

Team Charter
Assistant Commander for Programs

Team Name:	Level of Team:
Office of the Assistant Commander for Programs	A (Roundtable)
Team Mission	
<p>To serve as a primary staff advisor to the Command's senior leadership and key external customers in matters of strategic, operational, and tactical importance.</p> <ul style="list-style-type: none">- Serves as process owner for the Material Solution Determination and Program Initiation acquisition management processes.- Leads the Milestone Team Assessment process for the Milestone Decision Authorities.- Leads Program Management and Operations Research Functional Integration Teams.- Designs, conducts and evaluates analyses (e.g., cost analyses, trade-off studies, and business case analyses) and special studies.- Provides centralized integration across the command and with the command's external customers.- Coordinates and integrates the investment program development (POM) process across the command.- Manages the acquisition of services for the command.- Serves as the Command's focal point for integration with MCCDC's combat development processes and the transition of formal requirements from the requirements system to the acquisition system.	
Team Goals	
<ol style="list-style-type: none">1. Satisfy our customers' needs by establishing effective communications with them, by understanding their requirements, and by creating effective partnerships with them.2. Function as "problem solvers" for those we support. Be actively sought out as the subject matter experts for the processes that PROG is considered the Command's primary staff advisor.3. Build a motivated, high performance, team-based learning organization where our Marines and Civil Servants are provided unlimited opportunities to grow and to contribute to the accomplishment of the Command's mission.4. Implement and continuously improve effective, affordable, and acceptable processes that comply with appropriate acquisition directives for Research, Development, Acquisition and Life Cycle Management in the Marine Corps.5. Support and encourage continuous process improvement and the increased use of automation and other tools.	
Team Objectives	
<ol style="list-style-type: none">1. Complete implementation of all key design changes for which we are responsible by 31 March 2004.2. Implement an AC PROG Balanced Scorecard by 31 March 2004.3. Ensure all AC PROG personnel have developed an effective Individual Development Plan by 31 December 2003.4. Absorb 90% of the command's principal Contracted Assistance and Advisory Services requirements by 31 January 2004.5. Fully define and implement an effective corporate operations process by 31 December 2003.6. Fully activate the Requirements Transition Team by 31 January 2004.7. Establish a CEOss Small Business model by 31 July 2004.8. Transition all program milestone decisions to the new Milestone Team Assessment process by 31 January 2004.9. Expand POM Office Calls outside MCSC and implement broad POM training opportunities by September 2004.	
Team Balanced Scorecard/Metrics	
<ol style="list-style-type: none">1. Customer Satisfaction Metric: This metric will be an aggregate of team performance measures using a variety of survey instruments that we will develop in order to gauge how well the direct support we provide to program teams and to the command's top level decision making processes is received.2. Process Satisfaction Index: Similar to metric #1 preceding, this metric will measure how well the policies and process for which we are responsible support the overall command mission.3. Individual Development Plan Approval Index: This metric will be used initially to gauge how well we are doing with respect to our goal of developing a high-performing team. We will eventually transition this metric to a measure of how well we are meeting the objectives and goals outlined in each IDP.4. Knowledge Management Utility Index: Using a variety of survey instruments, we will develop a metric that is a measure of how well the Knowledge Management System we emplace supports the needs of the members of the community of practice it supports.	

5. CEOss Supplier Satisfaction Index: This metric will be a measure of how many of the tasks we place under the CEOss business model are renewed for a second award term. It will be an indirect measure of customer satisfaction with the level of performance of our CEOss suppliers.

Customers/Stakeholders

Key Customers:

Internal: The Commanding General, other Milestone Decision Authorities, Product Strategy Teams, Program Management Teams, DFM, and the Command's POM Coordinating Group.

External: Key staff sections at HQMC (in particular those performing "advocacy/proponent" roles), ASN (RDA), External Milestone Decision Authorities and MCCDC.

Key Stakeholders:

Internal: Assistant Commanders, Deputy Commanders, Product Group Directors and other senior leaders of the Command including the independent Program Managers.

External: MCCDC, MCOTEA, MAGTF Advocates, Key HQMC Staff Agencies, and our CEOss Vendors.

Team Products/Services

Key product and services include:

- Milestone Team Assessment Reports and related key programmatic documentation.
- Analyses, Cost Estimates, Business Case Analyses and related analytical efforts.
- CEOss BPAs and task orders.
- Programming Initiatives and related PPBS products including POM Campaign Plans, Information Bulletins and tools.
- Effective management of the PM and OR FITs, including stewardship of the policy and process information related to acquisition management work processes and to members of the PM and OR career fields.
- Effective management of PM, OR, RTT and POM Knowledge Centers.
- Sponsor select automation tools to enhance efficient operations across the Command. Coordination of the Command's day to day business operations.
- Manage the development of the Initial Material Business Strategy (IMBS), Revised Material Business Strategy (RMBS), and the identification of SYSCOM staff to serve on MCCDC Capabilities (Requirements) IPTs.

Team Membership by Discipline/Organization/Function

Name	Organization	Function
<i>Dick Bates</i>	<i>AC Programs</i>	<i>Assistant Commander</i>
<i>LtCol Don Burlingham</i>	<i>AC Programs</i>	<i>Operations Team Leader</i>
<i>George Seidl</i>	<i>AC Programs</i>	<i>Analysis Team Leader</i>
<i>Dave Havrin</i>	<i>AC Programs</i>	<i>Assessment Team Leader</i>
<i>Don Shirk</i>	<i>AC Programs</i>	<i>POM Team Leader</i>
<i>Mark Hoyland</i>	<i>AC Programs</i>	<i>Director, ACSS</i>

Team Leader Responsibilities

- Provide PROG Team Leaders with the resources they need to accomplish their missions.
- Integrate the operations of the PROG Teams.
- Advocate for the PROG Teams.
- Be accessible and available to resolve issues that cannot be solved by the PROG Team Leaders.
- Measure attainment of overall team goals and evaluate PROG Team performance/contribution.

Authority/Accountability/Boundaries

Authority of the Team: The Team has limited authority with respect to the overall mission of the command. In that regard, we have the authority to assess the fairness and reasonableness of Life-Cycle Cost Estimates and we have the authority to sign "By direction" for the Commanding General in specific cases. Generally, our authority is embodied in the work assigned to us by approved command work processes and related activities.

Accountability of the Team:

- We are accountable to the command's decision makers for the formulation of accurate, clear, concise, fair and objective program assessments and other key decision support products.
- We are accountable for the integrity of the CEOss business model and for the effective management of those contracts awarded by the Acquisition Center for Support Services.
- We are accountable for the quality of Marine Corps Systems Command programming data that is provided to external agencies in support of the planning, programming and budgeting process.
- We are accountable for effective execution of the Command's day-to-day operations processes and the quality of the products produced by that process.
- We are accountable for managing the overlap of Marine Corps acquisition system responsibilities with MCCDC's combat development responsibilities as depicted in the Marine Corps Expeditionary Force Development System.

Team Boundaries:

- We will not render specific programmatic guidance or direction. We will ensure that those teams we support understand that our role is that of advisor and subject-matter expert, and that our function is to facilitate the execution of certain key acquisition processes. In that regard, we will endeavor to provide accurate and timely advice. We will offer carefully considered and fully supported recommendations to the teams we support.
- We do not police other teams or organizations. With respect to acquisition programs, our role is to serve as members of program teams and to support the attainment of the goals of those teams. With respect to program assessments, we have clear roles and responsibilities. Except in connection with approved command processes, during the course of certain specific audit functions assigned to us, or when we are otherwise directed to do so by the executive leadership of the command or an MDA, we will not render judgments as to the status of acquisition programs.

Review and Approval Process

Date of Review: 31 OCT 2003 Reviewed By: David Havrin

Donald Shirk

George Seidl

Donald Burlingham

Mark Hoyland

Date of Approval: 3 NOV 2003 Approved by: Richard W. Bates

This charter will be reviewed for currency approximately one year from the date of approval