

Training, Teamwork, Accountability: Success for a Production Work Center Officer-In-Charge

The purpose of this communicate is to provide a vision on useful leadership and maintenance tools and their value to maintenance leaders.

Its aim is to annotate areas that will bring the highest possibility of success for a Maintenance Marine, both personally and professionally. In addition, this communicate contains practical applications that provide detailed insight on the supervision of a production workcenter.

Mission accomplishment for any unit can be summarized by a simple equation provided below (See Figure 1):

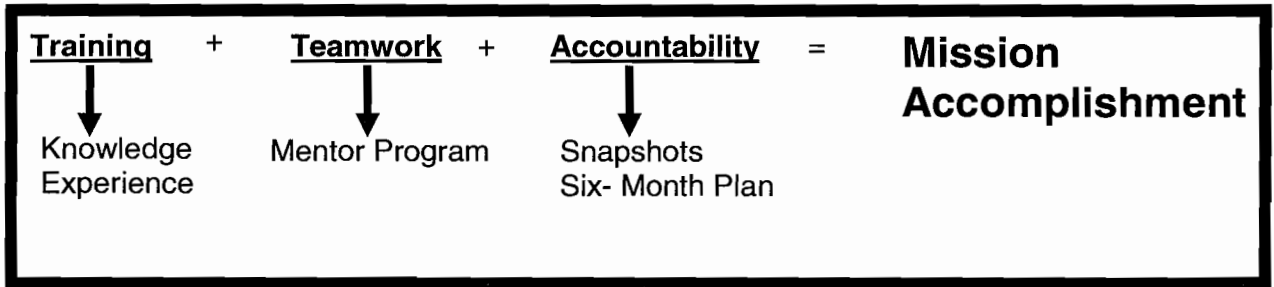


Figure 1

Each variable of **mission accomplishment** forms a “triangle of success”, which is annotated below (See Figure 2):



TRANGLE OF SUCCESS

Figure 2

There are infinite variables associated with what encompasses a successful leader. Nonetheless, there are three which stand out and clarify the “triangle of success” for a production workcenter: Training, Teamwork, and Accountability. First, for a division to be successful there has to be a high degree of capability that can only be achieved through vigorous training. Training, which is nothing more than the process of teaching,

learning a skill or job, provides that first leg of “triangle of success”. It is imperative that each leader has a robust training agenda that ensures each subordinate is qualified and able to contribute to the overall effort and **mission accomplishment** of the Maintenance Department.

Teamwork is the second leg in the “triangle of success”. The old cliché, “you are only as strong as your weakest link”, holds true in every aspect of unity. Teamwork is defined as a cooperative effort by a group or team. Teamwork has been an inevitable maxim in the ethos of the Marine Corps since its conception. It is very much an integral part in the overall **mission accomplishment**.

The final leg of the “triangle of success” is accountability, which is defined as the responsibility to someone else or a standard. This entails that each Marine is accountable to his leader and peer for completing the mission assigned. Accountability is the “glue” between training and teamwork and subsequently ensures **mission accomplishment**.

Each variable in the mission accomplishment equation will be analyzed and supported by a number of tools developed by the leadership of the Maintenance Department (See Figure 3).

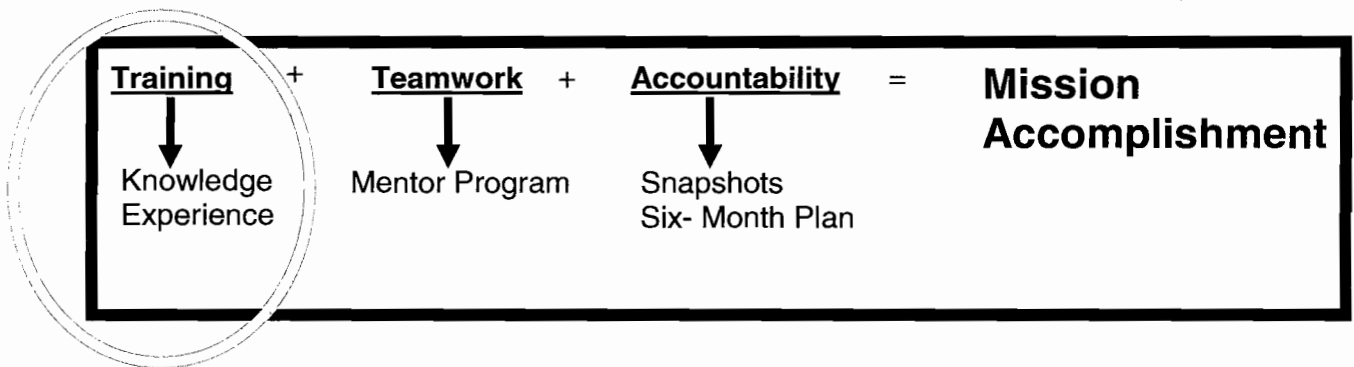


Figure 3

Training is subdivided into two key categories listed above: Knowledge and Experience that are partially synonymous. Furthermore, knowledge can be categorized into professional (greenside) and MOS-related (maintenance) knowledge. Experience is the physical byproduct of knowledge. Each time a Marine applies acquired knowledge; i.e., remove/replace a propotor gearbox, experience is consequently increased. Experience is achieved through repetition.

Maintenance Marines have numerous resources to develop their knowledge and increase experience. MOS-related knowledge is provided by Interactive Electronic Technical Manual (IETM), COMNAVAIRFORINST 4790.2, and FASO courses. Professional knowledge is furnished through a litany of other resources; i.e., Marine Corps Professional Reading Program, Resident PME Schools, Guidebook for Marines, Non-Commissioned Officer Guidebook, Mentor Program, and weekly “hip-pocket” classes. These products are available to Marines the instant he/she joins VMX-22. The Maintenance Department Leadership constructed a detailed six-month training plan to

harness the vast amount of training resources listed above into a logical and systematic roadmap to success. Each training plan takes a Marine and gives a detailed description of his/her professional and maintenance development over a six month period of time. Each leader is able to set specific training goals and processes that ensure each Marine meets HQMC (professional) and COMNAVAIRFORINST 4790.2 (maintenance) requirements. (See Appendix B). Nevertheless, Individual Training Standards System Maintenance Training Management and Evaluation Program Training (ITSS/MATMEP) remains the *bible of training* as with respect to the COMNAVAIRFORINST 4790 and MV-22B maintenance. However, the ITSS/MATMEP jacket does not account for greenside training or knowledge, which is an integral part of the total Marine concept. Bottom line, a Marine could be the best avionicsman and still not get promoted. The six month training plan allots for **all** aspects of knowledge and training in a detailed spreadsheet that allows the leader to implement and track **all** progression of their subordinates.

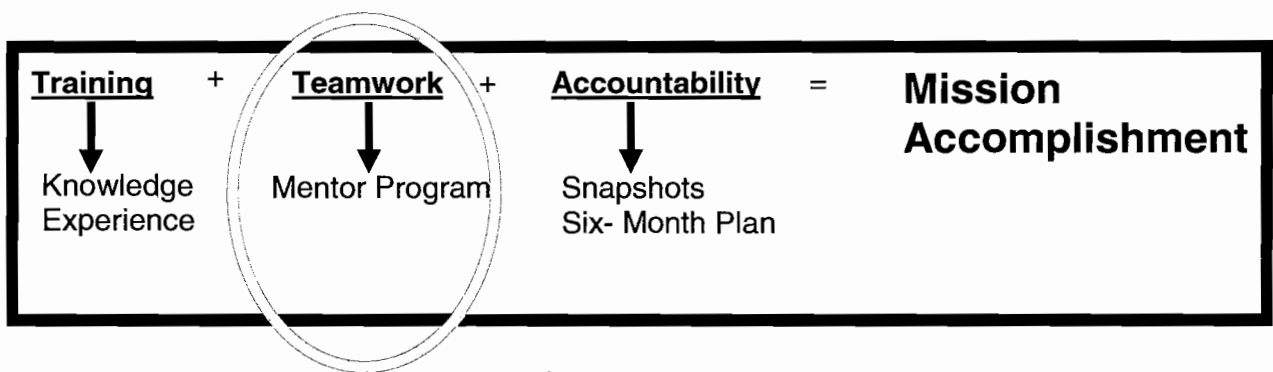


Figure 4

Teamwork is achieved through shared mission, “sense of belonging”, and respect for fellow Marines. It is imperative that a leader incorporates each one of these variables into a solid gameplan that results in unit cohesion and teamwork. Each variable is interrelated and codependent; for example, there is no greater bond amongst men than Marines who have shared pure moments of terror or hardship. It is this bond that matures into brotherhood or “sense of belonging” to an organization/unit. The byproduct of an arduous experience is a new found respect for one another, which subsequently fosters an environment of productivity, unity, and equality. These statements are no way condoning establishment of a harsh work environment to toughen Marines because that has proven not to work in some cases and has been detrimental in aviation units that require a safe and sound work environment. Furthermore, there is no need to practice suffering, for when it is time---you will suffer. The point is that teamwork, like discipline and training, must be implemented and reinforced at all levels. All of these maxims are important and therefore, leaders must have an intimate knowledge and understanding of each.

The Marine Corps Mentor Program (MCMP), a HQMC directed program, gives valuable insight on leadership and teamwork; in addition, it provides an informative gateway to the establishment of teamwork in a maintenance division. MCMP is built in at every level and stresses that the Marine Corps is a way of life; therefore, leaders are concerned with all aspects of Marine’s life. Each division in the Maintenance Department is divided

into teams, which are composed of mentors and mentees (See Figure 5, Page 4). A mentor is a leader that is senior to his/her Marines in the chain of command. Every Marine is a mentee to a senior in his/her chain of command. A mentee is responsible for his/her actions and the actions of their buddy and accountable to their mentor. Every Marine is a buddy to another peer in their team. These statements are the cornerstone of the entire MCMP. This diversification of relationships listed above ensures that Marines do not let other Marines fail. In VMX-22 Maintenance Department each new-join is assigned a mentor on the first day.

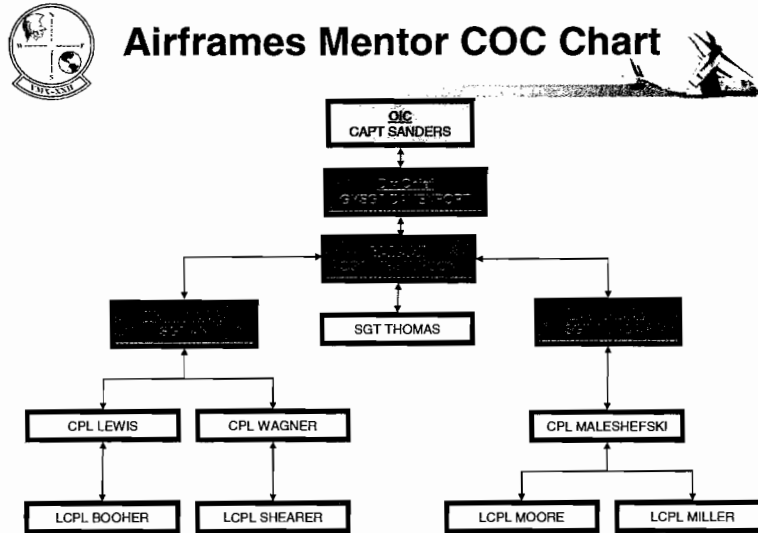


Figure 5

The MCMP forces the leader (mentor) and subordinate (mentee, buddy) to interact at all levels through hardship and prosperity. This new era of openness has nourished into teamwork because now all members of the Division, from Captain to Private First Class, feel a “sense of belonging” to the Maintenance Department. Furthermore, since every Marine is a buddy to another peer in their team; new found respect and trust has developed between the two that culminates into teamwork.

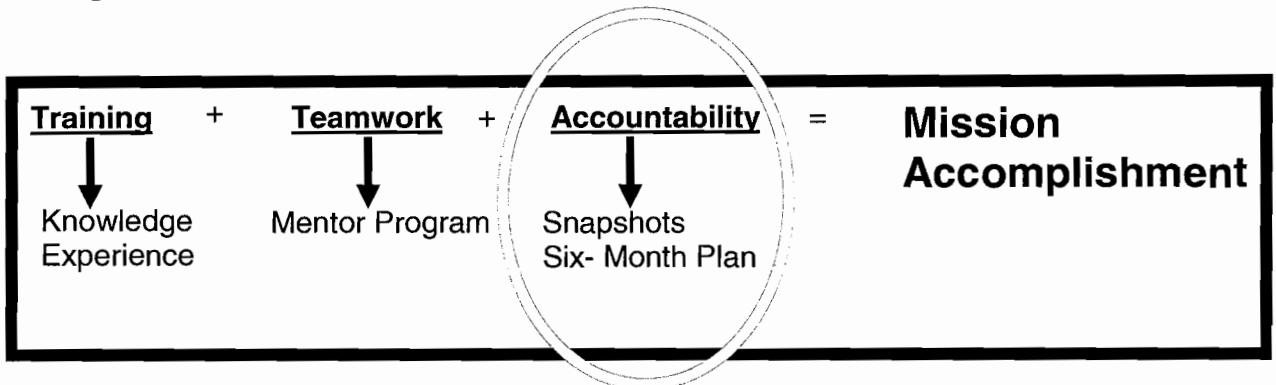


Figure 6

Accountability is the catalyst to **mission accomplishment**. It ensures that all tasks, both maintenance specific and professional are completed in accordance with guidance and regulations. A Maintenance Leader has several tools that monitors progress and holds subordinates accountable. The “Weekly Snapshot” report, produced by the Division Chiefs, annotates a division’s time allocation, work order completion, maintenance/greenside training, and man-hours. The six-month training plan contains greenside/maintenance requirements, FASO/Resident PME school dates, MOS roadmaps, reading lists, and SE training. An OIC can check the status of any of Marine by reviewing the six-month training plan. Any shortfall can be addressed with the Division Chief or particular Marine. In addition, weekly snapshots allow a Maintenance Leader to determine if the division is working at optimum efficiency and meeting the requirements dictated by Maintenance Control.

PRACTIACL APPLICATION

This portion gives a detailed guideline of how to lead a production workcenter. First, maintenance leaders must obtain the tools to lead. (See Figure 7)

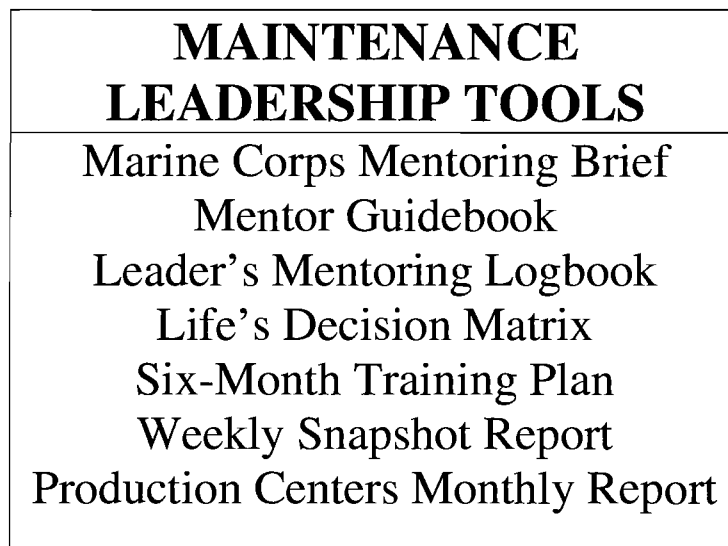


Figure 7

Each of the tools in Figure 7 are provided in the appendices of this communicate. They were discussed earlier and therefore, will not be covered in this portion.

MARINE CORPS MENTORING PROGRAM

The moment a Marine checks into a squadron he/she is assigned a team and mentor (See Figure 5, Page 4). The designated mentor reviews the Mentor Brief (See Appendix E) and Mentoring Guidebook (See Appendix F). Upon completion, a copy of the Mentoring Guidebook and Logbook is provided to the mentee. An initial counseling session date is given to the mentee, prior to which the mentee should have read the material listed above

and completed an Honor, Courage, and Commitment worksheet (See Figure 8). Now the stage is set for the initial counseling session.

Honor, Courage, Commitment (HCC) Assessment

| | |
|---------------------|------------------|
| Marine mentee Name: | Date: |
| Mentor Name: | Individual CRP%: |

N = Needs Assistance; E = Effective

| Honor: Integrity, Responsibility, Accountability | |
|--|--|
| H1 Leads by example | |
| H2 Upholds the reputation of the Marine Corps & acts Marine-like at all times (24/7) | |
| H3 Seeks responsibility and accepts responsibility for success/failures of Marines | |
| H4 Respects self and others | |
| H5 Maintains high levels of Mental development | |
| H6 Maintains high level of Emotional stability | |
| H7 Maintains high level of Physical readiness | |
| H8 Maintains high level of Spiritual strength | |
| H9 Does the right thing when no one is looking | |
| Courage: Do the right thing, in the right way, for the right reasons | |
| C1 Does the right thing even when unpopular or difficult | |
| C2 Holds others accountable to Marine Corps standards (24/7) | |
| C3 Takes ownership of difficult situations even if beyond the scope of regular duties | |
| C4 Admits to shortcomings and mistakes | |
| C5 Obeys all lawful orders and regulations | |
| C6 Refuses to participate in inappropriate behavior despite social pressure on leave/liberty | |
| C7 Takes ownership of and seeks assistance in dealing with difficult personal situations | |
| C8 Assists subordinates in taking on difficult personal situations | |
| C9 Obeys the law at all times | |
| Commitment: Dedication to mission. Devotion. Always makes a positive impact | |
| Co1 Shows enthusiasm in being a Marine and inspires others | |
| Co2 Demonstrates situational awareness and sound judgment | |
| Co3 Is prepared for deployment and redeployment | |
| Co4 Sharpens common combat skills | |
| Co5 Pursues professional development by utilizing the MOS Roadmap | |
| Co6 Acts responsibly in the use and care of equipment and assets | |
| Co7 Accomplishes tasks in a timely manner, no matter what the conditions | |
| Co8 Provides for support and welfare of family | |
| Co9 Ensures family is prepared for separations and reunions | |
| Co10 Lives within means (budgeting, spending, saving) | |
| Co11 Operates PMV/POV responsibly | |
| Co12 Acts responsibly during recreational activities | |
| Co13 Avoids alcohol abuse and has zero tolerance for drug use | |
| Co14 Looks after the welfare of other Marines on leave or liberty | |
| Co15 Develops game plans, takes needed steps to minimize risks | |

Figure 8

The environment and atmosphere for the session must be relaxed. Open two-way communication is paramount for a successful session because it allows honesty, which is major component of the program’s success. The mentor conducts the interview in accordance with the guidelines contained in the Mentoring Guidebook. Next, the squadron’s mission is read in its entirety to the mentee. Prior to this, the mentor should have developed a supplemental mission statement that delineates the mentee’s role in the

squadron's mission. This is very important and must be presented in layman terms to the Marine, so there is no doubt of what is expected.

A total of three to five goals for the next six months are agreed upon by both parties. These goals must be attainable, simple, and productive. Next, mentee and mentor devise

Mission and Goals Form

Paragraph 1: Situation

| | |
|---------------------|------|
| Mentor Name: | RUC: |
| Marine mentee Name: | UIC: |
| Unit Address: | |

Paragraph 2: Mission

| |
|---|
| Unit Mission: What is the mission of the unit: |
| Marine mentee's critical role in support of the unit's mission: |

Paragraph 3: Execution

Goals (3 or 4; specific, measurable, attainable, realistic, time-bound)

| |
|--------------------------------|
| Professional Goals: |
| Personal Goals: |
| Combat Skills/Readiness Goals: |

Tasks (action plan for accomplishing goals)

| Action Steps | Deadline |
|--------------|----------|
| | |

Figure 9

a plan of how to achieve these goals, which should be annotated in the six-month training plan (See Figure 9). Now, mentor and mentee completes Combat Skills worksheet. This information is critical to the mentor because it gives initial insight and description of the Marine. Military skills, required classes, leadership, and medical readiness are some information that is contained in the worksheet.

Common Combat Skills Checklist

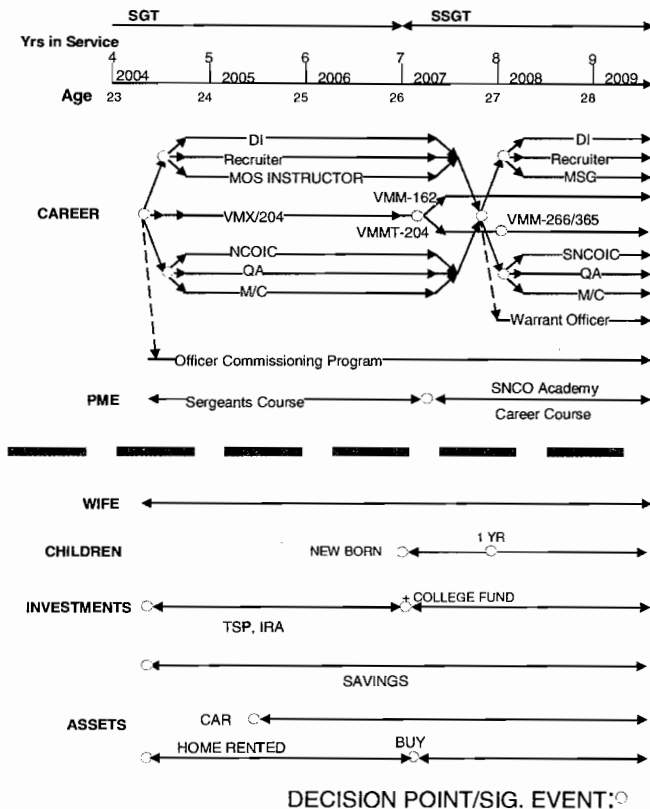
| | | | | | |
|----------------------------------|-----------------------|----------------------------------|-------------|------------------------|-------------|
| Marine mentee Name: | | Date: | | | |
| Military Skills | | Last Score | Date | Projected Score | Date |
| BLOCK TRAINING | Annual | | | | |
| PFT | Semi-Annual | | | | |
| Weigh-in | Semi-Annual | | | | |
| NBC | Annual | | | | |
| Rifle Range | Annual | | | | |
| Pistol Range | Annual | | | | |
| BST | Annual | | | | |
| Swim Qual | Annual | | | | |
| MCMAP | Weekly | | | | |
| Required Classes | | Previous | | Next | |
| STD HIV PREV | Annual | | | | |
| Suicide Awareness | Annual | | | | |
| Alcohol Drug Prev | Annual | | | | |
| * Tobacco Cessation | As Required | | | | |
| Stress Management | As Required | | | | |
| Leadership | | Previous | | Next | |
| Counseling | As Required | | | | |
| **Equal Op Program | Annual | | | | |
| **Security Training | Annual | | | | |
| Motorcycle Safety | As Required | | | | |
| Driver Improvement | As Required | | | | |
| Troop Info Program | On-Going | | | | |
| Family Planning | Check-In | | | | |
| Financial Planning | As Required | | | | |
| PME | Current Course | Projected Completion Date | | | |
| Distance Education | | | | | |
| Resident PME | | | | | |
| Prof. Reading | | | | | |
| Cmd. Sponsor PME | | | | | |
| Off Duty Education | | | | | |
| Mission Oriented Training | | Previous | | Next | |
| MOS Training | As Required | | | | |
| W/C Supv. Training | Quarterly | | | | |
| **Job Safety Trng | Annual | | | | |
| **Haz. Comm. | Annual | | | | |

Figure 10

Finally, a combat readiness percentage should be given to the mentee. This percentage determines if the Marine is deployable or non-deployable. If non-deployable, a detailed plan should be provided to mentee on how to correct this deficiency. After completion of the initial session, all context of the session is documented in a confidential mentoring jacket that is stored in a secured place.

After the mentor and mentee have taken inventory of the mentee's current status, the next formal mentor session should be set within two weeks. The mentee is provided a financial and budget worksheet that must be completed and submitted for review at the next session. These worksheets allow a leader to get a snapshot of a subordinate's financial status and make the necessary adjustments to prevent financial ruin for the mentee (See Appendix F, Page 111). In addition, a life's decision matrix should be constructed for the next session. The mentee creates one for review and it is adjusted at the second session. The decision matrix is a tool developed by the Maintenance Department leadership that provides short, medium, and long range planning in mentee's professional and personal life (See Appendix H). Short term goals are less than a one year period and are displayed on the six-month training plan. Medium term goals are one to five years and the medium term decision matrix should be utilized (See Figure 11,

Page 12). Long term goals (five and beyond) should utilize the long term decision matrix. If the Marine is a first term enlistee, a concentration on short and medium term goals are preferred. Second term enlistment and beyond, an emphasis should be placed on all three. The decision matrix facilitates a tie-in of a Marine's personal, social, and professional goals. This, in conjunction with the MCMP, provides a basis for teamwork because it establishes a relationship between mentor (leader), mentee (subordinate), and peer (buddy). Immediately, a Marine comprehends what is expected and can start to contribute to the division.



5 YEAR MEDIUM TERM PLAN

Initial Assumptions:

- Based of a mid-grade Sgt on second re-enlistment (enlisted in 2000)
- Designed for Career Marine
- Presently Married
- No Kids
- 1 Vehicle
- 10% of Pay to Investments
- Currently in apartment or rented home

BASIC QUESTIONS TO ASK AT EACH DECISION PT:

1. MOS CREDITABILITY
2. OVERSEAS CONTROL DATE
3. PME COMPLETE
4. B BILLET
5. HOW DOES IT EFFECT MY FAMILY AND FINANCES?

Medium Term Plan
Figure 11

SIX-MONTH TRAINING PLAN

The six-month training plan provides a leader with detailed training status/information for an entire maintenance division (See Appendix B). The training plan is divided into multiple spreadsheets that relate to specific areas. The following is a list of the spreadsheets contained in the six-month training plan: availability calendar, greenside training, maintenance training, FASO schedule, Support Equipment (SE) licenses, MOS qualifications, MCI list, and MOS roadmap.

Once the initial mentor session is complete, a Marine needs to be added to the six-month training plan. The best method is to work forward. All current qualifications and completed MCIs are annotated in the MOS qualification and road maps (See Appendix B). Next, Division Chief reviews the goals of the Marine and inputs them into the training plan; i.e., a *new corporal* wants to be a CDI in five months and attend Corporal's Course. These inputs are made into the availability calendar and MOS roadmap with corresponding completion date (See Appendix B). The goal is set and now the division leadership must implement a plan that will ensure that the Marine achieves the designated goals. This entails monitoring the daily work report to see if there are any jobs that the Marine can complete under supervision, which can be signed off. Each additional qualification the *Corporal* achieves in the process of obtaining the CDI qualification should be annotated in maintenance training, SE licenses, and MOS qualification/roadmap spreadsheets (See Appendix B).

Now, the Division Leadership should concentrate on the greenside training for the *example Corporal*. Greenside training comprises 90% of the requirements for promotion for corporal and below. There is a significant drop in greenside requirements for sergeant and above. MOS credibility (qualifications), resident PME schools, and billet accomplishments are the promotion criteria for sergeant and above. Cutting scores, which only pertain to corporal and below, are comprised of Physical Fitness Test (PFT) score, rifle qualification, MCI completion, and pro/cons. Thus, Division Chief schedules all the prerequisites listed above in the availability calendar and MCI completion spreadsheets (See Appendix B), except for the pro/cons that are not included in the six-month training plan. It is imperative the Division Leadership ensure that the *example Corporal* meets all greenside requirements for promotion. The six-month training plan makes this task relatively easy---implement and supervise.

FASO and resident PME schools quotas are obtained from Maintenance Administration Division and Operations Department. The Division Chief gets the school dates, informs the candidate and makes entry into the availability calendar; in addition, leave and non-availability dates are also included. The availability calendar eliminates scheduling conflicts and allows the Division Leadership to inform the Marine on his/her future. The availability and MOS roadmap are the most critical spreadsheet in the six-month training plan because they provide the most useful information to the leader. Therefore, both spreadsheets should be posted in plain view for all Marines to see.

WEEKLY SNAPSHOTS

The weekly snapshot, produced by the Division Chiefs, is submitted to the OIC every Tuesday. Snapshots are the method Division Chief updates the OIC on the weekly progress of the Division and compliance with the six-month training plan (See Appendix I). Workcenter snapshot allow the OIC to hold the Division accountable. The snapshots are submitted via Excel spreadsheet and are broken down by week (single worksheet named by week) and compiled by quarter. Maintenance man-hours, greenside/maintenance training hours, work order completion, and flight preparation are tracked via division weekly snapshot reports. Some of the data required for the snapshots

are extracted from NALCOMIS; i.e., maintenance man hours and work order completion (See Figure 12).

| Maint Hours (EMT) | |
|--------------------------|------|
| Mon | 0.5 |
| Tues | 0.3 |
| Wed | 4.9 |
| Thurs | 11 |
| Friday | |
| Weekly Total: | 16.7 |
| EMT per day | 4 |

| Man Hours | | # Available Marines |
|--------------------|------|----------------------------|
| Mon | 0.9 | 6 |
| Tues | 0.3 | 6 |
| Wed | 12.6 | 6 |
| Thurs | 22 | 6 |
| Friday | | |
| Maint Man Hours | 35.8 | 1.49 |
| Misc Man Hours | 228 | 9.5 |
| Combined Man hours | 264 | 11.0 |

| Work Orders Completed | |
|------------------------------|---|
| Mon | 1 |
| Tues | 1 |
| Wed | 2 |
| Thurs | 5 |
| Friday | |
| Weekly Total: | 9 |

Figure 12

And the other data is tracked weekly by the Division Chief and Desk Sergeant; i.e., maintenance/greenside training, flight preparation, and miscellaneous time. Snapshots are intended to be simple and not labor intensive. On average it takes a Division Chief three hours a week to prepare. In addition, each week the OIC meets with the Division

Chief to discuss the snapshot and subsequent week's changes for improvement and increase in efficiency.

PRODUCTION CENTER MONTHLY REPORT

The monthly report, produced by the OIC, is submitted to the Division Chief every month and gives a division's total time expended on duties and requirements (See Appendix J). It is compiled from the weekly snapshot proffered by the Division Chief. The OIC informs the Division Chief on the achievements of the Division via Production Center Monthly Report. The major subsets of the monthly report are: maintenance man-hours, work order completion, maintenance/greenside training, aircraft trouble shooting, flight preparation, and miscellaneous time. Maintenance man-hours, work order completion, and maintenance/greenside training are self explanatory. Flight preparation, aircraft trouble shooting, and miscellaneous time requires an explanation. Flight preparation time, which is not annotated in Optimized NALCOMIS, comprises of the time spent prepping aircraft to meet the daily flight schedule requirement; i.e., aircraft daily and turnaround, inspections, fuel/hydraulic samples, aircraft towing, and FOD walk are daily requirements that allow aircraft to fly assigned sorties. Aircraft often experience problems upon turn-up. Each production workcenter provides troubleshooters to address these problems. Often trouble shooting is laborious and not annotated in Optimized NALCOMIS. The monthly report captures the time consumed and gives credit to the Division for all labor performed. Miscellaneous times are all events not covered in Optimized NALCOMIS via scheduled and unscheduled maintenance, flight preparation, maintenance/greenside training, and trouble shooting; i.e., MMP jacket review, medical appointment, and etc. The report ensures that the Division is given credit for all maintenance and professional tasks accomplished throughout the month.

A graph is contained in the Production Center Monthly Report that gives a visual depiction of the Division's progress (See Figure 13, Page 13), which allows the Division Chief to interpret the data and make immediate corrections for improvements based of the graph.

CONCLUSION

By utilization of the leadership tools provided and adherence to the “triangle of success”, an OIC will have a successful tour (fourteen to twenty months) that meets the requirements and tasks assigned. The OIC role is unique in the Maintenance Department in part because of the diverse nature of maintaining aircraft. Providing aircraft to meet the daily flight schedule is the number one priority of an OIC and Division Leadership. However, the welfare of Marines in the Division is a close second because it ensures that the number one priority is achieved. Upon assignment as a Division OIC, it is imperative that the leadership tools annotated throughout this communicate is acquired. Once all the information is reviewed and obtained, it takes approximately three to four months to implement a gameplan (provided in this communicate); after which, the Division will be established on *glideslope*, which is the desire endstate. The majority of OICs are pilots by MOS and aviation responsibilities take an incredible amount of time. With the tie-in of all presented maintenance leadership tools, leadership of a maintenance division go from overwhelming to easily manageable. The key to maintaining glideslope is accountability. Daily, weekly, and monthly each OIC has to hold his/her division to a standard that achieve **mission accomplishment**. When this occurs, all an OIC will have to do is supervise and make small adjustments to be successful.