Steering Group Members for review & approval.
- **December 2012** – Approved recommendations to be sent to all participants
- **January 2013** – Mission and Talent Development Alignment rollout teams to be nominated and selected
- **February 2013** – Talent Development & Needs Assessment Course rolled out to MTDA teams
- **March 2013** – Begin rolling out MCCA's first enterprise-wide Mission and Talent Development Alignment

By most accounts the above will be a bold and challenging step forward. By all accounts it is long overdue and critical to sustaining our readiness as Civilian Marines.

Let's make history together. - continued

As Civilian Marines we live in a target-rich environment of budget cuts, shrinking manpower and resources that require us to operate more efficiently. The Mission and Talent Development Alignment is a history making first step that promises to yield history making efficiencies. Stay tuned for more information regarding your role and how you might support this ongoing effort.



At your service!
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Embracing and Celebrating our Differences

by Jaime Yasumatsu, MCAS Iwakuni



Living and working in Japan is a special opportunity for those of us stationed at MCAS Iwakuni. Our MCCS Employee Development office strives to capitalize and maximize the cultural experience for both American and Japanese employees. Through cultural awareness, business customs, and language classes we are able to bridge the gap between two distinctly different cultures.

Embracing and celebrating our differences are key to our approach in training and developing our employees. Our philosophy is if we can understand the culture, you can understand the person and can make a larger impact for the organization. Our staff is made up of 327 NAF and GS employees and 320 IHA and MLC employees. Half of our work force is comprised of IHA employees, which are independent hires of the government of Japan and MLC employees, which are master labor contractors, often specializing in a particular craft or trade. We recognize that while providing training, it is important to touch all employees.

We have a full-time Japanese trainer on our team that specializes in teaching our core trainings in Japanese, as well as USMC Basics for our Japanese employees and Cultural Awareness for our American employees. During the USMC Basics class Mr. Arizono, our Japanese trainer, introduces our IHA/MLC employees to the basics of how the Marine Corps operates. He also provides them with practical applications, so they can tie the subject matter back into the work place. Another one of our most popular classes focuses on Cultural Awareness. This class is open to all NAF employees and gives them a great foundation for the cultural differences between Japanese and Americans. We allow them the opportunity to explore their artistic side while folding a symbolic origami crane. The origami crane is a symbol of honor, peace, and loyalty in Japan, all characteristics that every MCCS employee strives to live.

We realize that we have a unique opportunity to build relationships with our host country. Through training, we play an integral role in each employee's success. We take every opportunity to develop new, creative, and interesting trainings that will not only help both Japanese and American employees succeed in the workplace, but also form stronger roots through this partnership. Building strong bonds and cohesiveness in the workplace is our top priority. An old Japanese proverb states, "To teach is to learn." We are constantly striving to learn more about bringing Japanese and American cultures together.



"To teach is to learn."

- Japanese proverb

Making Heroes Out Of Employees

By: Rosette Obdeza, MCB Camp Butler



“You have to look at leadership through the eyes of the followers and you have to live the message. What I have learned is that people become motivated when you guide them to the source of their own power and when you make heroes out of employees who personify what you want to see in the organization.”

***Anita Roddick** (1942-2007), English entrepreneur*

MCCS Okinawa’s Organizational Management and Development (OMD) - Training Department inaugurated the Women in Leadership speaker series June 18 to July 24, 2012. This workshop is a new career development initiative in line with MCCS Okinawa’s guiding principles of professional growth and diversity. Through different speaker presentations over a period of six weeks, participants learned about various MCCS career fields and discovered key industry competencies for success. Priority was given to the NF-1/2 levels and Master Labor Contract (MLC)/Indirect Hire Agreement (IHA) equivalents.

The purpose of this program is to highlight current women leaders, provide industry competencies, career development insights, and inspire through leadership stories. Each speaker from different MCCS Okinawa facilities provided her personal narrative focusing on career progression, lessons learned, and future goals. The industries covered in this offering were: Food & Beverage/ Hospitality, Finance, Human Resources, Education (Early Childhood and Adult), Marketing (Web Design and New Media), and Community Services Coordination.

The training department believes that the method of leadership storytelling in an organization is an important tool in reinforcing organizational values, facilitating critical learning, and employee motivation. According to Kindra Hall, whose graduate study focused on the role of storytelling in organizations, “story is the most effective way to connect with your audience.” The personal narratives by the speakers created building blocks for the participants to draft a professional development plan to take the next step forward.

All of the six sessions were 100% booked prior to the day of the events. The Training department reported that an average of 27 attendees attended each session, and at least ten MCCS employees were able to complete the entire series. With the increased interest from MCCS employees, the Training Department is expanding the program by launching the second Women in Leadership speaker series to begin October 26 to November 16, 2012 and reaching out to Japanese employees by delivering two of the five sessions in Japanese.

“Story is the most effective way to connect with your audience.”

- Kindra Hall

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Making Heroes Out Of Employees - continued



Mr. Ron Oshima, OMD Director, congratulates Ms. Becky Briggs, Chief Financial Officer (CFO) for a successful presentation.



Participants reviewing the different competencies they learned from the six sessions of Women in Leadership.



Participants discussing individual goals during the Community Services Coordination small group session.

Below are some of the comments left by the participants:

"I really like this series of training and I believe that it could motivate employees to become more efficient at MCCS work sites."

"Great speakers... I really embraced the wisdom given from the presenters. I appreciated their honesty in sharing their experiences. Great program!"

"Such a morale boost for employees – shows the sky is the limit! Great workshop! Looking forward to more to come!"

"I thought the series was wonderful! One suggestion would be to see how much our goals change by the end of this series; maybe have a goal planning sheet before and after."

MCB Hawaii Red Ribbon Recognition Program

by Jeanne Chang, MCB Hawaii



The Red Ribbon Recognition Program was created aboard MCB Hawaii to acknowledge and celebrate all of our wonderful employees who have received a positive ICE comments for their customer service excellence.

We wanted a way to recognize those in our organization who demonstrate their World Class Customer Service (WCCS) and their “above and beyond” attitude every day. As an organization, we spend a great deal of time and energy conducting WCCS training. We soon realized that we already had the data available to us through the ICE comment cards. When a patron takes the time to submit a positive ICE comment about the outstanding way in which they were treated while using our MCCS services and programs, it deserves recognition!



The presentation of the World Class Customer Service Excellence pin and red ribbon starts with the first “nice ice” comment an employee receives. The award is then prepared by Training/ Development and presented by the employee’s department Manager in front of their peers.

The data of who has received a Red Ribbon and the date of the Comment Card is collected on a spread sheet. It is not unusual for the same employee to receive several “nice ice” comments throughout the year and for every ten positive comment cards received, the employee receives an additional pin of different design. In the future and as funding permits, we plan to have a third and fourth pin to designate additional positive Ice Comments received.

The benefits of the program are many. First, it serves as a visual reminder of our WCCS standards which we expect of all employees and highlights those who live it. Secondly, the data roster of those who have received Red Ribbons during the year is sent to the Directors around the time performance reviews are done. And lastly, the act of acknowledging those who deliver customer service excellence is in fact customer service in itself!

Aloha,
Jeanne Chang

“ In serving our Marine Corps Community Services customers, you strive to provide the best service possible, treating each customer with excellence.”

- Excerpt from Heather J.’s Red Ribbon Recognition Award

MCCS Managers' Course – What is working for us?

by Rick McManis, MCB Camp Lejeune



Classroom Computer Delivery of the MCCS Managers Course and Leadership Skills for Managers

Why this new approach? This delivery method came to fruition by adhering to the principles and learning objectives of World Class Customer Service; providing products and services of value to the Marine Corps community.

Approximately two years ago we had a full course scheduled for the MCCS Managers Course and a waiting list. One week prior to the course, we received news from headquarters that there had been a major flood where the printing company was located. They would not be able to provide us with the course materials for the upcoming class.

Many of the managers who were enrolled in the course had been waiting to attend for a long period of time, in some cases a couple of years. The other scheduled courses had already been filled for the remainder of the year. Rather than cancelling the course, adhering to the high standards of WCCS for our internal customers, we devised a plan.

Each shipment of course materials includes thirteen copies for a class designed to accommodate twelve participants. We had been saving the extra set from each prior course for future use, or in the event of a packaging mistake. We had enough course books and hand outs to facilitate the course, but we were lacking the four volume Desk Reference Set. Volume one contains a compact disc that includes the entire four volume desk reference set to include forms & enclosures, and the desk reference introduction.

The benefit of having a “wish list” paid off. We had just received Dell laptop computers to use to implement into our training program. We prepared the classroom as required for the course, but rather than displaying all 12 Desks Reference sets for each participant, which we did not have, we presented a laptop with the compact disc from the desk reference set. We also displayed one complete set of the printed desk reference set on each table. This approach offered the participants two styles of approaching the course. Those who were uncomfortable or unfamiliar with computers could use the printed version instead.

Prior to delivery of the course, our next steps were to modify the scripted introduction, walk through of the desk reference set, course book, classroom supplies, and course resources. Once this was completed, we changed the PowerPoint to accommodate the modifications. We also downloaded from the intranet the most current version of MCCS Policy Manual and EMC Table of Contents. When we had gathered all of the resources, we created a file and imported the information and named it “MCCS Managers Course Electronic Version”. The next step was to install the file on all laptop computers and ensure that they contained the supporting software.

Classroom Computer Delivery of the MCCS Managers Course and Leadership Skills for Managers - continued

Our first course was delivered without a hitch and resulted in high scores and praises from the participants. This delivery method has become so popular that HQ has approved this method after strict and personal evaluations that have now led to the delivery of Leadership Skills for Managers in the same fashion.

Listed below are some of the considerations, precautions, and WIIFM for this style of delivery.

Considerations:

- Target Audience
- Prerequisites
- Windows Versions
- Peripherals
- Wi-Fi
- Room Configuration
- Instructor Knowledge
- Electronic and Printed Materials
- Thumb Drive Policy
- Most Current Information
- Local Policy

Precautions:

- Trip Hazards (Wires and Extension Cords)
- Power Surges
- Various Software Versions
- Software Configuration
- Viewing Panes
- Malfunctions
- Accidents
- PII Considerations
- Distractions
- Local Policy
- Theft

WIIFM?

- HQ Printing Costs
- Shipping Costs
- Future Funding for Additional Course Offerings
- Managers Ease of Locating Information
- Enhances Computer Literacy
- Ease of Course Set Up
- Ease of Course Delivery
- Saves Storage Space
- Ease of Collaboration
- Modifiable Content to Division Specific Needs
- Command Continuity
- Convenient Course Take Away
- Managers More Willing to Refer to the Desk Reference Set
- Ease of Research from Notes Recorded in The Letter To Self

In closing, MCIEAST, MCB Camp Lejeune, Marine Corps Community Services, Human Resources Division, Training Branch, would gladly assist you in any way in this delivery method of training of these valuable courses.

Sincerely,
Human Resources Training Team
MCB Camp Lejeune



If you are going to move to this method of delivery, please let MRG Training know so that appropriate material adjustments are made.

Dealing with Change? Make Lemonade! ***by Darlene Roulund, MCB Camp Lejeune***

With all the changes we've been faced with recently, I created a fun course to help us look at change in a different perspective and to be used to your advantage.

Scheduled participants are directed to the smallest classroom where they're basically overcrowded. When class begins, the PowerPoint slide automatically advances and reads: "The classroom has changed, please follow the lemons." That room is set-up classroom style, facing the front, with two participants to a table and an instructor facilitates from the back of the room.

Part way into the course, the instructor explains this is how a lot of change is implemented in traditional organizations. Managers get behind their employees and attempt to "push" them into it. That type of change is as successful as trying to facilitate a class with the instructor behind you. Many other changes occur in this course, which help participants in understanding and dealing with them.

Everything needed to facilitate this class is located in SharePoint; even the lemons! If you're unable to access it, contact me at roulundr@usmc-mccs.org and I'll be happy to send it to you.

Sincerely,
Darlene Roulund

Performance Coaching: Doing more with less? ***By Bryant Carthan, MRG Training***



How many of you are feeling the pressure of getting more and more work done with fewer and fewer resources, including people? This is a painful reality and trend that is likely to continue. Yet, if you were asked what percentage of employee capability is being fully developed and utilized what would you say? Most employees will tell you less than 50%. They are used to doing more with less.

Now imagine being able to add a star performer to your team? What difference would it make? Imagine increasing the development and utilization of your current staff from 50 to 85% or more. What difference would that make? This can be your reality. Numerous studies show that as much as 80% of learning and performance improvements occur on the job, not in the classroom. This underscores the importance that supervisors learn to become performance coaches on the job.

In response to this need, on October 3, 2012, a Coaching Performance proposal was reviewed by a selection panel and we expect to roll out a pilot class in December 2012. This is exciting news that will enable us all to begin doing more with more, rather than less. Standby for further information.

At your service!
Bryant Carthan



"The real voyage of discover consists not in seeking new landscapes, but in having new eyes."

- Marcel Proust

Inns of the Corps Brand Ambassador Training

by Stephen Weeden, Headquarters MRG Training



INNS OF THE CORPS

BRAND AMBASSADOR TRAINING



After months of development and preparation, the pilot offering of the Inns of the Corps Brand Ambassador Training Program was completed at the Crossroads Inn TLF at MCB Quantico the week of 10-14 September. This is a blended learning program which supports the branding evolution of our temporary lodging facilities to be the “Inns of

the Corps”. This training was provided to twenty seven employees of the Crossroads Inn over the course of five days. This training included several components including an organizational vision kickoff presentation, customer service training, I can DO that! customer service recovery training, as well as on-the-job skills development in job-specific tracks such as housekeeping, guest services, maintenance, breakfast operations and management. In addition, our training task force also certified the entire breakfast attendant team in ServSafe food handling training. The week culminated with a graduation with presentation of a certificate of completion, a service-inspired lapel pin, and a pizza party provided by the TLF General Manager.

This team-style, blended-learning approach worked well for our pilot session. With several lessons learned and great suggestions picked up along the way, we will bring our modified version to our next properties at MCB Camp Lejeune (The Lejeune Inn) the week of 15-19 October and MCAS Beaufort (The DeTreville House) the week of 22-26 October. These will be our last sessions for the 2012 calendar year. The project will resume in January with dates on the West Coast and overseas moving through March of 2013. As these dates approach, training offices can expect additional information and insight. This project is being coordinated as a partnership between Headquarters, Organizational Learning & Development (MRG) and Headquarters, Food & Hospitality (MRK) and includes the assistance of two TLF managers from MCB Camp Pendleton and MCB Hawaii. Lyn Bixel and Shelley Tarmey bring years of experience in the hospitality industry as well as college undergraduate degrees in Hospitality Management. Involvement of our TLF talent throughout the Marine Corps is proving to make this training opportunity a home-grown success and we look forward to joining you on your installation in the near future.

The Crossroads Inn staff learned how to give their guests the “pickle” by doing what is right for the guest each and every day while also thinking outside the box to creatively customize solutions to guest problems. As part of the I can DO that! program, each employee gained empowerment and an enhanced skill set to improve their confidence in solving problems on the spot.



Inns of the Corps Brand Ambassador Training - continued



Employees of the Crossroads Inn completing a team-building activity to build the 'tallest TLF'. Through this activity, employees realized that to build a strong TLF you first need a strong foundation, followed by critical reinforcements and the presence of everyone's ideas, support, and cheerleading to build a successful team.



The Staff of Crossroads Inn displaying their certificates of completion.

Communication Tools

Over the past couple of years, we have worked to improve our collaboration and program visibility across the MCCS community. We have the following communication tools in place and recommend you share with your employees:



Training Team Site

The Training Team Site is a place for Employee Development Specialists to share resources, course materials, best practices, classroom contacts, etc. *Please remember to review the calendar and notify us of any changes in course dates and times.

<http://crossroads/teams/MRG/Training/default.aspx>

Crossroads Intranet

Crossroads is a place for all employees with access to .Org to access HQ training calendar, catalog, forms, desk references, newsletters, etc.

<http://crossroads/MRG/Pages/Training.aspx>

MCCS Employee Training Website

The MCCS Employee Training Website is for all potential employees to understand what we do as an organization to take care of our own and for .Mil users to access the HQ training calendar and local installation training websites.

<http://www.hq.usmc-mccs.org/training/index.cfm>

MCCS Organization Learning and Development Facebook

The MRG Training Facebook page is a place to advertise upcoming classes and facilitate post learning discussions to all employees using Facebook.

<http://www.facebook.com/pages/MCCS-Organizational-Learning-Development/365245190166986>

‘Are You Listening?’ Facebook

The ‘Are You Listening?’ Facebook page is a place for participants of the AYL courses to share resources, continue building community connectedness, and share stories on how they used what they learned in AYL to help Marines and families.

<http://www.facebook.com/pages/Are-You-Listening/208048419238570>

‘Are You Listening?’ HomeFront Connections

Are You Listening HomeFront Connections is a place for instructors of AYL to share best practices, access updated material, discuss any content or delivery issues, etc.

<https://apps.mhf.dod.mil/homefrontconnections/groups/are-you-listening?view=overview>

