



senior Army Workforce SAW



Army Civilian Leaders of Today and Tomorrow

March 2004

What is the SAW?

The Senior Army Workforce is a concept developed from the Civilian Personnel Management System (CPMS) XXI study and designed with an understanding of the mission needs of the future Army. Senior leadership has established immediate focus areas for the Army. "Prepare future generations of senior leaders" is described as the "Bench" that will help to identify and prepare Army leaders for key positions within joint, interagency, multinational and Service organizations. SAW is an answer to that immediate focus area in the form of centrally managed and developed Army civilian leaders.

SAW uses recommendations from the studies, panels and statistical analysis that all point to common trends that must be addressed – aging civilian workforce, the lack of focused development for leaders and limited central capability to expedite hiring. It is designed to fulfill the need for a civilian workforce that can keep pace with a relevant and ready Army much like active duty military officer career development.

Visit our webpage at
<http://www.cpol.army.mil/saw>

A Journey of One

We are all part of An Army of One. The Senior Army Workforce is A Journey of One – a transformation to develop senior civilian leaders through education, training, and rotational assignments.

SAW will give the Army the opportunity to:

Recruit & Train leaders who are responsible for cultivating opportunities for professional development where good performance is rewarded;

Invest In Today by building leaders of today and tomorrow within the civilian workforce through focused education, training and leader development;

Plan For the Future by establishing for the first time centrally-developed and managed civilian leaders that are aligned to the Army's mission.

A civilian career is not an end state, but rather a journey with planned education, career enhancing assignments, and exciting opportunities. The Senior Army Workforce program is an investment in the civilian Army leaders of today and tomorrow.

Who Will Be In The SAW?



The SAW is an opportunity to build a better educated, well-trained, multifunctional workforce

part of the SAW will be "grandfathered" in place. Once the identified SAW position becomes vacant - it will be filled with a SAW member.

The Senior Army Workforce is an initiative developed to define a process for achieving a trained and ready Army civilian leader workforce for the future. It will consist of a core group of about 17,000 people in the civilian grades GS 12-15 (and their pay-banded equivalents) who are team leaders, supervisors, managers and program managers.

The SAW proposes a phase in beginning in FY05 with GS-15s (and/or their pay-banded equivalents) and continue on a timeline down to the GS-12 level in subsequent fiscal years through FY09. Those employees occupying identified SAW positions who do not wish to be a

SAW – Senior Army Workforce



Proposed Career Tracks

Engineers & Scientists

Information

Sub Track 1: Information Technology

Sub Track 2: Library & Records Management

Sub Track 3: Public Affairs & Communications

Sub Track 4: Intelligence

Institutional Support

Sub Track 1: Human Capital, Financial & Manpower Management

Sub Track 2: Training

Sub Track 3: Infrastructure and Security

Logistics & Acquisition Management

Sub Track 1: Contracting & Industrial Contract Property

Sub Track 2: Life Cycle Logistics
Sub Track 3: Production, Quality & Manufacturing

Sub Track 4: Ammunition Surveillance & Management

The Human Element

"Part of the Army's transformation effort is transforming from specialization to a more adaptive, broader-range capability in terms of people. We're looking for individuals who don't just specialize in one area, but are capable of doing a wide range of things with a great deal of skill."

- GEN Peter J. Schoomaker, CSA
Soldiers, February 2004

Building Your Career Tracks

In an effort to increase the breadth of skill and multi-functional competencies of the Army's future civilian leaders, the SAW program will combine logical groupings of current occupations into broad functional groupings, which will be called career tracks. These tracks are based on the sharing of same or similar functional competencies and the sharing of the same body of knowledge or learning objectives.

For developmental purposes, SAW members are grouped into the following career tracks: Institutional Support, Logistics and Acquisition Management, Science and Engineering Management, Information Operations, and Medical Support.

The goal of these broad based career tracks is to move team leaders, supervisors, and managers from Army stove-piped career programs and career fields to leading multi-functional organizations. In order to achieve this, each career track will contain specialized sub tracks, which will cluster career programs and fields that have even more definitive and distinctive similarities than the career track. They will group the functions that are responsible for executing and strengthening the authorities, directives, and guidelines for managing programs within the particular function. The objective is to create solid functional training, including cross training within other sub tracks, and baseline leadership training that will enable a SAW member to increase the breadth of his skills across the spectrum of a career track, creating a manager with a diversity of experience.

In early February, the Senior Army Workforce Management Office (SAWMO) began conducting focus groups throughout the country with subject matter experts, hand-selected by functional chief representatives (FCR's) from each current career program and career field. The objectives of these focus groups are to understand why attainment of leadership competencies are important for members of the SAW; validate sub track configuration; identify and validate sub track functional competencies, skills, knowledge, abilities and assignments; and to identify and validate sub track training, and education.

A focus group meets at Ft. Eustis, Va. on Feb. 12, 2004 to discuss the career management of the Institutional Support Career Track. Photo courtesy of The Wexford Group International.



How Will I Fit Into SAW?

Civilian Leadership is committed to transforming Army Civilian Leaders of today and tomorrow and it is important for senior Army civilians to understand why SAW is beneficial.

- GS 15 (or pay band equivalent) – You are at the high end of the GS system. Being in the SAW as a GS 15 means a higher level multifunctional leadership opportunities will be available to prepare you for SES. In addition, you can serve as a mentor and share you experience. You are a part of Army's leadership transformation.
- GS 14 (or pay band equivalent) – You will gain experience at a critical time in your career. Being in the SAW as a GS 14 means you will be provided educational, training and developmental growth along with job rotations in multiple levels of command and functional areas.
- GS 13 (or pay band equivalent) – Being in the SAW as a GS 13 means you will be developed for increasingly greater supervisory and managerial responsibilities through programmed education, training, developmental assignments and job rotation.
- GS 12 (or pay band equivalent) – Being in the SAW as a GS 12 means you enter at the most opportune time to be a member of the SAW. You have the entire spectrum of the program ahead of you -- from the educational and developmental opportunities to the resulting leadership skills that will provide your individual roadmap to key leadership positions in the Army.
- Management Development Group (MDG) – You are part of the future of Transformation. As management candidates in nonsupervisory grades GS 12 through 15 you will be given maximum opportunity to receive education, training and experience that will fully prepare you for entry to the SAW.

Building Your Career Track (con't)



Members discuss the functional competencies needed for their career program during a focus group at Ft. Eustis, Va. on Feb. 11, 2004. Photo courtesy of WGI

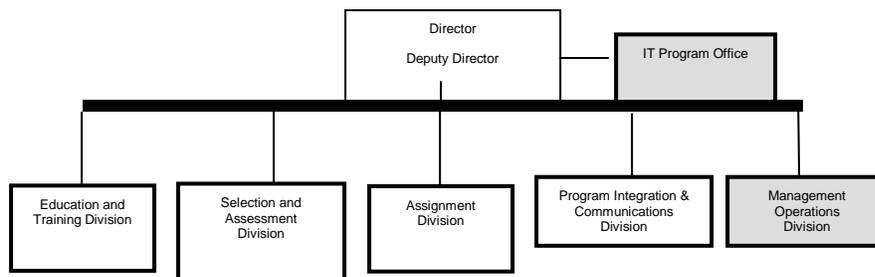
The focus groups will continue through April and are expected to reach agreements on configurations for each sub tracks within the five career tracks, and validate sub track development plans, including functional competencies, skills, knowledge, abilities, assignments, training, education, and certifications. After completion of each focus

group, the SAWMO finalizes and documents the focus group work, sends that product back to the focus group for comment, and makes adjustments to the product based on participants' comments. Once that process is complete the SAWMO will send the final product to each sub track's functional chief and functional chief representative for concurrence, and to the remainder of the career track members for information.

What is the SAWMO?

The Senior Army Workforce Management Office (SAWMO) establishes policy for the development, promotion and assignment of SAW members. It also prescribes policies and procedures for central management of management development candidates selected to participate in leadership education, training, and developmental assignments.

The SAWMO will consist of five divisions including: education and training, selection and assessment, assignment, program integration and communications, and management operations.



The Way Ahead

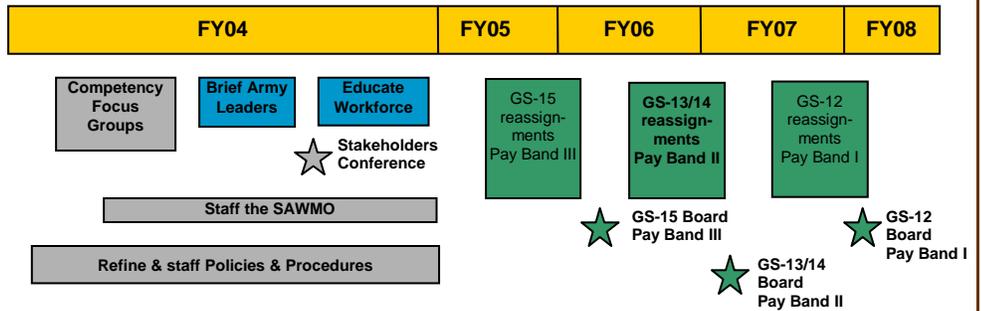
The SAWMO is currently being manned with permanent employees and functional volunteers on developmental assignments from their respective career programs. SAWMO un-financed requirements (UFRs) for FY04 have been validated. FY05-09 POM requirements of 332.5M have been validated. Draft policies and procedures are currently being worked and integrated with other initiatives, such as the National Security Personnel System (NSPS). Focus group meetings will continue through April. Following official approval of the SAW concept, a stakeholders' conference will be held to finalize policies and procedures.

How Will SAW Work with NSPS?

The Senior Army Workforce is a concept that will, for the first time, centrally manage and develop senior civilian leaders of today and tomorrow. The specific rules that govern the implementation of the SAW concept are contingent upon the rules being developed for the National Security Personnel System (NSPS). There are no inherent conflicts between the two. In fact, NSPS is completely consistent with the Army's goals for the SAW.

This Newsletter was produced by the Senior Army Workforce Management Office.

How Will SAW Affect Me?



SAW Key Components

➤ Central Management

In line with one of the ATLDP recommendations, the Central Management component will enable strategic allocation of resources to ensure fair and equitable development of Army civilian leaders. It also provides for SAWMO to centrally promote and assign civilian leaders to SAW positions through a formally established centralized board promotion process.

➤ Training & Development

This component formalizes civilian leader core curriculum and will be developed in partnership with Career Program Functional Chief Representatives (FCRs) and the G-3 through the creation of Career Maps similar to those in DA Pam 600-3 (Commissioned Officer Development and Career Management). Long-term training, developmental assignments, and service schools will be administered by a training and development account, similar to the current military Transients, Trainees, Holders, and Students.

➤ Multifunctional Career Tracks

This component was another recommendation of the ATLDP – C panel and proposes to broaden civilian leader skills through experience, education, and training and provide multi-skilled leaders who will have the ability to manage a number of broad-based functional and mission areas as a result of planned training and development.

➤ Competency-Based System

This component will enable the Army to shape the civilian workforce based on projected needs versus reacting to the aging workforce in today's environment, and provide a holistic view of an individual's capabilities and potential. This system will be designed to assess, develop and assign SAW members based on an individual's demonstration of prescribed competencies within a broadly defined career track.