

# Army challenges...

Since its creation, the Army's Civilian Workforce Transformation (CWT) office has collaborated across the Army at the strategic level to address engagement and cultural changes, supervisor development, and demands on and readiness goals for the Army Civilian. As the Army defines its future vision, CWT is critical to strengthening the Civilian Workforce. To prepare the Civilian Workforce to meet the Army's future demands and readiness goals, CWT is leading the efforts to develop an Army Civilian Human Capital Strategy.



## Engagement and Cultural Changes

The Army has seen many improvements over the past three years in its employee engagement scores on both the Federal Employee Viewpoint Survey (FEVS) and Best Places to Work (BPTW). But employee engagement is a continuous process, and the Army is looking to build upon its improvements, as well as find new ways to enhance engagement throughout the workforce.

## Supervisor Development

The Army developed a comprehensive and integrated talent management framework, but lacked the tools and programs to develop Army supervisors. Without growing and developing supervisors, the Army could experience difficulty improving employee engagement and retaining supervisors.



## Civilian Human Capital Strategy

The Army has numerous strategic efforts targeted at improving future readiness. While the Civilian cohort participates in these efforts, it has not historically had a shared vision of Civilian cohort readiness, a clear link to Army readiness, or a strategic plan to accomplish the specific transformation required.

## Engaging the Workforce

**Employee Engagement** is the employee's sense of purpose that is evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission per OPM, *Building an Engaging Workplace*, 2015. The benefits of employee engagement can be found at the individual and organizational level.

### Individuals see increased...



Innovation



Personal Well-being



Satisfaction



Team Orientation

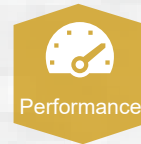
### Organizations see increased...



Productivity



Morale



Performance



Retention

## Federal Employee Viewpoint Survey

One of the main ways the Army measures engagement is the Federal Employee Viewpoint Survey (FEVS), an annual survey administered by the Office of Personnel Management (OPM). It measures employees' perceptions of effectiveness within the workplace. CWT utilizes the FEVS scores, particularly the Employee Engagement Index and its three sub-indexes, to guide the development of tools, programs, resources, and initiatives for the Civilian Workforce.

**+3.6%  
POINTS**

**Employee  
Engagement  
Index**

**+9.8%  
POINTS**

**Participation  
Rate**

**+4.5%  
POINTS**

**Global  
Satisfaction  
Index**

*These numbers represent increases since the 2016 FEVS.*

## Engagement Resources

The below resources, developed or led by CWT, can be used throughout the Army to improve employee engagement within individual organizations.



### Employee Engagement Council

Dynamic bimonthly forum where representatives share and discuss best practices, and receive updates on current initiatives.



### Employee Engagement Training Events

Interactive annual training events that teach participants tools and strategies to improve employee engagement within their teams, organizations, and Commands.



### Employee Engagement Report

Informative annual report analyzing factors that influence engagement. The 2018 report focuses on the Employee Engagement Estimator, a new metric to evaluate how well Commands are performing.

## Supervisor Development



### Supervisor Enrichment and Development Program (SEDP)

SEDP is an 18-month program designed to deliberately walk first-time supervisors of Army Civilians through their supervisory probationary period and set them up for success as supervisors. The program will give new supervisors the needed guidance, confidence, and competencies to build ready and resilient teams and retain an engaged workforce. In partnership with the Training and Doctrine Command (TRADOC), CWT began piloting SEDP within select Commands in April 2018. As the 7-month pilot concludes, CWT will evaluate the feedback from participants, including new supervisors, managers, and advisors.

**29** Developmental Discussions

**5** Performance Discussions

**100+** Supplementary Training Courses

**17** Advising Sessions

## Civilian Human Capital Strategy

ASA (M&RA) has initiated an effort to develop an Army Civilian Human Capital Strategy (HCS), to establish a shared vision and roadmap for Civilian cohort readiness for the future. The HCS will be a planning document describing specific Army strategic requirements of the Civilian cohort to support Army mission/readiness. During the development of the HCS, key stakeholders and senior leaders will be involved and have the opportunity to provide input on the final HCS and its implementation. M&RA expects to complete the strategy by March 2019 and begin implementing thereafter.



# ...addressed through Army CWT

Civilian Workforce Transformation (CWT) was chartered in 2010 by the Assistant Secretary of the Army (ASA) Manpower and Reserve Affairs (M&RA) to assess existing Civilian workforce programs and offer recommendations.



## Employee Engagement

Since 2014, Army leadership and CWT have made improving employee engagement among the workforce a priority. CWT has worked to increase awareness among the workforce that Army wants feedback and to hear the workforce's concerns. Accordingly, employee engagement has increased across the Army.



## Supervisor Development

Through forums and focus groups, the Army Civilian workforce identified a need for enhanced support and guidance for supervisor development. In response, CWT has developed the Supervisor Enrichment and Development Program to address these needs.



## Human Capital Strategy

To prepare the Army for future readiness and mission goals, senior leaders must understand future Army requirements and determine the Army Civilian cohort capabilities that will be required in the future. Over the next year, with senior leader involvement, CWT will facilitate the development of the Human Capital Strategy, along with implementation strategies and plans.

Since its charter in 2010, CWT has focused on multiple efforts, including performance management, talent management, governance, and Career Programs. Below are past efforts completed by CWT, which can be leveraged within Commands and organizations.

- ✓ Army Civilian Onboarding and Acculturation (O&A): Army has developed the initiative and standardized framework to prepare new Civilian employees to become fully engaged and productive members of the Army Profession in an effective and efficient manner.
- ✓ Army Talent Management: Army has developed a comprehensive and integrated talent management framework, where 100% of GS-11 through G-15s have access to an enterprise talent management program.



Senior Enterprise  
Talent Management (SETM)  
and Enterprise Talent  
Management (ETM)



Emerging Enterprise  
Leader (EEL)

- ✓ Career Programs: Army has aligned 100% of Army Civilians to one of the 31 Career Programs and has established career ladders and maps.

For more information on our current and past efforts, please visit the CWT MilSuite.

## The Civilian Workforce by the numbers...

### Diversity in roles and functions



31  
Career  
Programs

26  
THOUSAND  
Deployed  
since 2006



488  
Occupational  
Series

### Diversity in people



32%  
Minorities

50%  
Veterans



37%  
Women



For more information, please contact:

[usarmy.pentagon.hqda-as-a-mra.mbx.cwt@mail.mil](mailto:usarmy.pentagon.hqda-as-a-mra.mbx.cwt@mail.mil)

For resources and tools, please visit the CWT MilSuite (CAC-enabled):

<https://www.milsuite.mil/book/community/spaces/civ-hr/cwt>



Enhancing Readiness and  
Modernization through Civilian  
Engagement and Development



CIVILIAN WORKFORCE TRANSFORMATION

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