

ARMY PEOPLE STRATEGY



CIVILIAN IMPLEMENTATION PLAN



2022


Foreword


The Civilians who make up the United States Army are critical to maintaining our competitive edge as the most lethal, capable land force in the world.

We must put the right people, policies, and systems in place now to maintain our advantage, ensure continued access to the nation's top talent, and achieve our vision for the Army of 2030. The Army People Strategy (APS) and the Secretary's objectives are our roadmap. The updated Civilian Implementation Plan for the APS will further define how we achieve our vision and how we will measure success.

We are proud of Civilian Implementation Plan 2020 successes to date. Key among those was the establishment of the Army Civilian Career Management Activity (ACCMA) and the integration of 32 career programs into 11 career fields. This achievement allows greater flexibility in career and training opportunities for civilians, and guided fulfillment of Strategic Priority III, *Evolve Career Programs To Be Integral to the People Enterprise*. We look forward to the next phase as this priority matures to *Evolve Enterprise Civilian Talent Management Services*, where ACCMA will be the enterprise provider of talent management services—with career fields and commands working together to meet mission requirements.

We remain committed to setting 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.


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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), signed in October 2019, notes that the “Total Army People Enterprise” includes nearly 300,000 Army Civilians (APS, 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 continued to employ civilians in critical roles, serving 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, human resources, data science, maintenance mechanic, and financial management.

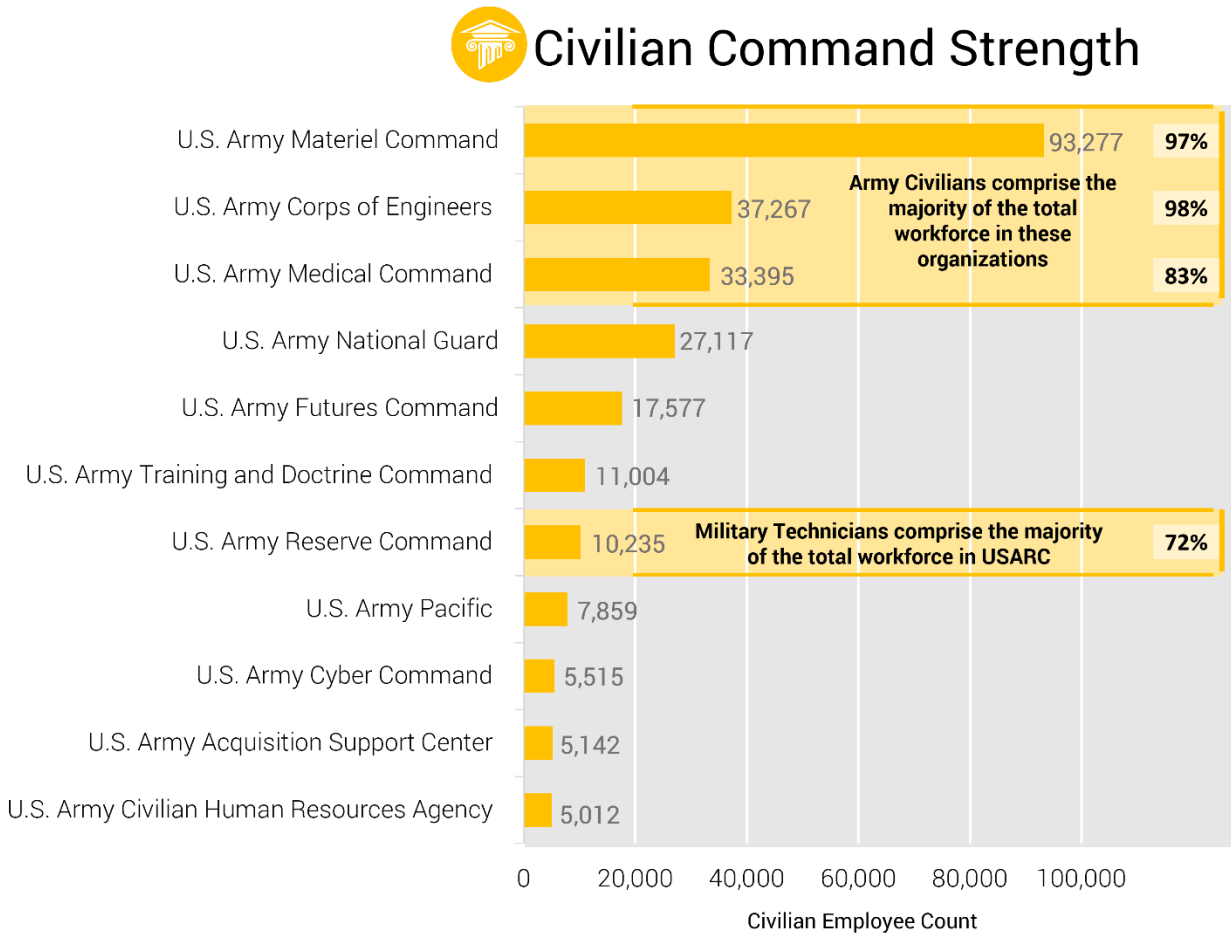
With almost 300,000 civilians, Army is the third largest federal employer and would place in the top 15 United States private-sector corporations.¹ Army Civilians are one of the largest, most critical elements of the Department of Defense (DoD) and constitute about 23% of Army’s workforce.² This workforce includes local nationals and non-appropriated fund (NAF) personnel. In addition, there are approximately 7,000 military technicians—civilian personnel who support Army Reserve units—and about 27,000 military technicians who serve in the Army National Guard. Legislated by Congress, the technicians are a dual status force with members who work Reserve Forces–related issues during their day jobs as civil servants while also serving as Soldiers in Army National Guard and Army Reserve units.

Figure 1 shows the Army organizations with the largest numbers of civilians. It also highlights a few of the largest organizations and shows that civilians constitute the vast majority of the workforce in those organizations, with military assigned in much smaller percentages.

¹ Fortune Media IP Limited. “Fortune 500.” Fortune.com. <http://fortune.com/fortune500/search/?employees=desc> (accessed December 29, 2021).

² Civilian workforce demographics are in Annex A.

Figure 1. Organizations with the Largest Numbers of Army Civilians



Source: BOBI Report, pulled from DCPDS, May 2022

For example, 93,277 civilians make up 97% of the workforce of the Army Materiel Command. Clearly, civilians are essential to accomplishing many of the Army’s missions.

In addition to providing unmatched technical competence across the Army, civilians provide unique contributions to the Army mission and overall readiness. They bring a critical diversity of thought and experience and depth of expertise to our workforce, based on their education, training, and employment within the Army, private sector, and with other government agencies. Civilians deploy as part of the Expeditionary Civilian Workforce and help the Army accomplish its operational mission overseas. Civilians enact change; lead a multi-generational workforce; execute vital multinational, interagency, and interdepartmental missions; maintain continuity; and produce superior results to achieve the Army mission. 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. Where specific military skills are not required, civilians provide a source of quality talent, enabling the Army to use existing military talent and contract services only where required across the generating force.

Traditionally, civilian human resources management focused on acquiring, developing, employing, and retaining talent within a camp, post, station, or installation. Although this allows local leaders to tailor their hiring approach to acquire critical talent that best fits their needs, it can also lead to decisions that may not provide the best outcomes for the Army as a whole. The Army must change our internal culture and modernize our approach to civilian talent management to more effectively manage the skill sets civilians bring to the Army as part of cohesive teams, while maintaining compliance with statutory and regulatory provisions. The Army must 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 the Army may secure the most talented and engaged workforce to meet our missions.

Our Path Forward:

Emphasizing the unique and vital contributions of Army Civilians falls completely in line with the December 2021 Presidential Management Agenda, provided in the Biden-Harris Management Agenda Vision. The first priority of the December 2021 Presidential Management Agenda is “strengthening and empowering the workforce.” Its four strategies are robustly addressed in this Civilian Implementation Plan (CIP). An effort of this magnitude 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” (APS, page 4). The CIP is transforming our outdated approaches to civilian human resources management and replacing them with modernized approaches focused on holistic talent management.

To accelerate talent management, we will adopt flexible and data-driven approaches to improve decision-making in the context of centralized civilian career management. Our career fields—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. We will identify future requirements and opportunities via a rigorous and transparent workforce planning process as career fields collaborate with commands across the human capital lifecycle.

We will identify new and existing talent using more thoughtful talent acquisition strategies to match talent to opportunities more effectively. We will ensure that Army Civilians are assigned rewarding opportunities and provided the opportunity for new assignments as they grow and as the Army's needs change. We will identify priorities for recruiting and developing each skill set based on the Army's requirements, and maximize output based on talent alignment. Leaders will routinely review assignments and encourage new opportunities where appropriate for individuals who desire breadth and career progression. We will foster a work experience that nurtures talent, unleashes innovation, builds cohesive teams, and provides rewarding work that complements the unique KSB-Ps of each Army Civilian by hiring and developing the best supervisors to manage civilian talent. 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.

To accomplish these significant changes, CIP 2022 continues to execute the APS for our Civilian Corps and applies to every segment of the civilian workforce, including appropriated fund, non-appropriated fund, and local national employees. The plan recognizes the civilian 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 needed to execute the strategy, and each line of effort (LOE) identifies specific objectives required to improve how the Army manages its civilian talent (APS, 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. Additionally, for the Army Civilian Corps, one new cross-cutting objective in this update focuses on the technology, data, and analysis needed to achieve the LOE objectives.

The APS and the CIP 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;
- identify requirements associated with improving people programs, policies, and 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.

The original CIP, signed in May 2020, designated the first ever Army Supervision Proponent, established governance for the Army Civilian People Enterprise, and initiated the stand-up of the Army Civilian Career Management Activity (ACCMA). A key organization for transforming how civilians are managed, ACCMA streamlined the 32 former individual career programs into 11 broad career fields under one organization reporting to the Civilian Human Resources Agency (CHRA). This transformation enables the Army, through ACCMA, to provide broader enterprise-wide talent management services for recruitment, outreach, talent acquisition, talent development, and career field management—enabling efficiencies, advocacy, and 21st century innovations for the Army and Army Civilians. ACCMA remains integral to achieving the strategic outcomes of the CIP.

This update of the CIP recognizes and aggressively builds on the progress made on the tasks and actions from CIP 2020 to transform the way Army manages the civilian workforce. The significance of this cannot be overstated. It has and will continue to involve synchronization across the Army enterprise. We must leverage the momentum of the initial CIP to shore up the “wins” and establish a means of amplifying its effectiveness.

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

Strategic Priorities

The objectives in this CIP align to one or more of five priorities for how the Army manages civilian talent. Four of these priorities continue from the CIP 2020 and a new, fifth priority—Leverage People Analytics—is added for this update. These priorities are essential to achieving Army strategic outcomes and are the cornerstones of building future readiness for the Army. They guide our future state by identifying critical aspects that must transform to improve talent management across the human capital lifecycle. As described below, these priorities are aligned with the major priorities in the APS and translate the APS into specific priorities for Army Civilians.

Figure 2. Strategic Priorities



I. Transform Workforce Planning and Management: The Army will develop the capability to project short and long-term demand for both people and specific skills and create a marketplace to reduce gaps in capabilities. We will create mechanisms to capture current and future need for particular talents, identify talents currently 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 allow organizations to identify and align available talent. When mission changes affect talent requirements, career fields will proactively partner with commands, across DoD, and with other federal agencies to make Army Civilians in fields with excess capacity available to organizations in need of such talent. They will empower civilians to build engaging careers while meeting Army mission needs.

II. Modernize Civilian Talent Acquisition: The Army will develop an intentional approach to market employment opportunities for civilians and target the required skill sets identified from strategic workforce planning. The Army will instill a recognizable brand that inspires interest and commitment for Army Civilian service. The Army will harness the ability to access highly qualified individuals with diverse skill sets, hire them quickly and efficiently, and onboard them effectively. The Army will provide centralized recruitment and outreach services and collaborate with commands to ensure the broadest possible participation and impact for successful return on investment at Army-sponsored engagements. In addition, processes to improve the efficiency of hiring, such as centralizing select hiring and Permanent Change of Station (PCS) orders, will be

assessed and established collaboratively among DASA-CP, the Deputy Chief of Staff, G-1, CHRA, and the commands.

III. Evolve Enterprise Civilian Talent Management Services: With the standup of ACCMA on 1 October 2020, 11 career fields were created from 32 career programs and consolidated in one organization under CHRA. ACCMA has a broad talent management role that cuts across the human capital lifecycle. As it continues to evolve, ACCMA will be recognized as the enterprise provider of talent management services—with career fields and commands working together to meet mission requirements. The Army will recognize Functional Chiefs and Career Field Directors as authoritative functional experts and decision makers in growing and managing civilian talent. Career fields 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; identifying functional training solutions, including centers of excellence for their populations, that will ensure the civilian workforce maintains proficiency and up-to-date skills and prepare them to meet emerging skills; and establishing a continual pipeline of talented civilians across the career fields to meet current and future mission needs.

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 trained why and how to inspire, lead, and motivate people, and to manage processes.

V. Leverage People Analytics: The Army will use technology and data analytics to better support predictive talent management decisions. Building a foundation of clean, accurate, quality workforce data is the cornerstone to formulating sound business-based policies, programs, and goals and to evaluating their outcomes to support the Army mission. The Army will take advantage of common DoD platforms and data warehouses wherever possible to visualize and manage human capital initiatives. Using a common data source will enable fruitful discussion among commands and headquarters by driving focus to the methodologies and decisions at hand, as supported by the underpinning data. The Army will also prepare the current workforce to be effective in an increasingly digital, technology driven environment, and include innovation and digitally literate skills along with diversity of assignments and experiences.

Lines of Effort

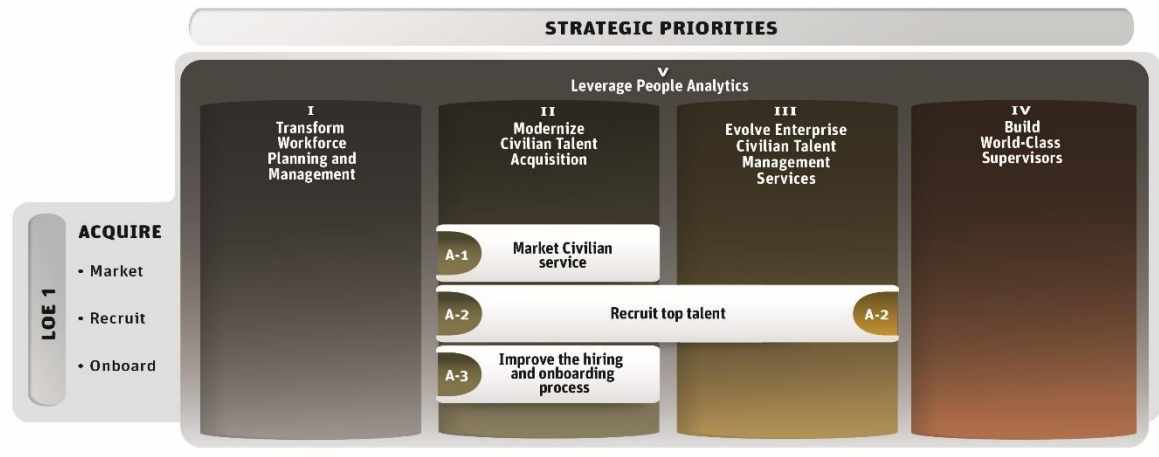
This implementation plan is organized by LOEs that focus and synchronize implementation of objectives and tasks for the Civilian Corps across the Army. The LOEs align under the APS and five Army Civilian priorities, as well as with the Military Implementation Plan. Each LOE has a Senior Executive Service Lead Integrator, who will oversee the implementation of all the objectives within the LOE. The LOE Lead Integrators ensure integration of other objectives in the LOE, resolve issues between objectives, and resolve issues/duplication with the efforts under the CEs.

Each objective has an assigned Office of Primary Responsibility (OPR) and, in some cases, Offices of Coordinating Responsibility (OCR). References to “Army Commands” include the Office of the Administrative Assistant to the Secretary of the Army (AASA), Army Commands (ACOMs), Army Service Component Commands (ASCCs), and Direct Reporting Units (DRUs). The CIP 2022 is written at task level and does not explicitly include the actions required to accomplish each task. Rather, each task includes intended outcomes. OPRs (and OCRs as appropriate) will be designated for each task through a subsequent Department of the Army issued execution order. OPRs, with assistance from their OCRs, will develop task execution plans with timelines to achieve the intended outcome for each task. Guidance for writing task execution plans is in Annex B.

The sections that follow describe the LOEs; the objectives that will be achieved to successfully transform workforce management processes, culture, and outcomes; and results that show alignment with the APS Strategic Outcomes of Ready, Professional, Diverse, and Integrated. Figures 3–6 show a graphic for each LOE that includes the objectives assigned to it and the civilian priorities it supports. Figure 7 includes the cross-cutting objective, Leverage Technology and Data. The due dates identified for each task are target dates for executing this plan across Fiscal Years 2023 through 2025; they may change depending on governance decisions, resources, or overall execution. Annex B, the Civilian Implementation Plan Execution Overview, includes a hierarchy of LOEs, objectives, tasks, and timelines.

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 Strategic Priorities:

- II. Modernize Civilian Talent Acquisition***
- III. Evolve Enterprise Civilian Talent Management Services***
- V. Leverage People Analytics***

The following CEs will set the conditions for LOE 1:

- ***21st Century Talent Management***
- ***Quality of Life***
- ***Army Culture***
- ***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***” (APS, 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 combat—now and in the future. We must adequately market and communicate Army Civilian employment opportunities, identify top talent, build relationships with potential candidates, and hire that talent in a timely manner by leveraging direct hire, non-competitive, and all other appropriate appointing authorities. We must facilitate a smooth transition to onboard new employees 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.** 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, Army will increase the public awareness that it is a major civilian employer with opportunities across the spectrum of professions and geographic locations—including those at the cutting edge of science, technology, engineering, and mathematics, with competitive benefits and retirement packages. The public needs to understand the Army Civilian role in the broader Army mission; be able to distinguish between civilian employment and military service; and understand that civilian employment in the Army does not equate to active military service. We will continue to fund marketing and determine options to share the cost with commands. The OPR, in conjunction with OCRs, will execute the following **tasks** to achieve this objective:

Task	Intended Outcome	End Date
<p>A-1.1. Develop, resource,³ and execute an integrated Army Civilian marketing strategy.</p>	<ul style="list-style-type: none"> • The results of resourced and funded Army Civilian marketing are used to create an Army Civilian marketing strategy, which itself involves cycles of execution while refining marketing methods • The capacity to continue civilian marketing efforts is assured by inclusion in the Army Marketing Plan and approved by Army Senior Leaders 	<p>Q1FY24</p>
<p>A-1.2. Develop, resource, and execute an integrated Army Civilian marketing campaign.</p>	<ul style="list-style-type: none"> • The Army Civilian marketing campaign plan is developed and resourced • The Army Civilian marketing campaign is executed by all relevant Army stakeholders • Public awareness of all Army Civilian service is built through defined relationships, processes, marketing, and advertising aligned with integrated Army messaging • Metrics are established to track increased participation by the general public in employment as an Army Civilian • Consistent, accessible, Diversity, Equity, Inclusion, and Accessibility (DEIA)–centric, and Section 508–compliant messaging of Army Civilian Brand is leveraged by 	<p>Q1FY24</p>

³ The term “resource” in the tasks and outcomes throughout the document means that program funding requirement additions and deletions are identified, then submitted to the appropriate Program Evaluation Group(s) for validation and funding decisions, in accordance with AR 1-1.

Task	Intended Outcome	End Date
	commands and career fields through internal-facing and external-facing media outlets	

The **result** will be a steady, resourced marketing effort with a compelling message that builds public awareness about Army Civilian service. When paired with a robust recruitment and outreach program, the marketing effort will encourage more people to seek employment and be hired as an Army Civilian. *This helps achieve the APS Strategic Outcomes: Ready and Diverse.*

➤ **Objective A-2—Recruit top talent.** While building stronger brand recognition, the Army needs to consistently recruit the right talent for diverse occupations, skills, and geographic locations. This means we will develop and resource innovative outreach and recruitment strategies that leverage best practices from commands throughout the Army, other federal agencies, and industry and build toward executing a central recruitment capability that starts with diverse entry-level talent acquisition programs. In the future, using appropriate methods, we will recruit civilians as an enterprise where, for example, prospective applicants come to a central location and then flow to the command opportunities that best align with their interests and qualifications. We will enhance how we use recruitment and relocation incentives to attract and hire top talent into high-demand, mission critical occupations, including science, technology, engineering, mathematics, and other difficult-to-fill positions and locations. Career fields and commands will be key to defining recruitment demands as informed by robust, data-driven workforce plans. The OPR, in conjunction with OCRs, will execute the following **tasks** to achieve this objective:

Task	Intended Outcome	End Date
A-2.1. Provide centralized recruitment and outreach services to commands.	<ul style="list-style-type: none"> • Strategies and plans are developed by ACCMA, in collaboration with commands, to provide centralized recruitment services (prioritizing MCOs and hard-to-fill locations) • Action plans are developed to establish recruiting functions and hiring roles and responsibilities in partnership between ACCMA and the commands (Q4FY23) • Training for Army Civilian recruiters supporting Army sponsored recruitment and outreach events is conducted by ACCMA (Q4FY22 and at least annually thereafter) 	Q4FY24

Task	Intended Outcome	End Date
	<ul style="list-style-type: none"> • All scholarship programs are centrally managed by ACCMA (e.g., the Scholarship-for-Service Program or Science, Mathematics, and Research for Transformation [SMART] Program); the diversity of scholarship participants increases each FY with streamlined outplacement within commands (Q4FY23 and annually thereafter) • Existing and new Army sponsored entry-level civilian talent acquisition programs (e.g., Student Intern Program, Army Fellows Program) are centrally managed, executed, and tracked by ACCMA • All Army designated DHA allocations are assigned, centrally managed, and executed by ACCMA • Diverse candidate participation in centrally managed talent acquisition programs increases each fiscal year with streamlined outplacement within commands (Q4FY23, and annually thereafter) • Usage of recruitment and relocation incentives for MCOs and hard to fill locations is increased and tracked on an annual basis (Q4FY22, and annually thereafter) 	
<p>A-2.2. Expand outreach and recruitment of qualified individuals from diverse backgrounds and increase representation in the Army Civilian workforce.</p>	<ul style="list-style-type: none"> • Enterprise recruitment and outreach materials are tailored to attract highly qualified candidates from diverse backgrounds, and made available to Army recruiters and commands • Enterprise campaign plan is developed and executed annually for recruitment and outreach of highly qualified individuals from diverse backgrounds by ACCMA in collaboration with commands • Enterprise recruitment and outreach programs are expanded and include robust partnerships with Historically Black Colleges and Universities, Hispanic Serving Institutions, Women’s 	<p>Q4FY23</p>

Task	Intended Outcome	End Date
	<p>Colleges, and other Minority Serving Institutions to attract, recruit, and hire diverse candidates</p> <ul style="list-style-type: none"> Strategies and plans are developed and implemented to identify, resource, and adopt enterprise tools for recruiting and hiring diverse candidates across Army (e.g., Yello, Handshake) 	
<p>A-2.3. Promote opportunities to recruit and hire military spouses.</p>	<ul style="list-style-type: none"> PCS moves are proactively identified to provide ample time to evaluate options for maintaining spouse employment when feasible The use of spouse preference and the non-competitive appointing authority for spouses of certain members of the Armed Forces is increased New and improved Army employment information and resources are available to support military spouses seeking employment Established industry partnerships are integrated with employment networks to promote military spouse hiring 	<p>Q2FY23</p>
<p>A-2.4. Enable the new Integrated Prevention Workforce (PWF) Implementation Plan through recruiting key personnel.</p>	<ul style="list-style-type: none"> Recruiting strategy is developed to recruit occupational series needed to meet requirements as determined by the Army Resiliency Directorate (e.g., psychologists, social scientists, public health practitioners, data analysts, and program evaluators) Recruiting and hiring are evaluated to identify areas for improvement for the subsequent phases The PWF is fully hired with the right KSB-Ps to support fielding of support teams to installations according to the phased implementation approach 	<p>Q1FY25</p>
<p>A-2.5. Improve the identification of individuals for hiring or advancement based on capability,</p>	<ul style="list-style-type: none"> Updated policies and procedural guidance are established to ensure applicants are selected based on both leadership ability, when required by position, and technical competence 	<p>Q4FY23</p>

Task	Intended Outcome	End Date
performance, and potential.	<ul style="list-style-type: none"> • Guidance is developed for selecting officials, recruiters, career fields, and commands that includes how best to advance the right Army Civilians into the supervisory structure • Selecting officials and human resources (HR) professionals are trained on the new policies and guidance • Barriers to the advancement of qualified women, minorities, and people with disabilities are identified and plans to remove them are developed • The impact of implicit/unconscious bias is mitigated by individuals involved in the interviewing and selection process 	
A-2.6. Develop an outreach program to build awareness of civilian service among secondary school audiences.	<ul style="list-style-type: none"> • A concept and plan are developed to establish an Army Civilian summer internship program for high school students to build on the public's awareness of Army Civilian service and propensity to serve (e.g., akin to the military's Junior Reserve Officer Training Corps (JROTC) program) • Plan is implemented on approval 	Q4FY24
A-2.7. Expand targeted outreach and recruitment of qualified individuals with disabilities and increase representation in the Army Civilian workforce.	<ul style="list-style-type: none"> • Increased focus and visibility on outreach, recruitment, and hiring of individuals with disabilities • Accessible enterprise recruitment and outreach materials, tailored to attract highly qualified candidates from individuals with disabilities, are developed and made available to Army recruiters and commands • Enterprise campaign plan is developed and executed annually for recruitment of and outreach to highly qualified individuals with disabilities by ACCMA in collaboration with commands • Policies and programs are established that ensure early consideration and increased use of Schedule A hiring authority, Schedule A Repository, Workforce Recruitment Program (WRP), 	Q4FY23

Task	Intended Outcome	End Date
	<p>and other sources to hire qualified candidates expeditiously</p> <ul style="list-style-type: none"> • Hiring officials and those involved in recruitment understand and use Schedule A hiring authority and available sources to consider individuals with disabilities for hire • Enterprise recruitment and outreach programs that include robust partnerships with Disability Serving Institutions are established to attract, recruit, and hire candidates with disabilities 	

The **result** will be enterprise recruitment and outreach programs that enable ACCMA and commands to recruit and hire diverse talent for critical occupations and hard-to-fill locations; are responsive to recruitment incentives; promote effective partnerships with Army and industry to increase military spouse employment; and establish regular and recurring recruitment and outreach partnerships with diverse institutions. *This helps achieve the APS Strategic Outcomes: Ready and Diverse.*

➤ **Objective A-3—Improve the hiring and onboarding process.** The APS recognizes the need for quality hires and the Army must hire top talent quickly and effectively. Top talent has choices and may not wait for a labyrinthine hiring, background check, and onboarding process. To that end, the APS also specifically cites reducing time-to-hire as a near-term priority (APS Priority #6). In the ongoing competition for talent, it is crucial that we expedite the hiring process and improve the hiring experience from the time a position becomes vacant until a new employee reports for duty. Army Senior Leaders will identify hiring time reduction goals and actions for commands to take if such time-to-hire goals are not attained. After a new employee joins the Army team, a strong onboarding program will drive engagement, productivity, and retention. The Army and 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 to execute their lead role in meeting the intent and the requirements of hiring and onboarding programs. The OPR, in conjunction with OCRs, will execute the following **tasks** to achieve this objective:

Task	Intended Outcome	End Date
<p>A-3.1. Establish a Quality of Hire program to assess and evaluate the quality of hires while maintaining civilian time-to-hire goals.</p>	<ul style="list-style-type: none"> • Quality hire/top talent is defined and requisite Army hiring criteria are established • Extent to which current hiring meets quality hire criteria is assessed • Method of tracking quality of hires and hiring manager satisfaction is established and monitored • Annual time-to-hire targets are established; time-to-hire monitoring, reporting, and dashboards are streamlined; execution is monitored • Use of Direct Hire Authority (DHA) is monitored for impact on time-to-hire and on diversity and veteran hiring • Centralized hiring/selection programs are piloted and evaluated for efficiency and applicability • Authoritative Army source document is issued that defines CHRA and unit roles and responsibilities in the hiring process 	<p>Q4FY23</p>
<p>A-3.2. Execute an enterprise-wide Army Onboarding Program for new Army Civilians.</p>	<ul style="list-style-type: none"> • A robust enterprise onboarding program is established and implemented for new Army Civilians • The use of command/organization specific onboarding programs is mandated and meets minimum requirements • Civilian employment Army Sponsorship Program regulation is developed • Enterprise-wide and command specific program execution are tracked and reported annually, cumulatively, and by command, including levels of retention • Onboarding programs drive employee engagement, productivity, and retention as measured by key performance indicators 	<p>Q1FY24</p>
<p>A-3.3. Centralize issuance of Permanent Change of Station (PCS) Orders.</p>	<ul style="list-style-type: none"> • Concept and plan for executing a pilot for centrally issuing PCS orders for all Army Civilian moves are established 	<p>Q2FY25</p>

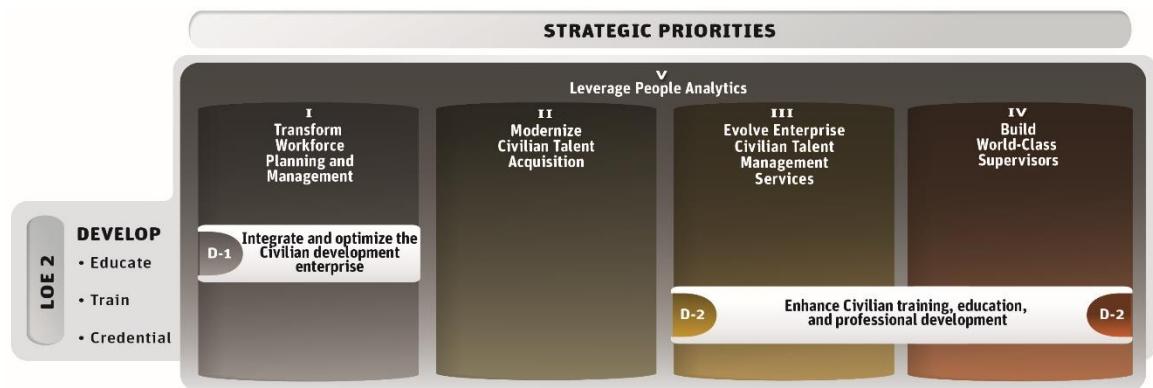
Task	Intended Outcome	End Date
	<ul style="list-style-type: none"> • Pilot for centrally issuing PCS orders for all Army Civilian moves is executed and evaluated • Concept and plan are executed for centrally issuing PCS orders for all Army Civilian moves (FY27) 	
<p>A-3.4. Improve the civilian hiring process for applicants, hiring managers, and HR specialists.</p>	<ul style="list-style-type: none"> • Assessments of hiring experiences for recently hired candidates and hiring managers are conducted to identify areas for improvement in the hiring process • Processes/methods/systems are identified that will address these areas for improvement, including timely and accurate information to the applicant throughout the hiring process; other 21st century customer experience improvements (such as mobile phone apps) are implemented • Plans are created and executed to address highest payoff improvement areas in each major participant's role (e.g., candidate, hiring manager, HR specialist, security office) • Hiring experience is improved for candidates and hiring managers, making the process more user friendly and providing applicants and managers more timely and accurate information throughout the hiring process • A centralized and authoritative website for HR policies, guidance, and resources is established • HR specialists and Equal Employment Opportunity (EEO) specialists are strategic advisors and business partners in the hiring process 	<p>Q4FY25</p>

The **result** will be streamlined HR processes/programs like time to hire and onboarding, and civilian management policies/procedures that acquire and retain the quality workforce. Hiring will be recognized as a critical business process rather than an administrative function, and managers and HR specialists will partner to meet the unique needs of the Army Civilian Corps. The hiring experience will be improved for

candidates and for hiring managers. *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 Strategic Priorities:

- I. ***Transform Workforce Planning and Management***
- III. ***Evolve Enterprise Civilian Talent Management Services***
- IV. ***Build World-class Supervisors***
- V. ***Leverage People Analytics***

The following CEs will set the conditions for LOE 2:

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

The Develop Talent LOE includes educating, training, and credentialing. Career fields, 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 roles 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. Career fields will work closely with commands to develop robust workforce plans that identify training and education needs that compete in the programming cycle, as appropriate, to drive resourcing for the benefit of a better developed workforce. 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 as part of cohesive teams.

➤ **Objective D-1—Integrate and optimize the civilian development enterprise.** A coordinated civilian development enterprise will integrate all components of and participants in centrally managed civilian development and will achieve unity of effort. The DASA-CP will integrate and synchronize leader development, career field 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 development requirements. The OPR, in conjunction with OCRs, will execute the following **tasks** to achieve this objective:

Task	Intended Outcome	End Date
<p>D-1.1. Centralize all components of the civilian development enterprise.</p>	<ul style="list-style-type: none"> • All Army Civilian development functions are aligned under ACCMA and ACCMA is recognized as the leader of the civilian development enterprise • All civilian training and development functions are centrally managed and executed by ACCMA (organizations and programs—and for all levels from entry level to SES) • All civilian training and development dollars are centrally managed and executed by ACCMA • Talent development plan is created, building on the Civilian Development Enterprise strategy from CIP 2020 (D-1.1.4) • The Army has “training centers of excellence” established, operating, and reporting to ACCMA—campuses (virtual and in person) offer functional, technical, leadership, and supervisory development courses and programs to Army Civilians • The Army has a fully operational “infrastructure” to support civilian development functions (e.g., central website listing a curriculum of all training courses afforded to civilians, central point of application, standard applications) • Civilian development and training regulations and policies are updated to reflect ACCMA’s role and responsibilities as leader of the 	<p>Q4FY25</p>

Task	Intended Outcome	End Date
	civilian development enterprise and the roles and responsibilities of all components and stakeholders <ul style="list-style-type: none"> • Change management plans are developed and implemented to communicate the future state of the civilian development enterprise 	

The **result** will be a truly integrated enterprise where Army Civilians are better enabled to maximize their talents and advance their Army careers, organizations are better enabled to meet current and future missions, and better allocation of training resources maximizes workforce talents. *This helps achieve the APS Strategic Outcomes: Ready, Professional, and Integrated.*

➤ **Objective D-2—Enhance civilian training, education, and professional development.** The Army will deliver 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 strategies and policies. 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 requirements. Additionally, we will ensure that supervisors of civilians are capable and effective talent enablers who lead people and manage processes and that supervisors and their teams understand the functional, technical, and leadership competencies they need to compete for advancement. The Army will develop a rigorous framework for identifying, selecting, training, and evaluating supervisors. The OPR, in conjunction with OCRs, will execute the following **tasks** to achieve this objective:

Task	Intended Outcome	End Date
D-2.1 Enhance civilian leader development programs; adjust or implement program revisions as needed.	<ul style="list-style-type: none"> • Current Army leader development programs are assessed to determine program enhancements • Senior Enterprise Talent Management Programs result in future senior leaders who are trained, educated, and provided follow-on assignments that provide the skills and experience to compete strongly for SES positions, with Executive Core Qualifications (ECQs) drafted • Program changes are proposed across the curriculum, target audience, and execution 	Q4FY23

Task	Intended Outcome	End Date
	<ul style="list-style-type: none"> • Barriers and potential barriers to awareness, attendance, and participation in programs are identified and removed • Program requirement additions and deletions are identified, then submitted to the appropriate Program Evaluation Groups for validation and funding decisions in accordance with AR 1-1 • Measures of effectiveness and return on investment are established and tracked • A system is established to identify all career development opportunities, and track and report applicants and selectees for each career development opportunity 	
<p>D-2.2. Enhance functional and technical training programs; adjust or implement program revisions as needed.</p>	<ul style="list-style-type: none"> • Adequacy of existing functional and technical training for Tier 1 and 2 competencies is assessed to determine program enhancements • Mechanisms are developed to identify target audiences for functional and technical training • Program changes are proposed across the curriculum, identifying third-party sources for education, functional and technical training as needed • Barriers and potential barriers to awareness, attendance, and participation in programs are identified and removed • Program requirement additions and deletions are identified, then submitted to the appropriate Program Evaluation Groups for validation and funding decisions in accordance with AR 1-1 • Civilians have ready access to, and awareness of, training needed to be fully functional in their roles • Measures of effectiveness and return on investment are established and tracked 	<p>Q4FY23</p>
<p>D-2.3. Establish and resource a comprehensive, mandatory supervisor development and certification program.</p>	<ul style="list-style-type: none"> • Comprehensive supervisor development and certification program designed for the 21st century is implemented: <ul style="list-style-type: none"> ○ Addresses needs specific to new supervisors 	<p>Q2FY23</p>

Task	Intended Outcome	End Date
	<ul style="list-style-type: none"> ○ Helps supervisors develop capabilities to engage their employees in meaningful work, promote wellness and quality of life, and build lasting relationships, thereby empowering employees and driving mission accomplishment (tied to Objective R-1) ○ Addresses the full range of skill sets required for leading cohesive teams in a culture of engagement and for developing employees ○ Uses training, coaching, and mentoring to reinforce performance management (crucial conversations and constructive feedback) and coaching/mentoring skills required for recurring, meaningful conversations on employees' development (tied to R-1.6) ○ Addresses additional training, coaching/mentoring, and developmental experiences throughout a supervisor's career ○ Incorporates auto-enrollment ○ Ensures approval by DASA-CP, the Army Civilian Supervisor Proponent ● The curriculum and certification model are aligned to the Office of Personnel Management (OPM) Supervisory and Managerial Framework ● Supervisor compliance is tracked and monitored on a regular and recurring basis ● Draft Supervisor Certification Program is developed, with roll-out plan for implementation 	
<p>D-2.4. Identify and increase (as appropriate) credentialing/certifications offered by career fields that validate expertise in their functional area</p>	<ul style="list-style-type: none"> ● Credentialing and certification programs are recommended by career fields (as appropriate for professionalism of the workforce) that include industry-recognized credentialing programs ● Certification/credentialing requirements are validated; plans to implement revised or new programs are established 	<p>Q4FY23</p>

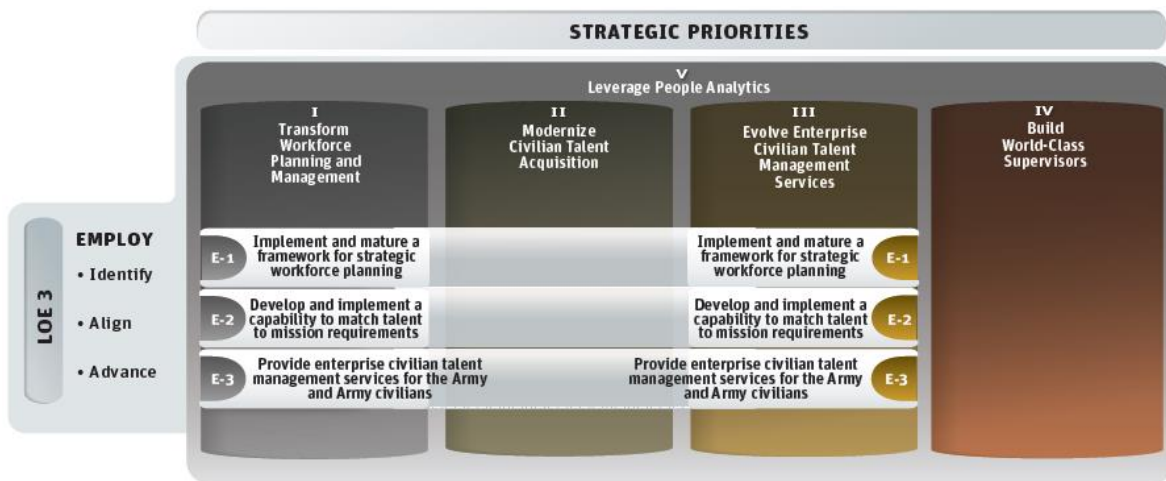
Task	Intended Outcome	End Date
and are recognized across DoD.	<ul style="list-style-type: none"> • Change management plans communicate certification requirements, opportunities, and career progression impacts to Army Civilians • Measures of tracking, effectiveness, and return on investment are established and reported on a regular and recurring basis 	
D-2.5. Modernize Civilian Senior Executive (CSE) Training and Education.	<ul style="list-style-type: none"> • Rigorous development program is established, from onboarding through executive lifecycle • Tailored training program is developed that delivers on key executive competencies like leadership, employee focused, and self-development 	Q4FY23
D-2.6. Develop and implement training and development programs based on reskilling/upskilling strategies.	<ul style="list-style-type: none"> • Consolidated reskilling/upskilling strategies from workforce plans are developed into recommendations for priorities and focus areas for emerging skills and gaps, including requirements for a digitally literate workforce • Implementation plans are created to develop the current workforce in new and emerging skills from the strategies • Implementation plans are executed across broad career fields and workforce focus areas, including for the SHARP, Integrated Prevention, and innovation workforces • Implementation plans are developed for selected Manpower and Reserve Affairs approved recommendations to shape the Innovation Workforce, based on a review of the recommendations in the Defense Science Board’s “Reskilling/Upskilling Career DoD Civilians in New and Emerging Technologies” report (due in June 2022) 	Q2FY24
D-2.7. Enhance industry and other DoD and federal partnership programs; adjust or implement program revisions as needed.	<ul style="list-style-type: none"> • All enterprise professional development programs are established and centrally managed by ACCMA • Participation in existing programs increases (e.g., Intergovernmental Personnel Act, Public-Private Talent Exchange) 	Q4FY24

Task	Intended Outcome	End Date
	<ul style="list-style-type: none"> Measures of effectiveness and return on investment are established and tracked Barriers and potential barriers to awareness and participation in programs are identified and removed A system is established to identify all career development opportunities, and track and report applicants and selectees for each career development opportunity 	

The **result** will be a workforce with enhanced means to professionalize their knowledge and skills through enterprise functional and supervisory developmental offerings. The method and process by which an Army Civilian may be trained for career fields will align with industry and government standards and be standardized across the Army. Evaluation and assessment will identify return on investment. The use of a common operating picture will ensure the ability to identify, report, and provide feedback to supervisors and Army Civilians. *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 Strategic Priorities:

- I. **Transform Workforce Planning and Management**
- III. **Evolve Enterprise Civilian Talent Management Services**
- V. **Leverage People Analytics**

The following CEs will set the conditions for LOE 3:

- **21st Century Talent Management**
- **Army Culture**
- **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, thereby benefitting the individual, the organization, and the Army. The Army will build a robust talent marketplace Army Civilians can use to 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 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 fields that complement their efforts.

➤ **Objective E-1—Modified Objective: Implement and mature a framework for strategic workforce planning.** 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 create an action plan to anticipate and address them. To accomplish this, the Army will think about and manage its Civilian Corps differently by assessing the feasibility of centralizing civilian pay, exploring alignment of alternative pay systems to compete for talent, and by using workforce planning data to drive investment decisions. The OPR, in conjunction with OCRs, will execute the following **tasks** to achieve this objective:

Task	Intended Outcome	End Date
E-1.1. Mature workforce planning in	<ul style="list-style-type: none"> • Career fields and commands are trained in workforce planning 	Q4FY23

Task	Intended Outcome	End Date
collaboration with the commands.	<ul style="list-style-type: none"> • Career fields and commands collaborate to identify required skillsets to meet emerging needs; action plans are developed to close skills gaps via mitigation strategies in Acquire, Develop, Employ, and Retain • Workforce plans are developed, communicated to stakeholders, monitored, and maintained digitally • Annual Civilian Human Capital Planning Guidance is published; outputs are integrated into established resourcing and governance • Army's workforce planning is established as a regular, repeatable process that is evidence-based to compel Program Objective Memorandum (POM) requests and aligns with Army's planning, programming, budgeting and execution (PPBE) cycle 	
E-1.2. Identify and leverage specific tools and analytics to support talent management program implementation.	<ul style="list-style-type: none"> • Specific tools and analytics are identified to support talent management program implementation • Data analytics are leveraged to inform human capital decision-making and enable talent management • Policy recommendations are developed and derived from data-driven findings and analysis supporting CIP and DEIA objectives to improve diversity, retention, and other key performance areas in the Acquire, Develop, Employ, and Retain CIP lines of effort • Increased efficiency or effectiveness of programs (e.g., recruitment incentives spending, training and education funding, recruiting event return on investment, functional training effectiveness) is identified via data-driven analysis 	Q2FY23
E-1.3. Incorporate measures of readiness into civilian workforce management processes.	<ul style="list-style-type: none"> • Enterprise civilian readiness reporting policies, guidance, and processes are established • Civilian readiness requirements are integrated with workforce planning cycles 	Q4FY25

Task	Intended Outcome	End Date
	<ul style="list-style-type: none"> • Outputs of civilian readiness reporting influence allocation of resources across the talent management lifecycle 	
<p>E-1.4. Assess the feasibility of centralizing Army Civilian pay.</p>	<ul style="list-style-type: none"> • Courses of action (COAs) to centralize Army Civilian pay are identified and evaluated, to include exploring alignment of alternative pay systems • If determined feasible and based on the selected COA, a concept of operations is developed for how to centralize Army Civilian pay 	<p>Q4FY25</p>
<p>E-1.5. Implement Cyber Excepted Service across Army.</p>	<ul style="list-style-type: none"> • Cyber Excepted Service is fully implemented for designated organizations and/or work role codes convert to the Cyber Excepted Service • Cyber Excepted Service Proponency Office is fully stood up • Measures of effectiveness on Cyber Excepted Service hiring, compensation, training, performance management, and/or employee engagement are drafted • Partnerships with DoD Cyber Excepted Service organizations are developed to bolster Army's acquire, develop, employ, and retain initiatives via Cyber Excepted Service • Opportunities to enhance Cyber Excepted Service and/or other authorities to enhance Army's ability to recruit, develop, employ, and retain cyber professionals are identified; legislative proposals are pursued as needed 	<p>Q4FY23</p>
<p>E-1.6. Establish a Mission Critical Occupation (MCO) and difficult-to-fill location selection and assessment process to enhance workforce shaping efforts and drive human capital investment decisions.</p>	<ul style="list-style-type: none"> • A common operating picture of MCOs is established that includes definitions of and the roles MCOs have in targeting workforce planning and talent management investments • A collaborative and repeatable process for selecting MCOs is further developed and matured (with functional career field and/or command input) that informs human capital investments 	<p>Q4FY23</p>

Task	Intended Outcome	End Date
	<ul style="list-style-type: none"> • Assessment processes and procedures for monitoring changes to MCOs and their impact on civilian HR processes and readiness is developed • Improvements in workforce planning and execution are facilitated by outputs of identifying MCOs (i.e., strategically increasing usage of hiring authorities, influencing number of participants in Intern and Fellows cohorts, increasing usage of retention incentives) 	
<p>E-1.7. Sustain employment opportunities for military spouses and federal employee spouses.</p>	<ul style="list-style-type: none"> • Continued military spouse and federal spouse employment opportunities are integrated with a military member’s or Army Civilian’s PCS • Assessment of need to adjust or create policies, procedures, and guidance to leverage remote work opportunities for continued employment is conducted; action plans for implementation are developed as needed • A plan or courses of action are developed to track military spouse trajectory across careers within the Army • Options to develop an Army program that facilitates talent matching and placement of military spouses for continued employment with Army are evaluated • Options to develop an Army program to facilitate talent matching and placement of federal spouses of military members or Army Civilians for employment with Army are evaluated • Career aspiration surveys are leveraged to align career progression with continued employment opportunities (link to A-2.3) 	<p>Q3FY23</p>
<p>E-1.8. Establish a resource to support managers in creating a work environment that is consistent with the requirements of the Rehabilitation Act of 1973, as amended.</p>	<ul style="list-style-type: none"> • Best practices for providing successful reasonable accommodations processes and services are identified within Army, within DoD, and across the federal government • Army-wide common approaches based on the best practices are identified and shared; action plans to implement new or 	<p>Q4FY23</p>

Task	Intended Outcome	End Date
	<p>modified processes and services in Army are developed</p> <ul style="list-style-type: none"> • A centralized location is established and/or enhanced to aggregate information on reasonable accommodations for hiring managers, employees, and support staff; action plans to close gaps are developed • COAs to centrally manage and fund reasonable accommodations are developed; changes needed to implement are identified (e.g., resources, legislation) • Central funding for reasonable accommodations and personal assistance services is established for services not provided by the DoD Computer and Electronics Accommodation Program • Plans are explored to establish and fund an Army-wide Section 508 and Assistive Technology Office 	
<p>E-1.9. Cultivate and employ a digital civilian workforce.</p>	<ul style="list-style-type: none"> • Reskilling/upskilling strategies are developed to enhance digital skills and opportunities across career fields • Hiring authorities are used effectively to acquire talent, as appropriate • Partnerships with industry and academia are leveraged to develop a rotation program for select employees to enhance digital skillsets 	<p>Q4FY25</p>

The **result** will be regular, repeatable, strategic workforce planning that enables talent management that is informed by mission needs and driven by readiness. Data-driven decisions will drive effective resource allocation. *This helps achieve the APS Strategic Outcomes: Ready and Integrated.*

➤ **Objective E-2—Develop and implement a capability to match talent to mission requirements.** 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 identify opportunities to leverage civilians’ talents and increase their contribution to the mission. 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, in conjunction with OCRs, will execute the following **tasks** to achieve this objective:

Task	Intended Outcome	End Date
<p>E-2.1. Institute methods to identify knowledge, skills, behaviors, and preferences (KSB-Ps) across functional career fields.</p>	<ul style="list-style-type: none"> • Technical, behavioral, and career aspirations surveys and assessments identify and establish lexicons of KSB-Ps for every occupation across all functional career fields • Critical points in a civilian’s career to leverage use of surveys and assessments are identified • Conduct of surveys and assessments begins; a path forward is developed to complete for all functional career fields • New assessment policies and procedures that support identifying and using KSB-Ps to support talent management processes are drafted and/or revised 	<p>Q4FY24</p>
<p>E-2.2. Institutionalize a process to match people to positions.</p>	<ul style="list-style-type: none"> • Concepts or courses of action to institutionalize a process to match people to position requirements are developed and assessed • Policy implications, processes, bargaining unit implications, and management processes that support talent matching concepts or courses of action are evaluated • A roadmap to implementation is developed that includes required policy and/or policy changes; a detailed description of the matching processes; an assessment of systems or mechanisms to facilitate matching; and the functional requirements for the phased deployment of a talent marketplace to fill the right jobs with the right talent • A framework for a pilot is developed that generates consideration and/or referral lists with KSB-Ps closely aligned to specific vacancies; pilot framework includes measures of effectiveness to assess pilot findings • A pilot of the talent marketplace is conducted 	<p>Q4FY25</p>

Task	Intended Outcome	End Date
	<ul style="list-style-type: none"> ○ Army Civilians (and, potentially, separating Active-Duty Military) are matched to opportunities and potential roles to short- and long-term organizational mission requirements across the Army ○ Within the constraints of legal considerations (merit systems principles, bargaining unit considerations, etc.) the Civilian Corps is allowed to enroll or register for critical or mission essential jobs across the Army ○ COAs are recommended to implement a civilian talent marketplace based on pilot results ○ A concept and plan are developed to include civilian placement considerations not covered by the DoD Priority Placement Program 	

The **result** will be empowered civilians who will participate with confidence in an Army-jobs marketplace and potentially be selected for positions that engage and energize them, thereby producing mission ready civilians. A parallel and interactive process will display options of highly qualified candidates and vacancies, matched on KSB-Ps and assessments, to allow hiring managers and employees to discover talent and opportunities. *This helps achieve the APS Strategic Outcomes: Ready, Diverse, and Integrated.*

➤ **Objective E-3—Modified Objective: Provide enterprise civilian talent management services for the Army and Army Civilians.** With the standup of ACCMA on 1 October 2020, 11 career fields were created from 32 career programs and consolidated in one organization reporting to CHRA. ACCMA has a broad civilian talent management role in the Army, which cuts across the personnel domain and human capital lifecycle. Career fields are the core of Army’s Civilian enterprise talent management approach as a full partner with the commands—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. ACCMA and its career fields are fully engaged partners with commands, providing input to and decision-making for the human capital actions and policies affecting their technical functions and workforce. The OPR, in conjunction with OCRs, will execute the following **tasks** to achieve this objective:

Task	Intended Outcome	End Date
<p>E-3.1. Enhance career field roles and responsibilities in the People Enterprise.</p>	<ul style="list-style-type: none"> • ACCMA is recognized as the enterprise service provider for civilian talent management to Army commands and Army Civilians • Roles and responsibilities of ACCMA, and all relevant stakeholders and organizations, are codified in policy, regulation, and/or directive • ACCMA develops an internal strategic plan to guide their efforts to become the enterprise service provider for civilian talent management to Army commands and Army Civilians • ACCMA executes an enhanced role for the Army Civilian and Army commands through strategic workforce planning; recruitment and outreach to acquire talent; establishment and maintenance of career paths; training and education opportunities identification; and talent management of supervisors for Army Civilians • Functional Chiefs are established as authoritative leaders within the civilian human resources enterprise and facilitate delivery of talent management from ACCMA to commands and civilians • Commands collaborate and fully participate with career fields to implement effective, efficient enterprise systems • Regular and recurring change management and strategic communication plans and activities are developed and executed 	<p>Q4FY24</p>
<p>E-3.2. Establish career counselors across functional career fields to educate Army Civilians on career paths and options across the Army.</p>	<ul style="list-style-type: none"> • Career fields, in conjunction with commands, identify and facilitate progressively challenging assignments for Army Civilians to develop enterprise leaders with breadth and depth of experience • Career management resources for Army Civilians and commands are streamlined, standardized, and centralized in a single, automated source for easy accessibility • Talent development, career progression, and broadening assignment programs 	<p>Q1FY25</p>

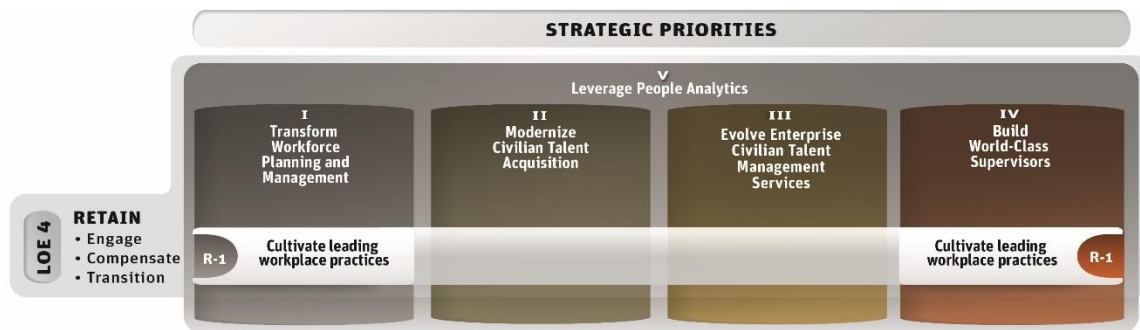
Task	Intended Outcome	End Date
	<p>(established in collaboration with commands) and opportunities (including the Expeditionary Civilian Workforce) are communicated across functional career fields</p> <ul style="list-style-type: none"> • Metrics for career paths are developed to gauge employee opportunities and satisfaction with available career choices • Career Counselors are established at CHRA 	
<p>E-3.3. Provide career opportunity paths to Army Civilians.</p>	<ul style="list-style-type: none"> • Viable career progression pathways within and across career fields are developed based on common skills that will enhance civilian growth, development, diversity, inclusion, engagement, retention, and mission readiness for every functional area • Clear pathways and options for movement are identified across various points in civilian careers for select NAF and Federal Wage Service (FWS) occupational series • Communications plans are drafted and executed that ensure civilians know their career path options • Change management plans are developed and implemented to communicate a common operating picture to the enterprise using key terms and lexicon • Options to embed career progression pathways into automated sources are assessed and integrated with other talent management plans (e.g., individual development plans, performance management plans) 	<p>Q4FY25</p>
<p>E-3.4. Establish career broadening programs and assignments across all civilian career fields.</p>	<ul style="list-style-type: none"> • Career fields, in conjunction with commands, identify and facilitate progressively challenging assignments for Army Civilians to employ breadth and depth of experience and skills • Communications plans are drafted and executed, ensuring civilians know of career broadening assignments and opportunities within and outside of their career fields • Change management plans are developed and implemented to communicate a 	<p>Q2FY25</p>

Task	Intended Outcome	End Date
	common operating picture, with key terms and lexicon, to the enterprise	

The **result** will be an enhanced enterprise role that ACCMA and career fields will exercise in partnership with commands in all human capital functions and across all strategic planning time frames, to better support the Army, commanders, and Army Civilians by facilitating talent management services. *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 Strategic Priorities:

- I. Transform Workforce Planning and Management**
- IV. Build World-class Supervisors**
- V. Leverage People Analytics**

The following CEs will set the conditions for LOE 4:

- **21st Century Talent Management**
- **Quality of Life**
- **Army Culture**
- **Resources and Authorities**

The Retain Talent LOE includes engaging, compensating, and transitioning. The Army must retain employees once they are onboarded, trained, and performing in roles critical to readiness. The cost of starting over every time an organization replaces 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. The COVID-19 pandemic and its immediate impact compelled us to rethink how we manage our workforce in a hybrid environment while balancing the productivity, work-life balance and integration, safety, morale, engagement, and health and fitness of our Army Civilians. We must now meet the requirements to successfully envision and enact a future of work challenge head on, getting in place the right workplace flexibilities to best retain our workforce and deliver on our missions. Senior leadership, supervisor, and civilian efforts combine to bring about an engaged and retained workforce.

➤ **Objective R-1—Cultivate leading workplace practices.** 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 acknowledge and appreciate that personal and professional balance, also known as work-life balance or integration, is 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. The Army will also drive toward an increasingly engaged workforce, which is a high indicator of retention. The Army will improve the selection process to ensure the right people are hired and promoted assessing not only technical skills and performance, but also leadership abilities and potential. 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 form lasting relationships, thereby empowering employees and driving mission accomplishment. Additionally, we will recognize and reward excellent performance in meaningful ways. The OPR, in conjunction with OCRs, will execute the following **tasks** to achieve this objective:

Task	Intended Outcome	End Date
R-1.1. Promote holistic health promotion and quality of life programs.	<ul style="list-style-type: none"> • Cohesive plans are developed to regularly review the adequacy, resourcing, and scope of quality-of-life programs to ensure workforce needs and demands are met; program metrics are developed to assess return on investment and program effectiveness • Program knowledge and awareness gaps are assessed; communication plans and activities are established to broadly 	Q4FY25

Task	Intended Outcome	End Date
	<p>communicate program details to Army Civilians</p> <ul style="list-style-type: none"> • Program details are aligned to centralize and automate sources for maximum visibility • Requirements to enhance or create new programs based on emerging health, holistic fitness, and quality of life essentials of the workforce are assessed; opportunities to enhance or create new programs for hard-to-fill positions and areas/jobs with high turnover are considered based on data analysis 	
<p>R-1.2. Improve selection of supervisors based on demonstrated leadership ability, potential, and technical competence.</p>	<ul style="list-style-type: none"> • Requirements to update policies and/or regulations for selection of supervisors based on both leadership ability and technical competence are assessed; action plans are developed to update with revisions as appropriate • COAs to use selection tools, assessments, and/or processes to select supervisors based on leadership ability, potential, and technical competence are evaluated • Resource needs and implications for utilizing new or enhanced selection tools across the Army are determined • Procedural guidance for selecting officials to select supervisors is developed, including how best to advance the right Army Civilians into the supervisory structure • Selecting officials and HR professionals are trained on new tools and processes • Data is gathered and analyzed to evaluate effectiveness (e.g., impact to the hiring/selection process, impact to workforce perceptions); barrier analysis is conducted for groups underrepresented in the supervisor population; corrective action plans are developed to address barriers 	<p>Q4FY23</p>
<p>R-1.3. Institutionalize a culture of high performance in the Army.</p>	<ul style="list-style-type: none"> • Modern performance management techniques/processes/programs are explored; best practices from across the 	<p>Q4FY25</p>

Task	Intended Outcome	End Date
	<p>federal government, DoD, Army, and industry are benchmarked</p> <ul style="list-style-type: none"> • Courses of action are developed to propose 21st century performance management systems, policies, processes, and practices; legislative changes are pursued based on assessment of fit and impact for Army • Robust reward and recognition programs for monetary, non-monetary, and honorary awards increase across Army commands • Coaching programs and performance management training and guidance are assessed to reinforce recurring, meaningful conversations between supervisors and employees, and enhanced as needed • Positive trends in Federal Employee Viewpoint Survey results for perceptions of performance management are realized • Regular and recurring metrics to measure Army’s civilian performance culture are established and evaluated 	
<p>R-1.4. Propose stay and/or exit survey programs to measure levels of retention.</p>	<ul style="list-style-type: none"> • Stay and exit surveys and interview programs are benchmarked to evaluate impact, cost, and value; existing Army, DoD, and industry programs are considered • A concept to implement an enterprise approach to stay and exit surveys across the Army is developed; time, resourcing, metrics, program outcomes, and stakeholder input are considered • Approved concepts for stay and exit programs are implemented 	<p>Q4FY23</p>
<p>R-1.5. Identify 21st century workplace policies to continue to build on telework, remote work, flexible schedules, workplace infrastructure, and other programs.</p>	<ul style="list-style-type: none"> • A Department of the Army policy for telework, remote work, and other flexibilities is developed for publication • Commands collaborate with Army staff to implement the policy; metrics are established and reported on a regular and recurring basis • Federal government and industry trends to identify emerging workforce demands for remote and telework needs are 	<p>Q2FY23</p>

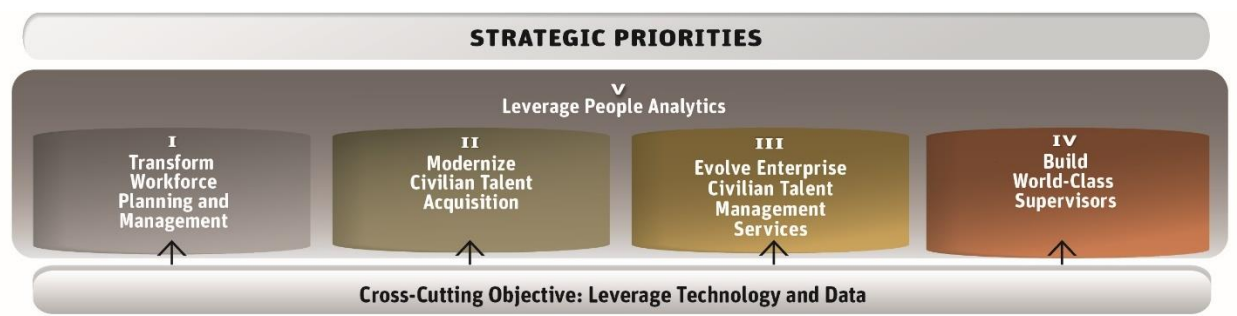
Task	Intended Outcome	End Date
	<p>benchmarked; policy and/or guidance changes as needed are recommended</p> <ul style="list-style-type: none"> Supervisors are coached, mentored, and/or developed to manage employees in a hybrid work environment that includes both in-person and remote employees 	
<p>R-1.6. Strengthen the culture of employee engagement for Army Civilians.</p>	<ul style="list-style-type: none"> A concept to create an Army Best Places to Work program is developed; timing, resources, communication plans, and data sources are considered A concept and a plan to mandate annual command Federal Employee Viewpoint Survey action plans are developed; COAs to increase command scores of employee engagement are included and implemented upon approval Federal Employee Viewpoint Survey participation rate, results, and indexes are automated via computerized platforms and dashboards A cadre of engagement ambassadors who promote and cultivate employee engagement best practices from across the Army is developed A plan to align mentoring, coaching, and Army networking opportunities through commands and functional career fields is developed 	<p>Q4FY25</p>
<p>R-1.7. Establish an Army Civilian for Life program.</p>	<ul style="list-style-type: none"> An overall concept for an Army Civilian for Life program (similar to Soldier for Life) is developed Overall requirements to establish the program are assessed; target audiences, time, resourcing, websites, stakeholders, etc. are considered Program funding requirement additions and deletions are identified, then submitted to the appropriate Program Evaluation Groups for validation and funding decisions in accordance with AR 1-1 The program is implemented upon approval of concept and plan 	<p>Q4FY25</p>

The **result** will be engaged, invested, and world-class Army Civilians who are connected, managed, and led by supervisors assigned to their roles based on technical competence and leadership ability; recognized and rewarded in meaningful ways; afforded flexibilities and offered quality of life opportunities that allow them to thrive both professionally and personally; and always have a connection with the Army. *This helps achieve APS Strategic Outcomes: Ready and Professional.*

New Objective

Cross-Cutting Objective—Leverage Technology and Data (Office of Primary Responsibility: Assistant Secretary of the Army (Manpower and Reserve Affairs))

Figure 7. Cross-Cutting Objective: Leverage Technology and Data



This Cross-Cutting Objective supports the following Strategic Priorities:

- I. Transform Workforce Planning and Management***
- II. Modernize Civilian Talent Acquisition***
- III. Evolve Career Fields to be Integral to the People Enterprise***
- IV. Build World-Class Supervisors***
- V. Leverage People Analytics***

The following CEs will set the conditions for this cross-cutting objective:

- ***21st Century Talent Management***
- ***Quality of Life***
- ***Army Culture***
- ***Resources and Authorities***

The Department of the Army's HR technology, tools, and data currently exist in a variety of applications and environments. To effectively achieve the objectives within each of the LOEs, the Army must analyze the current state; create a strategy to achieve the future state; and identify gaps in systems, applications, resources, and skills that might prevent achieving and maintaining the future state.

The strategy and its implementation must consider the Army’s business drivers, the technology principles, architecture, and roadmap, as well as socialization and deployment through a robust technology and data governance. Technology must be viewed as an integral part of the Army Civilian People Enterprise, not as a separate function. The Army should look at technology as an enabler to positively impact the work of human resources and the management of civilian talent, not as a replacement for manpower. The OPR, in conjunction with OCRs, will execute the following **tasks** to achieve this objective:

Task	Intended Outcome	End Date
CC-1 Inventory Human Resources (HR) Technology and Data Portfolio.	<ul style="list-style-type: none"> • All HR technology systems across the Army are identified and assessed to determine how they are used, where they receive data from, and how data fields align with authoritative sources for needed fields (this includes Training Management Systems [TMSs] and Learning Management Systems [LMSs]) • Conflicts, gaps, and duplication between systems are identified and assessed • Remediation steps to gain compliance as needed are planned and executed • Identified systems and applications beyond the Department of the Army are evaluated (i.e., if any system/app already exists through OPM or DoD) for potential duplication of effort • Systems are assessed for overall compliance with Section 508 of the Rehabilitation Act of 1973 	Q3FY23
CC-2 Develop HR Technology and Data Strategy.	<ul style="list-style-type: none"> • Data, application, and governance strategies are included in the HR Technology and Data Strategy. It will incorporate, but not be limited to: <ul style="list-style-type: none"> ○ Assessment of the current state ○ Identification of all HR Information Technology (HRIT) requirements ○ Authoritative data repository with robust data provenance and governance controls that include the ability to conduct robust data analytics and establish an Enterprise Common Operating Picture; Chief Human Capital Data Officer role established 	Q2FY24

Task	Intended Outcome	End Date
	<ul style="list-style-type: none"> ○ Strategy for data synthesis between systems, using identification, normalization, and policy to drive a unified data strategy ○ Implementation planning, training, and oversight ○ Future state design, including senior level governance 	
<p>CC-3 Rationalize and propose consolidations to the HR Technology and Data Portfolio.</p>	<ul style="list-style-type: none"> • Once the HR portfolio inventory is complete, which applications need to remain, the viability of eliminating duplicate tools, and realignment of funding to the authoritative source are determined • The cost of operating the portfolio is identified; program funding requirement additions and deletions are identified, then submitted to the appropriate Program Evaluation Groups for validation and funding decisions in accordance with AR 1-1 	<p>Q4FY24</p>
<p>CC-4 Create or validate HR Enterprise Architecture (EA) for Army Human Resources Tools.</p>	<ul style="list-style-type: none"> • Where the Army HR Tools should exist in the overarching enterprise architecture is determined, the gain/benefit of aligning resources and funding is identified • Migration of the HR Service Portal to full operating capability is completed • Training guides, standard operating procedures, and operational videos to support user accessibility of the HR Service Portal are developed • Gaps in functionality based on the EA are identified • Tools for data analytics are implemented 	<p>Q4FY25</p>
<p>CC-5 Prepare for transition to the Defense Civilian Human Resources Management System (DCHRMS).</p>	<ul style="list-style-type: none"> • Continued advocacy for Army requirements and needs in all DoD-level working group meetings on DCHRMS • 100% audit of HR records to ensure data is correct prior to implementation is conducted • Plans to train HR specialists on DCHRMS and any Army specifics with system use are developed; resourcing 	<p>Q4FY23(T) <i>Must be completed NLT 6 months prior to DoD deployment timeline for Army</i></p>

Task	Intended Outcome	End Date
	requirements are added to the POM cycle as needed <ul style="list-style-type: none"> • Evaluate DoD guidance and standard operating procedures to determine Army-specific needs to support DCHRMS training and transition 	

The **result** will be a coherent, streamlined, effective HRIT environment and systems that integrate robust technology and authoritative data for use in the analytics, measurements, and metrics needed to inform and execute effective talent management for the 21st century Army Civilian workforce. *This helps achieve APS Strategic Outcomes: Ready, Professional, Diverse, and Integrated.*

Critical Enablers

The 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).

- **21st Century Talent Management (CE 1) (Design, Build, Pilot, Scale, Analyze)**—Talent management increases organizational agility, is transformational in nature, and focuses on productivity. It 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 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). Once deployed, DCHRMS will be our enterprise human resources system for Army Civilians.
- **Quality of Life (CE 2) (Care, Support, Enrich)**—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. Through quality-of-life initiatives addressed in CIP 2020, dated 14 May 2020, we reviewed quality-of-life programs and have developed plans to implement improvements.
- **Army Culture (CE 3) (Define, Drive, Align)**—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” (APS, 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. As noted in the APS Diversity, Equity, and Inclusion Annex, dated 1 September 2020 (page 1), “Leveraging the diversity of experiences, values, and talents will ensure the Army maintains a competitive advantage in the war for talent.” Army commands and activities will continue to identify areas of culture that inhibit our ability to achieve desired end states and pursue changes in those areas while reinforcing positive values.
- **Resources & Authorities (CE 4) (Fund, Adjust, Review)**—Modernizing talent management will require prioritized resources and changes in authorities. We

must identify the costs of improving people programs, policies, and systems, and justify the required funding. Critically—in order to obtain that funding—we must be able to draw a correlation between the resources needed to modernize talent management, like training and development delivered, and its impact on Army readiness. We will also pursue new or modified laws and regulations when needed to support the objectives of the APS and this CIP.

Governance

During FY21, we introduced a governance structure and accountability process for the Army Civilian People Enterprise that included executing the CIP. The Civilian Enterprise Steering Committee (CESC) was founded to set strategic direction, provide oversight and accountability, and achieve unity of effort for civilian HR initiatives across the Army Civilian Corps.

The CESC is chaired by the Principal Deputy Assistant Secretary of the Army (Manpower and Reserve Affairs) and reports to the Assistant Secretary of the Army (Manpower and Reserve Affairs). It includes two primary subordinate councils from which it receives briefings and updates: The Human Resources Executive Council (HREC) and the Career Management Executive Council (CMEC).

The HREC is chaired by the DASA-CP. The HREC receives updates and briefings from advisory groups established under CESC and HREC oversight. These groups include APS-CIP LOE Level Groups and may include others as directed by the HREC Chair.

The CMEC is chaired by the Director, CHRA. Core members include the eleven Senior Executive Service Functional Chiefs, the senior civilians representing each career field. The CMEC receives updates and briefings from advisory groups under its oversight. These groups include APS-CIP LOE Level Groups, the Career Field Planning Boards, and others as directed by the CMEC Chair.

Topics brought before the governance forums may be in any of the following categories: information, discussion/guidance, concurrence, or approval.

The overall governance structure is shown in Figure 8.

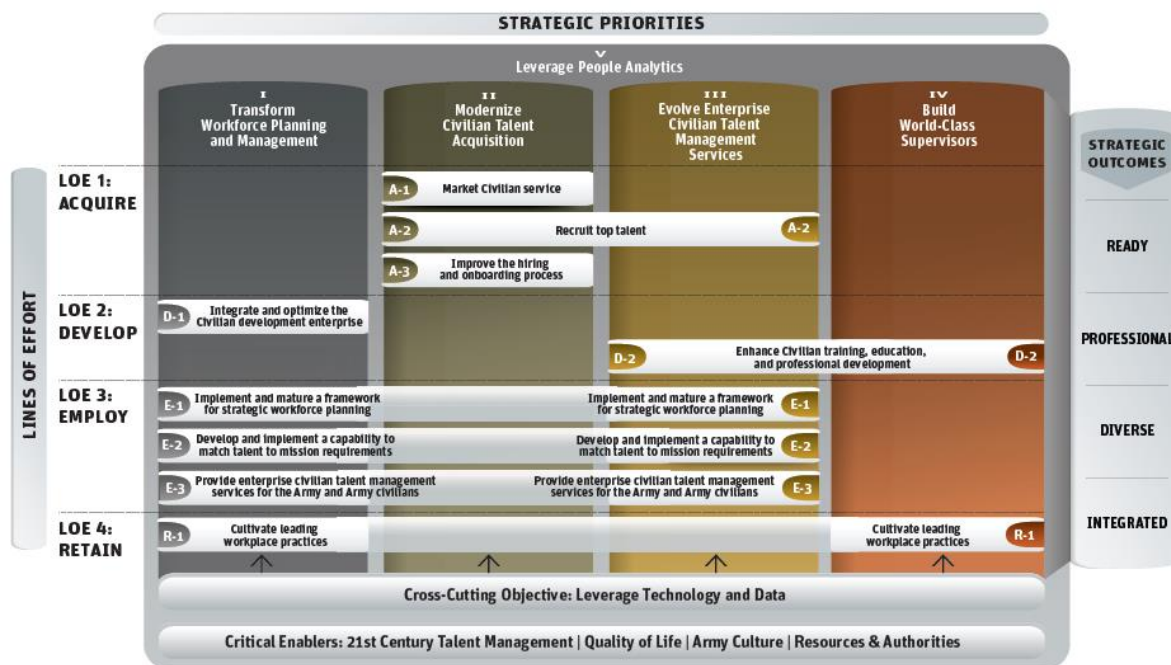
Figure 8. Army Civilian People Enterprise Governance Structure



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 and the goals of the APS. The full hierarchy of LOEs, objectives, tasks, and timelines for completion is in Annex B.

Figure 9. 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 other Services and 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, OPRs must evaluate the need for and request additional resources to successfully achieve their objectives.

As stated in the APS, the CIP “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” (APS, page 15). Basic metrics have been established and will continue to be refined, with a dashboard available for leaders by end FY22.

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 second iteration of the CIP recognizes the achievements made between FY20 and FY22, and continues the path for inspiring Army Civilian service, modernizing our approach to talent management, building readiness, and taking care of our people.

The tasks and priorities implemented by this plan will position the Army to achieve APS’s four strategic outcomes:

1. The Army of 2030 is **ready** because it has the capacity to place the right civilian in the right job, at the right time.
2. The Army of 2030 is confident in its **professionalism**, as its civilians are morally centered; trusted by each other and the American people; and highly expert, certified, and credentialed because of years of increasingly rigorous training and education.
3. The Army of 2030, drawn from the American culture of freedom, individualism, and equal opportunity, possesses a **diversity** of KSB-Ps—the very definition of talent.
4. The Army of 2030 is structurally **integrated** so that civilians may move between career fields, 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 CIP, the Army will continue to build and sustain a Civilian Corps comprised of the nation’s best talent to serve alongside Soldiers in defense of the nation.



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