

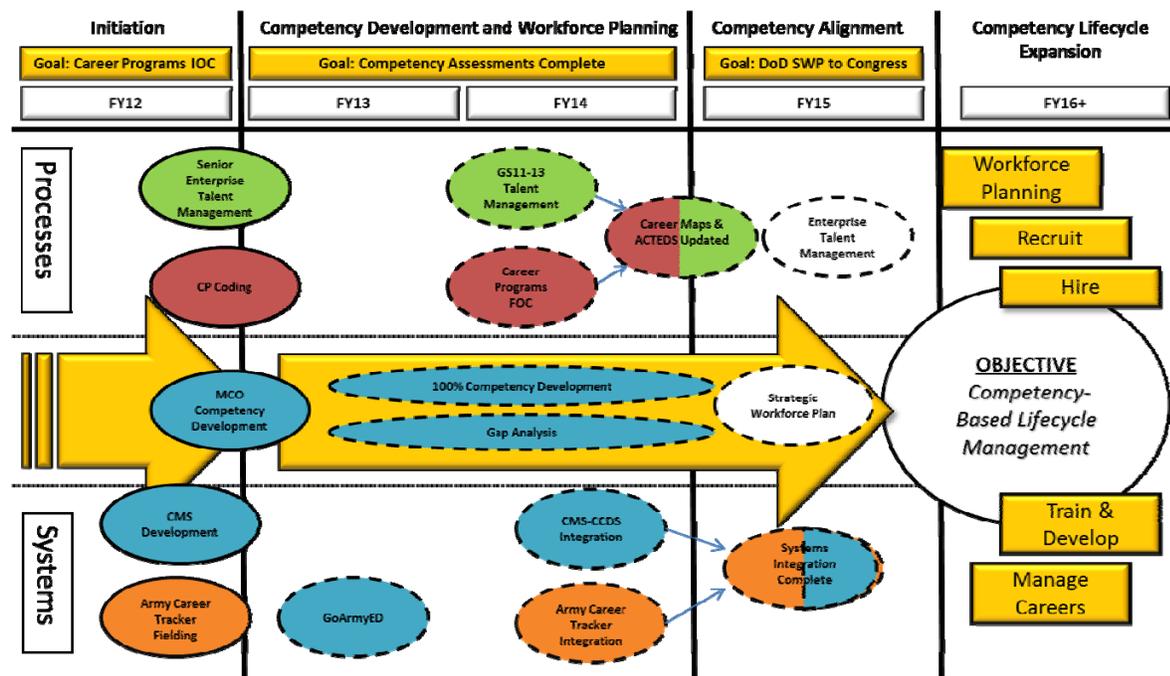
Career Program-18 Proponency Office – The Army’s Civilian Competency Management Enterprise by Lerone Brown

The Army’s Competency Management Enterprise is a paradigm shift in how the Army recruits, hires, and develops its Civilian workforce. The driving force behind this change is the 2010 National Defense Authorization Act (NDAA). The Act requires the Department of Defense (DoD) to develop and implement a Strategic Workforce Plan (SWP), that outlines the deliberate initiatives taken to close the Federal Civilian workforce’s strategic competency and skill gaps. The Army revamped its Campaign Plan because of the SWP. The Campaign Plan describes the Army’s long-term investment in the Civilian Corps and commitment to developing and acquiring Civilian employees to meet the future needs of the Army. The Army’s Competency Management Enterprise qualifies as an initiative to the Army’s part of DoD’s SWP.

So, what is the Army’s Competency Management Enterprise? It is a platform that uses a competency-based lifecycle management model to support the Army’s professional Civilian human capital talent workforce management plan by getting the right people, in the right positions, at the right time.

In the past decade, civilians’ roles have changed significantly in the technical, professional and leadership roles. Historically, development of Army civilians was not viewed in an integrated or enterprise manner.

The Army’s competency-based lifecycle management model is used to close the strategic competency and skill gaps in the Army’s Civilian Workforce of over 300,000 employees. Under this model all Army Civilian employees will be aligned in one of the Army’s 31 Career Programs. To meet the 2010 NDAA and DoD’s SWP requirement, the Army has implemented a dual plan of “processes and systems” see figure 1-1.



The main pillars of the Army's competency-based lifecycle dual plan is the Civilian Competency-based Development System (CCDS), the Army Civilian Training Education Development System (ACTEDS) as described in AR-690-950, Civilian Personnel Career Management (which is currently under revision), the Army Career Tracker, the GoArmyED on-line system, and the Army Career Program (CP) proponent offices. These pillars are design to educate, train, cultivate and support the management of all Army Civilian Human Capital Talent that ensures a deliberate planned succession of the Army's Civilian positions.

The CCDS is the Army's foundational system for deriving competency-based training requirements, competency-driven career planning, and employee development plans. The employees and their supervisors will use CCDS to complete competency gap assessments for the employee's career Individual Development Plan (IDP) and identify proposals to reduce the competency gaps for their position.

The Army Civilian Training Education and Development System (ACTEDS) is a requirements-based system that ensures planned development of civilians through a blending of progressive and sequential work assignments, formal training, educational courses and self-development for individuals as they progress from entry level to key positions. The Master Training Plan and Master Intern Training Plan are part of ACTEDS and are further described in AR 690-950. ACTEDS also includes information about the Senior Enterprise Talent Management and the Talent Management processes.

The Army Career Tracker (ACT) is a leader development tool that integrates training, education and experiential learning into one personalized and easy-to-use interface. ACT provides users with what Army Career Program they are assigned to; a more efficient and effective way to monitor their career development while allowing leaders to track, manage and advise subordinates on their career development.



GoArmyEd is the one-stop location to request training, source it, and manage the education, training, and professional development for Army civilians using the Standard Form (SF) 182s.

The Army Career Program (CP) Proponency Offices executes the Enterprise solutions as directed by the Army's Occupational Field Functional Chief Representative (s) (FCRs). This includes but, is not limited to, developing and implementing strategies to address the identified Civilian workforce skill and competency gaps, and establishing lines of effort (to include business cases) in reducing and closing competency gaps. Also, annually communicating with commands about their requirements, surveying program careerist by assessing functional skill and career map issues and workforce trends that negatively impact the life-cycle management readiness of civilians in their occupational field in support of Army missions.

As Army's Competency Management Enterprise continues to march forward and evolve, the leadership and technology enterprise solutions will enable each Army Civilian to have an active input in forging competency self-development which directly supports the Life-cycle career management of all Army civilians to meet the Army's future mission requirements.

Acronyms and Abbreviations

IOC = Initial Operating Capacity;

DoD = Department of Defense

SWP = Strategic Work-force Plan

FOC = Full Operating Capacity

ACTEDS = Army Career Training Education and Development System;

CMS =Competency Management System;

MCO =Mission Critical Occupation;

CCDS = Civilian Competency Development System.

References

1. US Army Civilian Career Management Dictionary of Terms (Version 1.0 March 2014)
2. US Army Functional Chief Representative and Career Program Offices Competency Reference Guide (Draft Version 3.0 March 2014)
3. Assistant Secretary of the Army (Manpower and Reserve Affairs) memorandum 21 Apr 2011.

Picture Captions

1. The Army's Processes and Systems Competency Lifecycle Management
2. Lerone is answering questions from Beverly Dickens about the Army Career Tracker:
Photo by Mikell Moore.