

Effectively Integrating Army Civilians in Tactical Units







Army Civilian Corps

Civilians have served with the Army since 1775

Army Civilian Corps Established in 2006

330,000 strong today



GEN Peter Schoomaker



Secretary Francis Harvey

"Army civilians serve in all three theaters, and are deployed worldwide supporting the Army mission and the Global War on Terrorism... as the Army's missions have become more complex, so have the roles of Army civilians."

- SECARMY Harvey & CSA Schoomaker
19 June 2006



How Can Tactical Army Units Most Effectively Integrate Army Civilians?

Research Methodology

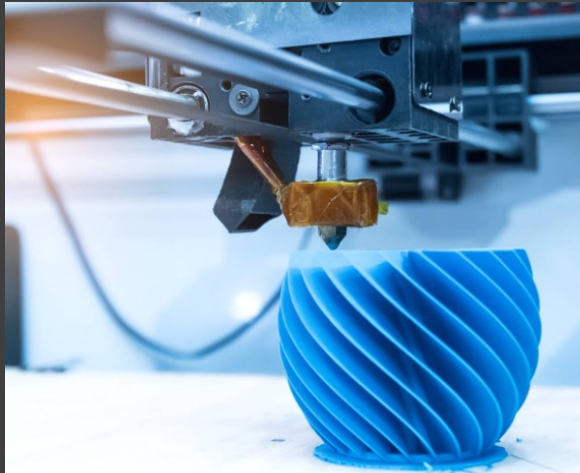
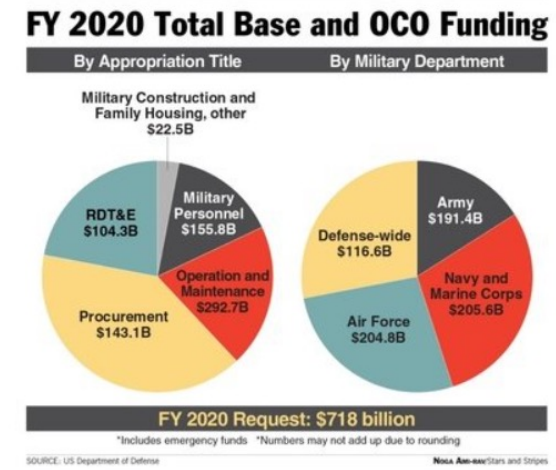
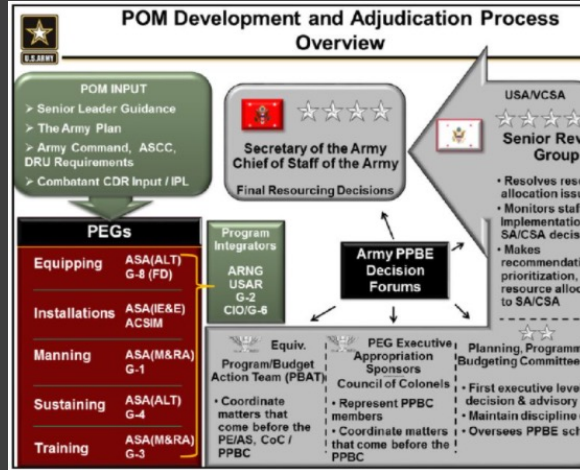


How Can Tactical Army Units Most Effectively Integrate Army Civilians?

Subsidiary Questions:

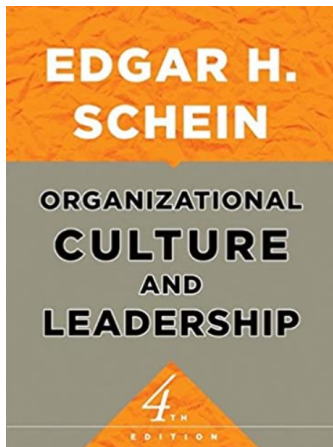
- *Why do tactical units need civilians?*
- *What are the considerations for integrating civilians at the tactical level?*
- *How can tactical units best manage the integration of DA civilians?*

Why do tactical units need civilians?



Considerations for Integrating DA Civilians in Tactical Units

Culture



Leadership



Perceptions

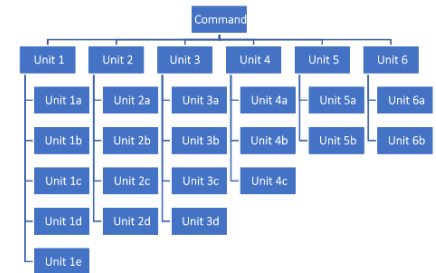
Managing a Civilian Workforce in Tactical Units

Standard Operating Procedures



Senior Civilian Position

Supervisor Training / Civilian deputies in Directorates



Professional Development / Continuing Education



How do you know if it's working



Integrated workforce, focused on priorities, meeting or exceeding expectations



Civilian employees seek growth opportunities (employees may come and go)



Increase in applications for new positions



Stability for Reviewing Officials and Higher Level Reviewers



Evaluations are in on time and completed with thoughtful consideration for the employee

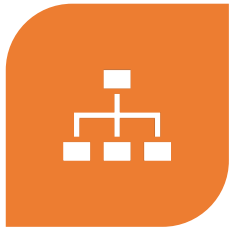


Hear both highs and lows in feedback loops



Positive feedback from active-duty directors and primary staff

Summary



**START WITH
STRUCTURE**



**EDUCATE AND
TRAIN**



**PUBLISH
EXPECTATIONS AND
POLICIES**



**FOLLOW THROUGH
WITH LEADERSHIP**

Recommendations for further research

- **Do current hiring practices limit diversity in tactical units?**
- **Career civilians vs. retired military serving as civilians in tactical units?**
- **The use of contractors as a bridging solution to permanent hires?**

Questions / Discussion

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