



MCIPAC-MCB BUTLER HQ STAFF/CIVILIAN GROUND CLIMATE ASSESSMENT SYSTEM SURVEY (GCASS)

25 FEB 2019



Outline



- **Command Overview**
- **Strengths**
- **Concerns**
- **Comments**
- **Strategies**



Command Overview

- **Respondents**

- 2017: 588 of 3,020 requested (Military/USCS/NAF at MCBB). [19.4%]
- 2018: 594 of 1,475 requested (Principal Staff/USCS/NAF at MCBB).[40.3%]
 - ❖ Non-Appropriated Funded (NAF) employees (277 of 1,051). [26.4%]
 - ❖ United States Civil Services (USCS) employees and HQ Staff Members (317 of 424).[74.8%]

Note: MCIPAC-MCBB uniformed members will participate in the H&S Bn GCASS (scheduled Jan 2019).

- **Results**

- 2017: 30 of 30 questions answered less favorable than the Mean of the rest of the Marine Corps (yellow flagged). No red flags.
- 2018: 24 of 30 questions answered less favorable than the Mean of the rest of the Marine Corps (yellow flagged). No red flags.
- 2018: 16 of 30 questions answered less favorable than the Mean of USMC Bases and Stations (yellow flagged). No red flags.



MCIPAC-MCBB All Respondents (2018 Results by Questions)



MCIPAC-MCBB vs All Marine Corps Respondents

MCIPAC-MCBB vs All Bases & Stations Respondents

Item #	Unit Mean	Comp Mean	%-tile	StdDev	Item Text
1	4.05	4.05	40%	0.00	SOPs and safety rules are clearly defined in my HQs.
2	4.02	4.07	31%	-0.06	SOPs and safety rules are enforced in my HQs.
3	3.85	3.86	36%	-0.01	Personnel must possess the appropriate experience/skills to earn qualifications in my HQs.
4	3.58	3.60	41%	-0.02	Effective communication exists within my HQs.
5	3.52	3.60	30%	-0.08	Effective communication flow exists with external commands.
6	3.69	3.87	10%	-0.21	My department provides adequate oversight of similar departments in subordinate commands.
7	4.14	4.03	67%	0.13	My HQs keeps me well informed regarding important safety information.
8	4.17	4.05	66%	0.14	Our HQs safety representatives effectively promote safety.
9	3.69	3.75	31%	-0.07	My HQs provides adequate recognition for individual safety acts.
10	3.81	3.94	13%	-0.16	HQs members, from the top down, incorporate risk management into daily activities.
11	3.80	3.98	14%	-0.20	My HQs makes good use of special staff (e.g., legal, chaplain, medical, etc.) to help manage high-risk personnel.
12	3.84	3.85	38%	-0.01	My HQs' private motor vehicle (PMV) program is working well to reduce PMV incidents.
13	3.84	3.93	30%	-0.11	My HQs' motorcycle safety program is working well to reduce motorcycle incidents.
14	4.04	4.04	40%	0.01	My HQs' drinking and driving policies are working well to reduce DUI events.
15	3.96	3.94	50%	0.02	My HQs' off duty and recreational activity safety program is working well to reduce injuries.
16	3.95	4.01	30%	-0.07	My HQs' Substance Abuse Control Program is working well to address the risks of drug and alcohol abuse.
17	3.72	3.82	24%	-0.11	Members of my HQs work well together.
18	3.71	3.84	19%	-0.13	HQs members do not cut corners to accomplish their job/mission.
19	3.58	3.68	28%	-0.09	Rest policies are enforced in my HQs.
20	3.92	3.92	41%	0.01	Training is conducted as scheduled.
21	3.89	3.97	25%	-0.09	Individuals in my HQs are comfortable reporting safety violations, unsafe behaviors, or hazardous conditions.
22	4.01	4.14	9%	-0.16	All members of my unit have the authority to halt unsafe activities until the hazards/risks are addressed.
23	3.40	3.48	34%	-0.07	Morale in my HQs is high.
24	3.38	3.72	8%	-0.34	My HQs has enough experienced personnel to perform its current tasks.
25	3.61	3.72	25%	-0.12	My HQs has adequate resources (e.g., tools, equipment, publications, etc.) to perform its current tasks.
26	3.70	3.85	18%	-0.15	Leaders/Supervisors in my HQs set a good example by following standards.
27	3.83	3.95	15%	-0.14	Leaders/Supervisors routinely monitor operations in my HQs.
28	3.89	3.93	32%	-0.05	Leaders/Supervisors in my HQs are actively engaged in the safety program.
29	3.73	3.96	7%	-0.27	Leaders/Supervisors know who the high-risk members are in my HQs.
30	3.62	3.83	14%	-0.20	Leaders/Supervisors in my HQs care about my quality of life.

Item #	Unit Mean	Comp Mean	%-tile	StdDev	Item Text
1	4.05	4.05	38%	0.00	SOPs and safety rules are clearly defined in my HQs.
2	4.02	4.05	38%	-0.03	SOPs and safety rules are enforced in my HQs.
3	3.85	3.80	62%	0.04	Personnel must possess the appropriate experience/skills to earn qualifications in my HQs.
4	3.58	3.55	62%	0.03	Effective communication exists within my HQs.
5	3.52	3.53	46%	-0.01	Effective communication flow exists with external commands.
6	3.69	3.75	15%	-0.06	My department provides adequate oversight of similar departments in subordinate commands.
7	4.14	4.03	69%	0.12	My HQs keeps me well informed regarding important safety information.
8	4.17	4.06	77%	0.12	Our HQs safety representatives effectively promote safety.
9	3.69	3.75	31%	-0.06	My HQs provides adequate recognition for individual safety acts.
10	3.81	3.87	23%	-0.07	HQs members, from the top down, incorporate risk management into daily activities.
11	3.80	3.87	38%	-0.07	My HQs makes good use of special staff (e.g., legal, chaplain, medical, etc.) to help manage high-risk personnel.
12	3.84	3.78	55%	0.06	My HQs' private motor vehicle (PMV) program is working well to reduce PMV incidents.
13	3.84	3.87	42%	-0.03	My HQs' motorcycle safety program is working well to reduce motorcycle incidents.
14	4.04	3.98	62%	0.06	My HQs' drinking and driving policies are working well to reduce DUI events.
15	3.96	3.92	54%	0.06	My HQs' off duty and recreational activity safety program is working well to reduce injuries.
16	3.95	3.96	45%	0.00	My HQs' Substance Abuse Control Program is working well to address the risks of drug and alcohol abuse.
17	3.72	3.69	54%	0.02	Members of my HQs work well together.
18	3.71	3.73	38%	-0.02	HQs members do not cut corners to accomplish their job/mission.
19	3.58	3.62	38%	-0.03	Rest policies are enforced in my HQs.
20	3.92	3.90	54%	0.03	Training is conducted as scheduled.
21	3.89	3.90	46%	0.00	Individuals in my HQs are comfortable reporting safety violations, unsafe behaviors, or hazardous conditions.
22	4.01	4.04	31%	-0.04	All members of my unit have the authority to halt unsafe activities until the hazards/risks are addressed.
23	3.40	3.36	62%	0.03	Morale in my HQs is high.
24	3.38	3.54	23%	-0.14	My HQs has enough experienced personnel to perform its current tasks.
25	3.61	3.58	54%	0.02	My HQs has adequate resources (e.g., tools, equipment, publications, etc.) to perform its current tasks.
26	3.70	3.72	31%	-0.03	Leaders/Supervisors in my HQs set a good example by following standards.
27	3.83	3.85	38%	-0.02	Leaders/Supervisors routinely monitor operations in my HQs.
28	3.89	3.89	46%	-0.01	Leaders/Supervisors in my HQs are actively engaged in the safety program.
29	3.73	3.86	17%	-0.14	Leaders/Supervisors know who the high-risk members are in my HQs.
30	3.62	3.68	31%	-0.05	Leaders/Supervisors in my HQs care about my quality of life.



MCIPAC-MCBB USCS Only (2018 Results by Questions)



USCS vs All Marine Corps Respondents

USCS vs All Bases & Stations Respondents

Item #	Unit Mean	Comp Mean	%-tile	StdDev	Item Text
1	3.96	4.05	25%	-0.10	SOPs and safety rules are clearly defined in my HQs.
2	3.96	4.07	19%	-0.13	SOPs and safety rules are enforced in my HQs.
3	3.82	3.86	33%	-0.04	Personnel must possess the appropriate experience/skills to earn qualifications in my HQs.
4	3.63	3.60	49%	0.03	Effective communication exists within my HQs.
5	3.53	3.60	32%	-0.07	Effective communication flow exists with external commands.
6	3.70	3.87	11%	-0.19	My department provides adequate oversight of similar departments in subordinate commands.
7	4.07	4.03	51%	0.05	My HQs keeps me well informed regarding important safety information.
8	4.09	4.05	51%	0.06	Our HQs safety representatives effectively promote safety.
9	3.74	3.75	40%	-0.02	My HQs provides adequate recognition for individual safety acts.
10	3.83	3.94	15%	-0.14	HQs members, from the top down, incorporate risk management into daily activities.
11	3.91	3.98	22%	-0.07	My HQs makes good use of special staff (e.g., legal, chaplain, medical, etc.) to help manage high-risk personnel.
12	3.78	3.85	27%	-0.07	My HQs' private motor vehicle (PMV) program is working well to reduce PMV incidents.
13	3.86	3.93	32%	-0.09	My HQs' motorcycle safety program is working well to reduce motorcycle incidents.
14	4.01	4.04	36%	-0.03	My HQs' drinking and driving policies are working well to reduce DUI events.
15	3.97	3.94	51%	0.03	My HQs' off duty and recreational activity safety program is working well to reduce injuries.
16	3.94	4.01	26%	-0.08	My HQs' Substance Abuse Control Program is working well to address the risks of drug and alcohol abuse.
17	3.83	3.82	41%	0.01	Members of my HQs work well together.
18	3.80	3.84	33%	-0.03	HQs members do not cut corners to accomplish their job/mission.
19	3.66	3.68	41%	-0.02	Rest policies are enforced in my HQs.
20	3.87	3.92	29%	-0.06	Training is conducted as scheduled.
21	3.95	3.97	38%	-0.03	Individuals in my HQs are comfortable reporting safety violations, unsafe behaviors, or hazardous conditions.
22	4.11	4.14	31%	-0.04	All members of my unit have the authority to halt unsafe activities until the hazards/risks are addressed.
23	3.48	3.48	41%	0.00	Morale in my HQs is high.
24	3.38	3.72	8%	-0.34	My HQs has enough experienced personnel to perform its current tasks.
25	3.56	3.72	19%	-0.16	My HQs has adequate resources (e.g., tools, equipment, publications, etc.) to perform its current tasks.
26	3.78	3.85	25%	-0.07	Leaders/Supervisors in my HQs set a good example by following standards.
27	3.90	3.95	26%	-0.06	Leaders/Supervisors routinely monitor operations in my HQs.
28	3.98	3.93	51%	0.06	Leaders/Supervisors in my HQs are actively engaged in the safety program.
29	3.86	3.96	22%	-0.11	Leaders/Supervisors know who the high-risk members are in my HQs.
30	3.70	3.83	19%	-0.13	Leaders/Supervisors in my HQs care about my quality of life.

Item #	Unit Mean	Comp Mean	%-tile	StdDev	Item Text
1	3.96	4.05	23%	-0.10	SOPs and safety rules are clearly defined in my HQs.
2	3.96	4.05	23%	-0.10	SOPs and safety rules are enforced in my HQs.
3	3.82	3.80	54%	0.02	Personnel must possess the appropriate experience/skills to earn qualifications in my HQs.
4	3.63	3.55	62%	0.08	Effective communication exists within my HQs.
5	3.53	3.53	46%	0.00	Effective communication flow exists with external commands.
6	3.70	3.75	15%	-0.04	My department provides adequate oversight of similar departments in subordinate commands.
7	4.07	4.03	54%	0.05	My HQs keeps me well informed regarding important safety information.
8	4.09	4.06	62%	0.04	Our HQs safety representatives effectively promote safety.
9	3.74	3.75	38%	-0.01	My HQs provides adequate recognition for individual safety acts.
10	3.83	3.87	31%	-0.05	HQs members, from the top down, incorporate risk management into daily activities.
11	3.91	3.87	46%	0.05	My HQs makes good use of special staff (e.g., legal, chaplain, medical, etc.) to help manage high-risk personnel.
12	3.78	3.78	45%	0.00	My HQs' private motor vehicle (PMV) program is working well to reduce PMV incidents.
13	3.86	3.87	50%	-0.01	My HQs' motorcycle safety program is working well to reduce motorcycle incidents.
14	4.01	3.98	62%	0.03	My HQs' drinking and driving policies are working well to reduce DUI events.
15	3.97	3.92	54%	0.06	My HQs' off duty and recreational activity safety program is working well to reduce injuries.
16	3.94	3.96	45%	-0.02	My HQs' Substance Abuse Control Program is working well to address the risks of drug and alcohol abuse.
17	3.83	3.69	69%	0.13	Members of my HQs work well together.
18	3.80	3.73	62%	0.07	HQs members do not cut corners to accomplish their job/mission.
19	3.66	3.62	46%	0.04	Rest policies are enforced in my HQs.
20	3.87	3.90	46%	-0.03	Training is conducted as scheduled.
21	3.95	3.90	54%	0.05	Individuals in my HQs are comfortable reporting safety violations, unsafe behaviors, or hazardous conditions.
22	4.11	4.04	31%	0.07	All members of my unit have the authority to halt unsafe activities until the hazards/risks are addressed.
23	3.48	3.36	62%	0.10	Morale in my HQs is high.
24	3.38	3.54	23%	-0.14	My HQs has enough experienced personnel to perform its current tasks.
25	3.56	3.58	38%	-0.02	My HQs has adequate resources (e.g., tools, equipment, publications, etc.) to perform its current tasks.
26	3.78	3.72	46%	0.05	Leaders/Supervisors in my HQs set a good example by following standards.
27	3.90	3.85	54%	0.05	Leaders/Supervisors routinely monitor operations in my HQs.
28	3.98	3.89	54%	0.10	Leaders/Supervisors in my HQs are actively engaged in the safety program.
29	3.86	3.86	42%	0.01	Leaders/Supervisors know who the high-risk members are in my HQs.
30	3.70	3.68	31%	0.02	Leaders/Supervisors in my HQs care about my quality of life.



MCIPAC-MCBB NAF Only (2018 Results by Questions)



NAF vs All Marine Corps Respondents

Item #	Unit Mean	Comp Mean	%-tile	StdDev	Item Text
1	4.14	4.05	60%	0.11	SOPs and safety rules are clearly defined in my HQs.
2	4.09	4.07	45%	0.03	SOPs and safety rules are enforced in my HQs.
3	3.87	3.86	39%	0.02	Personnel must possess the appropriate experience/skills to earn qualifications in my HQs.
4	3.53	3.60	31%	-0.07	Effective communication exists within my HQs.
5	3.51	3.60	28%	-0.08	Effective communication flow exists with external commands.
6	3.67	3.87	8%	-0.23	My department provides adequate oversight of similar departments in subordinate commands.
7	4.21	4.03	82%	0.22	My HQs keeps me well informed regarding important safety information.
8	4.25	4.05	81%	0.24	Our HQs safety representatives effectively promote safety.
9	3.63	3.75	23%	-0.13	My HQs provides adequate recognition for individual safety acts.
10	3.79	3.94	9%	-0.19	HQs members, from the top down, incorporate risk management into daily activities.
11	3.67	3.98	8%	-0.34	My HQs makes good use of special staff (e.g., legal, chaplain, medical, etc.) to help manage high-risk personnel.
12	3.91	3.85	54%	0.07	My HQs' private motor vehicle (PMV) program is working well to reduce PMV incidents.
13	3.81	3.93	25%	-0.14	My HQs' motorcycle safety program is working well to reduce motorcycle incidents.
14	4.07	4.04	47%	0.04	My HQs' drinking and driving policies are working well to reduce DUI events.
15	3.96	3.94	49%	0.02	My HQs' off duty and recreational activity safety program is working well to reduce injuries.
16	3.97	4.01	33%	-0.04	My HQs' Substance Abuse Control Program is working well to address the risks of drug and alcohol abuse.
17	3.59	3.82	11%	-0.24	Members of my HQs work well together.
18	3.61	3.84	8%	-0.24	HQs members do not cut corners to accomplish their job/mission.
19	3.50	3.68	17%	-0.17	Rest policies are enforced in my HQs.
20	3.99	3.92	55%	0.07	Training is conducted as scheduled.
21	3.83	3.97	13%	-0.16	Individuals in my HQs are comfortable reporting safety violations, unsafe behaviors, or hazardous conditions.
22	3.90	4.14	4%	-0.29	All members of my unit have the authority to halt unsafe activities until the hazards/risks are addressed.
23	3.31	3.48	25%	-0.15	Morale in my HQs is high.
24	3.38	3.72	9%	-0.33	My HQs has enough experienced personnel to perform its current tasks.
25	3.66	3.72	32%	-0.07	My HQs has adequate resources (e.g., tools, equipment, publications, etc.) to perform its current tasks.
26	3.61	3.85	9%	-0.25	Leaders/Supervisors in my HQs set a good example by following standards.
27	3.75	3.95	5%	-0.24	Leaders/Supervisors routinely monitor operations in my HQs.
28	3.79	3.93	15%	-0.18	Leaders/Supervisors in my HQs are actively engaged in the safety program.
29	3.59	3.96	%	-0.43	Leaders/Supervisors know who the high-risk members are in my HQs.
30	3.53	3.83	6%	-0.29	Leaders/Supervisors in my HQs care about my quality of life.

NAF vs All Bases & Stations Respondents

Item #	Unit Mean	Comp Mean	%-tile	StdDev	Item Text
1	4.14	4.05	71%	0.10	SOPs and safety rules are clearly defined in my HQs.
2	4.09	4.05	50%	0.05	SOPs and safety rules are enforced in my HQs.
3	3.87	3.80	64%	0.07	Personnel must possess the appropriate experience/skills to earn qualifications in my HQs.
4	3.53	3.55	43%	-0.02	Effective communication exists within my HQs.
5	3.51	3.53	43%	-0.01	Effective communication flow exists with external commands.
6	3.67	3.75	14%	-0.08	My department provides adequate oversight of similar departments in subordinate commands.
7	4.21	4.03	86%	0.20	My HQs keeps me well informed regarding important safety information.
8	4.25	4.06	86%	0.21	Our HQs safety representatives effectively promote safety.
9	3.63	3.75	29%	-0.12	My HQs provides adequate recognition for individual safety acts.
10	3.79	3.87	21%	-0.09	HQs members, from the top down, incorporate risk management into daily activities.
11	3.67	3.87	14%	-0.20	My HQs makes good use of special staff (e.g., legal, chaplain, medical, etc.) to help manage high-risk personnel.
12	3.91	3.78	58%	0.14	My HQs' private motor vehicle (PMV) program is working well to reduce PMV incidents.
13	3.81	3.87	31%	-0.06	My HQs' motorcycle safety program is working well to reduce motorcycle incidents.
14	4.07	3.98	64%	0.10	My HQs' drinking and driving policies are working well to reduce DUI events.
15	3.96	3.92	50%	0.05	My HQs' off duty and recreational activity safety program is working well to reduce injuries.
16	3.97	3.96	50%	0.02	My HQs' Substance Abuse Control Program is working well to address the risks of drug and alcohol abuse.
17	3.59	3.69	36%	-0.10	Members of my HQs work well together.
18	3.61	3.73	21%	-0.12	HQs members do not cut corners to accomplish their job/mission.
19	3.50	3.62	21%	-0.11	Rest policies are enforced in my HQs.
20	3.99	3.90	71%	0.10	Training is conducted as scheduled.
21	3.83	3.90	21%	-0.07	Individuals in my HQs are comfortable reporting safety violations, unsafe behaviors, or hazardous conditions.
22	3.90	4.04	14%	-0.16	All members of my unit have the authority to halt unsafe activities until the hazards/risks are addressed.
23	3.31	3.36	57%	-0.04	Morale in my HQs is high.
24	3.38	3.54	36%	-0.14	My HQs has enough experienced personnel to perform its current tasks.
25	3.66	3.58	64%	0.07	My HQs has adequate resources (e.g., tools, equipment, publications, etc.) to perform its current tasks.
26	3.61	3.72	14%	-0.11	Leaders/Supervisors in my HQs set a good example by following standards.
27	3.75	3.85	14%	-0.11	Leaders/Supervisors routinely monitor operations in my HQs.
28	3.79	3.89	14%	-0.12	Leaders/Supervisors in my HQs are actively engaged in the safety program.
29	3.59	3.86	8%	-0.29	Leaders/Supervisors know who the high-risk members are in my HQs.
30	3.53	3.68	21%	-0.13	Leaders/Supervisors in my HQs care about my quality of life.



Strengths

• GCASS 2017 vs 2018

– All personnel assigned to MCBB:	2017	Vs	2018
❖ SOP's and safety rules are clearly defined	(-.03)		(.00)
❖ HQ's safety representative effectively promotes safety	(-.06)		(.14)
❖ HQ's drinking & driving policies work well to reduce DUI's	(-.34)		(.01)

• GCASS 2018

- **NAF Respondents:**
 - ❖ Our HQ's safety representatives effectively promote safety (.24).
 - ❖ My HQ's keeps me well informed regarding important safety information (.22).
 - ❖ SOP's and safety rules are clearly defined in my HQ's (.11).
- **USCS Personnel & Uniformed Service Member Respondents:**
 - ❖ Leaders/Supervisors in my HQ's are actively engaged in the safety program (.06).
 - ❖ Our HQ's safety representatives effectively promote safety (.06).
 - ❖ My HQ's keeps me well informed regarding important safety information (.05).

Note: Numbers in parenthesis; example (.17) refers to the standard deviation against all higher headquarters survey respondents throughout the rest of the Marine Corps.



Concerns

• GCASS 2017 vs 2018

- | – All personnel assigned to MCBB: | 2017 Vs 2018 |
|--|-----------------|
| ❖ Leaders/Supervisors in my HQ’s care about my QOL | (-.34) 😞 (-.20) |
| ❖ Hq’s has adequate resources to perform its current tasks | (-.34) 😞 (-.12) |
| ❖ SOP’s and safety rules are enforced in my HQ’s | (-.07) 😞 (-.06) |

• GCASS 2018

- NAF Respondents:
 - ❖ Leaders/supervisors know who the high-risk members are in my HQ’s (-.43).
 - ❖ My HQ’s make good use of special staff to help manage high-risk personnel (-.34).
 - ❖ My HQ’s have enough experienced personnel to perform its current tasks (-.33).
 - ❖ All members of my unit have the authority to stop unsafe activities until the hazards/risks are addressed (-.29).
 - ❖ Leader/supervisors in my HQ’s care about my quality of life (-.29).
- USCS employee & Principal Member Respondents:
 - ❖ My HQ’s have enough experienced personnel to perform its current tasks (-.34).
 - ❖ My department provides adequate oversight of similar departments in subordinate commands (-.19).
 - ❖ My HQ’s has adequate resources to perform its current tasks (-.16).
 - ❖ HQ’s members, from top down, incorporate risk management into daily activities (-.14).
 - ❖ Leader/supervisors in my HQ’s care about my quality of life (-.13).

Note: Numbers in parenthesis; example (.17) refers to the standard deviation against all higher headquarters survey respondents throughout the rest of the Marine Corps.



Positive Comments

– **NAF Respondents:**

- ❖ Safety rules and regulations are well defined.
- ❖ Safety information is timely and regularly circulated.
- ❖ Safety representative is very engaged.
- ❖ Safety training is conducted as scheduled.

– **USCS employees & Principal Staff Member Respondents:**

- ❖ Safety information promulgated through emails, quarterly safety grams, radio infomercials, banners, and safety posters.
- ❖ Annual work center safety inspections are performed well with timely written results forwarded to senior leaders.
- ❖ Off duty and recreational safety is well communicated and having a positive impact.
- ❖ Staff can halt work due to hazards.



Negative Comments

– NAF Respondents:

- ❖ Fear of reprisal from management to stop unsafe acts/only management has authority.
- ❖ High turnover of personnel and staffing shortage impacting mission.
- ❖ Management does not engage staff enough to know who the high risk personnel are.
- ❖ Management focused on service members and their own quality of life, not the civilian workforce.
- ❖ Personnel are not qualified or skilled to serve in the positions they are hired for.

– USCS employee & Uniformed Service Member Respondents:

- ❖ Five year rule continues to diminish corporate knowledge, expertise, talent and continuity, resulting in high turnover and inexperienced staff which poses a risk to mission execution.
- ❖ Severe labor deficiency to support regional and installation missions.
- ❖ Work overload, tasks outside of job descriptions, imbalanced work/family life.
- ❖ Fleet augmentation program not a long-term solution to human capital.
- ❖ Lack of resources to perform mission (vehicles/supplies/materials, etc.)



Strategies/Recommendations

Top concerns common to all MCBB



1. My HQ's have enough experienced personnel to perform its current tasks

- Regionalization Effort to eliminate/reduce personnel dual hatting and validate Table of Organization (T/O)
- Develop and disseminate criteria/rules on Overseas Tour Extensions (OTE) for five to seven years and greater than seven years
- Process OTE to nine (9) years for critical skill/management billets IAW SECNAV Memorandum dtd Jun 2017
- Develop business rules to reduce length of time billets are gapped
 - Start USCS hiring process 10-12 months prior to vacancy
 - Permit positions to be double encumbered for transition period
 - Engage M&RA to provide face-to-face Marine reliefs OCOUNS
- Provide more incentives to recruit and retain civilian personnel
- Explore possibilities of changing civilian tour lengths from two to three year tours for Okinawa

2. Leader/supervisors in my HQ's care about my quality of life (QOL)

- Reduce gapped billets and avoid mission creep to manage work load
- Emphasize work/life balance with supervisors
- Authorize more admin time for branch/section holiday functions and team building activities
- Host Command Picnic/Function (Annually or Biennially)
- More Civilian Employee Recognition during quarterly Command Town Hall meetings
- Explore Alternate Work Schedules
- Conduct periodic focus groups to address QOL / work environment issues for civilian employees



Strategies/Recommendations

Top concerns USCS Personnel



- 1. My department provides adequate oversight of departments in subordinate commands**
 - Regionalization effort to ensure MCIPAC covers down on Regional functions and responsibilities
 - Ensure Departments/Sections that perform regional functions are adequately manned and funded
 - Leverage technology such as VTC to supplement periodic site/assist visits for region oversight responsibilities

- 2. HQ members, from top down, incorporate Risk Management (RM) into daily activities**
 - Ensure RM training is conducted/completed biennially by all personnel as required by MCO 3500.27C
 - Small Unit Leader, Senior Leader, and USMC Civilian courses available
 - Include RM in all confirmation briefs and Operation Plans
 - Encourage First line supervisors to integrate RM into activities/evolutions to effectively manage/reduce risk
 - Provide Active Shooter/ Fire/ Earthquake/CBRNE Training to all departments
 - Conduct more Annual Drills involving staff
 - Make RM decisions at the appropriate level within the Chain of Command

- 3. My HQ's has adequate resources to perform its current tasks**
 - Ensure all branches/sections have identified funding, personnel, and facility shortfalls
 - Lean Six Sigma events to determine areas that could be aligned to utilize existing resources more efficiently
 - Develop integrated priority lists (IPLs) for BSS1 and BSM1 shortfalls and continually update
 - Utilize Regionalization effort to advocate for additional personnel and MTP



Strategies/Recommendations

Top concerns NAF Personnel



- 1. Leaders/supervisors know who the high-risk members are in my HQ's**
 - Provide training to MCCA managers/supervisors by CHRO, EEO and/or PACO on identification and handling of high risk personnel
 - Encourage employees with disabilities/medical conditions requiring reasonable accommodations to work with immediate supervisor or Reasonable Accommodations POC
 - Develop/formalize mentoring programs for supervisors & employees to assist in identifying high risk personnel
- 2. My HQ's make good use of special staff to help manage high-risk personnel**
 - Train supervisors on resources available to treat/mitigate/reduce high-risk personnel
 - Utilize EEO, Chaplains, etc. to address employee's risky behavior
 - Leverage MCCA Behavioral Health (on space available basis) as applicable
 - Utilize Maine Family Life Counselors (MFLC), promulgate information on their services/capabilities
 - Utilize Department of the Navy Civilian Employee Assistance Program (DONCEAP): 1-844-366-2327
- 3. All members of my unit have the authority to stop unsafe activities until risks/hazards are addressed**
 - Educate work force that all MCIPAC-MCBB personnel have the authority and obligation to stop unsafe activities per MCIPAC-MCBBO 5100.6. page 1-1, dated 5 Feb 2019



Questions?