

## Civilian Leader Development Guiding Principles

Commanders and other leaders are responsible for the development of their Civilian as well as Military subordinates.

- Functional Chiefs and Supervisors are key enablers for the development of the Civilian workforce.
- Self-development is key to reinforce and expand the depth and breadth of individual knowledge and self-awareness.
- Programs at HQDA and Commands must be mutually supported and vertically integrated.

Army must develop the members of the Civilian Corps so they can effectively lead and operate in the Army's complex environment, as integral partners in the Army Profession.

- All Army Civilians must be appropriately developed to assume their role as a member of the Army Profession.
- Civilian development must encompass training, education, and experience related opportunities driven by Army requirements.
- Civilian development strategy must clearly articulate a "tailored" concept for development.
- Civilian development must produce leaders capable of operating at every organizational echelon.

The Army must deliver the appropriate level of Civilian development, embedded in Army doctrine and against established standards, to ensure the cohort's readiness as:

- Technical Experts
- Functional Leaders
- Enterprise Leaders

The Army Civilian development framework must articulate and address the requirements for the various civilian career life-cycles, audiences and segments.

Civilian leader development must be competency-based and provide the means to create an adaptive Civilian workforce.

- Shared Military and Civilian competencies must drive greater effectiveness in the management of the Generating Force.
- Competencies must describe and identify unique civilian and shared Military responsibilities and capabilities.
- Competencies must drive the development requirements at multiple levels.

Army must leverage its Military and Civilian development capabilities, policies, and systems to capitalize on each cohort's complementary roles and contributions, and training and education capacity.

- The Army must understand, embrace, and reinforce the interdependencies of the Military and Civilian cohorts.
- Military and Civilian Leader development processes must be adjusted to incorporate leader partnerships
- Civilian development must be expanded on, and amplified throughout, Army doctrine.

## Civilian Workforce Goal:

To create an adaptive and flexible Civilian cohort supported by integrated policies and programs that produce and deliver "the right person, to the right place, at the right time."

## The Army now has 31 Civilian Career Programs

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**ARMY CAREER TRACKER**

Now available for Army Civilians!

Log on to:  
<https://actnow.army.mil/>

# Army Civilian Workforce 2014 Report

"The challenge for the Civilian workforce is to keep pace with the new realities facing an Army winding down after more than a decade of conflict.

We will meet that challenge by being flexible and adaptive with the right person with the right skills, at the right place at the right time -- competent, motivated and educated."

*John McHugh  
Secretary of the Army*



**Army Civilians:  
Soldier Focused  
Army Strong**

# Civilian Workforce Update

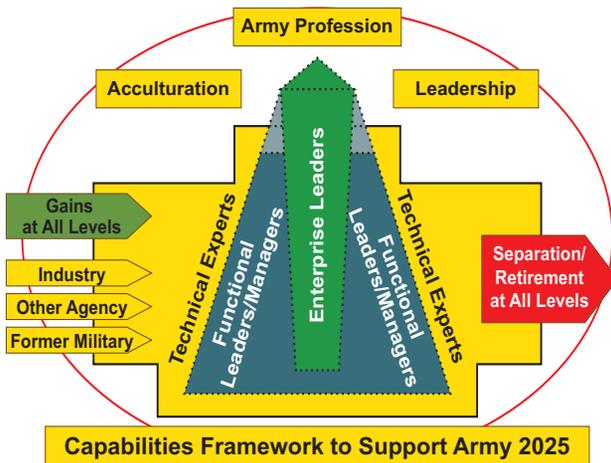
The **Army of 2025** is the steady vision that will transition the Army into a future force focused on developing adaptive leaders and organizations, modernizing equipment, and revolutionizing training to strengthen the Army. The Army of 2025 will deliver the capabilities required to support the Joint Force and to ensure the Army is the nation's adaptive land force for decisive action. In order to achieve this vision the Army must deliver the appropriate level of Civilian development, embedded in Army doctrine and against established standards, to ensure readiness as Technical Experts, Functional Leaders and Enterprise Leaders.

**Technical Experts** are Army Professionals who possess grade and occupational series specific sophisticated skills and competence required to succeed.

**Functional Leaders** are Army Professionals who possess the technical competence and the grade appropriate management competence required to succeed.

**Enterprise Leaders** are Army Professionals who possess the technical and/or functional competence and the Army/Command level appropriate leadership competencies required to succeed.

**Competencies are the backbone of the Civilian Capabilities-Based Workforce Framework.** Civilian development must be competency-based and must describe and identify unique civilian and shared Military responsibilities and capabilities. Competencies must drive development requirements at multiple levels within the Army to achieve the vision established for the Army of 2025.



# FY15 WAY AHEAD

## Supervisor-Civilian Employee Relationship

### Milestones:

Army Career Management Support Positions

Army Competency Policy

Army Intern Policy

Army Civilian Personnel Student Account(CPSA)

Army Civilian CGSOC Attendance (AY16)

### Planned:

Emerging Enterprise Leaders (EEL)

Civilian Talent Management Policy

Civilian Manpower Requirements Pilot Execution

Supervisor-Employee Relationship Study

