Civilian Workforce Transformation:

Enterprise Management of the Army Civilian Corps

The Civilian Workforce Transformation initiative is designed to manage the civilian workforce, meet training and development goals, and provide a path for professionally developed civilians to meet the Army’s needs.

By Barbara G. Mroczkowski
A Department of the Army civilian logistics intern attends the tactics section of a basic officer leader course at Fort Lee, Va.
At the Association of the U.S. Army 2010 annual meeting and exposition, Under Secretary of the Army Joseph W. Westphal announced the Civilian Workforce Transformation (CWT) initiative, which is designed to change how the Army hires, trains, develops, and sustains its civilian workforce.

The purpose of CWT, as announced, was to create an enterprise approach to how the Army manages its civilian corps based on the long established, highly effective, centrally managed and resourced leader and professional development model that is used by the uniformed force.

CWT is the result of a number of efforts over the past 10 years designed to ensure that Army civilians have the necessary skills to accomplish their missions. As CWT integrator Scott Rowell has said, “The Army faces a period of monumental change and now, as never before, the Army is calling upon its civilian corps to assume greater levels of responsibility and accountability.”

The Army civilian corps makes up about 23 percent of the total Army force, encompassing more than 300,000 professionals serving in almost 500 unique job series both in the United States and around the world. Of these employees, more than 25,000 have been deployed in support of the wars in Iraq and Afghanistan since 2004 and almost 3,000 are currently deployed to Southwest Asia.

In the past decade, the roles of civilians have increased significantly, not only in technical, professional, and support areas but also in the number and levels of leadership roles. Despite the reliance placed on Army civilians, the Army historically has not viewed the development of civilians in an integrated or enterprise manner. To a great degree, civilians have been expected to come to their jobs with the requisite skills. Compare this situation to that of Soldiers. From the time a Soldier (enlisted or officer) enters the Army, he knows that both his technical skills and his leadership skills will be developed. The Army has made a commitment to do this and seriously invests in training and education with the end result being that our Soldiers are the best in the world. If the role of the civilian corps is equally critical to the success of the Army Total Force, civilian development also demands focus, structure, and resources.

The Intent of CWT

The mandates for CWT include hiring the right people, managing the entire workforce within career programs (CPs), meeting civilian workforce training and development goals, and providing a pathway for professionally developed civilians to meet the Army’s needs of today and tomorrow.

The CWT initiative will also develop and deploy competency-based education and training systems to cultivate general schedule, wage grade, and senior executive service talent to ensure planned succession in critical positions.

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CWT Accomplishments

Two years have brought great progress to the CWT initiative, which now benefits from greater coordination and ease of administration.

CPs. A memorandum dated Jan. 26, 2012, that provided a CWT update to civilian careerists highlighted the successes of the first year, which focused on establishing the infrastructure for CWT. Existing CPs were reviewed and eight...
new programs were added to the list to support the wide array of civilian positions in the Army. (See figure 1.)

Position descriptions for all Army civilians were reviewed to determine in which CPs the careerists best fit. As a result of the update, some assignments to programs are still being fine-tuned. The FCs and FCRs have taken on their new or expanded roles. The Army validated the manpower requirements for this mission with additional positions expected in fiscal year 2014. In the meantime, a contract supported bridging strategy was established for fiscal years 2012 and 2013.

**Army Senior Enterprise Talent Management.** Another result of CWT is the Army Senior Enterprise Talent Management (SETM) initiative, which was established by the Secretary of the Army in March 2012 and is administered by Assistant Secretary of the Army (Manpower and Reserve Affairs) and the Civilian Senior Leader Management Office. The SETM’s purpose is to provide for a more coordinated management plan to prepare senior civilians at the GS–14 and GS–15 levels to assume duty positions of the greatest responsibility across the department.

Selection for SETM is linked to a careerist’s past and present duty performance, potential for leadership and career progression, and the needs of the Army. SETM candidates should be the best of the best. Currently, the SETM program has four developmental pathways available to GS–14 and GS–15 leaders. Detailed information about the SETM program is available at https://www.csldo.army.mil/index.aspx.

**Civilian student training account.** Another result of CWT is the civilian student training account for funding civilians’ attendance at senior service colleges. The account mirrors the central account for military attending such training. This alleviates the burden on the Department of Defense’s military service personnel who are currently responsible for attending senior service colleges.

![Figure 1. Army civilian career programs.](image-url)
on commands to pay salaries while
senior civilians attend senior ser-
vice colleges and allows immediate
backfills for vacant positions.

Army Career Tracker. The web-
based Army Career Tracker (ACT)
was expanded to incorporate civil-
ian careerists in all CPs. ACT al-
lowes both Soldiers and civilians
to use a single website aligned by
cohort for information on their
individual careers, education, and
training, gathered from up to 14
separate Army databases.

For civilians, ACT is a source of
information on career plans for
job series within each CP. It also
provides a means of communica-
tion between program leaders and
civilians since every CP has an
individual landing page similar
to those for each military occupa-
tional specialty.

Program assessments. The Army
CWT Report for 2012 describes
the program’s continuing progress,
which is resulting in more respon-
sive and flexible civilian profession-
Al development, better management
of the Army’s civilian workforce
from an enterprise perspective, and
the development of more capable
leaders and technically proficient to
meet the mission.

Army Civilian Training Education
and Development System (ACT-EDS)
plans and workforce assessments have
been conducted for all 31 CPs. All Army civilians are now
assigned to one of the 31 CPs, which
have 488 career maps to cover the
entire GS workforce. Plans for de-
veloping wage grade series career
maps are in the works. An additional
86 CP support positions were vali-
dated in order to manage profes-
ional development.

Way ahead. A major initiative for
CWT and its logisticians will focus
on how CWT support for wage grade
employees can best be achieved. The
Civilian Logistics Career Manage-
ment Office (CLCMO), located at
Fort Lee, Va., is involved in a wage
grade series pilot program to develop
logistics wage grade career maps and
career path templates that will be
tied to competencies.

The goal is to provide wage grade
employees with opportunities simi-
lar to those provided to GS employ-
ees. Eventually, CWT will ensure
that all CPs achieve full operating
capability and continue to develop
and integrate competencies in the
design and development of training,
education, and professional develop-
ment.

Support for Civilian Logisticians

Almost 64,000 Army careerists,
or 22 percent of the Army civilian
workforce, are logisticians. Four CPs
support the civilian logistics work-
force: supply management (CP–13)
with 22,439 careerists, materiel
maintenance management (CP–17)

Left and center, DA civilians train with Army Logistics University cadre on course instruction at Fort Lee, Va. (Photos by Julianne E. Cochran, Army Sustainment)
with 31,521, transportation and distribution management (CP–24) with 6,984, and ammunition management (CP–33) with 2,628.

CLCMO provides central management of the first three programs, and the CP–33 Career Management Office located at the Joint Ammunition Center at McAlester, Okla., services ammunition management careerists.

CLCMO centrally manages the ACTEDS Intern Program for logisticians as well as centrally supported professional development opportunities. Logistics careerists are encouraged to avail themselves of the opportunities offered through these programs as they continue their lifelong learning and professional development.

Civilians should stay abreast of the progress in CWT by visiting the website at www.cwt.army.mil. CWT will provide road maps for success with training and developmental opportunities to assist careerists in achieving career goals, but they must take advantage of them.

Civilians should also visit the Civilian Training and Leader Development website at www.civilian-training.army.mil for news on how the Army provides training, education, and operational experiences to develop leader competencies and enhance the functional and technical capabilities of the Army civilian corps.

The ACT website, www.actnow.army.mil, outlines opportunities shown on the logistics career landing pages. Civilians should work with their supervisors and CP office staffs to pursue these opportunities.

As Secretary of the Army John McHugh charges, “I hold each Army Civilian accountable for mapping and navigating a progressive program of self-development. Commanders, supervisors, and managers share responsibility for enabling Army Civilian employees to reach their full potential.”

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Chief Warrant Officer 2 Monica Bolton mentors Nekoletta Brown, a logistics management intern specialist assigned to the Ft. Carson, Colo., Mission Support Element Logistics Office. (Photo by Spc. Andrew Ingram)