



Empowering Our
Greatest Asset

Civilian Workforce Transformation "The Case for Change"

Presenter:

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**2011 Worldwide Human
Resources Conference**

Department of Defense





- To introduce and outline the Army's Civilian Workforce Transformation (CWT) strategic business initiative to the DoD Worldwide Civilian Human Resources Conference
- To describe how CWT will provide the Army with a more flexible and adaptive Civilian Cohort to meet the Army missions of today and tomorrow



- Army employs ~300K Civilians at a total cost of \$21B.
- Army will continue to hire up to 100,000 DA Civilians over the next two years.
- Civilians are employed within every segment of the Army to include a large portion of key leadership positions.
- Army faces significant challenges/opportunities with supervisory retirements, BRAC 2005 execution, In-Sourcing & NSPS Repeal.
- Army's ability to execute current and future missions depends on the Generating Force and the majority of Generating Force are Civilians... yet:

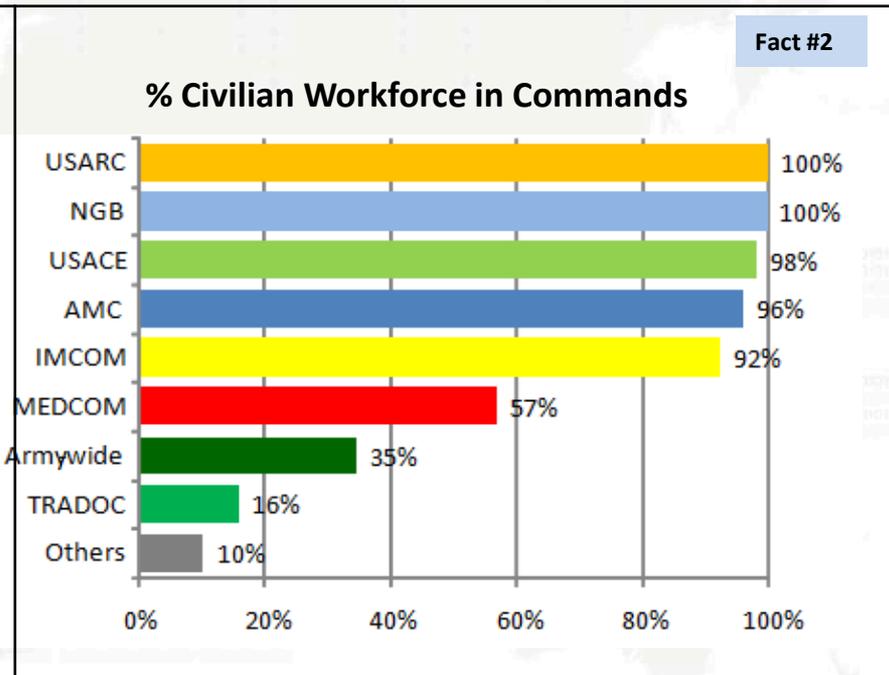
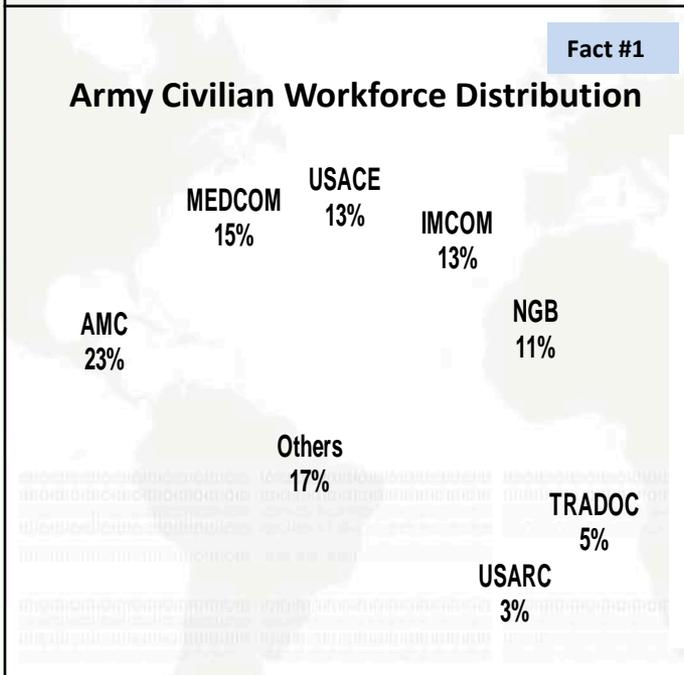
Today many DA Civilians have no defined career program or career path.



Fact #1: 83% of the Army Civilian workforce resides in 7 Army Commands.

Fact #2: 92% or more of the workforce in 5 of the 7 commands is composed of Army Civilians.

Note: Source data is from end of FY10 DMDC



- The Civilian workforce today comprises 60% of the Generating Force.
- Key Commands rely on the Civilian population for mission accomplishment.





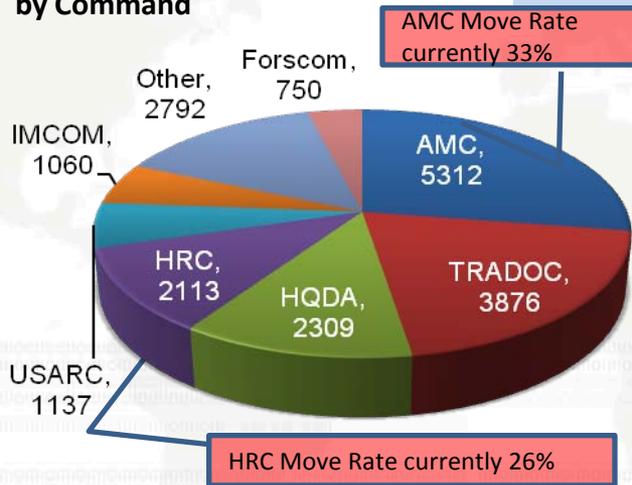
Fact #1: Every Four Star Headquarters will move in FY11 because of BRAC. Move rates are lower than projected.

Fact #2: Retirement eligible population projections more than double in the next five years (16% / 2010 v. 33% / 2015).

Note: Source data is from end of FY10 DMDC and CPEA turnover survey and database analyses interim report

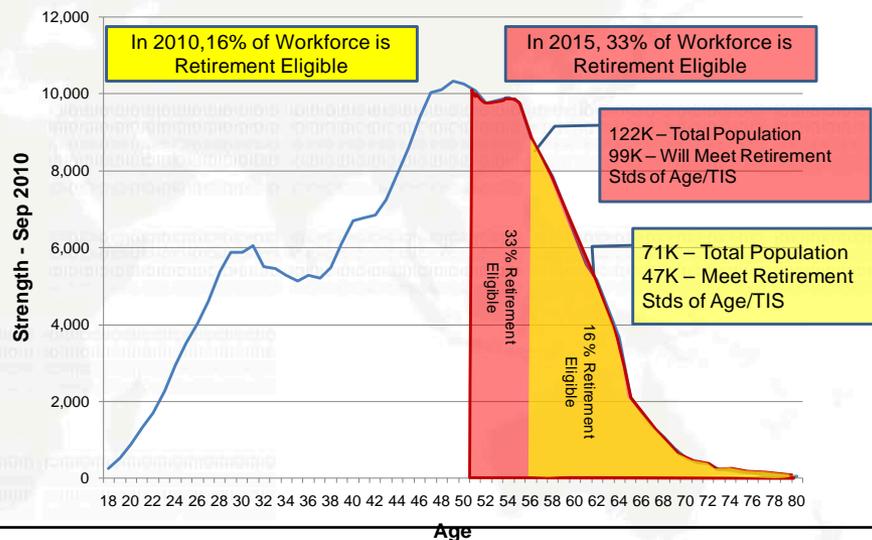
**Army BRAC moves (positions)
by Command**

Fact #1



Army Civilian Retirement Profile – 2010/2015 (299K)

Fact #2



BRAC moves and pending Civilian retirements combine to create the “Perfect Storm” of lost intellectual capital over the next five years.





Fact #1

Fact #1: Army has hired or is expected to continue to hire DA Civilians while resignations, transfers and attrition erode those workforce gains.

Fact #2: More than half (52.8%) of employees who leave the Army, leave for reasons that are directly addressed with CWT initiatives.

Note: Source data is from end of FY10 DMDC and CPEA turnover survey and database analyses interim report.



Hiring 100,000 Civilians

Forecasted Accessions – Next 2 years

	FY10	FY11	2 Year Total
Total	48K	52 K	100K
Steady State	35K	35K	70K
BRAC	6K	10K	16K
In-Sourcing	5K	5K	10K
Military to Civilian	2K	2K	4K

Fill time = 130 days for competitive recruitment

Forecasted Losses

- **Resignations:** 1/3 of new accessions leave by 5th yr.
- **Annual Civilian Attrition Rate = 14%.**
- **Retirements:** Baby Boomer Exits to double.
- **Transfers:** (5,000 FY10-11) to other agencies.

CWT provides a roadmap for improving recruitment and retention with hiring reform and increased leader development capacity.





Areas of Strength

Non-Supervisors and Supervisors have similar areas of strength at the composite level.

The top three most favorable categories (in a slightly different order) for both groups are *Supervision*, *Personal Work Experience*, and *Conditions for Engagement*.

Non-Supervisors

259,335 invited
84,155 responded (32%)

Opportunities

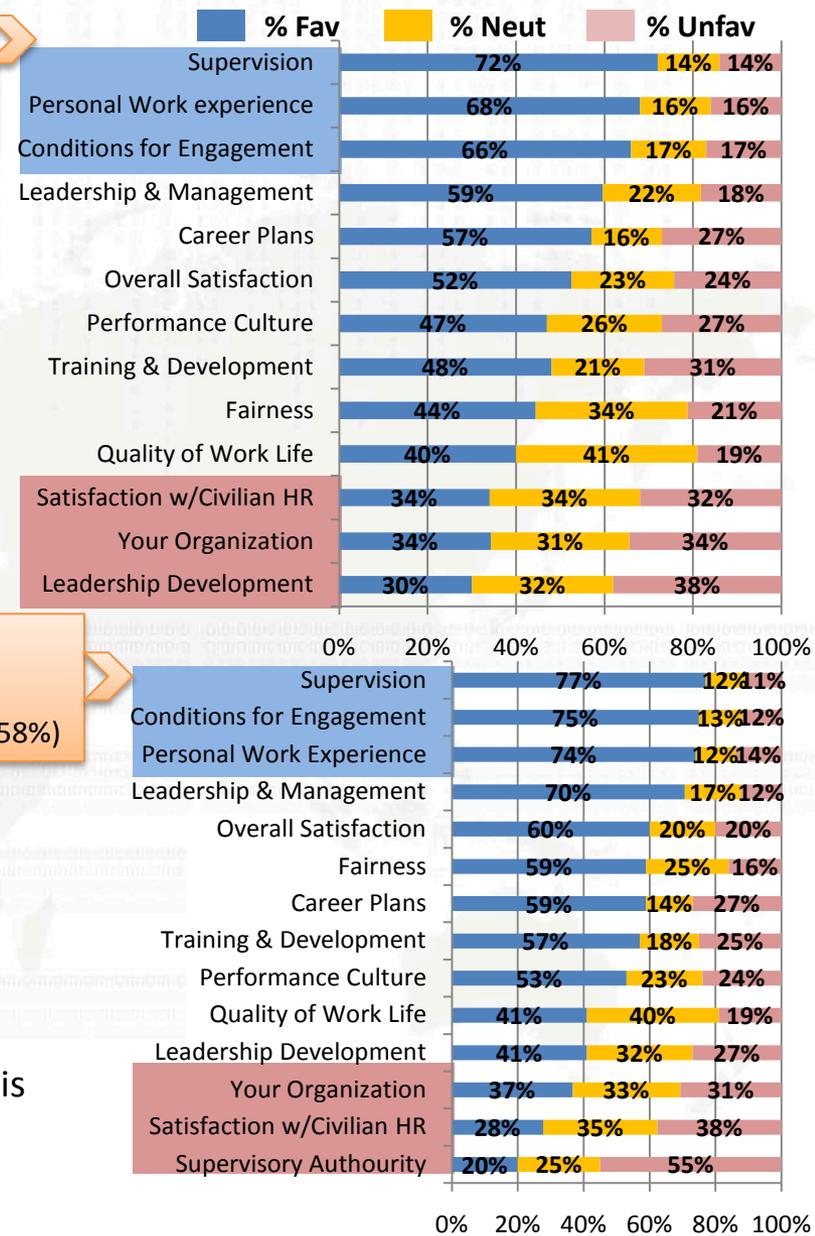
Satisfaction w/Civilian HR and *Your Organization* are among the least favorable composites for both Non-Supervisors and Supervisors.

The least favorable composite for Non-Supervisors is *Leadership Development*.

The least favorable composite for Supervisors is *Supervisory Authority* (a composite the Non-Supervisors did not respond to).

Supervisors

35,637 invited
20,759 responded (58%)





Uncertain Advancement and Professional Development Opportunities

40%

Managed Inconsistently

- Army Civilian Training and Education Development System (ACTEDS)
- Professional Development Programs
- Clear Career Paths
- Strategic Level Planning
- Dedicated Resources

60%

Not Managed

- Absent Training and Education Plan
- No Established Career Program
- Lacking in Career Road Map
- Supervisor Planning
- Organization Resources

NOTE: ½ of the Army Civilian workforce are dissatisfied with opportunities for promotion and development



- **Hiring:** Hiring the Right People, with the Right Skills, at the Right Place, at the Right time.
- **Management:** Manage the workforce across 31 Career Programs; move from 40% to 100% Career Program alignment/coverage.
- **Training:** Provide training and development goals and pathways that cascade throughout the civilian workforce. Developing civilians throughout their career to meet the needs of tomorrow.
- **Sustainment:** Educate, train, and deploy systems to grow senior GS/SES talent acquisition, development and succession planning.

Desired Civilian Attributes: **Continuity, Experience, and Leadership.**

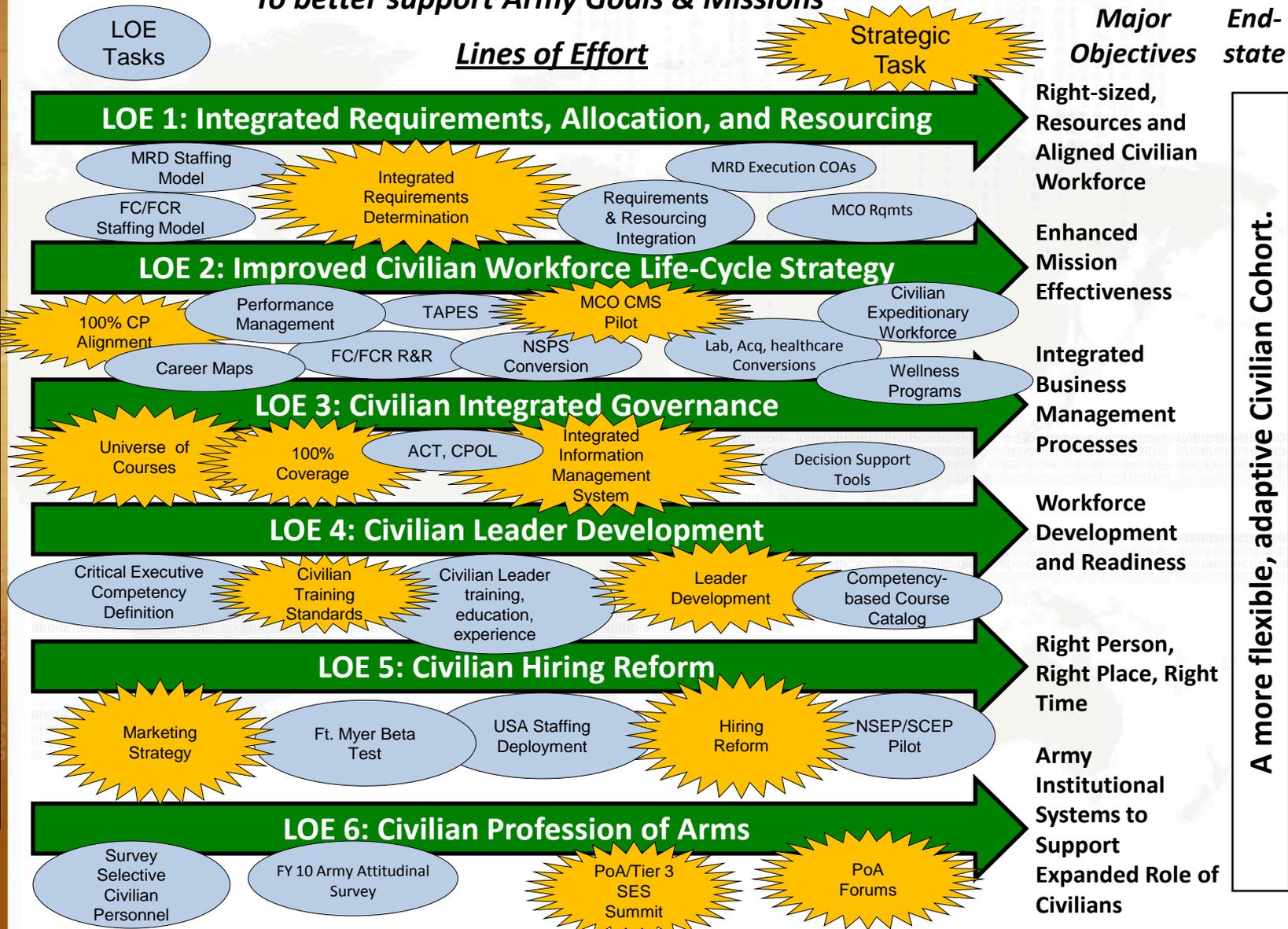


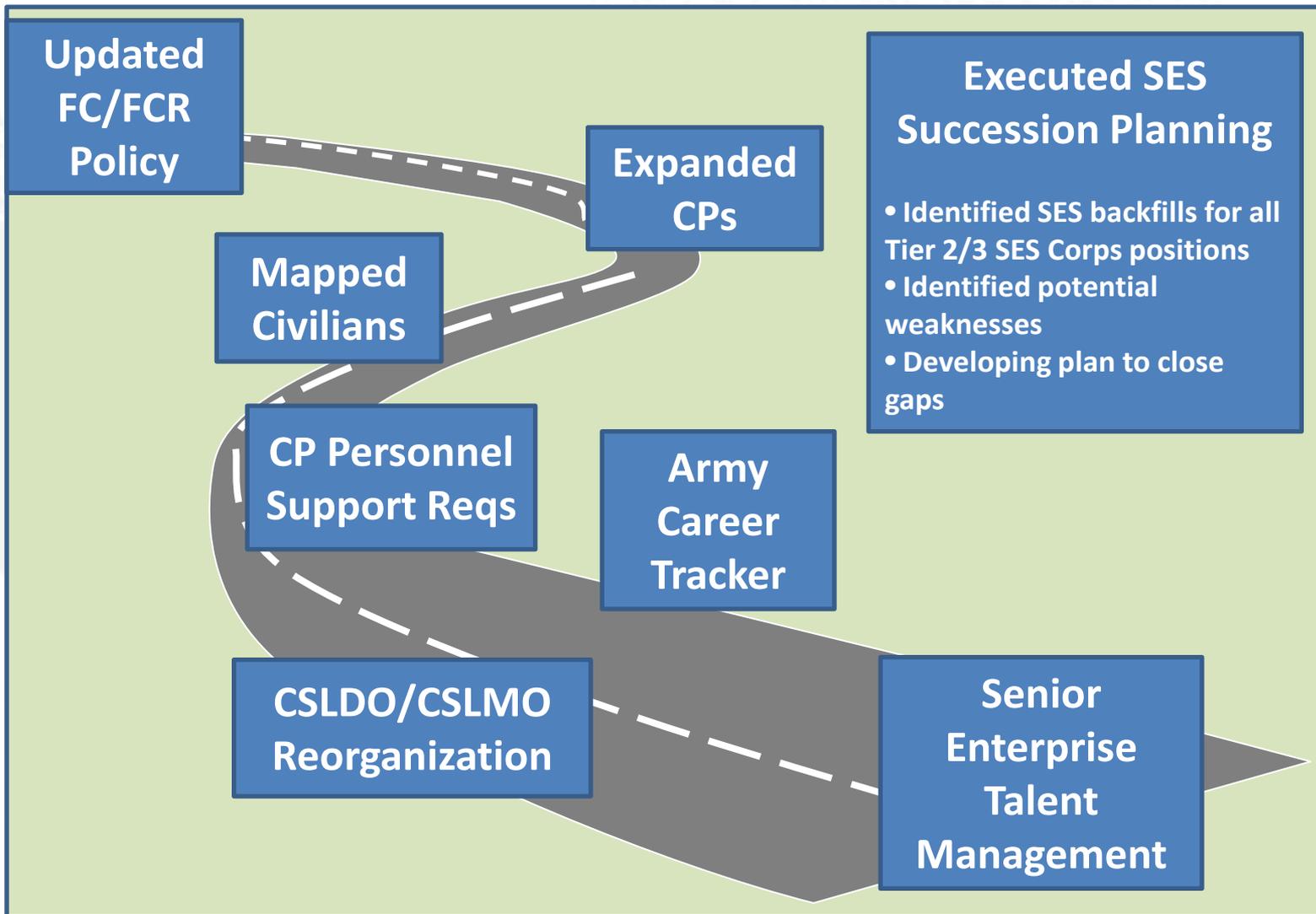
Goal: "Flexible & Adaptable" Civilian Cohort
To better support Army Goals & Missions

Problem Statement

"While the Operational Army has adapted to an adaptive, flexible enemy, the Institutional Army—the Generating Force—which prepares, trains, educates, and supports our operating forces for battle, has not evolved." —Honorable McHugh

Sec Army, AUSA Convention, 25 Oct 10





Road to Civilian Transformation





FY 2011 Goal: 100% of the Civilian Workforce* Mapped to a Designated Career Program



438 Civilians Remain to be Coded
(As of 24 June 2011)





- **Army Career Tracker: Built on world class industry leading commercial off the shelf (COTS) products to:**
 - Provide users (employees and supervisors) with an integrated view of training and education in one personalized and easy to use dashboard;
 - Present users with an intelligent search capability of multiple education and training resources;
 - Provide employees with a more efficient and effective way to monitor their career development;
 - Allow supervisors to track and advise employees on their personalized leadership development;
 - Be used by all Components to include Guard and Reserve.

IOC:
30 Aug 11

FOC:
01 Oct 12

Civilian Home Page

My Activities

My Career Brief

My IDP

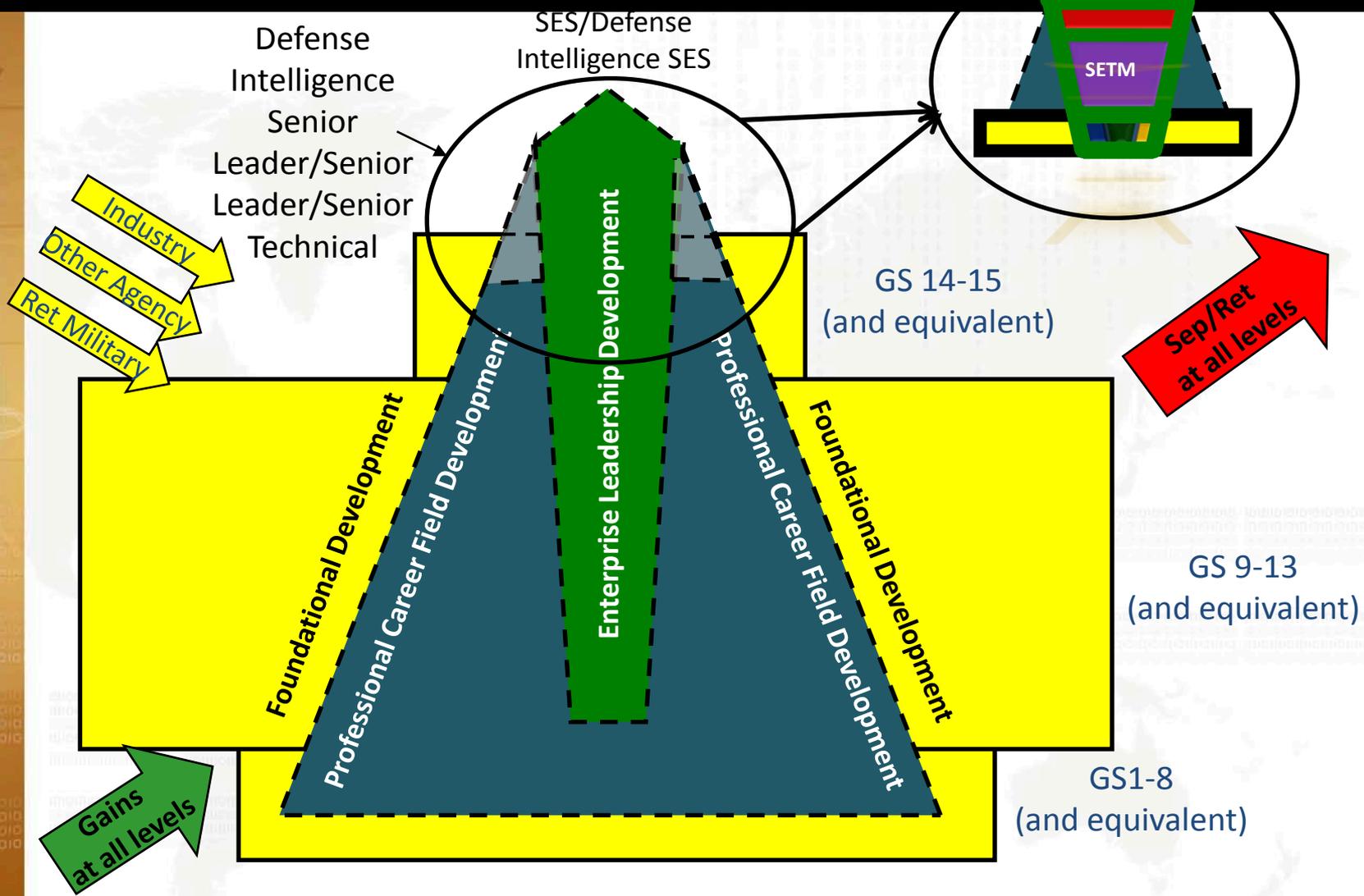
My Career Map

Search Catalog



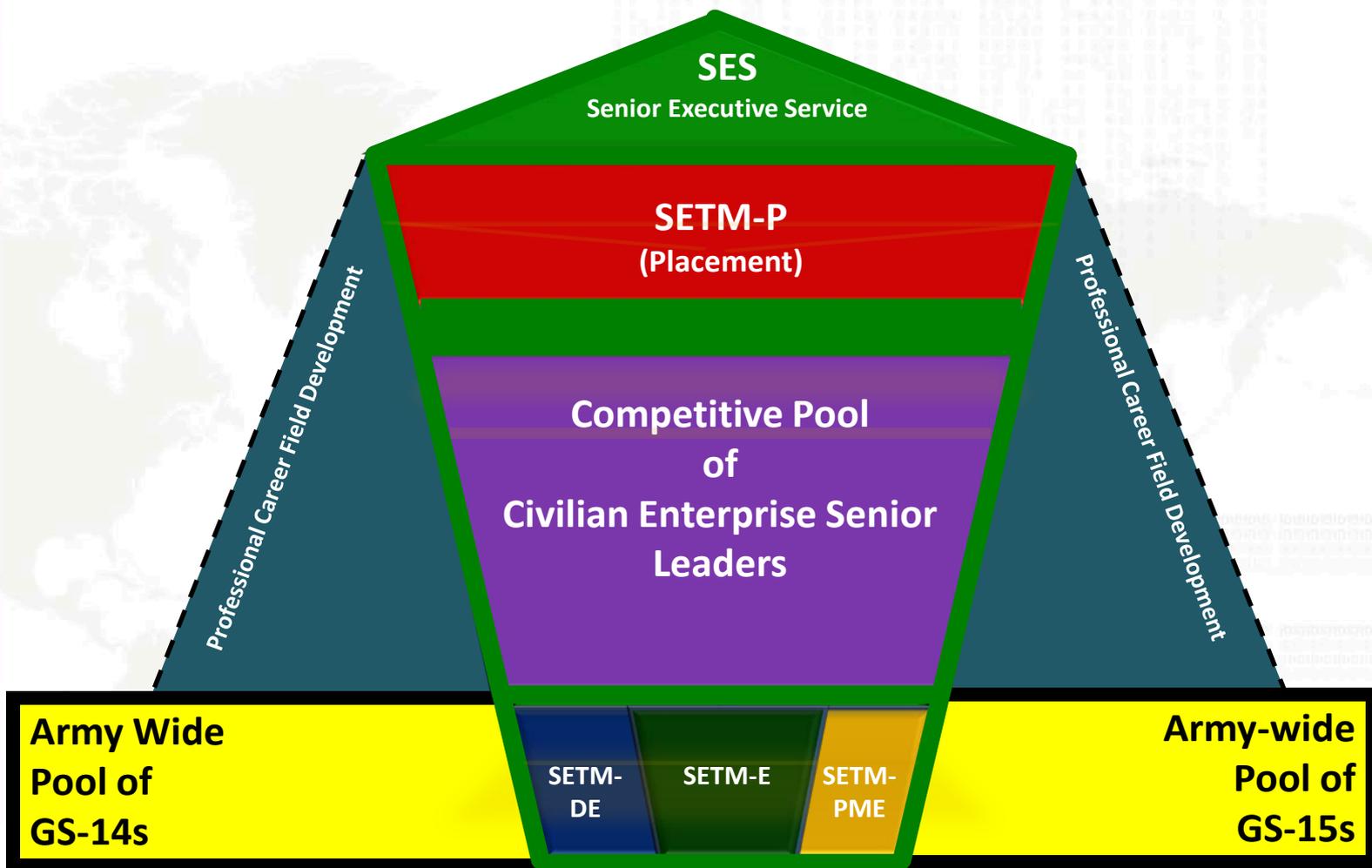
My Journal, Supervisor Page, Career Program Page, Career Resources, Find an Expert, Staff Roles, Report Capabilities





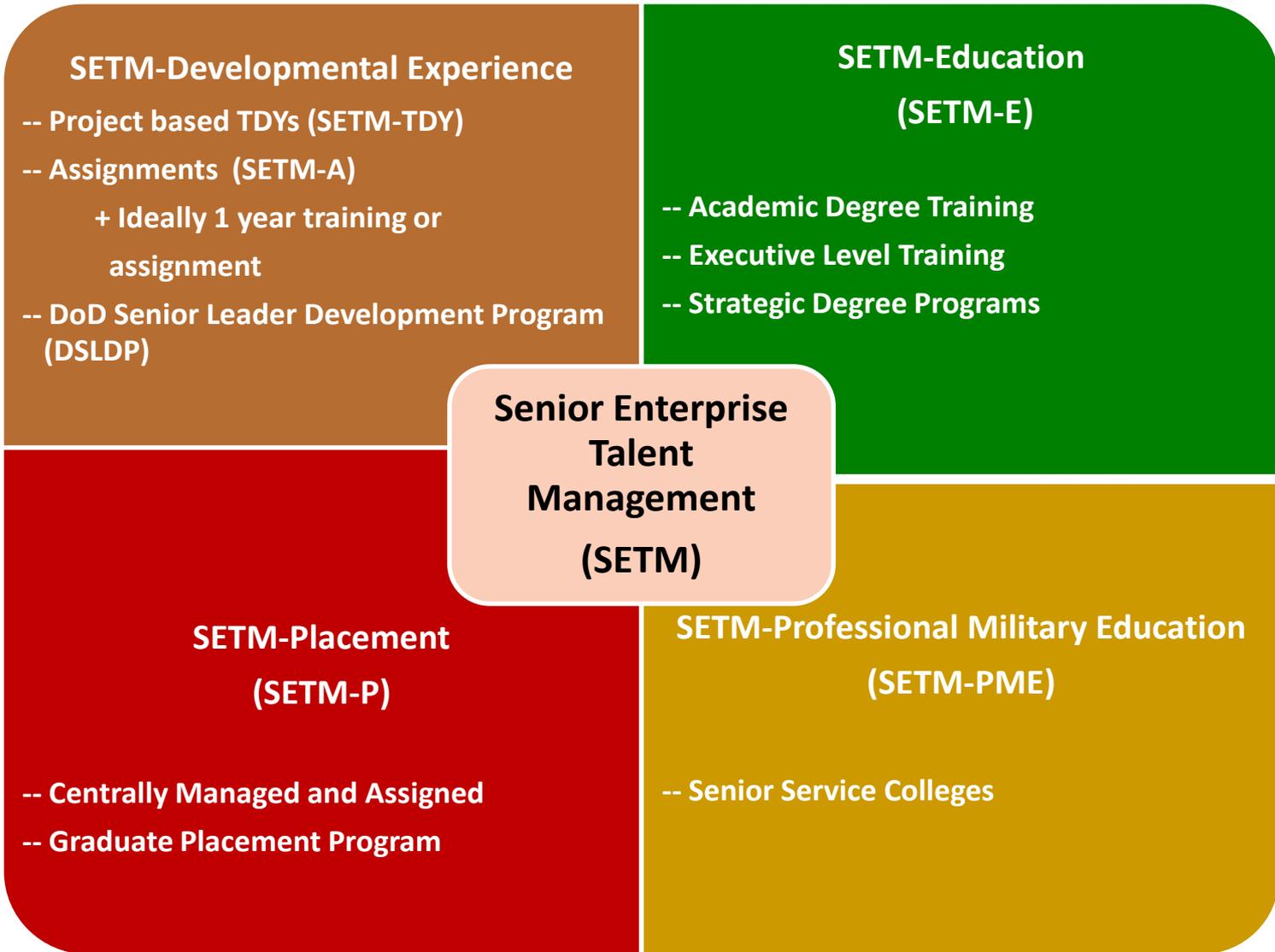
Civilian Attributes: Continuity, Experience & Leadership





Senior Enterprise Talent Management





SETM Replaces Army Senior Fellows





- **Civilian Hiring Reform:**
 - Army Civilian recruitment and on-boarding systems and procedures have room for improvement and efficiencies
 - The Civilian hiring process must get quicker, more efficient at matching management requirements with applicants, and be more effective at bringing civilians on board
- **Hiring Goal:**
 - Improve hiring process to goal of 80 days
 - Targeted and specialized hiring actions
 - Reduce waste in the form of cancellations, rework, wait time
- **Actions/Findings to date: Ft. Myer Beta Test**
 - Requires up-front commitment and support by Management
 - Forecast organization recruitment needs
 - Pre-position all recruitment documents
 - Transition from Resumix to USA Staffing tool

Ft. Lee: 1 Aug/Alaska: 1 Sep



- 100% Career Program Alignment
- Mapping Civilians to a Career Program
- FY12 Bridging Strategy & CP Engagement Schedule
- Army Career Tracker (ACT) & Fielding Schedule
- Senior Enterprise Talent Management (SETM)
- Civilian Hiring Reform

CWT directly impacts employee development.



- **For Civilians** - A defined “roadmap” for success with training and development opportunities to assist achievement of career goals.
- **For Commanders** - The right workforce with the right training and development for the current and future mission needs.
- **For the Army** - A predictable and rational method to articulate requirements and make decisions about resourcing in a fluid environment.
- **For the Nation** - The investment in human capital required to effectively manage the instructional Army now and in the future.



Civilian Workforce Transformation

“The Case for Change”

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	MCO Jobs 2002	2003	2004	2005	2006	2007	2008	2009	2010
1	Higher-level managers in your immediate organization	Higher-level managers in your immediate organization	Level of job stress	Level of job stress	Your chance of getting promoted in the future	Higher-level managers in your immediate organization	Level of job stress	Level of job stress	Level of job stress
2	Level of job stress	Level of job stress	Your chance of getting promoted in the future	Your chance of getting promoted in the future	Higher-level managers in your immediate organization	Your chance of getting promoted in the future	Your chance of getting promoted in the future	Your immediate supervisor	Your chance of getting promoted in the future
3	Your chance of getting promoted in the future	Your chance of getting promoted in the future	Current job duties and responsibilities	Higher-level managers in your immediate organization	Current job duties and responsibilities	Level of job stress	Organizational rules and policies you work under	Your chance of getting promoted in the future	Your immediate supervisor
4	Your immediate supervisor	Current job duties and responsibilities	Higher-level managers in your immediate organization	Your immediate supervisor	Level of job stress	Reduction in force/transfe of function letter/Busine s Based Action	Higher-level managers in your immediate organization	Higher-level managers in your immediate organization	Organizational rules and policies you work under
5	Organizational rules and policies you work under	Organizational rules and policies you work under	Your immediate supervisor	Organizational rules and policies you work under	Organizational rules and policies you work under	Your immediate supervisor	Your pay (excluding benefits)	Current job duties and responsibilities	Current job duties and responsibilities





Spiral 1	Spiral 2	Spiral 3	Spiral 4	Spiral 5
1 Apr – 31 Aug 11	1 Sep – 31 Dec 11	1 Jan – 31 Mar 12	1 Apr – 30 Jun 12	1 Jul – 30 Sep 12
CP 18 Construction Engineers CP 22 Public Affairs CP 27 Housing CP 29 Installation Management CP 31 Education Services CP 32 Training CP 34 Information Technology	CP 11 Comptroller CP 10 Human Resources CP 12 Safety /Occupation Health CP 13 Supply Management CP 17 Material Maintenance CP 24 Transportation	CP 14 Acquisition CP 16 Engineers /Scientists CP 20 Quality Assurance CP 26 Manpower/ Force Mgt CP 28 Equal Employment CP 33 Ammunition Management	CP 15 Quality Assurance CP 35 General Intelligence CP 36 Modeling /Simulation CP 50 Military Personnel CP 53 Medical* CP 56 Law*	CP 19 Physical Law CP 51 General Administrative/ Management* CP 55 Inspector General* CP 60 Foreign Affairs/Strategic Planning* CP 61 Historians and Museum Curators* CP 64 Aviation*
66,537	103,878	40,904	49,666	24,342

Pilot CPs

GoArmyEd Access Early 2012





	Uniformed Military	Best-in-Class Industry	Army Civilians
Aggressive, Message-Focused Marketing & Recruitment	X	X	—
Agile, Responsive Hiring Practices	X	X	—
Acculturation into the Workforce	X	X	—
Adaptable, Workload Based Requirements		X	—
Performance Tracking	X	X	X
Competency Management	X	X	—
Career Mapping	X	X	—
Professional Schooling and Certification	X	X	X
Leadership Development	X	X	X
Culture that Fosters Growing Senior Leadership from Within	X	X	—
Wellness Programs	X	X	—





- The Department of the Army's Civilian Workforce Transformation Initiative is comprised of Six (6) Lines of Effort.
- In its FY10 Army Campaign Plan, the Army mapped out a strategy for achieving the changes needed to create a more flexible and adaptive workforce.
- Through these six LOE the Army will change the Army's Generating Force for good
- Better integrate civilian workforce requirements into Army's overall mission and resource planning processes
- Develop strategies for managing the workforce across the entire lifecycle with emphasis on competency identification, competency assessment, gap analysis, gap closure strategies, and accountability
- Revise the human capital management structure, systems and decision tools to ensure that the entire workforce is managed strategically
- Establish competency-driven training and leader development standards that are progressive and sequential and help build a cadre of well-qualified leaders who are prepared for leading the institution.
- Reform civilian hiring processes to reach OPM fill time goals, deploy new staffing system, test streamlined hiring processes and conduct pilots to leverage National Security Education Program and Pathways hiring authorities.
- Study the effects of 10 years of protracted conflict on the role of the civilian in the Army and explore the civilian workforce's contribution to the Civilian Profession of Arms.



- **100% Career Program Alignment/Coverage:**
 - Publishes an interim update to AR 690-950, Civilian Personnel Career Management
 - Validates Functional Chief Representative (FCR) career program “Staffing Standard” to support career program operations
 - Maps all civilian occupations to 31 Career Programs
 - Requires a FCR FY 12 Bridging Strategy by Sept 2011



Spiral 1	Spiral 2	Spiral 3	Spiral 4
New CPs	Established CPs**	Established CPs**	Mature CPs**
** CP maturity designation must be confirmed by assessment and FC/FCR approval			
<p><u>CP 29</u> Installation Management</p> <p><u>CP 51</u> General Administrative/ Management</p> <p><u>CP53</u> Medical</p> <p><u>CP 55</u> Inspector General</p> <p><u>CP 56</u> Legal</p> <p><u>CP 60</u> Foreign Affairs/Strategic Planning Curators</p> <p><u>CP 61</u> Historians and Museum</p> <p><u>CP 64</u> Aviation</p>	<p><u>CP 11</u> Comptroller</p> <p><u>CP 13</u> Supply Management</p> <p><u>CP 16</u> Engineers /Scientists</p> <p><u>CP 17</u> Material Maintenance Mgt</p> <p><u>CP 18</u> Construction Engineers</p> <p><u>CP 24</u> Transportation</p> <p><u>CP 33</u> Ammunition Management</p> <p><u>CP 34</u> Information Technology</p> <p><u>CP 36</u> Modeling /Simulation</p>	<p><u>CP 10</u> Human Resources</p> <p><u>CP 12</u> Safety /Occupation Health</p> <p><u>CP 19</u> Physical Security/ Law Enforcement</p> <p><u>CP 22</u> Public Affairs</p> <p><u>CP 28</u> Equal Employment</p> <p><u>CP 31</u> Education Services</p> <p><u>CP 32</u> Training</p> <p><u>CP 35</u> General Intelligence</p> <p><u>CP 50</u> Military Personnel</p>	<p><u>CP 14</u> Acquisition</p> <p><u>CP 15</u> Quality and Reliability Assurance</p> <p><u>CP 20</u> Quality Assurance</p> <p><u>CP 26</u> Manpower/ Force Mgt</p> <p><u>CP 27</u> Housing</p>