Introductory Remarks

- Army Talent Management Overview
- Assessments
- Talent Based Branching
- Flexible Career Path
  - ATAP
  - Career Coaching
  - Opt-In
  - Opt-Out
  - Brevet Promotion
The Big Ideas

**Army Modernization:** The Army is moving from the industrial age to the information age through modernization changing:

- **How we fight:** Multi-Domain Operations
- **How we equip:** Army Futures Command
- **How we manage our People:** 21st Century Talent Management

**Guiding Principle:** Right Officer, Right Assignment, Right Time, Over Time

- Requires a granular knowledge of all officers; better information leads to better decisions
- Manages all officers – **greatest impacts to 6-60%**
- **Make a new & better system, not make the system better**
- Move from data-poor to data-rich systems powered by 21st Century IT
- 10x change vs. 10% change
- Creating lasting reform requires **changing Army cultural norms**

**Why the Army needs a new system**

- People define our Army – the premier organization for human development.
- Talent management gives us a **decisive advantage against near peer adversaries**—our smaller population, smaller industrial base, and an all volunteer force model requires us to maximize potential of our people.
- Today, we are experiencing the slowest rate of technological change in our lifetime. Talent management allows the Army to adapt to changing technology and **stay competitive for our nation’s best talent.**
- **Changing generational norms** mean different expectations for career, family, and spouses. The Army must manage talent or lose it!
Attrition-based Model

30-Year Officer Life-Cycle Prediction Model
Number and % are remaining from original 4,900 2LTs

Promotion Opportunity/Target (Opportunity includes BZ/AZ):
to 1LT 98%
to CPT 96%
to MAJ 80%
to LTC 70%
to COL 50%

As of: 10 DEC 19
Talent Management Definitions

• **Talent Management** is how the Army **ACQUIRES, DEVELOPS, EMPLOYS, and RETAINS** its greatest asset - our people - to enhance readiness by maximizing human potential.

• **Talent** is defined as the unique intersection of knowledge, skills, behaviors, and preferences (KSB-P) inherent in every officer.

<table>
<thead>
<tr>
<th>KNOWLEDGE</th>
<th>Facts, information, and skills acquired by a person through experience, education, or training</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Example: Arabic language proficiency; JavaScript certification; Pilot’s certification</td>
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</table>

<table>
<thead>
<tr>
<th>SKILLS</th>
<th>The ability to apply knowledge to a task</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Example: computer programming; creative writing; strategic thinking</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BEHAVIORS</th>
<th>The way one acts or conducts oneself, especially toward others</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Example: decision-making under pressure; critical thinker; team player</td>
</tr>
</tbody>
</table>

| PREFERENCES | Interests, career ambitions, and personal life goals |

In Talent Management, the best Soldier is the one best suited for a specific mission or assignment.
How do we get there from here?

**Industrial Age System**

- **Major Initiatives**

  1. Army Talent Alignment Process
  2. Assessments
  3. Flexible Career Paths
  4. Promotions and Selections

**Strengths**
- Fair
- Scalable
- Predictable
- Developmental
- Resilient

**Gaps**
- Directive
- Challenged to adapt to new developments
- Incentivizes standard career paths
- Distributes officers based on performance
- Highly Centralized
- Data poor
- Time-based

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**Information Age System**

- **Fair**
- **Scalable**
- **Predictive**
- **Developmental**
- **Resilient**

- Regulated Marketplace
- Able to adapt to disruptive change
- Incentivizes non-standard career paths
- Matches officers based on talents
- Flexible
- Decentralized
- Leverages technology
- Data-rich
- Assessment regimen throughout career
- Talent and competency-based

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As of: 10 DEC 19
Why Assessments?

“Army evaluation reports are independent assessments of how well the rated Soldier met duty requirements and adhered to the professional standards of the Army’s Officer Corps or NCO Corps within the period covered by the report. Performance will be evaluated by observing actions, demonstrated behavior, and results from the point of view of the Army Leadership Requirements Model and responsibilities identified on evaluation reports and support forms.”

- Section III, 1-9, AR 623-3 (14 JUN 2019)

**EVALUATION:**
- Subjective
- Performance → focus on hyper-compliance
- Potential → based SR experience
- Comparison to Similar Individuals

**ASSESSMENT:**
- Objective
- Standardized Common Lens
- Valid and Reliable for Intended Purpose
- Provides Granular Data

**HOLISTIC VIEW OF INDIVIDUAL:**
- Identifies Strengths & Weaknesses
- Validated vs. Self-Professed KSBs
- More Data to Inform Assignment Decisions

**Types of Assessments**

**DIAGNOSTIC ASSESSMENT:** assessments used to provide individuals with information about themselves (e.g., strengths and weaknesses) for personal development

**DEVELOPMENTAL ASSESSMENT:** assessments used by the institution to guide and develop an individual toward meeting organizational job requirements; benefits both the individual and the institution

**PREDICTIVE ASSESSMENT:** assessments used solely by the institution to make assignment and selection decisions

Assessments are beneficial to both the Officer and the Army and are necessary to facilitate the modernization of the Army’s Talent Management System and build the “Cognitive Dominant Teams” of the future across the Army Enterprise.
Officer Career Assessment Structure (OCAS)

**CGSOC-IIE Assessment**: Inform the Army Talent Alignment Process (ATAP) for assignment selection.
- **TYPE**: Predictive
- **OPR**: Army Research Institute (ARI)
- **PME**: CGSOC-IIE
- *ILE Assessment being developed to execute OCT20
- *312 / 784 (40%) resident students took the CLAB in SEP19.

**GRE**: Inform the Army on potential candidates for ACS opportunities and become part of application process to CGSC.
- **TYPE**: Predictive
- **OPR**: COTS (ETS)
- **PME**: CCC
- *Since July 2019 854 CPTs took the GRE. 100% of CCC FY20 will be scheduled.

**TAB (Talent Assessment Battery)**: Inform Talent-Based Branching (TBB) process.
- **TYPE**: Diagnostic & Predictive
- **OPR**: OEMA
- **PME**: Pre-Commissioning (USMA/ROTC/OCS)

**Career Courses’ Cognitive Assessment Battery (C3AB)**: Serve as an objective self-development tool for officers to inform their career decisions.
- **TYPE**: Diagnostic & Developmental
- **OPR**: Army University
- **PME**: CCC
- *Since July 2019 558 CPTs took the C3AB, validation scheduled to be complete APR20.

**Battalion Commander Assessment Program (BCAP)**: Assessment battery used ICW OERs to select primary and alternates for battalion command.
- **TYPE**: Predictive
- **OPR**: ATMTF / Transitioning to TRADOC after JAN 2020 iteration.
- **PME**: None
- *Pilot completed in July 2019
- *Execution of first iteration in JAN/FEB20
- *Location is Fort Knox, KY
- *~280 officers participated since 2018
- *Elements of SLPT will be part of CCAP

**Colonels Commander Assessment Program (CCAP)**: Assessment battery used ICW OERs to select primary and alternates for O6 Level Command positions and critical strategic O6 Non-Command positions.
- **TYPE**: Predictive
- **OPR**: ATMTF
- **PME**: None / Potential for USAWC
- *Execute first iteration in OCT20
- * Participants identified off SSC Select List
- * Expected # participants ~550
- * Concurrent Validation of assessment being conducted APR/MAY20

**SLPT (Senior Leader Profile Tool)**: Inform the Army on employing SSC population against their strengths and building “cognitive dominate teams” across the strategic level of the Army enterprise.
- **TYPE**: Predictive
- **OPR**: Center for Strategic Leadership at USAWC.
- **PME**: SSC (currently only at USAWC)
- *Given to resident students at USAWC
- *~280 officers participated since 2018
- *Elements of SLPT will be part of CCAP

**ILE Assessment**: Inform the Army Talent Alignment Process (ATAP) for assignment selection.
- **TYPE**: Predictive
- **OPR**: ATMTF / Transitioning to TRADOC after JAN 2020 iteration.
- **PME**: None / Potential for USAWC
- *Pilot completed in July 2019
- *Execution of first iteration in JAN/FEB20
- *Location is Fort Knox, KY
- *Given to resident students at USAWC
- *~280 officers participated since 2018
- *Elements of SLPT will be part of CCAP

Assessments aligned with PME venues and critical milestones along an officer’s career foster a “Culture of Assessments,” shapes future behavior and provides the Army with more data to better align talent across the Army Enterprise.

As of: 27JAN20
Talent Based Branching
Organizing Principles for Branching

- Branches require differentiated talent in their officers.
- Each cadet possesses a unique set of talents.
- Markets create incentives that best match cadet talents to branch requirements.

Purpose: Align cadets with branches where their individual talents best fit the unique demands of the job to “build the bench” of future leaders in the branch.

The Army People Strategy directs us to...
“…shift from simply distributing personnel to more deliberately managing the talents that our Soldiers and Civilians possess.”

and requires us to...
“recognize and capitalize the unique knowledge, skills, and behaviors possessed by every member of the Army team...”

so that we are capable of...
“then employing each member to the maximum effect.”
How the Talent Based Branching Works

Pre-Market

Cadets build talent profiles and share information through resumes and interviews

Branches seek out and recruit cadets that possess branch-specific talents

- Timeline -
28 FEB – Cadet Packets Complete
01 APR – Branches Receive Cadet Files
01 AUG – Interview Window Opens

Market

1. Cyber
2. Aviation
3. Engineers

1. Engineers
2. Aviation
3. Cyber

1. Aviation
2. Cyber
3. Engineers

Cadets submit preferences for branches and Branches submit preferences for cadets.

Post-Market

Matching model clears the market, maximizing cadet-branch talent matching.

A board of senior officers reviews market outcomes to certify final branch assignments meet the needs of the Army.

- Timeline -
15 SEP – Interview Window Closes
26 OCT – Branches Certify Ratings
10 NOV – Final Cadet Preferences Due

2 DEC – Release Branches to Cadets

Leveraging greater visibility of a cadet’s talent as well as the Market will ensure that branching for a cadet is not a zero sum game. Both cadets and branches benefit from using the talent assessment system.
Flexible Career Paths

- Army Talent Alignment Process
- Career Coaching
  - Opt-In
  - Opt-Out
- Brevet Promotions
- Homebase Program
ATAP is a decentralized regulated market-style hiring system that aligns officers with jobs based on preferences. These **Preferences** are shaped by the unique **Knowledge, Skills, and Behaviors (KSBs)** of each officer and the KSBs desired by commanders for their available assignments.

**Roles in ATAP**

- **Officers**
- **Vacancies**

**Set the Conditions for the Market**

- **Readiness** Determines the officers and vacancies that enter the market

**Execute the Market**

- Officers and units interact and submit preference information
- This process gives units ownership of who goes to their formations. It is not tenable without unit participation.
- 92% of 450 units preferred at least one officer for every job
- Unit breadth of preferencing increased from ~60% to 95%
- Top 4 most preferred locations in 20-02 were: FT Sam Houston, Europe, Hawaii, and FT Carson

**Clear the Market**

- Based on officer and unit preferences, Officers are matched to vacancies utilizing an algorithm
- Army performance and REDCAT readiness requirements were met in the market distribution

**Officer and Unit choices**

- #1 Choice: 55, 54
- Top 3 Choice: 67, 67
- Top 10 Choice: 80, 76

**ATAP for this distribution cycle was a success – 45% 1:1 matches**

**Market Processing**

- Market (01DEC) to Slate Adjustments (FEB)
- RFO (FEB-MAR) to REPORT (APR-SEP)

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**Table: Market Analysis**

<table>
<thead>
<tr>
<th></th>
<th># Markets</th>
<th>AVG Market Size</th>
<th>TOTAL Officers</th>
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<tbody>
<tr>
<td>OPMD managed</td>
<td>182</td>
<td>154</td>
<td>13193</td>
</tr>
<tr>
<td>NOT OPMD managed</td>
<td>5</td>
<td>258</td>
<td>1289</td>
</tr>
<tr>
<td>TOTAL</td>
<td>187</td>
<td>~77</td>
<td>14482</td>
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**As of: 05 FEB 2020**
Commanders now have authority to attract talent through ATAP – this authority comes with the responsibility to advertise unit vacancies, interact with potential hires, and preference their future team in AIM2.

### 3rd BCT, 10th Mountain Division (Fort Polk)

**Total Requisitions** 54

**Pre-Market:**
- Sent BN CDRs to CGSC to engage FG population.
- Focused on populating unit pages and position descriptions to market the opportunity for KD in their unit.

**Market Execution:**
- BCT S-1 pulled list of all available officers for each position.
- Each branch established a functional board that reviewed résumés, conducted interviews, and contacted references.

**Proactive Recruiting:**
- Functional Boards produced officer preference slate.
- DIV CDR contacted preferred FGOs.
- BCT and BN CDRs contacted preferred officers.
- Incumbents and peers played essential role in recruiting efforts

**Expected Results:**
- Unit is currently achieved 9x 1:1 matches (17%) in the market

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### 210th Field Artillery Brigade (Camp Casey)

**Total Requisitions** 50

**Pre-Market:**
- 210th FA created marketing material to distribute.
- Detailed opportunities for KD in unit with unit information and position descriptions.

**Market Execution:**
- BDE Commander employed BDE SMEs to validate screening criteria for some MOS hires

**Proactive Recruiting:**
- SMEs on BDE Staff contacted officers who preferred unit and available officers that had not preferred the unit.
- BDE CDR also contacted other organizations to identify quality officers to target with a KD opportunity.
- Recruiting efforts and engagements have influenced officer’s preferencing behavior

**Expected Results:**
- Unit is expecting 80 officers to match against their 50 requisitions.

Commander interaction and proactive recruiting efforts are the keys to success. Market interaction has resulted in 6,598 total 1:1 matches (45%) out of 14,500 Officers.
Opt-In

Concept

- The Army can better recognize and manage talent in the Officer Corps by allow officers (CPT-LTC) to volunteer (Opt-In) to promotion boards prior to their promotion zone. Execution of this proposal, in conjunction with Opt-Out, will expand the window of promotion consideration from the current system of three years to seven years basing consideration and selection on experiences and skills rather than time.

- **Expand the population of officers identified as below the zone.** §645 specifies that officers considered below the zone must meet time in grade requirements and be junior to the junior officer identified in the promotion zone.

- **Require officers below the promotion zone to Opt-In** for consideration by the promotion selection board. No specified limitation or allowance in applicable laws, policy, or regulation.

- **Apply criteria for below the zone consideration.** §619 specifically authorizes the service secretary to apply criteria to limit the officers considered below the promotion zone.

Implementation

- **FY 20 Information Dominance LTC PSB**
  - Meets 11 Feb – 5 Mar
  - 18 of 24 eligible Majors chose to Opt-In

- **FY 20 ACC MAJ PSB**
  - Meets 8-31 July 2020
  - MILPER 20-050 published 11 Feb 2020

Criteria

- Completed PME for grade
- Basic branch officers must have completed their Key Developmental position per DA Pamphlet 600-3
- Functional area officers must have 24 or more months in the functional area and 12 or more OER-rated months in the new functional area.
Opt-In Eligibility

- Proposed Eligibility Conditions:
  1. Time in Grade (TIG): Have 3 years TIG as of 8 July 2020 (convene date) (Law)
  2. Professional Military Education (PME): Completed CCC
  3. Experience
     1. Basic branch officers: Are KD complete per DA PAM 600-3 as of 9 March 2020 (request deadline)
     2. Functional area officers: Have 24 or more months in the Functional area and 12 or more OER-rated months in the new Functional area as of 9 March 2020

- While Early Consideration does not change the AZ or PZ population or selection objectives, it will eliminate the default BZ consideration – officers will have to meet eligibility and opt in

For illustration, here is how the Early-Consideration Population might be considered
# Opt-Out

## NDAA Section 505

“AUTHORITY TO ALLOW OFFICERS TO OPT OUT OF SELECTION BOARD CONSIDERATION — The Secretary of a military department may provide that an officer… be excluded from consideration by a selection board… for promotion to the next higher grade”

“…to allow an officer to complete a broadening assignment, advanced education, another assignment of significant value to the Department, or a career progression requirement delayed by the assignment or education”

## Criteria for a Request:

They may request to opt out when they:

- Need to accept or complete an assignment of significant value to the Army. Significant assignments will be recommended by the Commander, HRC and vetted and approved by the ASA (M&RA)
- Must complete an ongoing funded resident advanced civilian education program
- Must complete a career progression requirement (as defined in DA Pamphlet 600-3 or DA Pamphlet 600-4) that is delayed by either a priority assignment or the civilian education

## RC Integration:

- Draft RC AD
- Timeline for implementation

## Critical Stakeholders:

- HRC
- DMPM
- ARNG and USAR

## Key Tasks / Sub-Objectives

- Army Directive signed (1 OCT 19)
- Opt- Out MILPER Message (1 OCT 19)
- M2 approved Opt-Out CPT ACC (2 OCT 19)
- Request deadline FY20 LTC ACC (21 OCT 19)
- Opt- Out FY20 CPT ACC MILPER (21 OCT 19)
- M&RA Approves/Disapproves Request (28 NOV 19)
- Request deadline FY20 CPT ACC (10 DEC 19)
- My FY20 LTC ACC Board File opens (14 DEC 19)
- M&RA Approves/Disapproves Request (12 JAN 20)
- FY20 LTC ACC My Board File closes (4 FEB 20)
- FY20 LTC ACC Board convenes (11 FEB-5 MAR 20)
- Board Analysis (3 APR 20)
- Regulation Updates (5 JUN 20)
- FY20 MAJ ACC Board (JUL 20)
Brevet Promotion Expansion Plan Update

**Recommended Critical Position Allocations for Brevet Promotion (21-01 Assignment Cycle):**

<table>
<thead>
<tr>
<th>Command</th>
<th>CPT</th>
<th>MAJ</th>
<th>LTC</th>
<th>COL</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>TRADOC</td>
<td>4</td>
<td>21</td>
<td>10</td>
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<td>53</td>
<td>22</td>
<td>15</td>
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</table>

**Breakdown of 325 (Approved and Recommended) Brevet Eligible Positions by Command and Grade:**

**Breakdown of Brevet Promotion Expansion:**

<table>
<thead>
<tr>
<th>Command</th>
<th>CPT</th>
<th>MAJ</th>
<th>LTC</th>
<th>COL</th>
<th>TOTAL</th>
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<tbody>
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</table>

**Assignment Cycle 20-02 Metrics:**

- # Brevet Positions Available in 20-02 Assignment Cycle: 96
- # HRC (Marketplace) Nominations: ~19
- # Unit (DA Form 4187) Nominations: ~4

Need to identify 445 additional critical positions for Assignment Cycle 21-02 to meet the NDAA authorization goal of 770.
Questions & Guidance
Helpful Links

For More Information on Talent Management, Visit:
https://talent.army.mil

Army Talent Management Video
https://vimeo.com/347781909/45a2fe552e

To Understand How Preference Matching Works
https://www.youtube.com/watch?v=9mEBe7fzrml

To Understand the Army Talent Alignment Process
https://www.youtube.com/watch?v=_I1IXNLY57w&list=PLHYFmcChl273jUPKdELH3xtTc0rG5rMDC

KSB Page with training slides & KSB lists
ATAP WARNORD
ATAP EXORD