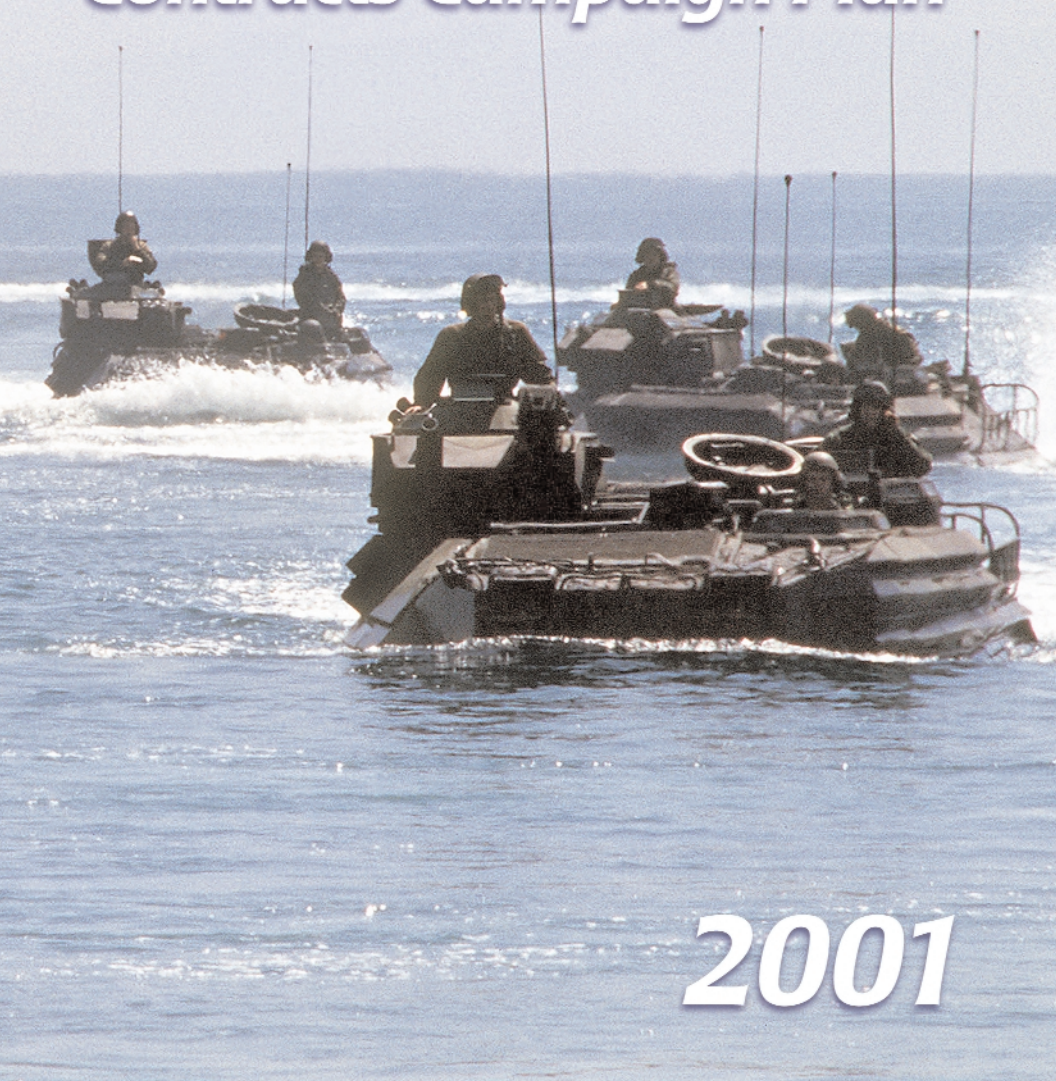
United States Marine Corps

Contracts Campaign Plan



2001

SEMPER FIDELIS

Letter from the Assistant Deputy Commandant

The Commandant's Guidance emphasizes the need for Marines to always be ready for any challenge, fully trained to face any obstacle, and willing to serve and make a difference. This Guidance reminds our Contracting Community that we can achieve our mission of providing the best value of goods and services for Marines by applying the same principles.

This Campaign Plan embodies our commitment to enhancing the keystone support that the Contracting Community must provide for our Marine Corps to continue to be the Nation's Elite Fighting Force. While we face many challenges, good communication, teamwork, technology, and perseverance will help us meet and exceed those challenges. To achieve our mission of supporting Marines, we must focus on three specific areas from which we will gain the greatest rewards – people, processes, and technology.

We cannot achieve our goals without a motivated, capable, and professional workforce. While members of our Contracting Community are responsible for their own careers, we will provide them with the tools, training, and guidance they need for their professional development.

We must be good business partners for our Marines and should always strive to help them meet their requirements. We must provide sound business advice, facilitate efforts that ensure effectiveness and efficiencies, and improve our processes by finding innovative approaches and creative contracting solutions.

We must fully embrace the evolving technologies that are clearly required in today's environment and that will ensure our future relevancy. These new systems and programs offer many challenges in their implementation – but they also offer incredible benefits and capabilities that are absolutely essential in performing our mission.

Implementing our Campaign Plan will require full participation with integrated communication across functional lines as well as up and down the chain of command. This Campaign Plan provides the foundation for all of us to build a strong and highly capable workforce, to develop processes that are logical and efficient, and to exploit the incredibly vast opportunities that technology brings to the entire acquisition process. We must always remember that we are here to serve our Marines and everything we do should always support that mission.

Shari Durand

Shari Durand
Assistant Deputy Commandant for
Installations and Logistics (Contracts)

Introduction

The Contracting Community is directly tied to the readiness of the Marine Air Ground Task Force (MAGTF) by providing the expertise to acquire best value goods and services, whenever and wherever the mission of the Marine Corps is executed. The Contracting Community is committed to improving and streamlining the acquisition process and to procuring goods and services using innovative approaches, state-of-the-art technology, and knowledge management systems to better serve our warfighters. As the business world changes, so does the Marine Corps, and the judicious application of best practices from the commercial world will be applied when it makes sense.

The versatility and dynamics of the various means of acquisition are impacting the core competencies of our Contracting Community and are challenging our members to update their skills' base to meet the ever-changing technological and regulatory requirements of acquisition and procurement processes. Our community can no longer be satisfied with the methods and procedures of the past. We must apply new technologies and systems to accelerate and improve the accuracy of our processes, increase the use of pertinent and timely training opportunities, learn and understand all levels of the processes, and continue to nurture our high quality ethos to provide the very best products and services that meet the needs of our Marines.

Purpose

This document provides a comprehensive reference point and compass to guide the Headquarters Contracts Division (LB) and the Marine Corps Field Contracting System (MCFCS). This Campaign Plan outlines the overarching framework, guidance, strategies, and specific goals needed to provide the best possible support and services for our Marines in the dynamic environment of the 21st Century.

Vision

We are committed to providing sound business advice, high quality support, and workforce development for our Marine Corps Field Contracting Community so that they may deliver the best value in goods and services to Marines. We will continuously improve by using emerging technologies and will strive to enhance our core competencies so that we develop the premier contracting workforce in the Department of Defense.

Mission

Our mission is to provide the right tools and guidance to our Marine Corps Field Contracting System so that they can fully support Marines. We will achieve our mission through the efforts of a highly skilled, multidisciplined, and professional workforce. To accomplish our mission, we will:

- *Provide expeditious regulatory expertise, interpretation, advice, and policies;*
- *Advocate the USMC's position throughout DoD by influencing contracting and acquisition policies to meet the needs of Marine Corps Operating Forces and Supporting Establishment;*
- *Provide logical standardization, quality, and value-added oversight;*
- *Evaluate, select, and implement effective acquisition technology systems and tools that best support our customers;*
- *Enhance and develop our workforce through superior community management; and,*
- *Establish a training program that encompasses the ever-changing needs of our community with a focus on current and future technology requirements.*

Goal 1
Superior Community Management

Enhance the professionalism of our workforce and establish a structure that accomplishes the job smarter, better, faster, cheaper and meets the unique needs of the USMC.

Objective A. Recruit, train, and retain highly qualified business and contracting professionals.

Strategy 1

Explore various personnel strategies, including reinvention laboratory type changes, to provide flexibility and to facilitate retention of highly qualified personnel.

Task

By 30 September 2001, benchmark with other federal agencies and develop a list of successful strategies.

Objective B. Determine the structure that the future Contracting Community will require in order to meet the needs of the Marine Corps.

Strategy 1

Evaluate and determine the necessary core competencies of the Marine Corps' Contracting Community. Anticipate our community's needs and develop a workforce tailored to fulfill those requirements and develop a replacement workforce as a significant portion of our current workforce becomes retirement-eligible.

Task

By 30 December 2001, assess the present core competencies and anticipated changes required by Contracting Officers and Contract Specialists through the year 2005.

Strategy 2

Benchmark with other military Services about the future direction of acquisition and contracting functions, recognizing that implementation of new acquisition programs and technologies requires oversight and will significantly modify the role of the contracting workforce.

Task

By 30 December 2001, provide position paper on benchmarking results, with recommendations on where the USMC's Contracting Community should be heading and whether or not it is paralleling other military Services' direction.

Strategy 3

Support local efforts to explore geographical, technological or functional regionalization in order to optimize resources and best support Marine Corps customers.

Task

Serve as the champion for resolving systemic barriers that preclude organizational and/or personnel changes and restructuring in the Contracting Community.

Strategy 4

Evaluate the potential for a tailored, specialized contracting career track for civilian Marines, to include use of Intern Programs, or equivalent sourcing.

Task

By 30 December 2001, publish a draft career track for our civilian Marines, including templates for individual development plans that encompass contracting, technology, and leadership skills.

Strategy 5

Develop a contracting career track for Marine officers to ensure they are fully trained and qualified for roles as the Chief of a Contracting Office as well as for leading contingency contracting missions.

Task

By 30 December 2001, publish a draft career track, including basic educational requirements, interim and specialized course training, and experience necessary to progress along the track.

Goal 2
Improve Contracting Processes

Simplify, standardize and improve contracting processes.

Objective A. Centralize policy information and guidance for USMC contract specialists.

Strategy 1

Centralize policy information by implementing a web-based knowledge management and sharing system.

Task

Maximize use of our Knowledge for Acquisition in the 21st Century ("K-21") Website, http://k21.hqmc.usmc.mil. Continue to explore the use of other available resources in combination with K-21.

Strategy 2

Issue and maintain a Marine Corps Acquisition Procedures Supplement (MAPS), or equivalent, to provide an electronic, consolidated source for policy and guidance.

Task

By 30 December 2001, electronically publish an initial issue of MAPS or an equivalent.

Strategy 3

Develop, publish, clarify and interpret policy to enable the Contracting Community to best serve the Marine Corps.

Task

By 30 September 2001, establish a consistent methodology to quickly and effectively disseminate policy changes.

Objective B. Provide strong USMC advocacy for Contingency Contracting methods and procedures.

Strategy 1

Provide Marine Corps positions to the Navy, Army, and Air Force on Contingency Contracting matters.

Task

Continue to work closely with our sister Services in providing Marine Corps specific input for all Contingency Contracting issues resulting from Department of Defense directions, policies, doctrine formation, and knowledge management.

Strategy 2

Explore the use of a Marine Corps Contingency Contracting manual/handbook, similar to the Army and Air Force, to provide a basis for common execution of contracting actions in contingency situations.

Task

Publish findings and guidance by 30 December 2001.

Strategy 3

Explore use of web based applications useful to Contingency Contracting operations in concert with our sister Services, to include personnel tracking and reporting systems, and logistic points-of-contact. Pursue these applications, if economically feasible, as possible Joint Service ventures.

Task

By 30 September 2001, provide position paper on results with recommendations on what applications to pursue.

Objective C. Provide a basic contracting knowledge tool to requirements personnel to improve the acquisition process.

Strategy 1

Develop an information tool for our customers so that we may better explain the many facets of acquisition in order to improve the overall contracting process.

Task

By 30 June 2001, establish a program on our "K-21 Knowledge for Acquisition in the 21st Century" Website.

Objective D. Promote and expand the use of test or reinvention laboratory authority to export new processes throughout the Marine Corps Contracting Community.

Strategy 1

Explore the use and experience of reinvention laboratory authority with other Military Services and within the Marine Corps to glean useful ideas.

Task

By 30 December 2001, benchmark with other Military Services to explore useful ideas in exporting new processes throughout the USMC Contracting Community and pursue a plan for implementation.

Objective E. Achieve maximum efficiency in functional management and oversight of the Government Commercial Purchase Card.

Strategy 1

Ensure that the management and oversight of the Purchase Card Program is correctly aligned and structured within Headquarters, USMC.

Task

By 30 December 2001, review and evaluate existing organizational size, structure, and location of the Purchase Card Program's management and make recommendations for changes that will enhance the effectiveness and efficiency of the Program.

Objective F. Establish productive and effective oversight of our Marine Corps Field Contracting System through a Procurement Performance Measurement Assessment Program (PPMAP).

Strategy 1

Ensure continuous improvement in critical procurement processes through utilization of performance-based metrics and employee and customer surveys.

Task

By 30 December 2001, establish and publish a PPMAP Handbook and related schedules for all Regional Contracting Offices.

Goal 3
Maximize Evolving Technologies

Serve as functional managers for implementing new technologies to better serve our customers.

Objective A: Provide functional management support for the implementation of applicable systems to achieve an average 80% paperless transaction rate by 31 January 2002.

Strategy 1

Support our fiscal, logistics, and requirements communities in implementing the Electronic Procurement Generator (EPG) throughout the Marine Corps to automate purchase requests and funding documents.

Task

Assist the Program Manager for Information Systems in advocating full implementation of EPG throughout the Marine Corps.

Strategy 2

Oversee the increased use of Navy Electronic Commerce Online (NECO) to automate solicitations as directed by the Navy Acquisition Procedures Supplement (NAPS).

Task

Monitor use of NECO by our contracting offices and provide technical assistance and training where required.

Strategy 3

Oversee the implementation of Navy Air Force Interface (NAFI) to automate the distribution of contracts to the Defense Finance and Accounting Service (DFAS) and our customers.

Task

Ensure that NAFI certification is attained and maintained by all offices. Promote the use of NAFI as a cost saving, reliable, and efficient storage and retrieval tool for DFAS and our customers.

Strategy 4

Implement Navy's standardized electronic certification and payment program for Government Purchase Card transactions throughout the Marine Corps.

Task

Subsequent to successful testing at our pilot sites, implement the system throughout the USMC.

Objective B. Achieve full operational capability with the Standard Procurement System (SPS) at all Marine Corps sites, ensuring that the system is fully utilized for contract preparation.

Strategy 1

Assist the Program Manager for Information Systems (PMIS) in moving Marine Corps field contracting sites to a standard configuration baseline and in planning the deployment schedule for installing maintenance releases and upgrades.

Task

By 31 January 2001, assist PMIS in developing a notional configuration and deployment plan for implementation of the Standard Procurement Systems' software, Procurement Desktop Defense (PD2), Versions 4.1.e, and subsequent upgrades.

Strategy 2

Assist PMIS by coordinating with Comptroller/Finance principals to ensure successful electronic flow of data from the Standard Procurement System to USMC financial accounting system through operation of the SPS Interface to the Standard Accounting, Budgeting, and Reporting System (SABRS) at all Marine Corps field contracting server sites.

Task

By 31 January 2001, assist PMIS in creating POA&M for phased rollout of SPS Interface to SABRS at all field contracting offices' server locations.

Notes

Notes

SEMPER FIDELIS