

ARMY PEOPLE STRATEGY



CIVILIAN IMPLEMENTATION PLAN



2020

Foreword

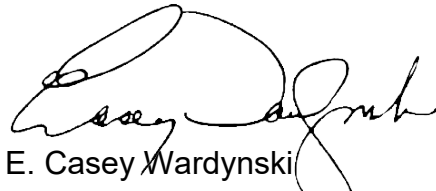
The Soldiers and Army Civilians who make up the United States Army are our greatest resource and our enduring competitive edge in remaining the most lethal, capable land force in the world. To maintain this advantage, ensure continued access to the Nation's top talent, and achieve our vision for the Army of 2028, we must put the right people, policies, and systems in place now. The Army People Strategy is our roadmap, with nested Civilian and Military Implementation Plans that define what we will do and when we will do it to execute our vision.

Army Civilians are a critical component of the Army team. To achieve the Army Vision, this Civilian Implementation Plan sets the path for inspiring service as an Army Civilian, modernizing our approach to talent management and development, building readiness, and taking care of our people. Army Civilians are a tremendous asset to the Army, and our commitment to executing this plan will enable us to attract and retain the best in defense of our Nation.

There has never been a more exciting time to be a member of the Army team. We look forward to sharing this journey with you.



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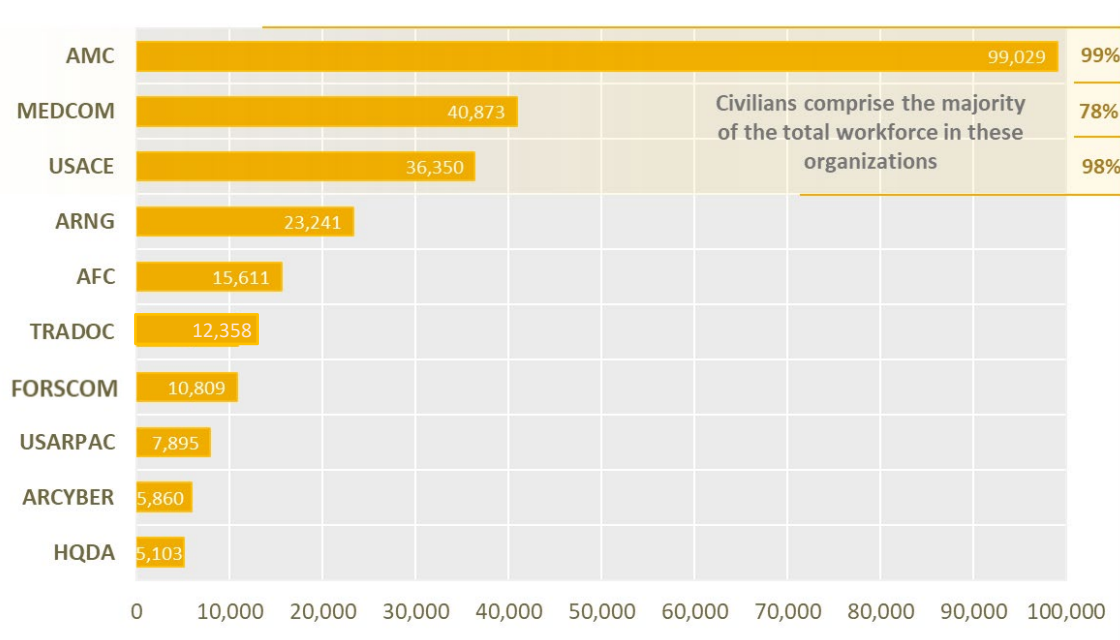
Introduction

Army civilian service is a unique, rewarding way to serve the Nation across many different occupations and geographic areas. The Army People Strategy (APS) notes that the “Total Army People Enterprise” includes nearly 300,000 Army Civilians (page 13). They are an integral part of the Army team, committed to selfless service protecting and preserving the United States. Since 1776, the Army has employed Civilians in critical roles; they serve their country alongside Soldiers, providing leadership, expertise, and continuity. These dedicated professionals are often the unsung heroes behind Army readiness, fulfilling critical needs across almost 500 occupations, including engineering, cyber, logistics, and financial management.

Its almost 300,000 civilians would place the Army in the top 15 United States private-sector corporations¹ and make it the third largest federal employer. Army Civilians are one of the largest, most critical elements of the Department of Defense (DoD). In fact, talented, qualified Civilians constitute about 23% percent of Army’s workforce.

Figure 1 shows Army organizations with the largest number of Civilians and highlights that, in several organizations, Civilians constitute the majority of the workforce. For example, Army Materiel Command has 99,029 Civilians—99% percent of its total workforce. Clearly, Civilians are essential to accomplishing many of Army’s missions.

Figure 1. Organizations with the Largest Numbers of Army Civilians



Source: BOXi Report from AG1-CP, pulled from DCPDS October 2019.

¹ Fortune Media IP Limited. “Fortune 500.” Fortune.com. <http://fortune.com/fortune500/search/?employees=desc> (accessed October 21, 2019).

In addition to providing unmatched technical competence across the Army, Civilians provide unique contributions to the Army team. They provide leadership, stability, and continuity across the Generating Force, allowing Soldiers to focus on warfighting. Civilians also deploy as part of the Expeditionary Civilian Workforce and help the Army accomplish its operational mission overseas. They bring a critical diversity of thought and experience to our workforce, based on their education, training, and employment in the private sector and with other government agencies. Civilians enact change, lead a multi-generational workforce, and execute vital multinational, interagency, and interdepartmental missions, leading change, and producing superior results. They apply technical knowledge, manage human capital, cope with ambiguity, manage resources, and innovatively collaborate to solve complex problems.

Civilians are increasingly vital to the Army's effort to maintain and improve readiness at an affordable cost, as they serve alongside Soldiers around the world. A 2016 RAND Corporation Study noted that "Military commanders value the experience and continuity that civilian personnel bring to the workplace."² "...In most cases, civilian personnel cost less than military personnel or contractors."³ Where specific military skills are not required, Civilians provide an affordable source of quality talent, enabling the Army to use existing military talent and contract services only where required across the Generating Force.

In contrast to military talent that seeks to match Soldiers to opportunities as they move between posts, civilian talent management is more focused upon employing talent within a post. While this allows local leaders to tailor their hiring approach to acquire critical talent that best fits their particular needs, it can also lead to myopic decisions that may not provide the best outcomes for the Army as a whole. Additionally, while we must adhere to a mid-20th century human resources framework governed primarily by Title 5, United States Code, we must change our internal culture of civilian human resources management to prioritize results while maintaining compliance. We must, in its place, instill a new philosophy that facilitates the ability of talented Civilians—including transitioning and former service members—to move into, between, and out of civilian employment opportunities in search of job satisfaction and meaningful employment, so that we may secure the most talented and engaged workforce to meet our missions.

² Jennifer Lamping Lewis, et.al., "U.S. Department of Defense Experiences with Substituting Government Employees for Military Personnel," RAND Corporation, 2016, 57.

www.rand.org/pubs/research_reports/RR1282.html (accessed September 7, 2019).

³ Ibid.

Our Path Forward:

To capitalize on the unique and vital contributions Army Civilians provide, we must have a tailored approach to talent management that recognizes the unique nature of civilian employment in the Army. As stated in the APS, talent management “integrates **all** people practices, generating a positive effect on organizational outcomes and leveraging each individual’s **knowledge, skills, behaviors, and preferences (KSB-Ps)** for the mutual benefit of the Army and the individual” (page 4). This Civilian Implementation Plan will transform our dated approaches to civilian human resources management and replace them with approaches focused upon talent management.

To accelerate talent management, we will adopt a more flexible and data-driven approach via a robust reporting capability that enables real-time decisions. Our career programs—the Army’s leaders within their respective functional areas—will be valued partners with commands to enable strategic analysis of our diverse civilian skill sets across the enterprise and help to shape the workforce. Via a rigorous and transparent workforce planning process, we will identify future requirements and opportunities as career programs collaborate with commands across the human capital lifecycle. Using more thoughtful talent acquisition strategies, we will identify new and existing talent to match to opportunities more easily and quickly and ensure that Army Civilians are assigned rewarding opportunities—and reassigned as they grow and as Army’s needs change. We will identify priorities for recruiting and developing each skill set based on the Army’s needs for that skill to maximize output based on talent fit. Leaders will routinely review assignments and encourage reassignments where appropriate for individuals who desire breadth and promotion. Enabling systems and processes that help inform all phases of the human capital lifecycle will improve future opportunities and shape the workforce to respond to them with the interests of the whole Army in mind. By hiring and developing the best supervisors to manage civilian talent, we will foster a work experience that nurtures talent, unleashes innovation, and provides rewarding work that complements the unique KSB-Ps of each Army Civilian.

To accomplish these significant changes, this Civilian Implementation Plan executes the APS for our Civilian Corps and applies to every segment of the civilian workforce. It includes appropriated fund, nonappropriated fund, and local national employees. The plan recognizes the talent within the workforce and that talent must be leveraged across the human capital lifecycle—from acquisition to development, employment, and retention.

As introduced in the APS, four lines of effort (Acquire, Develop, Employ, and Retain Talent) form the core framework for the efforts to be undertaken to execute the strategy, and each line of effort (LOE) identifies specific objectives required to improve how the Army manages its civilian talent (pages 6–8). Four critical enablers (CEs)—21st

Century Talent Management, Quality of Life, Army Culture, and Resources and Authorities—set the conditions for movement along the LOEs to achieve the four strategic outcomes of a Ready, Professional, Diverse, and Integrated Force.

The APS and this Civilian Implementation Plan describe the Army Civilian talent management vision, enabling infrastructure, and concerted unity of effort needed to acquire, develop, employ, and retain civilian talent in support of Army readiness. Specifically, the strategy and plan:

- ✓ recognize the value of Army Civilians in accomplishing the Army mission;
- ✓ ensure mission requirements drive investment in Army Civilian talent;
- ✓ recognize costs associated with improving people programs, policies, & systems;
- ✓ set conditions to align workforce capabilities with changing mission requirements;
- ✓ empower Army Civilians to be engaged, innovative, and integral members of their immediate team and the overall Army team; and
- ✓ enhance Army readiness.

This plan will ensure that *Army Civilians are the most ready, professional, diverse, and integrated federal workforce.*

Priorities

While the details of the LOEs, objectives, tasks and accountable organizations in this plan will be described in the subsequent section, it is important to first identify our critical priorities for transformation of the Civilian Corps. The objectives in this Civilian Implementation Plan align to one or more of four priorities for civilian talent management. These priorities are essential to achieving the strategic outcomes noted above and are the cornerstones of building future readiness for the Army; they guide our future state. They identify critical aspects that must transform to improve talent management across the human capital lifecycle. As described below, these priorities include those aligned to the APS and translate the APS into specific priorities for Army Civilians.

Figure 2. Priorities



- I. ***Transform Workforce Planning and Management:*** The Army will develop the capability to project demand, for both people and specific skills, and create a market to reduce gaps in capabilities. We will create mechanisms to capture the need for particular talents, identify the talents available in our people, and create analytical tools to match talent to demand. Our marketplace will allow Civilians to express interest in new positions, and organizations to identify available talent. As demands change, career programs will take a leadership role in partnering with the Civilian Human Resources Agency (CHRA), across DoD, and with other federal agencies to make Army Civilians in fields with excess capacity available to organizations in need of such talent. **The tasks listed below highlight the most critical actions required to complete this priority, and in many cases align to priorities identified in the APS.** (Tasks are described in more detail under their corresponding LOE section later in the document.)
 - **Employ LOE, Task E-1.1** Conduct workforce planning that results in a tailored approach to investments in the civilian workforce.
 - **Employ LOE, Task E-2.1** Institute assessments to identify KSB-Ps, to inform human capital decision making and enable talent management (APS Priority #5).

- **Employ LOE, Task E-2.2** Institutionalize a process to match people to positions (APS Priority #4).
- **Employ LOE, Task E-2.3** Deploy the Defense Civilian Human Resources Management System (DCHRMS) (APS Priority #4).

II. Modernize Civilian Talent Acquisition: *The Army will develop an intentional approach to marketing for Civilians, targeting the required skill sets identified from strategic workforce planning with a brand that inspires Army civilian service. The Army will establish the ability to access highly-qualified individuals with diverse skill sets, hire them efficiently, and onboard them effectively. **The tasks listed below highlight the most critical actions required to complete this priority.***

- **Acquire LOE, Task A-1.1** Develop and resource a civilian marketing strategy (APS Priority #2).
- **Acquire LOE, Task A-2.1** Train and resource select career programs to recruit, in collaboration with CHRA and commands (APS Priority #3).
- **Acquire LOE, Task A-3.1** Reduce time to hire to ensure the Army is competitive for top talent with other employers. (APS Priority #6).

III. Evolve Career Programs to Be Integral to the People Enterprise: *The Army will recognize Career Program Managers and their Functional Chiefs as authoritative functional experts and decision makers in growing and managing civilian talent. Career programs will be the core of our enterprise talent management approach—identifying talent to be acquired and developed; facilitating varied and progressively challenging assignments to provide breadth and depth of experience; and establishing a continual pipeline of talented Civilians across their career fields to meet current and future mission needs. **The tasks listed below highlight the most critical actions required to complete this priority.***

- **Acquire LOE, Task A-2.1** Train and resource select career programs to recruit, in collaboration with CHRA and commands (APS Priority #3).
- **Employ LOE, Task E-1.1** Conduct workforce planning that results in a tailored approach to investments in the civilian workforce.
- **Employ LOE, Task E-1.2** Increase career program workforce planning capability and collaboration with commands.
- **Employ LOE, Task E-3.1** Enhance career program roles and responsibilities in the People Enterprise.

IV. **Build World-Class Supervisors:** The Army will create the systems and processes to select, grow, and sustain the best supervisors in government at every level, and certify its supervisors to perform their roles effectively. Supervisors will acknowledge and accept their responsibility to engage and develop their team, and be taught why and how to inspire and motivate people. **The tasks listed below highlight the most critical actions required to complete this priority.**

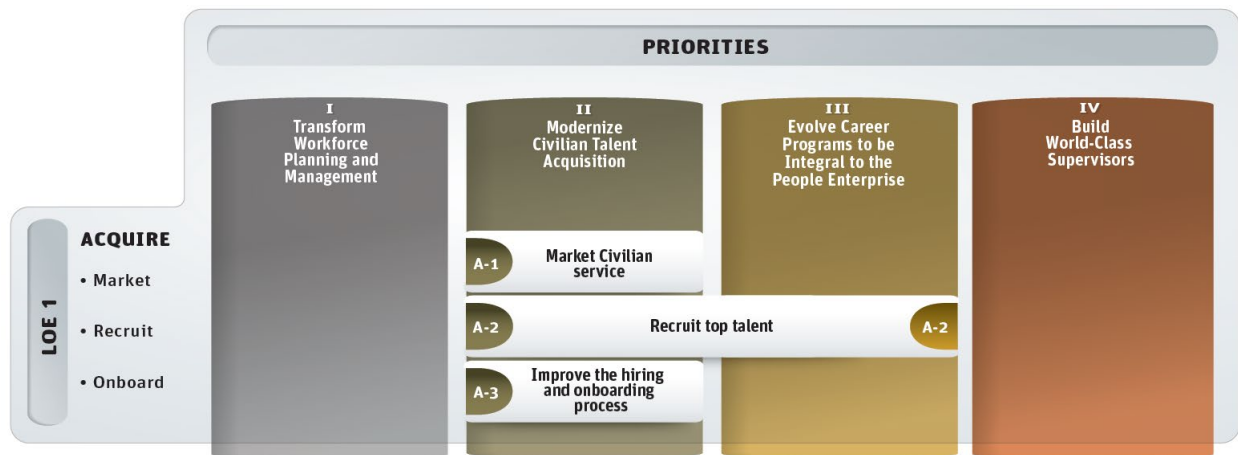
- **Develop LOE, Task D-2.4** Establish and resource a comprehensive, mandatory supervisor development and certification program.
- **Retain LOE, Task R-1.4** Improve selection of supervisors based on demonstrated leadership ability as well as technical competence (APS Priority #5).

Lines of Effort

This implementation plan is organized by LOEs that focus and synchronize implementation of objectives and tasks for the Civilian Corps across the Army. The LOEs align under the APS and four Army Civilian priorities, as well as with the Military Implementation Plan. Each LOE has a Lead Integrator, who will oversee the implementation of all the objectives within the LOE. The LOE Lead Integrator ensures integration with the other objectives in the LOE, resolves issues between objectives, and coordinates with the CE Lead Integrators as necessary to set the conditions with 21st Century Talent Management, Quality of Life, Army Culture, and Resources and Authorities. The sections that follow describe the LOEs and the objectives that will be achieved to successfully transform workforce management processes and culture. Figures 3–6 show a graphic for each LOE with the objectives assigned to it and the civilian priorities it supports. The dates identified for each task and action in this plan are target dates and are subject to change. (See the Civilian Implementation Plan Execution Overview, Annex A, and Civilian Implementation Plan Synchronization Matrix, Annex B, published as complements to this plan, for a hierarchy of LOEs, objectives, tasks, and timelines. They are living documents which will be updated as the Army executes the plan.)

Line of Effort 1—Acquire Talent (*Lead Integrator: Army Civilian Human Resources Agency*)

Figure 3. “Acquire Talent” Line of Effort and Objectives



LOE 1 (Acquire Talent) supports the following Priorities:

- II. Modernize Civilian Talent Acquisition***
- III. Evolve Career Programs to be Integral to the People Enterprise***

The following critical enablers will set the conditions for LOE 1:

- 1- **21st Century Talent Management**
- 2- **Quality of Life**
- 3- **Army Culture**
- 4- **Resources and Authorities**

The Acquire Talent LOE includes marketing, recruiting, and onboarding. As noted in the APS, “We will proceed along all four LOEs simultaneously, however our implementation priority and main effort through 2028 is **LOE 1, Acquire Talent**” (page 8). The Army must identify and recruit the diverse breadth and depth of civilian talent needed to support a force ready for prompt and sustained ground combat. We must adequately market Army Civilian employment opportunities and significantly expedite the hiring process through the use of direct hiring authorities. Once new employees are onboard, we must facilitate a smooth transition and help them understand their role, their organization’s mission, and how each supports the Army. To ensure the Army becomes an employer of choice—with diverse, skilled civilian talent where and when needed—it must achieve three key objectives.

- **Objective A-1—Market Civilian Service (Office of Primary Responsibility (OPR): Assistant Secretary of the Army (Manpower and Reserve Affairs (ASA(M&RA)) / Army Enterprise Marketing Office)—** Civilian employment is a unique, rewarding way to serve the Nation across many different occupations and geographic areas. Army Civilians are needed in a large variety of careers across the country and around the world. To address this need for talent, the Army will increase the public awareness that it is a major civilian employer at the cutting edge of science, technology, engineering, and mathematics, with competitive benefits and retirement packages. The public may not understand the Army Civilian role in the broader Army mission; many do not distinguish between civilian and military service, mistakenly assuming civilian employment in the Army involves military service. In determining our approach to marketing, we will also examine the best way to fund it, to include options to share the cost with commands or career programs to focus on certain talents. The OPR will execute the following **tasks and actions** to achieve this objective:

| Task | Actions | End Date |
|---|--|----------|
| Task A-1.1 Develop and resource a civilian marketing strategy. | ➤ Define and refine the target audience to market civilian employment opportunities. | 2020 Q3 |
| | ➤ Establish a requirement for researching and evaluating target audiences. Work | 2021 Q1 |

| Task | Actions | End Date |
|--|---|----------|
| | with the advertising agency to solidify target audiences and research the marketplace. | |
| | ➤ Update Program Objective Memorandum (POM) 23-27 resourcing. | 2021 Q1 |
| | ➤ Conduct research on market trends, attitudes, and behaviors toward Army civilian service (i.e. current and emerging occupation skill sets, labor pools and shortages, etc.) | 2021 Q1 |
| | ➤ Develop a messaging strategy that complements and is integrated into the Army Annual Marketing Plan. | 2021 Q2 |
| | ➤ Test the strategy for initial results. Adjust approach and objectives as necessary. | 2021 Q3 |
| | ➤ Develop a full campaign to build awareness and drive action towards qualified prospects considering becoming an Army Civilian as a career of first choice. | 2021 Q4 |
| Task A-1.2 Develop and resource an integrated civilian communications strategy. | ➤ Engage with the advertising agency to help refine the civilian brand, value proposition, and market positioning. | 2021 Q3 |
| | ➤ Engage with the advertising agency to build the civilian brand campaign. | 2022 Q1 |
| | ➤ Engage with the advertising agency to develop messaging strategies based on market research. Test strategies in the marketplace to help refine overall messaging. | 2022 Q3 |
| | ➤ Implement marketing campaign to build interest in Army civilian employment. | 2023 Q2 |

The **result** will be an increased public awareness of the role of the Army Civilian and a desire to seek employment as an Army Civilian. *This helps achieve the APS Strategic Outcomes: Ready and Diverse.*

- **Objective A-2—Recruit top talent. (Office of Primary Responsibility: ASA(M&RA))**—While building stronger brand recognition, the Army needs to recruit top talent. This means we will develop and implement an innovative outreach and recruitment strategy that leverages best practices from commands throughout the Army. This includes using relocation incentives to attract and hire top science, technology, engineering, mathematics, and other high-demand talent. Career programs will be key resources in achieving this objective and will be staffed and

trained to recruit talent for their functional areas. The OPR will execute the following **tasks and actions** to achieve this objective:

| Task | Actions | End Date |
|--|--|----------|
| Task A-2.1 Train and resource select career programs to recruit, in collaboration with CHRA and commands. | <ul style="list-style-type: none"> ➤ Determine requirements and program for resources to support recruitment strategy that optimizes occupational skill sets critical to readiness. | 2021 Q1 |
| | <ul style="list-style-type: none"> ➤ Resource and train career programs to recruit for critical talent and skills. | 2022 Q1 |
| | <ul style="list-style-type: none"> ➤ Career programs begin recruiting. | 2022 Q2 |
| Task A-2.2 Develop and implement mechanisms to acquire highly qualified Civilians from diverse backgrounds. | <ul style="list-style-type: none"> ➤ Determine requirements and program for resources to develop outreach programs, partnerships, scholarships, and internships with minority institutions (Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), Women's Colleges), and other institutions and groups that represent underrepresented populations. | 2020 Q4 |
| | <ul style="list-style-type: none"> ➤ Develop diversity recruitment tools and communications that capitalize on the Army civilian marketing strategy. | 2021 Q3 |
| | <ul style="list-style-type: none"> ➤ Increase awareness of Schedule A opportunities for people with disabilities and improve outreach to eligible people. | 2021 Q4 |
| | <ul style="list-style-type: none"> ➤ Study and develop methods to post job openings on third party websites frequented by underrepresented populations. | 2022 Q4 |
| Task A-2.3 Promote employment opportunities for military spouses. | <ul style="list-style-type: none"> ➤ Quantify and assess military spouse employment opportunities and identify actions to improve the ability of spouses to continue civilian service during PCS moves. | |
| | <ul style="list-style-type: none"> ▪ Link civilian personnel data to the Defense Enrollment Eligibility Reporting System (DEERS) to identify the number of military spouses employed. | 2020 Q3 |
| | <ul style="list-style-type: none"> ▪ Communicate the potential cost savings to Army organizations when hiring military spouses, such as reduced employer health care costs when the spouse is covered under Tricare. | 2020 Q4 |
| | <ul style="list-style-type: none"> ▪ Proactively identify when PCS moves will occur to ensure ample time to evaluate | 2021 Q3 |

| Task | Actions | End Date |
|------|---|----------|
| | options to maintain spouse employment when feasible. | |
| | ➤ Expand opportunities for spouses of Army Civilians to maintain employment during PCS moves when feasible. | 2023 Q4 |

The **result** will be the Army’s ability to recruit the Nation’s best talent, through appropriately resourced and trained career programs. *This helps achieve the APS Strategic Outcomes: Ready and Diverse.*

- **Objective A-3—Improve the hiring and onboarding process. (Office of Primary Responsibility: Army Civilian Human Resources Agency)**—The Army must hire top talent quickly and effectively. Top talent has choices and will not wait for a labyrinthine hiring and background check process. As a result, we will expedite the hiring process from the time a position becomes vacant until a new employee reports for duty. The ASA(M&RA) will identify hiring time reduction goals for commands and actions to be taken if goals are not attained, which will be updated by policy memo annually . The APS specifically cites reducing time to hire as a near-term priority (APS Priority #6). After a new employee joins the team, studies show that a strong onboarding and acculturation program will drive engagement, productivity, and retention. Commands will have onboarding programs that facilitate a smooth transition for new employees and help them understand their role, their organization’s mission, and how each supports the Army. This will help drive personal investment in the Army mission for new Civilians. World-class supervisors will be prepared and accountable for executing their lead role in meeting both the intent and requirements of hiring and onboarding programs. The OPR will execute the following **tasks and actions** to achieve this objective:

| Task | Actions | End Date |
|---|---|----------|
| A-3.1 Reduce time to hire to ensure the Army is competitive for top talent with other employers. | ➤ Centralize human resources products in a single location on the web | 2020 Q3 |
| | ➤ Focus on reducing hiring manager decision time to ensure faster selection of talent. <ul style="list-style-type: none"> ▪ Incentivize managers to make decisions within established time frames. | 2020 Q3 |
| | ➤ Conduct economic assessment of hiring process: <ul style="list-style-type: none"> ▪ Identify potential cost savings. ▪ Quantify productivity impacts of vacancies and turnover. | 2020 Q3 |

| Task | Actions | End Date |
|---|--|-----------|
| | <ul style="list-style-type: none"> ▪ Quantify lost pay and productivity due to hiring lag | |
| | <ul style="list-style-type: none"> ➤ Identify investments in human resources training and CHRA resourcing to reduce time to hire. Submit to the POM process. | 2020 Q3 |
| | <ul style="list-style-type: none"> ➤ Publish policy to mandate the use of direct hire authority when appropriate. | 2020 Q3 |
| | <ul style="list-style-type: none"> ➤ Develop multi-year strategy to reach the Secretary of Defense directed hiring target of 45 days. | 2020 Q3 |
| | <ul style="list-style-type: none"> ➤ Review and make a recommendation on an approach to centrally select entry-level positions. | 2021 Q1 |
| | <ul style="list-style-type: none"> ➤ Improve automation and human resources systems (DCPDS and USA Staffing) to reduce transactional work. | 2020 Q4 |
| | <ul style="list-style-type: none"> ➤ Determine requirements for other organizations with roles in the hiring process to reduce time to hire. | 2021 Q1 |
| Task A-3.2 Seek legislative changes to improve hiring. | <ul style="list-style-type: none"> ➤ Evaluate existing hiring authorities to determine the need for legislation. | 2020 Q3 |
| | <ul style="list-style-type: none"> ➤ Seek legislative relief to taxation of Army Civilians' permanent change of station costs. | 2020 Q4 |
| | <ul style="list-style-type: none"> ➤ Study and assess feasibility, effectiveness, and efficiency of unifying existing demonstration project authorities into a personnel system that is broadly applied but individually defined. | 2021 Q1 |
| | <ul style="list-style-type: none"> ➤ Draft new legislation and formally submit proposed changes through DoD's legislative program. | 2021 Q1 |
| | <ul style="list-style-type: none"> ➤ Continue evaluating and submitting proposals as an iterative process. | 2022–2028 |
| Task A-3.3 Execute Army Onboarding and Acculturation Program for new Army Civilians. | <ul style="list-style-type: none"> ➤ Issue Onboarding and Acculturation Program Guidance: <ul style="list-style-type: none"> ▪ Mandate program execution. ▪ Include metrics for tracking execution and outcomes. | 2020 Q3 |
| | <ul style="list-style-type: none"> ➤ Implement Onboarding and Acculturation Program across the Army. | 2021 Q2 |

| Task | Actions | End Date |
|------|--|----------|
| | ➤ Commands submit annual report to HQDA with program metrics and outcomes. | 2022 Q1 |

The **result** will be the Army’s ability to quickly hire needed talent, and new Army Civilians who feel they are integral to achieving the Army mission, are productive more quickly, and are more committed to an Army career as demonstrated by increased retention rates. *This helps achieve the APS Strategic Outcomes: Ready and Diverse.*

Line of Effort 2—Develop Talent (Lead Integrator: Army Training and Doctrine Command (TRADOC))

Figure 4. “Develop Talent” Line of Effort and Objectives



LOE 2 (Develop Talent) supports the following priorities:

- I. Transform Workforce Planning and Management***
- III. Evolve Career Programs to be Integral to the People Enterprise***
- IV. Build World-class Supervisors***

The following critical enablers will set the conditions for LOE 2:

- 1- 21st Century Talent Management***
- 3- Army Culture***
- 4- Resources and Authorities***

The Develop Talent LOE includes educating, training, and credentialing. Career programs, Army schools, commands, and supervisors each play unique roles in building a diverse, talented workforce to meet changing requirements. The Army’s challenge is to identify, synchronize, and resource these contributions in a cost-effective way. The

Army will establish the guidance and incentives needed to encourage individuals and leaders at all organizational levels to value opportunities for Army Civilians’ professional education and training and their future advancement, not just in their current organization but in the Army as a whole. While employee development is in the interest of each command, supervisor, and employee, ultimately it is in the Army’s interest to ensure organizations grow and develop their employees and utilize their talents.

- **Objective D-1—Integrate and optimize the civilian development enterprise (Office of Primary Responsibility: ASA(M&RA) / G-3/5/7)**—A coordinated civilian training enterprise will integrate all components of and participants in centrally managed civilian development, and will achieve unity of effort. The Deputy Assistant Secretary of the Army (Civilian Personnel) will integrate and synchronize leader development, career program technical training, and command oversight and management. This will better align authorities, resources, responsibilities, and expectations for civilian training and education; standardize execution; and promote more effective allocation of limited resources to address the most critical training requirements. The OPR will execute the following **tasks and actions** to achieve this objective:

| Task | Actions | End Date |
|---|---|----------|
| Task D-1.1 Develop a means to differentiate workforce development requirements for employees, and update Army training and development strategy accordingly. | ➤ Conduct an assessment to identify the components of the civilian development enterprise (people, systems, processes, etc.) that need to be integrated and optimized. | 2020 Q3 |
| | ➤ Create a workforce segmentation to clearly differentiate between technical expert, supervisor/manager, and enterprise leaders, as well as levels within each segment, to illustrate career pathways and options for movement. | 2021 Q1 |
| | ➤ Identify and define the components and measures of talent development for the enterprise. | 2021 Q2 |
| | ➤ Define the future state of the civilian development enterprise and publish civilian training and development strategy. | 2021 Q4 |

| Task | Actions | End Date |
|---|---|----------|
| Task D-1.2. Build a governance structure and processes to maximize alignment of all components of the civilian development enterprise. | ➤ Issue annual guidance to the development enterprise defining priorities, beginning in 2020 for 2021 and beyond. | 2020 Q3 |
| | ➤ Identify senior training and development champions and stakeholders. | 2020 Q4 |
| | ➤ Develop a charter to authorize decision-making and actions within the governance structure for the enterprise. | 2021 Q1 |
| | ➤ Identify and build the training structure and processes to maximize the effectiveness and efficiency of the civilian development enterprise. | 2021 Q2 |
| | ➤ Modify existing and draft required new evidence-based training policy documents or annexes. Recommend any human resources policy amendments associated with new talent development structure and processes. | 2021 Q4 |

The **result** will be Army Civilians who are better enabled to maximize their talents and advance their Army careers, and organizations that are better enabled to meet current and future mission requirements and maximize their workforce’s talents as a result of better allocation of training resources, through a truly integrated enterprise. *This helps achieve the APS Strategic Outcomes: Ready, Professional, and Integrated.*

- **Objective D-2—Enhance civilian training, education, and professional development (Office of Primary Responsibility: TRADOC)**—The Army will create a talent development approach that fully merges functional and technical, supervisor/manager, and enterprise leadership development; deliberately incorporates lifelong training, education, and experience; and is enabled by effective human resources and development strategy and policy. Army Civilians must be able to wrestle with complexity, design a desired future state, and apply problem-solving and decision-making skills to meet the Army’s Title 10 requirements. Additionally, we will ensure supervisors of Civilians are capable and effective as people managers, and both supervisors and their teams understand the functional, technical, and leadership competencies they need to compete for advancement. The OPR will execute the following **tasks and actions** to achieve this objective:

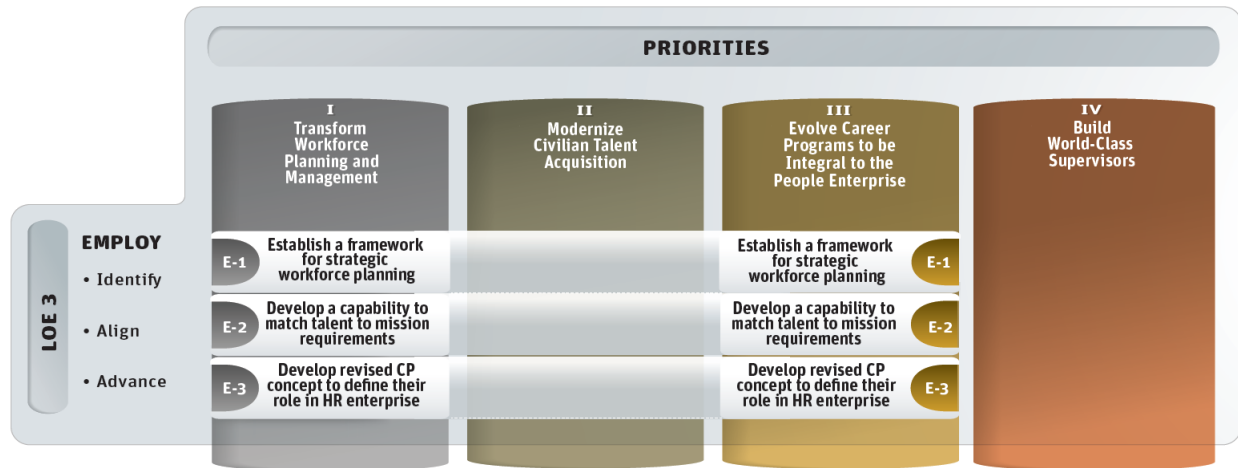
| Task | Actions | End Date |
|---|---|----------|
| Task D-2.1 Evaluate civilian leader development programs and adjust as needed. | ➤ Define the desired outcomes and key terms for mutual understanding; establish evaluation criteria. | 2020 Q4 |
| | ➤ Evaluate existing Army-level leader development programs, based on the workforce population segmentation assessment and revised supporting development strategy. Propose changes in program target outcomes and audiences, delivery strategy, annual training load, attendance/other evidence-based human resources policy, and resourcing impacts required to enhance talent management. | 2021 Q3 |
| | ➤ Program proponents implement revisions. | 2021 Q4 |
| Task D-2.2 Evaluate functional and technical training and adjust as needed. | ➤ Define the desired outcomes and key terms for mutual understanding; establish evaluation criteria. | 2020 Q4 |
| | ➤ Evaluate existing Army functional and technical training for Tier 1 & 2 competencies. Propose changes in who and how many are to be trained, and program outcomes. | 2021 Q2 |
| | ➤ Program proponents implement revisions. | 2021 Q4 |
| Task D-2.3 Establish and implement proponenty for supervision. | ➤ Designate the appropriate proponent for supervision to define, articulate, and integrate supervisory doctrine, training, and leader development policy for the Army. | 2020 Q3 |
| Task D-2.4 Establish and resource a comprehensive, mandatory supervisor development and certification program. | ➤ Review existing supervisory guidance: <ul style="list-style-type: none"> ▪ Address core supervisory competency model (KSB-Ps). ▪ Evaluate existing supervisor development programs. | 2020 Q3 |
| | ➤ Establish supervisor evaluation criteria. | 2020 Q4 |
| | ➤ Identify and program for resources to implement. | 2020 Q4 |

| Task | Actions | End Date |
|--|---|----------|
| | ➤ Develop certification standards, methods, and enabling policy. | 2021 Q2 |
| | ➤ Develop and implement a method to track supervisor compliance with development and certification programs. | 2021 Q3 |
| | ➤ Implement a comprehensive supervisor development program with in-person touch points and assessments. <ul style="list-style-type: none"> ▪ Include multi-phased approach to address specific needs as a new supervisor, then repeated training throughout a supervisor’s career. | 2022 Q1 |
| | ➤ Implement a supervisor certification program. | 2022 Q1 |
| Task D-2.5 Increase credentialing / certifications offered by career programs that validate expertise in their functional area and are recognized across DoD. | ➤ Survey career programs’ certification and credentialing efforts. | 2020 Q4 |
| | ➤ Identify and develop a plan to implement credentialing and certification programs by career programs to the maximum extent practical. | 2021 Q3 |
| | ➤ Implement revised certification and credentialing across career programs. | 2022 Q2 |

The **result** will be a trained, educated, and highly-skilled workforce, with supervisors certified to effectively manage talent to meet the Army’s current and future needs and increase readiness. *This helps achieve the APS Strategic Outcomes: Ready and Professional.*

Line of Effort 3—Employ Talent (*Lead Integrator: Army Civilian Human Resources Agency*)

Figure 5. “Employ Talent” Line of Effort and Objectives



LOE 3 (Employ Talent) supports the following priorities:

- I. Transform Workforce Planning and Management***
- III. Evolve Career Programs to be Integral to the People Enterprise***

The following critical enablers will set the conditions for LOE 3:

- 1- 21st Century Talent Management***
- 3- Army Culture***
- 4- Resources and Authorities***

The Employ Talent LOE includes identifying, aligning, and advancing. The Army must be able to effectively match Civilian Corps capabilities with mission requirements. This means projecting future demands for talent and maximizing Army Civilians’ talents and preferences by aligning them with organizational demand—benefiting the individual, the organization, and the Army. The Army will build a robust talent marketplace, through which Army Civilians can indicate a preference for new opportunities that better align with their skills and/or preferences, and Army organizations can identify available talent. The Army will leverage technology—such as the upcoming deployment of DCHRMS, and explore the applicability of the Integrated Personnel and Pay System-Army (IPPS-A) and the Army Accessions Information Environment (AIE) to Civilians—to provide a wealth of data to match “best fit” assignments for Army Civilians based on demands for talent. Developing and employing diagnostic, developmental, and predictive assessments will further identify talent potential and gaps—a critical tool in aligning organizational needs with individual skills and preferences. Equipped with this

information, organizations will have the flexibility to manage their civilian talent, supported by robust, mature career programs that complement their efforts.

- **Objective E-1—Establish and implement a framework for strategic workforce planning (Office of Primary Responsibility: ASA(M&RA))**—To effectively shape and grow its civilian talent, the Army must be able to forecast specific, long-term demand for skills on the basis of the National Defense Strategy and the Army Strategy. We will use a centralized, analytical capability to project long-term demands, determine gaps in inventory based on the market of available talent, and build an action plan to anticipate and address them. To accomplish this, the Army will think about and manage its Civilian Corps differently by developing innovative ways to allocate costs and investments in Civilian talent and by more fully incorporating the impacts on readiness of these cost and investments. The OPR will execute the following **tasks and actions** to achieve this objective:

| Task | Actions | End Date |
|--|--|----------|
| Task E-1.1 Conduct workforce planning that results in a tailored approach to investments in the civilian workforce. | <ul style="list-style-type: none"> ➤ Establish the Cyber Excepted Service Office to provide long-term strategic talent management of the cyber workforce. | 2020 Q3 |
| | <ul style="list-style-type: none"> ➤ Determine career programs that should be a focus for development, recruiting, etc. to target investments in Civilian talent. | 2020 Q3 |
| | <ul style="list-style-type: none"> ➤ Issue annual civilian human capital planning guidance. | 2020 Q4 |
| | <ul style="list-style-type: none"> ➤ Identify emerging needs and develop targets to grow required skills to meet future demands. | 2021 Q1 |
| | <ul style="list-style-type: none"> ➤ Identify and develop specific re-skilling and growth strategies. | 2021 Q3 |
| | <ul style="list-style-type: none"> ➤ Develop and execute a strategy for increasing the number of Presidential Management Fellows and Army Career Development Program participants in mission critical occupations to meet emerging needs. | 2021 Q4 |
| | <ul style="list-style-type: none"> ➤ Integrate civilian human capital planning guidance into established resourcing and governance. | 2021 Q4 |

| Task | Actions | End Date |
|--|--|----------|
| Task E-1.2 Increase career program workforce planning capability and collaboration with commands. | ➤ Evaluate current command and career program roles and identify required changes. | 2020 Q3 |
| | ➤ Develop initial operating capability of career program workforce planning in collaboration with commands. | 2021 Q2 |
| | ➤ Update regulations and policies with revised roles. | 2021 Q4 |
| | ➤ Reach full operating capability of career program workforce planning in collaboration with commands. | 2021 Q4 |
| Task E-1.3 Incorporate measures of readiness into civilian workforce management processes. | ➤ Define Army Civilian Corps readiness at the individual, organizational, and functional levels. | 2021 Q1 |
| | ➤ Determine information requirements needed to evaluate civilian readiness. | 2021 Q2 |
| | ➤ Establish a process by which readiness information is readily available and easily accessible. | 2021 Q3 |
| | ➤ Incorporate readiness assessments into reports for leaders. | 2021 Q4 |
| Task E-1.4 Evaluate innovative ways to allocate costs and investments in civilian talent. | ➤ Investigate novel methods to apportion civilian manpower costs across the human capital lifecycle, considering stakeholder resourcing and building incentives for improvement. | 2021 Q2 |
| | ➤ Determine and pursue necessary changes to laws, policies, and procedures. Implement changes upon enactment or internal approval. | 2021 Q4 |
| | ➤ Adjust resourcing processes to ensure cost efficiency. | 2022 Q2 |

The **result** will be a process and framework for regular, repeatable, strategic workforce planning to enable talent management informed by robust data, driven by readiness, and responsive to incentives that drive efficiency in our investments. *This helps achieve the APS Strategic Outcomes: Ready and Integrated.*

- **Objective E-2—Develop and implement a capability to match talent to mission requirements (Office of Primary Responsibility: ASA(M&RA))**—The Army must take full advantage of the talents of Army Civilians. To do so, we will move from semi-automated processes to a data-rich environment that tracks employee KSB-Ps and validates required and desired competencies for jobs. Establishing assessments will ensure we learn the knowledge, skills, and behaviors Army Civilians may not already leverage at work. The Army will pilot an initial capability to effectively match civilian capabilities to requirements as a critical first step, while investing in an information technology solution that allows the Army to scale up this capability across the Civilian Corps. The OPR will execute the following **tasks and actions** to achieve this objective:

| Task | Actions | End Date |
|---|---|----------|
| Task E-2.1 Institute assessments to identify KSB-Ps, to inform human capital decision making and enable talent management. | ➤ Review policies for conducting assessment of Army Civilians’ talents and competencies; assess how effectively policies enable civilian talent management; and standardize KSB-P terminology and definitions, as appropriate, to be used in Army-wide assessments and other talent management functions. | 2020 Q3 |
| | ➤ Identify and assess current processes that identify current and future demands for knowledge, skills, and behaviors, and how the Army aligns the demands with available resources and current policies/directives. | 2020 Q4 |
| | ➤ Update and implement comprehensive Army assessment and competency policies and processes. | 2021 Q1 |
| | ➤ Develop tailored assessments at critical points in a Civilian’s career development. | 2021 Q4 |
| | ➤ Begin conducting assessments. | 2022 Q2 |
| Task E-2.2 Institutionalize a process to match people to positions. | ➤ Identify a product (or products) with capabilities similar to Army Human Resources Command’s Assignment Interactive Module (AIM) 2.0. <ul style="list-style-type: none"> ▪ Determine specific requirements for the civilian marketplace and identify gaps with AIM 2.0. | 2020 Q3 |
| | ➤ Complete a pilot of the solution to match people to positions. | 2021 Q3 |
| | ➤ Create a bridge from military service to civilian service by enabling organizations to | 2021 Q4 |

| Task | Actions | End Date |
|---|---|----------|
| | review transitioning military members' KSB-Ps and recruit them into the Civilian Corps to fill critical needs and allow Soldiers for Life to continue to serve. | |
| | ➤ Implement the solution for Civilians across the Army. | 2022 Q2 |
| | ➤ Establish a marketplace to match Army Civilians in fields with excess available capacity to organizations in need of such talent to meet short term mission requirements, across the Army, DoD, and other federal agencies. | 2023 Q1 |
| Task E-2.3 Deploy the Defense Civilian Human Resources Management System (DCHRMS). | <ul style="list-style-type: none"> ➤ Assign Army representatives with deep human resources and information technology expertise to the DCHRMS working groups to ensure desired system capabilities and outcomes. <ul style="list-style-type: none"> ▪ Define information requirements. ▪ Define system and interface requirements. ▪ Identify training, change management, and testing strategies and plans. | 2020 Q3 |
| | ➤ Participate in tiered governance to manage all aspects of DCHRMS deployment. | 2021 Q4 |
| | ➤ Transition to DCHRMS. | 2021 Q4 |
| | ➤ Explore how and if an interface between DCHRMS and IPPS-A would improve talent management of Civilians. | 2022 Q1 |
| Task E-2.4 Leverage data analytics to inform human capital decision making and enable talent management. | ➤ Identify existing talent management data source content and adequacy. | 2020 Q3 |
| | ➤ Recommend specific tools and analytics to support talent management program implementation. | 2020 Q4 |
| | ➤ Pilot and field user applications for Headquarters Department of the Army, career program, and command talent management functions to enable data-driven decision making. | 2021 Q2 |
| | ➤ Assess effectiveness of tools, analytics, and applications in talent management and human capital planning, and recommend needed changes for continuous process improvement. | 2021 Q4 |

The **result** will be individuals who are matched with the positions that best apply their talents for the Army’s benefit, and who have increased satisfaction because of the opportunity to indicate preferences and stretch and grow their talents. *This helps achieve the APS Strategic Outcomes: Ready, Diverse, and Integrated.*

- **Objective E-3—Develop revised career program concept to define an enhanced role in the People Enterprise (Office of Primary Responsibility: Army Civilian Human Resources Agency)**—Career programs will play a more proactive and contributing role in talent management. To achieve this, the Army will prescribe a broad career management role, which cuts across the personnel domain and human capital lifecycle. Career programs will be the core of our enterprise talent management approach—identifying talent to be acquired and developed; facilitating varied and progressively challenging assignments to provide breadth and depth of experience; and establishing a continual pipeline of talented Civilians across their career fields to meet current and future mission needs. Career programs will be fully engaged partners in providing input to and decision-making for the human capital actions and policies affecting their technical functions and workforce. The OPR will execute the following **tasks and actions** to achieve this objective:

| Task | Actions | End Date |
|---|--|----------|
| Task E-3.1 Enhance career program roles and responsibilities in the People Enterprise. | <ul style="list-style-type: none"> ➤ Define and recommend the organizational construct required to support critical command collaboration and appropriately leverage available resources. | 2020 Q3 |
| | <ul style="list-style-type: none"> ➤ Optimally organize the career program enterprise to efficiently and effectively execute the enhanced role for career programs. | 2021 Q2 |
| | <ul style="list-style-type: none"> ➤ Revise policies and regulations as appropriate. Ensure approved changes differentiate and clarify roles, tasks, and authorities for career programs and all other stakeholders. | 2021 Q4 |
| | <ul style="list-style-type: none"> ➤ Improve career programs’ ability to: <ul style="list-style-type: none"> ▪ Conduct strategic workforce planning. ▪ Establish career progression paths. ▪ Identify training and education opportunities for careerists. ▪ Communicate with and represent interests of careerists. ▪ Analyze training and education requirements to project requirements. | 2021 Q4 |

| Task | Actions | End Date |
|------|---|----------|
| | <ul style="list-style-type: none"> ▪ Evaluate effectiveness of training and education programs to optimize return on investment. ▪ Provide opportunities for careerists to obtain certifications in their functional area to validate proficiency. | |
| | <ul style="list-style-type: none"> ➤ Grow additional capability for career programs to: <ul style="list-style-type: none"> ▪ Recruit for new talent to broaden the candidate pool and ensure access to top talent. ▪ Centrally hire for interns and entry level positions to improve hiring efficiency. ▪ Facilitate progressively challenging assignments to develop enterprise leaders with breadth and depth of experience. ▪ Recommend changes to classification standards to ensure standards reflect current requirements for their career field. ▪ Recommend changes to compensation and other policies to improve retention of talent. | 2022 Q4 |

The **result** will be an enhanced enterprise role that career programs will exercise in all human capital functions and across all strategic planning time frames, to better support the Army, commanders, and the Army Civilians they support by facilitating talent management. *This helps achieve the APS Strategic Outcomes: Ready and Integrated.*

Line of Effort 4—Retain Talent (*Lead Integrator: Deputy Chief of Staff G-1, Army Materiel Command*)

Figure 6. “Retain Talent” Line of Effort and Objectives



LOE 4 (Retain Talent) supports the following priorities:

- I. Transform Workforce Planning and Management*
- IV. Build World-class Supervisors*

The following critical enablers will set the conditions for LOE 4:

- 1- 21st Century Talent Management*
- 2- Quality of Life*
- 3- Army Culture*
- 4- Resources and Authorities*

The Retain Talent LOE includes engaging, compensating, and transitioning. Once employees are onboarded, trained, and performing in roles critical to readiness, the Army must retain them. The cost of starting over every time an organization must replace an employee is measured not only in the resources required to recruit and develop, but also in the loss of institutional knowledge and experience that cannot be quickly reestablished. Retaining top civilian talent is a business imperative, and involves thoughtfully engaging, compensating, and transitioning employees. Employees who are engaged are dedicated to their work and to the success of the organization. Our organizational culture must support our Army Civilians and evolve to meet the needs of the modern workplace—both are critical to accomplishing the Army’s mission. Supervisors and leaders are the key players in Army workforce engagement and retention.

- **Objective R-1—Cultivate leading workplace practices (Office of Primary Responsibility: ASA(M&RA))**—The Army must embrace the needs and desires evident in the 21st century worker if we are to retain the civilian talent needed to ensure Army readiness. We will acknowledge and appreciate that personal and professional balance, also known as work-life balance, has become increasingly important to the modern workforce. Army policies and practices will reflect that understanding and promote workplace flexibilities (such as telework, remote work, and flexible schedules) and health promotion programs to complement best-fit, talent-aligned assignments. To ensure our Civilians are led by highly capable leaders, the Army will equip its supervisors with the knowledge and tools they need to engage their employees in meaningful work, promote wellness and quality of life, and build lasting relationships, thereby empowering employees and driving mission accomplishment. Additionally, we will recognize and reward excellent performance in meaningful ways. The OPR will execute the following **tasks and actions** to achieve this objective:

| Task | Actions | End Date |
|--|--|----------|
| R-1.1 Encourage telework, remote work, and flexible schedules. | ➤ Update and publicize Army policy to encourage telework, flexible schedules, and other workforce flexibilities where appropriate. | 2020 Q3 |
| | ➤ Expand opportunities for remote work to enable retention of high-quality talent. | 2021 Q2 |
| R-1.2 Institutionalize a culture of engagement. | ➤ Establish an enterprise approach to employee engagement to ensure consistency and efficiency in organizations' efforts to enable engagement. | 2020 Q4 |
| | ➤ Evaluate command engagement levels through the annual Federal Employee Viewpoint Survey and develop command-specific corrective action plans as needed. | 2021 Q1 |
| R-1.3. Promote holistic health promotion and quality of life. | ➤ Review the full range of Army care, support, and quality-of-life programs for Army Civilians to identify gaps. | 2020 Q4 |
| | ➤ Improve existing or establish new programs as needed. | 2021 Q3 |
| R-1.4. Improve selection of supervisors based on demonstrated leadership ability and technical competence. | ➤ Establish and implement an approach to identify leadership ability in the selection process to ensure selections for supervisors are informed by both leadership ability and technical competence. | 2020 Q4 |

| Task | Actions | End Date |
|--|--|----------|
| | ➤ Establish policies and processes to select identified individuals. | 2021 Q2 |
| | ➤ Develop training for selecting officials and human resources professionals to reinforce policies and procedures. | 2021 Q3 |
| | ➤ Train human resources professionals. Train and empower selecting officials. | 2021 Q4 |
| R-1.5. Improve the identification of individuals for advancement based on capability, performance, and potential. | ➤ Define what “potential” and “advancement” mean, and how the Army will measure potential for advancement in individuals. | 2021 Q1 |
| | ➤ Establish and implement an approach to identify potential and skills in the selection process. | 2021 Q3 |
| | ➤ Establish policies and processes to select identified individuals. | 2021 Q4 |
| | ➤ Develop training for selecting officials and human resources professionals to reinforce policies and procedures. | 2022 Q1 |
| | ➤ Train human resources professionals. Train and empower selecting officials. | 2022 Q2 |
| R-1.6. Strengthen the performance management system. | ➤ Develop performance management policy, guidance, or training to address areas for improvement and clarity and reinforce recurring, meaningful conversations between supervisors and employees. | 2021 Q1 |
| | ➤ Develop policies or procedures to improve recognition and reward for exceptional performance throughout the rating cycle. | 2021 Q3 |
| | ➤ Develop soft skills in supervisors that are essential to effective performance management via training, mentorship, or other methods. | 2022 Q1 |

The **result** will be engaged, invested, and world-class Army Civilians who are promoted based on potential and skills, recognized and rewarded in meaningful ways, and afforded flexibilities that allow them to thrive both professionally and personally. *This helps achieve APS Strategic Outcomes: Ready and Professional.*

Critical Enablers

The critical enablers (CEs) are cross-cutting, designed to set the conditions across the lines of effort. The four CEs are described below and explained in greater detail in the APS (pages 9–13). Each CE has a Lead Integrator, who facilitates unity of effort across the LOEs. The CE Lead Integrator synchronizes relevant LOE requirements and recommends sequencing of enabling tasks as necessary to best achieve priorities.

- **21st Century Talent Management (CE 1) (Design, Build, Pilot, Scale, Analyze) – Lead Integrator: ASA(M&RA) in coordination with Army Civilian Human Resources Agency and TRADOC).** Talent management increases organizational agility, is transformational in nature, and focuses on productivity. It also integrates all people practices, generating a positive effect on organizational outcomes and leveraging each individual’s KSB-Ps for the mutual benefit of the individual, the organization, and the Total Army. As noted in the APS, “the Army’s talent management system requires ongoing investment in new methods and technologies to innovate at the speed of change” (page 9). As of publication of this plan, DCHRMS will be our enterprise human resource system for Army Civilians once deployed in FY2021 Q4. In the interim, we will move forward to establish bridging systems until DCHRMS is ready or a successor system is identified.
- **Quality of Life (CE 2) (Care, Support, Enrich) – Lead Integrator: Army Materiel Command / Army G-9.** Supporting talent requires that the Army offer quality of life programs designed to make the workforce more engaged, passionate, and productive—enabling them to thrive both professionally and personally. Strong quality of life programs, such as spouse employment, remote work, and flexible schedules, promote employee wellness, diversity, and inclusion and reduce stress, absenteeism, and disengagement. These workforce support services contribute to improving the quality of talent acquired and increasing the time top talent remains with the Army.
- **Army Culture (CE 3) (Define, Drive, Align) – Lead Integrator: TRADOC.** As stated in the APS, “Culture consists of the foundational values, beliefs, and behaviors that drive an organization’s social environment, and it plays a vital role in mission accomplishment” (page 11). Army Doctrine Publication 6-22 identifies that a healthy Army culture fosters unity, cohesion and trust while promoting and rewarding mental agility, the ability to break from established paradigms, recognize new patterns or circumstances, and adopt new solutions to problems. The Army culture is one of inclusion that demands diversity of knowledge and perspectives to accomplish missions ethically, effectively, and efficiently. The TRADOC will identify for change areas of culture that inhibit our ability to achieve desired end states while reinforcing positive values.

- **Resources & Authorities (CE 4) (Fund, Adjust, Review) – Lead Integrator: ASA(M&RA).** Modernizing talent management will also require additional resources and changes in authorities. The ASA(M&RA) will identify the costs of improving people programs, policies, and systems, and identify funding as required. Most Army Civilians are compensated through the General Schedule (GS), a system which was established in 1949. The nature of work, the employer-employee relationship, and the expectations of the workforce have all shifted radically since the GS system was established, yet the system has not kept pace with these changes. We will also pursue new or modified laws and regulations needed to support the objectives of the APS and this Civilian Implementation Plan.

Governance

The governance chair for the Army People Strategy and its implementation plans is the ASA(M&RA). Reporting to the ASA(M&RA), the Civilian Enterprise Steering Committee (CESC) will be chaired by the Principal Deputy Assistant Secretary (Manpower and Reserve Affairs). Members will include the G-1s from TRADOC, Army Futures Command, Army Materiel Command, Army Forces Command, and Army Corps of Engineers; the Director, CHRA; the G-3/5/7 Director of Training; the Deputy Assistant Secretary of the Army (Equity and Inclusion); and the LOE and CE Lead Integrators. Representatives from the OPRs for each objective will be asked to attend committee meetings as required. Membership may expand over time to include Career Program Functional Chiefs. The Offices of the General Counsel, Chief Legislative Liaison, Chief Army Reserve, and Army National Guard will provide advisory members as needed.

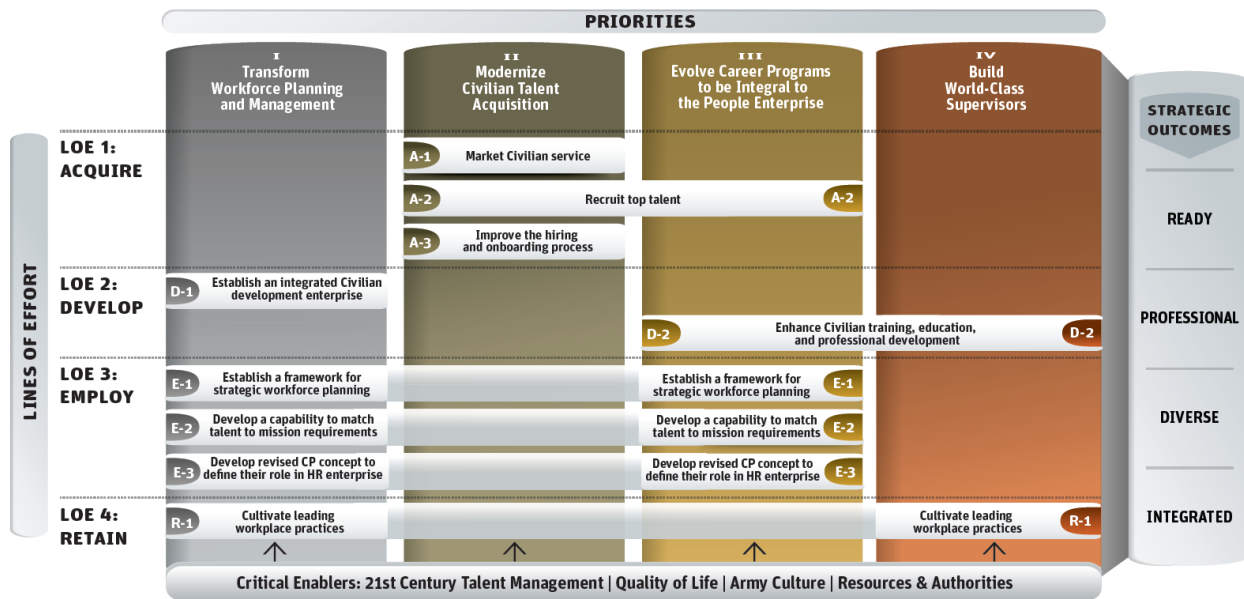
The CESC will establish decision schedules and milestones, meet on a frequency determined by the Chair to assess/evaluate OPR results, hold OPRs accountable for timelines and metrics, provide guidance, and ensure integration with other tasks as required—ensuring coordinated, synchronized follow-through across lines of authority. It will focus on driving the plan forward, resolving issues, and ensuring accountability. The CESC will also be charged to review the Civilian Implementation Plan in its entirety and analyze outcome metrics to support biennial updates for ASA(M&RA) approval. The CESC will brief the ASA(M&RA) periodically, so as to monitor implementation of the plan, ensure alignment with strategy, and identify resourcing requirements to be actioned within the POM cycle.

Reporting to the CESC, the LOE Lead Integrators will each guide accomplishment of their respective objectives in the Civilian Implementation Plan. Lead Integrators will provide frequent direction to OPRs, monitor progress of objectives, coordinate with CE and other LOE Lead Integrators, and integrate the execution of objectives. Lead Integrators will update the CESC during designated meetings, as necessary to escalate issues for resolution, or as requested by the CESC.

Summary

The implementation plan framework illustrates how the objectives support LOEs and how the LOEs, in turn, support the priorities for the Civilian Corps in achieving the Army Vision (Figure 7). The full hierarchy of LOEs, objectives, and tasks, including metrics and timelines for completion, is in Annex A.

Figure 7. Army Civilian Implementation Plan Framework



It is also important to note that, while not always explicitly called out in this plan, many of the specified tasks may require new or modified Army policy. In some cases, the Army may need to partner with the Office of the Secretary of Defense to shape new or modified DoD directives or instructions, or to pursue legislative change. At the same time, Offices of Primary Responsibility (OPRs) may need to evaluate the need for and request additional resources to be successful in achieving their objectives.

Similarly, while there are metrics listed in Annex A, the OPRs will refine them as they begin work on tasks and actions and can more ably articulate the best measure of achievement against intended outcomes. As stated in the APS, the Civilian Implementation Plan “will be time and data-driven . . . and measure improvements so that we can assess our progress and build upon it in thoughtful and effective ways” (page 15).

Two annexes to the plan, to be published as separate documents, will provide the governing body, Lead Integrators, and OPRs with visibility essential to monitoring plan execution:

- Annex A—Civilian Implementation Plan Execution Overview
- Annex B—Civilian Implementation Plan Synchronization Matrix

Conclusion

As noted in the APS, “The Army People Strategy mission and vision are clear—The Total Army will acquire, develop, employ, and retain the diversity of Soldier and Civilian talent needed to achieve Total Army readiness. Our vision is to build cohesive teams for the Joint Force by maximizing the talents of our people, the Army’s greatest strength and most important weapon system” (page 3).

To achieve the Army Vision, this Civilian Implementation Plan sets the path for inspiring Army civilian service, modernizing our approach to talent management, building readiness, and taking care of our people.

The APS implemented by this plan will achieve its four strategic outcomes:

1. The Army of 2028 is **ready** because it has the capacity to place the right Civilian in the right job, at the right time.
2. The Army of 2028 is confident in its **professionalism**, as its Civilians are morally centered, trusted by each other and the American people, highly expert, certified, and credentialed because of years of increasingly rigorous training and education.
3. The Army of 2028, drawn from the American culture of freedom, individualism, and equal opportunity, possesses a **diversity** of knowledge, skills, behaviors, and preferences—the very definition of talent.
4. The Army of 2028 is structurally **integrated** so that Civilians may move between career programs, commands, and components of Army service to suit the preferences of the Civilian and the needs of the Army.

Growing the Army Civilian Corps into the future is a strategic Army–level responsibility and opportunity. Army leaders are fully committed to their Civilian Corps and investing in its future to fully realize its potential as an integral part of the Army team. Every step taken toward realizing the priorities of this implementation plan is a step closer to achieving the future of talent management by leveraging the talents of Army Civilians and broadly gaining the trust of Soldiers, Army Civilians, and the American people. Army Civilians are critical to Army readiness and are committed to selfless service in support of the protection and preservation of the United States. **This plan will ensure that Army Civilians are the most ready, professional, diverse, and integrated federal workforce.** Through this Civilian Implementation Plan, the Army will build and sustain a Civilian Corps comprised of the nation’s best talent to serve alongside Soldiers in defense of the Nation.

