OFFICER'S GUIDE TO ATAP

U.S. ARMY

TALENT MANAGEMENT

The Officer's Guide to the Army Talent Alignment Process (ATAP)

APPENDIXES:

CHAPTER 1: The Army Talent Alignment Process (ATAP)

Chief of Staff of the Army, GEN McConville, on the Army Talent Alignment Process, on 03 OCT 2019: "We believe that in order to keep the best talent, we have to compete for it."

A.   **What is ATAP -** The Army Talent Alignment Process (ATAP) is a decentralized, regulated, market - style hiring system that aligns officers with jobs based on preferences.

B.   **Benefits of ATAP**

1.   The Army Talent Alignment Process offers many benefits over the traditional assignment system because ATAP uses more detailed information to match officers to jobs than the traditional system. Furthermore, ATAP empowers individuals and organizations by giving them access to more information to inform their decisions.

2.   ATAP provides individual officers greater freedom to choose from a wider variety of assignments which best fit their KSB-Ps, while organizations now have the freedom to search across the entire slate of moving officers to preference the right people for their teams.

3.   More Benefits of ATAP:

   a.   **Officers**

      i.   Gain transparency in the assignment process
      ii.   Individual preference carries more weight
      iii.   Improves officers' ability to manage their own careers

b. **Units**

    i. Gain transparency in the assignment process
    ii. Build teams based upon their unique KSBs
    iii. Improves readiness by employing officers' talents effectively

c. **Army**

    i. Gains insight into its officers
    ii. Increased ability to impact long-term retention
    iii. Manage talents vs. manage strength
    iv. Manage talent using multiple variables
    v. Learns about officer preferences

C. Principles and Characteristics of ATAP

1. Seven principles and four essential characteristics define ATAP and will produce optimal outcomes for participating units and officers.

    a. **Principles:**

        i. Every officer is in ATAP and self-professes their talent information using AIM 2.0.

        ii. Every unit is in ATAP, advertises and describes their organizational vacancies, and commanders actively participate in the hiring process using AIM 2.0.

        iii. Readiness determines which positions are in ATAP and available for fill.

        iv. Every job is filled through ATAP using AIM 2.0; units provide the data to turn a vacancy into a job.

        v. Readiness, professional development, and senior leader guidance determine the eligibility rules for assignments.

vi. ATAP operates with increased transparency and, if the market fails, OPMD, HRC clears the market with an emphasis on officer and it preferences.

vii. ATAP operates with increased transparency and, if the market fails, OPMD, HRC clears the market with an emphasis on officer and unit preferences.

b. **Characteristics**:

i. Thick – contains numerous and proportionate amount of unit positions to officers to produce optimal outcomes for both participants. This creates competition and increases chances for an assignment match.

ii. Fast – ATAP is easy to use, customizable, and filterable, permitting officers and units to quickly sort through hundreds of résumés or job descriptions to focus on the group of candidates or assignments that are most deserving of their attention.

iii. Smart – governed by business rules that provide the right incentives for all participants.

iv. Transparent – participants have access to assignment and candidate information, and understand the business rules that shapes how officers match to jobs.

D. The Army Talent Alignment Algorithm (ATAA)

1. ATAP uses a mathematical algorithm called the Army Talent Alignment Algorithm (ATAA) to match officers to vacancies.

2. The ATAA is an iterative method proven to best match preferences between two participants, in this case assignments and officers. The algorithm is designed to match available officers with validated positions.

3. The regulated market opens with officers reviewing unit position vacancies, interacting with a unit POC or the position incumbent to gather more information, and referencing their desired assignments in rank order.

4. Units assess the résumés of available officers, reach out to officers who may have yet to express interest, conduct interviews, and preference in rank order the officers that applied for the position.

5. HRC will clear ATAP using the ATAA. Assignment cycle 20-02 will digitally pilot the algorithm for certain portions of the market. The algorithm will be manually applied for the remainder of the market.

6. For more information on the ATAA, please visit the following link: https://www.youtube.com/watch?v=9mEBe7fzrmI&app=desktop.

E. Business Rules

1. Appendix I: MOI for ATAP Marketplace Business Rules provides guidance on business rule implementation for the Summer 20-02 personnel assignment cycle.

2. Appendix III: Marketplace Business Rules and Responsibilities provides a summary of the ATAP Business Rules that (1) govern unit responsibilities, officer responsibilities, and HRC responsibilities; (2) permits the Army to change an assignment even when officer and unit preferences align.

3. The business rules incorporate Army requirements, professional development, and Army Senior Leader (ASL) guidance. The rules are presented by phase and provide tasks throughout each phase to guide units and officers on the ATAP Process.

4. Officers in ATAP who do not submit preferences are at increased risk of being assigned to units for which they are a poor talent fit. HRC will assign officers who do not submit preferences through AIM 2.0 in accordance with the needs of the Army.

F. The ATAP Marketplace

1. The ATAP process will be executed in three phases:

   a. **Phase I: Set the Market.** This phase begins with identifying unit position vacancies and officers available to move and ends with validating both the unit positions to be filled and the population of officers available. Units will inventory their officers, validate projected position-vacancies, and post detailed position descriptions within AIM 2.0 that describe the KSB desired for the assignments. Officers identified to move will update their résumés in AIM 2.0, describing the unique KSBs they possess. HRC will validate the list of vacant positions in accordance with manning priorities and senior leader guidance.

   b. **Phase II: Execute the Market.** This phase begins when ATAP opens and ends with a predetermined date-time-group published by HRC. ATAP opens with officers reviewing unit position vacancies, interacting with unit POCs or the position incumbent to gather more information, then preferencing their desired assignments in rank order. Units assess available officers' résumés, dialogue with officers who may have yet to express interest, conduct interviews, and preference available officers in rank order.

   c. **Phase III: Clear The Market.** This phase begins with the conclusion of the market and ends with officers receiving their request for orders (RFOs). Officer and unit preferences will be the primary factors to determine assignment matches. Professional development and senior leader guidance will be secondary assignment considerations.

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CHAPTER II: Commander's Role in ATAP

Chief of Staff of the Army, GEN McConville, on Talent Management, on 03 OCT 2019: "They [Soldiers] want to be recognized for their knowledge; they want to be recognized for their skills…"The other thing they want us to recognize is their preferences, which is a change in the Army, where if we can put someone in a place where they want to go, doing what they want to do, then we're absolutely going to try to do that."

A.   Introduction: The purpose of this chapter is to provide officers with a basic understanding of the roles and responsibilities in ATAP. Across an ATAP cycle, there are three key players: units, Human Resources Command (HRC), and officers. The intent is to demystify ATAP for officers to better improve their experience throughout the process.

B.   Phase I: Set the Market

    1.   **Officer**

        a.   **Build Résumé**: During Phase I, an officer's primary responsibility is to build their résumé and identify KSBs through AIM 2.0. Unit commanders can search all active component officer résumés, to identify and recruit talent to their commands. As such, all officers should complete résumés, even officers not expected to move in the summer 20-02 cycle.

> TIP :   Create a document or spreadsheet with the required data fields in AIM 2.0. Have your talent management team input that information during the talent management process. When the MER opens, S1s and strength managers will be able to copy and paste the following fields: Duty Title, Duty Description, Unit Comments, and Special Remarks. This will save your S1 team significant time during the MER process. (KSBs will have to be inputted manually through the KSB tab). An example spreadsheet is available for use in Appendix VI: Position Vacancy Spreadsheet Example.

b. Update your personal records to include medical (e.g. EFMP, PHA, Dental, Immunizations, etc).

c. Officers applying for special considerations such as High School Stabilization (HSS) or Foreign Service Tour Extensions (FSTE) need to ensure these are submitted in accordance with (IAW) Army Regulation and/or HRC Policies and Procedures. This will ensure officer requirements are communicated and actioned prior to the market opening.

2. **Units:** A commander and unit have various roles and responsibilities during the ATAP process. ATAP for units is a collaborative process, which requires teamwork to effectively set the market. Units will accomplish the below tasks.

a. **Update Unit Information and Unit Pages in AIM 2.0.** This is the unit's opportunity to advertise the unit and location to prospective officers and provide a point of contact (POC) for engagement.

b. **Identify all Officers Identified to Move (OIM).** It is critical to ensure OIMs are accurately reflected up front and as soon as possible. This is accomplished by reviewing and adjusting officers' Year Month Available to Move (YMAV) dates. This increases a unit's chance of receiving a backfill during ATAP. Additionally, identifying OIMs early ensures officers are not disadvantaged by entering the market late, which could potentially prevent an officer from receiving a market match. Units should compete positions that will be vacant, and not positions of departing officers. (e.g. HHC, 1-2 CAV Commander is departing the unit, but has a backfill on the Brigade staff. The backfill position should be competed, not the outgoing commander position).

c. **Build Job Vacancies.** Units will build vacancies through their Mission Essential Requirements (MER) list, and submit this list to HRC. Units will provide detailed descriptions of job vacancies and unit information through AIM 2.0. See below for unit requirements:

i. **Vacancy Information:** Unit comments, special remarks (additional requirements not otherwise indicated-i.e. polygraph, security clearance, certifications, interviews, etc), report date.

ii. **Personnel Information:** input desired KSBs required for the position (i.e. language, military education level, etc).

iii. **Incumbent Information:** input the incumbent's name. Recommended to include incumbent's POC information.

iv. **Security clearance Information:** label positions with required clearance levels.

v. **Command (CMD) and Key Developmental (KD) Queue:** place wait times for key developmental positions in the related job descriptions.

d. **Determine Priority of Position Vacancies.** This is important when building manning documents. There are a finite number of officers available during an ATAP cycle. Prioritizing positions ensures unit must-haves are validated by HRC.

e. **Brevet Positions.** Identify brevet critical positions that could be vacant based on YMAV. Identify officers within the unit (DML or DMSL) that have the KSB-Ps to serve in the critical position if applicable.

f. **Commander Coaching.** It is expected that unit commanders coach OIMs on completion of their AIM résumé, career development, and participation in the marketplace. Some suggested topics on commander coaching are provided below.

i. AIM résumé to include formatting, content, observed KSB-Ps.

ii. Career Development to include DA PAM 600-3 and DA PAM 600-4 requirements and selecting assignments based on an officer's KSB-Ps.

iii. For questions that cannot be answered by unit commanders, it is recommended that officers be referred to their HRC Career Manager.

3. **Human Resources Command (HRC)**

a. **Identify Supply and Demand.** HRC will identify and validate both the unit positions to be filled and available population of officers

expected to move in the summer 20-02 assignment cycle. Requirements will be validated based on Active Component Manning Guidance (ACMG).

b. **Labeling Standard Operating Procedure (SOP).** Develop, publish and integrate the assignment labeling SOP. Labels are non-binding guides provided by Career Managers to direct an officer's attention to certain jobs that align with career progression and for units to see officers recommended for unit requirements.

c. **Officer Eligibility.** Allow officers to compete for as many eligible positions as possible; eligibility is to be determined in the broadest possible terms.

d. **Brevet Positions.** Identify brevet critical positions that will be vacant based on YMAV. Provide instructions to units to self-nominate an officer(s) on station to fill a critical position in AIM 2.0.

C.   Phase II: Execute the Market

1.   **Officer**

a. **Preference Job Vacancies.** Officers will interact with desired units regarding position vacancies, provide references as requested by units, and rank order preferences for all available assignments. Only officers who expect to move in the summer 20-02 assignment cycle can preference units through AIM 2.0.

   i. **Screen Available Positions:** Officers should screen available positions for interest, qualifications, and special considerations. Officer matching under ATAP is preference based. It is recommended that officers rate all positions from one (1) to N to increase their chances of a market match. Officers are at risk of not receiving a market match, if they do not preference all available assignments.

TIP: Special Considerations (e.g. EFMP). Officers who are EFMP should preference within the first 15 days of the market to allow their choices to be staffed and adjudicated accordingly. This will maximize the time the officer has to preference in the market.

ii. **Reach out to Unit POCs and Incumbents.** Dialogue and engagement are an important part of ATAP. Officers are encouraged to initiate dialogue with unit POCs and incumbents to determine suitability and interest for a position.

TIP: Officers need to preference as early in the market as possible. This ensures units receive feedback that the officer is interested, which can initiate the dialogue process. The top three units or 10%, whichever is greater, that an officer preferences will auto-generate a notification to the unit. It is highly encouraged that officers reach out to units early, if they have not been contacted by a preferenced unit.

iii. **Participate in Interviews.** Commanders and commander representatives may choose to visit locations such as CCC and CGSC to achieve face-to-face engagement. Understanding that budgets and timing may not allow for all units to schedule TDY trips, VTC, DCS sessions, and telephonic interviews are also great mediums to reach out to officers moving within the upcoming assignment cycle. If an officer has interest in a unit, they should reach out to the unit to schedule an interview with the unit commander or commander representative.

b. **Brevet Positions:** Officers at, and below grade, can self-nominate themselves into a brevet critical position. See Chapter IV: Brevet Promotions for more information.

c. **Position Qualification:** Officers have an inherent responsibility to only compete for positions for which they are qualified. If an officer happens to obtain a job for which they are not qualified, then the officer will be reassigned in accordance with the needs of the Army and/or the senior commander.

2. **Units**

a. **Preference Officer Candidates.** Units will establish a process to search for candidates, review résumés, and conduct interviews. Units are encouraged to preference and rank order at least 10% of available officers, or as deeply as possible to ensure maximum unit information is available during the Army Talent Alignment Algorithm (ATAA) slating process.

b. **Security Clearance Requirements.** Ensure officers competing for your unit's vacant position acknowledge the required security clearance requirements, if applicable.

c. **Brevet Positions.**

   i. Preference and rank order officers in AIM 2.0 for brevet critical positions. Preference should include a statement that the desired officer(s) possess the required KSB-Ps to serve in the critical position. Commanders and units may recommend, in AIM 2.0, specific officers already residing on the installation who are best qualified and possess the KSB-Ps for the critical position.

   ii. See Chapter IV: Brevet Promotions for more information.

d. **Submit Preferences in AIM 2.0 -** Upon completion of interviews for potential candidates, units will enter preferences into AIM 2.0. This will allow the algorithm to slate officers with units based off their preferences in ATAP. Prior to submission into AIM 2.0, Brigade-level preferences must be approved by the Division-level Commander to ensure concurrence. This step is necessary to support Senior Commander Authorities.

3. **HRC**

a. **Measure Market Participation:** HRC will capture and measure both unit and officer metrics during the ATAP market. HRC will ensure only OIMs are in the market.

b. **Brevet Positions:** HRC will advertise brevet critical positions at and below grade for officers to self-nominate as well as maintain a list of critical positions that are vacant.

c. **Shape Preferences:** HRC Career Managers will serve as a resource to moving officers for career planning enabling officers to shape their preferences.

D. Phase III: Clear the Market

1. **Officer**

   a. Officers will provide updates and status of information requested by gaining units. (e.g. sponsorship)

   b. If an officer is preferenced for a positon that requires an elevated security clearance, officers are responsible for initiating clearance requests in coordination with the unit upon notification of the clearance requirement. If the officer fails to receive the required clearance level, then the officer will be reassigned based upon needs of the Army and/or the senior commander.

   c. Coordinate and dialogue with HRC Career Manager to adjudicate any outstanding issues related to the market (e.g. Exceptional Family Member Program (EFMP)).

2. **Unit**

   a. **Confirm Incoming Officer Data:** Brigade S1s provide the unit commander with officer data prior to arrival. (e.g. KD Requirements, Joint Data, Personal Considerations (EFMP/ MACP), etc.

   b. **Initiate Sponsorship:** Commanders will ensure that officers inbound to their unit are sponsored in accordance with Army Regulations.

   c. **Brevet Positions:** Officers assigned through ATAP as incoming to a brevet position cannot be diverted or reassigned by the senior commander (See Chapter IV Brevet Promotions).

3. **HRC**

   a. **Match Officers to Jobs According to Preference (ATAA).** OPMD will match officers to jobs according to the instructions below.

      i. Clear ATAP using the ATAA; digitally piloted for certain portions of the market, and manually applied for the remainder.

ii. The system will honor 1-to-1 matches unless slate regulation is required.

iii. Output: HRC will brief ASL (SA, CSA, and ASA (M&RA) on the algorithm pure slate (COA#1), and COA#1 modified to refine ASL and other applicable distribution guidance (COA#2).

b. **Security Clearance.**

i. Following the administration of the algorithm, if an officer is matched with a position requiring elevated clearance, then a clearance request is initiated by the officer in coordination with the unit.

ii. If the security investigation date becomes out-of-tolerance by the report date, then the officer will be reassigned based upon needs of the Army.

ii. If the officer fails to receive the required clearance level, then the officer will be reassigned based upon needs of the Army and/or the senior commander.

c. **Proponent Guidance.** The Army has the strategic goal of creating a professionally developed officer corps that ensures the future readiness of the force. Under ATAP, proponents have the responsibility to shape officer preferences in accordance with written proponent guidance and officers should consider this guidance when submitting unit preferences. When an officer and unit assignment match does not adhere to this guidance, HRC must carefully consider breaking the match. Algorithm pure slates **CANNOT** be broken for the following reasons:

i. **Key Developmental Positions.** Specifies the necessary positions, by-grade, for officer development. Examples include company command for engineer captains and operational S3/XO experience for logistics majors.

ii.   **Diversification.** Ensures a bench of balanced officers for future assignments. Examples include the vehicle imperative for the infantry branch and tactical/strategic broadening for the signal branch.

iii.   **Tour Equity.** This guidance attempts to balance operational tour frequency, short tours, and unpopular locations. HRC will **NOT** break market matches to promote tour equity unless honoring a previous commitment to an officer.

iv.   **Exception – Specialization.** This guidance leverages specific officer skills or areas of expertise (precise KSBs). Examples include airframe SQI, and regional experience for Special Forces and Foreign Area Officers.

d.   **Performance Guidance.** The Army has interest in monitoring and adjusting the performance level of officers assigned to certain organizations and positions. Outside of the following exceptions, algorithm pure slates cannot be broken in an attempt to spread high performing officers across all formations.

i.   **Joint Positions.** Require careful assignment considerations because of the requirement for general officers to have joint credit and the limited opportunity in certain branches for assignments that provide joint credit.

ii.   **Key Generating Force Positions (OC/T, Instructor, Recruiting Command).** These key positions focus on the recruiting, training, and education of the future force and require careful assignment considerations.

e.   **General Officer Involvement.** Current practices sometimes permit general officers to exert influence over the assignment process. Algorithm pure slates cannot be broken to adhere to the following general officer involvement:

i.   **By Name Requests (BNRs).** Increased emphasis on officer and unitpreferences should obviate the need for BNRs. After September 2019, HRC will not support BNRs. HRC will document all BNR requests after September 2019 and direct requesters to the AIM 2.0 portal. All positions will be competed in ATAP.

ii.   **Aide-de-Camp and Executive Officer (XO) Requests.** These requests will not be supported outside of ATAP after September 2019. All positions will be competed in ATAP.

f.   **GO Influence Over Future Assignments.** These requests occur when leaders contact HRC about placing one of their current officers into a future assignment. Officers can provide a general officer as a reference to the unit. Also, general officers can reach out to units on behalf of an officer. Once an officer's assignment is designated in ATAP, HRC will not change the assignment based upon GO involvement. The purpose of this business rule is to prevent black markets forming outside of ATAP.

g.   **Personal Considerations.** The Army maintains a commitment to families, including commitments that impact officer assignments. Algorithm pure slates can be broken to adhere to the following personal consideration guidance:

i.   **Exceptional Family Member Program (EFMP).** Ensures that officers have the right services available for their families.

ii.   **Married Army Couples Program (MACP).** Attempts to ensure that dual-military couples have the opportunity to be co-located.

h.   **Emergent Conditions.** Many life circumstance are uncontrollable or unforeseen. Algorithm pure slates can be broken to adhere to the following emergent conditions:

   i. Legal
   ii. Medical
   iii. Flagged for investigation
   iv. OCONUS curtailment

i. **Unqualified Conditions.**

   i. Failure to complete education prior to assignment
   ii. Misrepresented / falsified KSBs

j. **Brevet Positions.** All officers of junior grade that are matched for a brevet critical position, will be forwarded to the Department of the Army Secretariat for approval. Once a DA selection board has approved the officers for promotion consideration, assign the officer to the critical position.

   i. In cases where units do not submit preferences for brevet positions, officers of junior grade that possess the KSB-Ps of the critical position will be matched above officers with a critical position grade match.

   ii. Officers at grade that are not preferenced by units may serve in a position below grade.

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CHAPTER III: Assignment Interactive Module 2 (AIM 2.0) - My Résumé

A. Profile Strength

1. **Profile Strength:** Upon clicking the "My Resume" tab in AIM 2.0, the officer is defaulted to the "Profile Strength" tab. The officer is presented with a screen highlighting the strength of their résumé profile. This gauge is only visible to the officer and career manager, not units. A click on the "View my Profile Stats" will present a screen and provide recommendations on areas an officer needs to potentially add additional information (See Appendix VI: AIM 2.0 Résumé View).

2. An officer's résumé is the officer's handshake with units during ATAP. Unit commanders can search all active component officer résumés to identify and recruit talent to their commands. It is in the best interest of an officer to update their résumé regularly. An officer's résumé provides officers the ability to highlight information about themselves that is not always readily available on their ORB. Repeating the same information on page one (1) of your ORB will not be as effective or productive. The following section will highlight the résumé in the AIM 2.0 interface.

TIP: Your profile strength is based solely on character length and not content. Some units prefer short and concise, while others prefer long and detailed. There is no one "right" way to build your résumé. It is recommended that officers craft their résumé to illustrate the skills and experiences they feel are most important to highlight to potential units. If an officer has a résumé posted on another professional website, the officer may elect to provide that link on page 2 of their officer résumé.

B. Knowledge, Skills, and Behaviors (KSBs)

1. The "Knowledge, Skills and Behaviors (KSBs)" tab is immediately below the "Profile Strength" tab. Clicking on this tab will present the officer with the ability to add information to the following fields.

a. Additional Duties
b. Civilian and Military Employment
c. Licenses and Certifications
d. Cultural Experience
e. Personal Attributes
f. Study Knowledge

2. To add information, click on the specific tab you want to amend. At the bottom left of the tab's page, click add. This will present a search bar. Officers can type a keyword to search the list of available items. Officers will be asked to provide dates or years of experience and level of knowledge for some tabs. (See Appendix VI: AIM 2.0 Résumé View)

3. KSBs are self-professed. Officers should use care when selecting KSBs and be honest with their level of experience.

TIP: Highlighted in blue at the top of the KSB page is a link to the S1 Net site: "Maximize the Power of AIM2 KSB-Ps for Your Résumé." Clicking on this link will provide officers a list of all available KSBs in AIM 2.0.

C. Basic Information

1. **Summary:** The "Summary Tab" provides a 1200 character field for an officer to highlight and summarize their overall skills, desires and goals. This is reflected on page two (2) of an officer's résumé in the top left corner (See Appendix VI: AIM 2.0 Résumé View).

2. **References:** The "References" tab is located at the bottom right of page two (2) on an officer's résumé. Officers can list key references for people who were or currently are your raters, senior raters, mentors, and peers from current and prior jobs. These leaders can provide references to others wanting to learn more about your unique talents.

TIP: It is highly recommended that your references know they are listed. If someone contacts them and they do not remember you or do not respond, it could reflect poorly on you.

D. Education

1. **Self-Professed Education Information:** this tab provides a 1200 character free text field for officers to focus or expound upon education not captured on their Officer Record Brief (ORB). List any military and civilian education missing from your individual record brief, and list any non-degree education and coursework completed outside of the Army. Examples include but are not limited to: Lean Six sigma Certification, Engineer in Training (EIT), or Thesis/ Capstone Projects. This field will populate on the top-right of page two (2) on your officer résumé.

2. **Military Education:** This tab captures your completed military training. This information populates under Section VI – Military Education on page one (1) of your ORB. Officers cannot manipulate this information and must contact their unit S1 for updates and corrections to this section.

3. **Civilian Education:** This tab captures your completed civilian education. This information populates under Section VII – Civilian Education on page one (1) of your ORB. Officers cannot manipulate this information and must contact their unit S1 for updates and corrections to this section.

4. **Non-Degree Education:** This tab captures certifications and registrations not provided under the civilian education section of your ORB. This information populates under Section X – Remarks on page one (1) of your ORB. Professional Registration Data such as Certified Lawyer, Certified Teacher, and Certified Facility Manager are examples of registrations and certifications an officer may possess. Officers cannot manipulate this information and must contact their unit S1 or career manager for updates and corrections to this section.

5. **Graduate Record Examination (GRE) Scores:** this tab captures an officer's scores on the GRE. This tab is only viewable by the officer and career manager. Units cannot see these scores.

E. Assignments

1. **Self-Professed Assignment Experience:** Duty titles only tell someone so much about your assignment experiences. The "Self-Professed Assignment Experience" tab is a 1200 character free text field, which allows officers to expound upon their challenges and accomplishments during specific assignments. This field populates on page two (2) of your résumé. Topics might include:

a.   Where were you?

b.   Who did you work with or support?

c.   What did your organization accomplish?

d.   What did you learn in a specific job?

e.   What KSBs did you acquire during an assignment?

2.   **Current Assignment:** This tab highlights your current assignment and duty title. It is reflected on page one (1) of your résumé under Section IX: Assignment Information. Officers cannot manipulate this information and must contact their unit S1 for updates and corrections to this section.

3.   **Assignment History:** This tab highlights your past assignments and duty titles. It is reflected on page one (1) of your résumé under Section IX: Assignment Information. Officers cannot manipulate this information and must contact their unit S1 for updates and corrections to this section.

E.   Other Talents, Experiences & Abilities

1.   **Cultural Experience:** This is a 1200 character tab that allows an officer to focus attention to official and non-official travel or overseas assignments not captured on their ORB. Travel and experiences listed in this section allows officers to highlight personal experiences, talents, and interests beyond what the Army may already know. Some example questions are provided below to assist with development of this section.

a.   How have you used your experiences/ travel to improve the Army, your branch, or your unit

b.   What have you done or experienced that sets you apart from your peers?

c.   Do you have any unique experiences that makes you better suited for the jobs you want?

2.   **Languages:** This section allows you to list languages you have studied or are proficient that are not listed on your ORB.

3.   **Civilian Experience:** Soldiers have a wealth of experience in non-military related areas and activities. Officers may reveal this experience in their non-duty hours by former employment, volunteering with community, educational, and charitable organizations, or through individual hobbies and interests. Officers can highlight their non-military employment/work, volunteer community service experiences and capabilities, hobbies and interests acquired outside of the military.

4.   **Additional Skills & Certifications:** In addition to the formal educational degrees officers may have earned, they may also have acquired other skills or certifications both inside and outside the Army that may not be captured on their ORB. Some examples of items that could be included in this section are below.

    a.   List articles or writing samples that have been published.

    b.   List military or civilian certifications not listed on the ORB.

    c.   Include certifications you are working toward.

    d.   Do you have a unique skill you have used to improve the Army?

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CHAPTER IV: The Officer Marketplace

A. **The Officer Marketplace:** As discussed in Chapter II, officers must complete the following tasks during Phase 2 – Execute the Market:

  1. **Preference Job Vacancies**
  2. **Screen Available Positions**
  3. **Reach out to Unit POCs and Incumbents.**
  4. **Participate in Interviews**
  5. **Self-nominate for Brevet Positions (Optional)**
  6. **Only compete for positions, which they are qualified.**

B. **Enter the Market:** To enter the market, Officers must log into AIM 2.0 and select the Talent Marketplace Tab.

  1. Upon entering the talent marketplace, officers will see the following items as they scroll the page from top to bottom (See Appendix VIII: Officer Marketplace View).

  2. **YMAV:** The officer marketplace opens to officers actively participating in a movement cycle. Officers are placed into movement cycles based on their YMAV. If an officer believes their YMAV is incorrect they should contact their Career Manager and unit to discuss the change.

  3. **OPMD Rules of Engagement:** Highlights general instructions on how the market will run.

  4. **View All Standard Labels:** OPMD Standard labels are non-binding guides that apply to all branches. Examples include KD, High Dwell, Nominative, Branch Qualified, etc.

  5. **My Labels:** Career Managers apply labels on officers as non-binding guides to direct the officer's attention to certain jobs that align with career progression and DA PAM 600-3 or DA PAM 600-4. My Labels filters assignments for officers. To turn off labels, officers can select no labels to see all available assignments.

6. **Tentative Start Date:** The tentative start date should be coordinated with the losing officer's chain of command. Gaining units use this to help determine if an officer will be available when the unit needs them. Officers should input this date to enter the marketplace. Officers who do NOT input a date will have their YMAV inserted and a remark that states "Set by YMAV." Officers can update this after entering the marketplace.

7. **My Preference List:** From left to right the following items make up the "My Preference List" section:

    a. **Clear All Preferences:** This button allows users to clear (reset) all preferences from their marketplace.

    b. **Interest:** This field is a dropdown menu for an officer to preference jobs in numerical order. The top three choices or top 10% (whichever is greater) send the signal to units that the officer is interested in their unit.

    c. **Duty Title:** This field is inputted by the unit and provides the title of the vacant position.

    d. **Unit Description:** This field provides the unit name similar to the current assignment unit name on page one (1) of your ORB.

    e. **Location:** Location of the position vacancy.

    f. **Grade:** Rank or Grade requirement for the vacancy.

    g. **Skill:** This identifies the Area of Concentration (AOC) for the vacancy. For example: O1A – Officer Generalist, O2A – Combat Arms Generalist, O2B Infantry/ Armor Immaterial, etc.).

    h. **Popularity Level:** This field indicates the number of officers that have preferenced the assignment in their top 10.

    i. **Unit Activity:** This field has two numbers separated by a forward slash. The first number in the unit activity tab depicts the number of officers a unit has preferenced for that assignment. The second number represents the total number of officers available to apply for that position. If the numbers read 0/0, the unit has yet to open that assignment to view officers available for preferencing. The first number does not represent where the unit has preferenced the officer. The officer cannot see what numerical ranking the unit gave them (e.g. 2 out of 10 officers).

j.   **Unit Interest:** This field shows officers when a unit has preferenced them.

k.   **Labels:** Labels are guides (filters) provided to direct an officer's attention to certain jobs that align with career progression.

l.   **Icon:**   Labels are guides (filters) provided to direct an officer's attention to certain jobs that align with career progression.

C.   Exit the Market - Upon completion of preferencing, officers can select the drop-down area next to their name at the top of the screen to log-out of AIM 2.0.

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CHAPTER V: Brevet Promotions

A. Brevet Promotions:

1. Army Directive 2019-xx (Temporary (Brevet) Promotion of Officers) -TBP. The Army approved a policy to temporarily promote Army officers to the next rank if they are qualified and selected to fill a position that the Army designates as critical.

2. The Army will pilot brevet promotions by opening 225 positions during the summer 2020 assignment cycle and up to 770 for following cycles. The positions will be included in the market under ATAP in AIM 2.0. Officers will have visibility of brevet positions for which they are eligible in their assignment marketplace.

3. A breveted officer would receive pay and benefits for the higher grade while in a brevet status.

4. The implementation of this new authority moves the Army toward more flexible career paths for its officers and allows the Army to fill critical shortages with officers who possess the right talent.

5. All 1LTs thru LTCs that possess the KSB-Ps appropriate for the designated positions at the next higher grade are eligible for assignment to a designated critical position.

6. All brevet promotions require Senate confirmation (10 U.S.C. § 605(a)).

B. Critical Shortage

1. A critical shortage is any critical position in the Army that is unable to be filled with a volunteer from the desired grade plate who possesses the unique knowledge, skills, and behaviors for that position. The 2019 John S. McCain National Defense Authorization Act (NDAA) authorizes temporary promotion of certain officers when those officers have a skill in which the Army is critically short and are assigned to a critical position.

2. Brevet positions will be identified in ATAP by a standard banner in the AIM 2.0 market. When a brevet position opens, officers will see the banner with position requirements.

3. An officer currently residing on the installation, who is best qualified and possesses the KSB-Ps for the critical position, may compete for the brevet position if recommended by the unit. If the officer is not scheduled to move, units must coordinate release from losing unit to gaining unit (cross division-level moves must be adjudicated by HRC). The losing unit may not receive a backfill, if the losing unit position is not competed in the ATAP cycle.

4. If unit selects a junior grade officer at the installation, the unit must notify HRC via the submission of the brevet packet (4187) of the intent to fill the brevet position with the officer (See Appendix IX: 4187 Example – Brevet Promotion Nomination).

5. Eligible officers must have at least one year remaining time in service to serve in a qualifying position following the date of the commander's recommendation for brevet promotion or from the expected reporting date to the qualifying position, whichever is later.

6. Officers whose projected PCS date precludes eligibility for brevet promotion may request HRC adjustment of availability to meet the one year requirement. Requests for HRC adjustments, with appropriate endorsements by O6 level commanders, shall be forwarded to HRC for consideration.

7. Officers at, and below grade, can self-nominate for a brevet critical position.

8. All officers of junior grade that are matched for a brevet critical position, will be forwarded to the Department of the Army Secretariat for approval. Once a DA selection board has recommended officers for brevet promotion, the officer will be assigned to the critical position.

9. Following the board, officers will be Senate confirmed authorizing the brevet promotion.

10. Officers assigned through ATAP as incoming to a brevet position cannot be diverted or reassigned by the senior commander for the following reasons:

a.   Officers will be approved through a centralized selection board to qualify for the brevet promotion position.

b.   Officers will be Senate confirmed authorizing the brevet promotion.

c.   In many cases brevet promotions will be used as incentives to attract officers to hard-to-fill positions.

11.   Upon termination or completion of the assigned brevet position, officers will revert to the highest permanent grade held prior to appointment, unless the officer has been selected for permanent promotion to the next grade.

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CHAPTER VI: Opt-Out Promotion Boards

A. **Promotion Board (Opt-Out)** - Army Directive 2019-30 (approved 01 OCT 2019) implemented the Opt-Out policy for the February 2020 ACC LTC promotion board. The Opt-Out policy allows qualified officers to Opt-Out of their consideration for promotion to complete special assignments, advanced educational opportunities, or pursue required developmental milestones at their current grade.

B. **Opt-Out Requirement Terms for Opting Out of Promotion**

1. Officers may request to Opt-Out of promotion consideration under the principal categories established by the new statutory authority, and listed below. These categories are a starting point, and allow flexibility within the category to identify many applicable assignments and experiences.

2. To ensure the best alignment of Army and officer needs, the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) will establish the specific elements that will be weighed when an officer requests to Opt-Out of consideration.

3. U.S. Army Human Resources Command (HRC) will publish those elements in the initial military personnel message announcing each affected promotion selection board.

4. An officer may Opt-Out of a promotion board twice at each grade, and the period of such deferral will cover only the next subsequent selection consideration. Requests for additional deferral at the same grade will be managed by exception.

5. Officers have three (3) bases for a request to Opt-Out. These requests are provided below:

    a. When the requesting officer needs to accept or complete an assignment of significant value to the Army. A list of significant assignments will be recommended by the CG of HRC, and approved by the ASA (M&RA).

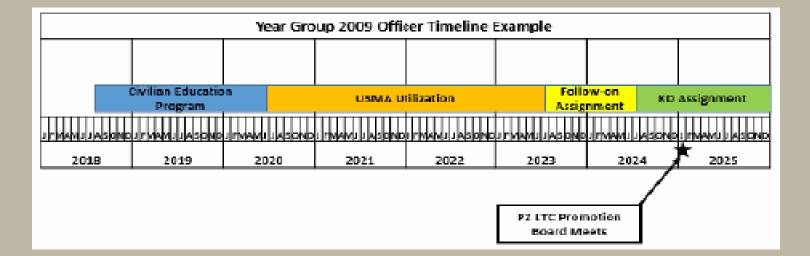b.   When the requesting officer must complete an ongoing funded

      resident advanced civilian education program.

c.   When the officer must complete a career progression requirement (as defined in DA PAM 600-3 and DA PAM 600-4) that is delayed by either a priority assignment or the civilian education described above.

C.   Impacts on ATAP - Officers

1.   An officer considering the Opt-Out option prior to a promotion board or assignment cycle may do so for a variety of reasons. The most common would likely be not meeting the requisite requirements as outlined in DA PAM 600-3 and DA PAM 600-4 for consideration of promotion to the next grade.

2.   Officers should work with their unit to complete coordination and necessary paperwork to request Opt-Out status. Officers should seek guidance from their HRC Career Manager as well as unit commander prior to making a decision to Opt-Out to ensure it is in the best interest of the officer.

3.   After an officer receives an approved request to Opt-Out of the promotion board, the officer must ensure their unit or HRC Career Manager makes necessary adjustments to the officer's YMAV to the anticipated assignment or program completion date. This is critical for both the unit and HRC to determine available movers for the upcoming ATAP cycles.

4.   For officers moving to a utilization position, the officer must contact their HRC assignment officer and/or utilization program director to ensure assignment preferences align with utilization requirements. The officer's ATAP market will include only assignments meeting the requirements of the utilization tour or approved assignments and deferments as defined by utilization waivers. Two examples are provided below.

      a.   **Utilization Requirement:** School of Advanced Military Studies (SAMS) Students will only compete for SAMS utilization assignments.

      b.   **Waiver:** SAMS students selected for battalion command will be allowed a waiver to use Battalion Command as their first SAMS utilization.

Vignette: A senior captain (CPT) is selected to instruct at the United States Military Academy (USMA). As part of this selection, they are approved to attend a civilian education masters program for two years. While attending the program, the officer is promoted to major (MAJ). After completing their degree, the officer instructs at USMA for three years as a utilization assignment. The officer is now at four years' time in grade (TIG) as a MAJ and has not completed a Key Development (KD) assignment as defined in DA PAM 600-3 and DA PAM 600-4. Upon entering the ATAP Market, the officer may be selected for a positon at a gaining duty station that does not immediately meet a KD or career progression requirement. Without a KD Officer Evaluation Report (OER), the officer may be at risk of being passed over for promotion to lieutenant colonel (LTC) due to lack of qualification. Opt-Out would allow the officer to defer consideration for promotion up to twice at each grade in order to complete the career progression requirement necessary to be competitive for promotion.

Year Group 2009 Officer Timeline Example

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CHAPTER VII: Conclusion

Closing Comments:

1. The purpose of this guide is to provide a foundational knowledge of ATAP for officers. This guide is a living document that will develop overtime and change as ATAP evolves.

2. An officer's participation in ATAP is critical. As the Army shifts to align talent based on knowledge, skills, behaviors, and preferences (KSB-Ps), data input into AIM 2.0 is critical to officer success throughout the process.

3. ATAP is preference driven. Officers should preference all assignments within a marketplace. Slating after the market closes is based on two primary factors (officer and unit preference); other considerations include Exceptional Family Member Program (EFMP), Married Army Couples Program (MACP), and Army Senior Leader (ASL) guidance.

4. Under ATAP, officers are afforded the chance to highlight their KSB-Ps and dialogue with units like never before. This is contrary to the industrial-style system of previous assignment cycles, where officers were assigned under a faces to spaces system.

5. Communication between officers and units can aid success in the marketplace. Officers are encouraged to reach out to prospective units and units are encouraged to contact/ and interview officers. Officers and units may change their preferences throughout the market.

6. Officers should input preferences early (1-2 weeks into the market) to signal interest to units. Units should review resumes, interview desired officers, and rank order their preferences. Units should communicate their interest to officers.

7. Units will only see officers as "interested" if the officer has prioritized the position in their **top 10% or in their top 3 preferences**, whichever is greater. Many units primarily look at interested officers to help narrow the pool of officers to review.

8. ATAP has been created to benefit both the officer and the unit. As stated earlier, participation by the unit and officer are critical for ATAP to work effectively.

APPENDIX 1: MOI FOR ATAP MARKETPLACE BUSINESS RULES

Memo for see distribution
Subject: Guidance for Cycle 20-02, ATAP Business Rules

1.   The Army Talent Alignment Process (ATAP) is a decentralized regulated assignment marketplace operationalized through the Assignment Interactive Module 2.0 (AIM 2.0). The ATAP incentivizes the exchange of accurate and granular knowledge, skills, behaviors, and preferences (KSB-Ps), improving alignment of the officer talent supply with unit talent demands. ATAP operates most efficiently when adhering to principles and business rules that create the right incentives for all participants.

2.   This memorandum provides guidance on business rule implementation for the summer 20-02 personnel assignment cycle. Human Resources Command (HRC), units submitting vacant positions to be filled during the 20-02 cycle, and active component officers who anticipate moving during the 20-02 cycle have responsibilities, within adherence of these rules, to make the market effective at aligning talent.

3.   The intent of Army Senior Leaders (ASL) is for the Army to embrace talent management by trusting unit commanders to identify and preference potential candidates and empowering officers to chart their own careers. This will require the Army to challenge legacy personnel management practices and guidance. According to senior leaders:

   A.   **Former secretary of the Army, Honorable Dr. Esper**, on 17 May 2019: "Commanders now have the authority to attract talent through the Army talent alignment process using the assignment interactive module 2.0 (AIM 2.0). With this authority comes the responsibility for commanders to advertise unit vacancies, interact with potential hires, and signal hiring preferences in AIM 2.0."

B. **Former Vice Chief of Staff of the Army, GEN McConville**, on 17 May 2019: "Commanders bear the responsibility in the Army Talent Alignment Process for attracting and hiring talent for their organizations. Distribution of our 'top 10% officers' based on a single manner of performance score is no longer an HRC responsibility. We must look at talent from multiple dimensions. Talent input for individual officers is self-professed right now. Over time, a series of assessments will be able to validate self-professed knowledge, skills and behaviors that shape preferences. Commanders can help by commenting on self-professed talents on an officer's OER."

4. Six principles and four essential characteristics define ATAP and will produce optimal outcomes for participating units and officers. The ATAP business rules incorporate Army requirements, professional development, and ASL guidance.

Future Business Rules Must Abide by the Principles and Contain the Essential Characteristics.

A. Principles:

1. Every officer is in ATAP and self-professes their talent information using IM 2.0.

2. Every unit is in ATAP, advertises and describes their organizational vacancies, and commanders actively participate in the hiring process using AIM 2.0.

3. Readiness determines which positions are in ATAP and available for fill.

4. Every job is filled though ATAP using AIM 2.0; units provide the data to turn a vacancy into a job.

5. Readiness, professional development, and senior leader guidance determine the eligibility rules for assignments.

6. ATAP operates with increased transparency and, if the market fails, OPMD, HRC clears the market with an emphasis on officer and unit preferences.

B. Characteristics:

1. Thick – contains numerous and proportionate amount of unit positions to officers to produce optimal outcomes for both participants. This creates competition and increases chances for an assignment match.

2. Fast – ATAP is easy to use, customizable, and filterable, permitting officers and units to quickly sort through hundreds of résumés or job descriptions to focus on the group of candidates or assignments that are most deserving of their attention.

3. Smart – governed by business rules that provide the right incentives for all participants.

4. Transparent – participants have access to assignment and candidate information, and understand the business rules that shape how officers match to jobs.

5. The ATAP for the upcoming assignment cycle consists of three (3) distinct phases:

A. **Phase II: Set the Market**. This phase begins with identifying unit position vacancies and officers available to move and ends with validating both the unit positions to be filled and the population of officers available. Units will inventory their officers, validate projected position-vacancies, and post detailed position descriptions within AIM 2.0 that describe the knowledge, skills, and behaviors (KSBs) desired for the assignments. Officers identified to move will update their résumés in AIM 2.0, describing the unique KSBs they possess. HRC will validate the list of vacant positions in accordance with manning priorities and senior leader guidance.

B. **Phase II: Execute the Market**. This phase begins when ATAP opens and ends with a predetermined date-time-groups published by HRC. ATAP opens with officers reviewing unit position vacancies, interacting with a unit POCs or the position incumbent to gather more information, then preferencing their desired assignments in rank order. Units assess available officers' résumés, dialogue with officers who may have yet to express interest, conduct interviews, and preference available officers in rank order.

C. **Phase III: Clear the Market**. This phase begins at the end of phase II and ends with officers receiving their RFOs. OPMD is responsible for matching available officers to validated positions in accordance with the instructions below and in Appendix III. Officer and unit preferences will be the primary factors to determine assignment matches. Professional development and senior leader guidance will be secondary assignment considerations.

6. The ATAP business rules incorporate Army requirements, professional development, and ASL guidance. They should advance the principles and characteristics described above. Although ATAP will incentivize first and regulate as a last resort, the Army always reserves the ability to overrule officer and unit preferences to ensure current and future readiness. When this occurs, HRC will document the assignment deviation along with a

justification. Appendix III to this memorandum provides guidance on allowable adjustments to market-based assignment matches. Human Resources Command will capture and publish summary metrics on such adjustments. Army Senior Leaders will review these metrics and update this guidance in June 2020 and then annually thereafter or as necessary.

7.   Starting in October 2019, HRC, the Army Talent Management Task Force (ATMTF), and the Office of Economic and Manpower (OEMA) will execute pilots to test the feasibility and evaluate the effectiveness of matching officers to jobs via a market matching mechanism based on officer and unit preferences. HRC, ATMTF, and OEMA will deliver a preliminary report on the lessons learned from these pilots in June 2020.

8.   During the 20-02 assignment cycle, HRC will develop and pilot a market matching method that creates assignment matches by aligning officer and unit preferences. This method will rely first on officer and unit preferences to create those matches. HRC will brief ASL in January 2020 on 20-02 market outcomes prior to finalizing summer 2020 assignments. Proponent guidance, performance guidance, and other factors will be secondary considerations in officer assignments. For piloted markets, HRC will brief assignment metrics based solely on officer and unit preferences (COA#1) and modifications to COA#1 that adjust officer assignments to account for secondary assignment considerations (COA#2). For non-piloted markets, HRC will brief summary metrics similar to the market metrics brief HRC delivered to the ASA (M&RA) on 24 April 2019.

9.   Through ATAP, officers will have greater agency in their careers, allowing them to preference an assignment which better matches their unique knowledge, skills, behaviors, and preferences (KSB-Ps). Equally important, organizations can now preference the right Officer with the right talents for the assignment. ATAP empowers individuals to make their own choice and allows organizations to build strong teams.

Hon E. Casey Wardynski
ASA M&RA

Phase I: Set the Market | Phase II: Execute the Market

	ID OIM	MER	HRC Conference	Open Market	Slating
	AUG	SEP	OCT	NOV	DEC

UNIT

★ **BDE-BN Internal TM Conference:**
- *Task organize to maximize new authority*
- Identify all movers
- Identify all vacancies
- Determine priority of position vacancies
- *Identify desired KSB-Ps of inbound officers*

★ **BDE Commander Solicitation:**
- *Upload Command Video and Welcome Letter to AIM2 Unit Page*
- Identify opportunities to visit CCC/CGSC
- *If necessary, develop incentives with branches and OPMD, HRC*

★ **BDE S1 Preparation:**
- Adjust YMAV for verified OIM
- Submit MER through ATAP
- *Fill out information and KSB-Ps for each advertised position*
- *Rank order all position vacancies to indicate CDR's priorities for fill*

★ **BN Commander Coaching:**
- Coach OIM on AIM resumé Completion and Career Development

☆ **BDE S1/XO Screening:**
- Prioritize validated vacancies
- *Identify branch-specific Interviewers to assist in hiring decisions*
- *Consolidate Officer resumés and reach out for interview scheduling*

☆ **BN Commander/FG Screening:**
- *Screen initial candidates based on key word searches in AIM2*
- Determine which candidates to interview

☆ **BN Commander/CPT Interviews:**
- Conduct initial interview for incoming CPTs
- Determine suitability and score candidates

☆ **BDE S1:**
- Provide feedback to Branches
- *Input CDR's Rank Order of Officer Candidates for each position*

☆ **DMSL Slate:**
- DMSL slate will be approved by DML Commander

Acronyms:
OIM - Officer Identified to Move
MER – Mission Essential Requirements

Officer

★ **OIM:**
- *Fill out/Update self-professed KSB-Ps and AIM2 resumé*

☆ **OIM:**
- *Screen available positions for interest and qualifications*
- *Reach out to Unit POCs and incumbents*
- *Participate in Interviews*

☆ **OIM:**
- *Rank order all available positions*

> Commanders now have the authority to attract talent through the ATAP – this authority comes with the responsibility to advertise unit vacancies, interact with potential hires, and preference their future team in AIM2. The DMSL slate will be approved by DML Commander.

	HRC	Unit	Officer
General[1,2]	1. Talent Management Initiatives 2. Assignments in ATAP 3. Assignment Cycle Timeline 4. Brevet Promotions 5. Slate Adjustment 6. RFO Report Timeline 7. ATAP participation	1. Diversity and Equal Opportunity 2. KSBs Inform Preferences 3. Missing or Limited Unit Preferences 4. Senior Commander Authorities	1. Missing or Limited Officer Preferences 2. Promotion Board (OPT-OUT) 3. Personal Data
Phase I Set the Market	1. Identify Supply and Demand 2. Measure Participation 3. Labeling SOP 4. Officer Eligibility 5. Brevet Positions	1. Unit page in AIM 2.0 2. Advertise Job Vacancies 3. Brevet Positions	1. Build résumé
Phase II Execute the Market	1. Measure Participation 2. Brevet Positions	1. Preference Officer Candidates 2. Security Clearance Requirements 3. Brevet Positions	1. Preference Job Vacancies 2. Brevet Positions 3. Position qualification
Phase III Clear the Market	1. Match Officers to Job According to Preference 2. Security Clearance 3. Proponent Guidance 4. Performance Guidance 5. General Officer involvement 6. General Officer Influence 7. Personal Considerations 8. Brevet Promotions	1. Initiate Sponsorship 2. Confirm Officer data	1. Unqualified position 2. Provide updated data

[1] Current business rules for assignments remain in effect unless specified in this document.

[2] Emerging requirements for Readiness may necessitate filling select assignments outside of the ATAP execution timeframe.

General Business Rules:

Purpose: The following is a summary of Army Talent Alignment Process Business Rules that (1) govern unit responsibilities, officer responsibilities, and HRC responsibilities; (2) permits the Army to change an assignment even when officer and unit preferences align. Human Resources Command will capture summary metrics on unit participation, officer participation, and adjustments to preference-based assignment matches for any reasons, including reasons not listed below.

A. **HRC**: HRC is responsible to enable ATAP using AIM 2.0, and measure officer and unit participation.

   1. Incorporate Talent Management Initiatives into ATAP. HRC will tailor ATAP according to approved Army talent management initiatives that impact officer assignments.

   2. Assignments in ATAP. HRC will maximize the use of ATAP when filling assignments. Commander, HRC will approve non-marketed assignments by exception only; OPMD will be prepared to provide summary metrics regarding non-marketed assignments to Army Senior Leaders as required. OPMD will ensure officers can view and contact units for non-marketed assignments through AIM 2.0, excluding special missions division assignments that cannot be advertised on unclassified platforms. Below are examples of ATAP assignment exclusions:

      a. Homebased Advanced Assignment Program (HAAP)
      b. ACS utilization
      c. Sequential Assignments (on-post follow-on positions)
      d. Special Mission Division (SMD) positions
      e. Application Based Organizations (e.g. USMA, Ranger Regiment, 160th SOAR, AWG, SFAB, etc)
      f. CSL Commands
      g. WIAS tasking
      h. WTU (Warrior Transition Unit) – unit members
      i. FAO (Foreign Area Officer)
      j. JAG Corps (Judge Advocate General's Corps)
      k. Acquisition Corps (all Colonel and critical position Lieutenant Colonels)

   3. Assignment Cycle Timeline. Publish assignment cycle timeline and MER instruction Letter to the field prior to the mission essential requirements (MER) opening in AIM 2.0.

4.   **Brevet Promotions.** Army Directive 2019-xx (Temporary (brevet) Promotion of Officers) -TBP. Brevet promotions are a temporary promotion in which officers of junior grade can serve one grade higher, wear the rank, and are paid at the higher grade. Officers revert back to their original grade once they depart the position unless they are promoted or in a promotable status. Brevet promotions require Senate confirmation at the grade of O3-O6 (IAW NDAA 2019, Title V, Section 503, § 605(a)). The brevet promotion program is intended to alleviate critical shortages to better leverage the talents of junior officers and to incentivize retention of officers in whom the Army has invested for education and experience. The Army is limited to an annual cap of 770 (O3-O6) positions that can be deemed critical. Commanders and officers will interact in the Army Talent Alignment Process (ATAP) to match KSB-Ps for specific positions.

    a.   Critical position definition. A position requiring a specific skill or skills essential for unit readiness and/or mission effectiveness and the authority to exercise those skills unconstrained by grade. A critical position may serve as an incentive to attract qualified officers of junior grade to compete for hard-to-fill positions and/or requires volunteers. A critical position will be validated on the distribution requirements list (DRL) at Human Resources Command if the position is, or is projected to be, vacant.

    b.   Critical shortage definition. Any critical position in the United States Army that is unable to be filled with a volunteer from the desired grade plate who possesses the unique knowledge, skills, and behaviors for that position.

    c.   The Army G1 will provide a list of approximately 200 secretary of the Army approved critical positions to execute during the 20-02 assignment cycle.

5.   **Slate Adjustment.**

    a.   No later than (NLT) thirty days following the close of the ATAP market window, HRC will provide performance distribution and summary metric data on the Army talent alignment algorithm (ATAA) slate, highlighting areas of concern.

    b.   The ASA (M&RA) either approves the slate or directs changes based on performance distribution guidance or other concerns.

    c.   The final slate represents the optimal outcome, adjusted for ASL guidance.

    d.   Slating corrections may be required due to unforecasted requirements, EFMP failures, security clearance issues, etc.

6. **RFO report timeline**. Every effort should be made to ensure officers have greater than 120 days to report from the time of receipt of their RFO. NLT 30 days following the close of the movement cycle (summer cycle NLT brief date is 30 Oct, winter cycle NLT brief date is 30 April), HRC will report summary metrics where this is not the case through the DCS, G-1 to the ASA(M&RA), except for the following: officers moving in the summer cycle before 01 June; officers in the winter cycle moving before 01 January.

7. **ATAP participation**. If an officer fails to participate in ATAP, the officer will be subject to needs of the Army assignment placement. HRC does not have the authority to change an officer's assignment once designated in ATAP if the officer fails to submit preferences. The purpose of this business rule is to reinforce the criticality of market assignments within ATAP.

B. **Unit**: Unit participation is critical to the long-term success of ATAP.

1. **Diversity and Equal Opportunity**. In the past, leaders trusted the Army to send officers to their units. Now, the Army trusts leaders to preference talented officers for their units. The president of the United States has reposed special trust and confidence upon the officer corps to promote an environment free from personal, social, or institutional barriers that prevent service members from rising to the highest level of responsibility possible. Effective leaders understant that organizational success depends on the ability of people of all backgrounds to work together. Leaders will preference officers who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued. Leaders will strictly avoid consideration of any factors other than merit, fitness, and capability when preferencing officers for assignment. Unlawful discrimination against persons or groups based on race, color, religion, sex (including gender identity), national origin, or sexual orientation is contrary to good order and discipline and is counterproductive to combat readiness and mission accomplishment. Unlawful discrimination shall not be condoned.

2. **KSBs Inform Preferences**. All units want 'high performing officers', typically defined by previous performance evaluations. However, both units and the Army benefit when commanders seek officers who are uniquely qualified for the mission. Units that recruit officers who possess the unique KSBs required to succeed in a job vacancy will naturally find more success in ATAP than units who focus exclusively on past performance. HRC will not provide officer performance evaluation data to units.

3. **Missing or Limited Unit Preferences**. HRC will rely on officer preferences and the needs of the Army to assign preferences to units that do not vote on officers through AIM 2.0.

4.   **Senior Commander Authorities.** Hiring will occur at the DMSL level. ATAP is binding at the DMSL level for nine months. Hiring slates will be coordinated between DMSL and DML during the set the market and execute the market phases. The DML authority will personally approve the slate. Moves out of the DMSL within the initial nine (9) month time period are authorized only in exceptional circumstances and must be approved by the DML commander (non-transferable). The Army goal for honored matches at the DMSL is 90% for the first nine (9) months of the ATAP produced assignment. The number of broken matches from DMSL will be tracked and justified. If the unit numbers are larger than 10%, they will have to be briefed to ASLs. MACOMs will brief the ASA(M&RA) and CSA NLT 30 days following the close of the movement cycle (summer cycle NLT brief date is 30 OCT, winter cycle NLT brief date is 30 April). (note: for an average BDE with approximately 40-45 movers in a summer cycle, the BDE could break four (4) matches before briefing the ASA(M&RA) and CSA.)

5.   **Personal Considerations.** The Army maintains a commitment to families, including commitments that impact officer assignments. ATAP assignments can be broken to adhere to the following personal consideration guidance:

   a.   **Exceptional Family Member Program (EFMP).** Ensures that officers have the right services available for their families.

   b.   **Married Army Couples Program (MACP).** Attempts to ensure that dual-military couples have the opportunity to be co-located.

6.   **Emergent Conditions.** Many life circumstance are uncontrollable or unforeseen. ATAP assignments can be broken to adhere to the following emergent conditions:

   a.   Legal

   b.   Medical

   c.   Flagged for investigation

   d.   OCONUS curtailment

7.   **Unqualified conditions.** ATAP assignments can be broken to adhere to the following emergent conditions:

   a.   Failure to complete education prior to assignment

   b.   Misrepresented / falsified KSBs

C. Officer: Officer participation in ATAP is critical for collecting granular talent information on the Army's most important resource: People.

1. **Missing or limited officer preferences.** Officers in ATAP who do not submit preferences are at increased risk of being assigned to units for which they are a poor talent fit. HRC will assign officers who do not submit preferences through AIM 2.0 in accordance with the needs of the Army.

2. **Promotion board (opt-out).** The opt-out policy allows regular Army officers and reserve component officers in an active guard reserve status to request to opt out of consideration by a promotion selection board under certain conditions. It adds flexibility to officer career development by adding time to pursue broadening experiences, education, certifications, all of which enhance career and mission success. Officers who were previously considered for the next grade but not selected for promotion are not eligible to request to opt-out. Officers may request to opt out of promotion consideration under the principal categories established by the new statutory authority, and listed below. These categories are a starting point, and allow flexibility within the category to identify many applicable assignments and experiences. Because the elements and timing of career development are different at each grade, not all the conditions may be valid for each request for consideration. To ensure the best alignment of Army and officer needs, the assistant secretary of the Army (manpower and reserve affairs) (ASA (M&RA)) will establish the specific elements that will be weighed when an officer requests to opt out of consideration. U.S. Army Human Resources Command will publish those elements in the initial military personnel message announcing each affected promotion selection board. Officers may request to opt out of promotion consideration when they meet the established conditions for the affected board. This policy is anticipated to be approved and implemented for the February 2020 ACC LTC promotion board. An officer may request a promotion board opt-out under the following conditions:

    a. He/she needs to accept or complete an assignment of significant value to the Army. A list of significant assignments will be recommended by the commander, human resources command and approved by the ASA (M&RA);

    b. He/she must complete an ongoing funded resident advanced civilian education program;

    c. He/she 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.

3. **Personal data.** In order to maximize matching potential, officers must ensure ATAP reflects the most current personal data. The list below provides examples but is not all inclusive:

    a. **EFMP:** in accordance with EFMP regulations, data must be updated no less than every thirty six months.

    b. **MACP:** data must reflect existing marriage status to another service member, if applicable.

    c. **Joint Qualification:** data must reflect current status, if applicable.

    d. **Security Clearance:** security clearance must be valid at least through three months following the reporting date.

    e. **Medical Requirements:** all medical requirements must be updated prior to the opening of the ATAP marketplace.

    f. **PME:** Data must reflect current status.

Phase I: Set the Market:

A. HRC:

1. **Identify supply and demand.** HRC will identify and validate both the unit positions to be filled and available population of officers expected to move in the summer 20-02 assignment cycle.

2. **Measure participation.** Measure the following unit metrics and provide ASL a report describing the ATAP output. In the report, provide a by-name list of units that have not demonstrated sufficient participation in ATAP (for the 20-02 cycle, the report dates are 30 Aug, 15 Sep, and 01 Oct).

    MER: The goal is that every position has a staffing entry (keep/delete), and that all of the "keeps" (the positions that units want filled) have a prioritization in terms of active component manning guidance (ACMG), duty title, paragraph and line number, duty description, KSBs, POC and incumbent. The primary metrics for units completing the MER (fed live in AIM 2.0) are:

    a. **Staffing** (keep/delete and a rank ordering of importance)

    b. **Clarifying data for the requisition** (duty titles, paragraph and line numbers)

    c. **Position level data** (duty description, KSBs, POC, incumbent, etc.)

3. **Labeling SOP.** Develop, publish and integrate the assignment labeling SOP.

4. **Officer eligibility.** Allow officers to compete for as many eligible positions as possible; eligibility is to be determined in the broadest possible terms.

5. **Brevet positions.** Identify brevet critical positions that will be vacant based on YMAV. Provide instructions to units to self-nominate an officer(s) on station to fill a critical position in AIM 2.0.

B.   Unit:

1.   **Unit page in AIM 2.0.** This is the unit's opportunity to advertise the unit and location to prospective officers and provide a POC for engagement.

2.   **Advertise job vacancies.** Units will provide detailed descriptions of job vacancies and unit information through AIM 2.0. It is imperative to provide sufficient detail, particularly vacancy and personnel information as described below:

   a.   Position information: UIC, SQI (special qualification identifier), JDAL position number, grade requirement.

   b.   Vacancy information: unit comments, special remarks (additional requirements not otherwise indicated-i.e. polygraph, security clearance, certifications, interviews, etc), report date.

   c.   Personnel information: input desired KSBs required for the position (i.e. language, military education level, etc).

   d.   Incumbent information: input the incumbent's name. Recommended to include incumbent's POC information.

   e.   Security clearance information: label positions with required clearance levels (RQPSIR, RQPSST, RQPPSR).

   f.   CMD and KD queue: place wait times for key developmental positions in the related job descriptions.

3.   **Brevet positions.** Identify brevet critical positions that could be vacant based on YMAV. Identify officers within the unit (DML or DMSL) that have the KSB-Ps to serve in the critical position if applicable.

C.   Officer:

1.   **Build résumé.** Officers will build résumés and identify KSBs through AIM 2.0. Unit commanders can search all active component officer résumés, to identify and recruit talent to their commands. As such, all officers should complete résumés, even officers not expected to move in the summer 20-02 cycle.

Phase II: Execute the Market:

A.   HRC:

1.   **Measure participation.** Measure the following unit metrics and provide ASL a report describing the ATAP output. In the report, provide a by-name list of units that have not demonstrated sufficient participation in ATAP.

   a.   **Unit AIM 2.0 Information Pages**. The primary metrics for measuring unit page completion are:

      i. If the unit has information in every portion of the unit page, and

      ii.   How recently the page was updated. (i.e. updated within last three months)

   b.   **ATAP participation**. The primary metrics for measuring ATAP participation is the breadth and depth of participation.

      i.   What percentage of ATAP assignments did the unit submit a preference for at least one officer?

      ii.   Of the number of available officers for each assignment, what percentage did the unit submit a preference? A good depth is at least 10% or five officers, whichever is greatest.

      iii.   Record and report the preference number of both the officer and the unit that are matched.

2.   **Brevet positions.** Advertise brevet critical positions at and below grade for officers to self-nominate. Maintain a list of critical positions that are vacant.

B.   Unit:

1.   **Preference officer candidates.** Units will establish a process to search for candidates, review résumés, and conduct interviews. Units are encouraged to preference and rank order at least 10% of available officers, or five available officers, whichever is greater, for each position.

2.   **Security clearance requirements.** Ensure officers competing for your unit's vacant position acknowledge the required security clearance requirements, if applicable.

3. Brevet positions.

    a. Preference and rank order officers in AIM 2.0 for brevet critical positions. Preference should include a statement that the desired officer(s) possess the required KSB-Ps to serve in the critical position. Commanders and units may recommend, in AIM 2.0, specific officers already residing on the installation who are best qualified and possess the KSB-Ps for the critical position.

    b. If an officer is not scheduled to move, and is preferenced by a commander and/or unit to serve in a brevet position, the unit must notify HRC (via the submission of the brevet packet) of the intent to fill the brevet position with the preferenced officer. This notification will inform the HRC linkage of requirements determination and the population of officers eligible to move.

    c. Eligible officers must have at least one year remaining to serve in a qualifying position following the date of the commander's recommendation for brevet promotion or from the expected reporting date to the qualifying position, whichever is later. Officers whose projected PCS date precludes eligibility for brevet promotion may request HRC adjustment of availability to meet the one year requirement. Requests for HRC adjustments, with appropriate endorsements by O6 level commanders, shall be forwarded to HRC for consideration.

C. Officer:

1. **Preference Job Vacancies.** Officers will interact with desired units regarding position vacancies, provide references as requested by units, and rank order preferences for all available assignments. Only officers who expect to move in the summer 20-02 assignment cycle can preference units through AIM 2.0.

2. **Brevet Positions.** Officers at, and below grade, can self-nominate themselves into a brevet critical position.

3. **Position Qualification.** Officers have an inherent responsibility to only compete for positions for which they are qualified. If an officer happens to obtain a job for which they are not qualified, then the officer will be reassigned in accordance with the needs of the Army and/or the senior commander.

Phase III: Clear the Market:

A. HRC:

1. **Match officers to jobs according to preference (ATAA). OPMD will match officers to jobs according to the instructions below.**

    a. Clear ATAP using the ATAA; digitally piloted for certain portions of the market, and manually applied for the remainder.

    b. The system will honor 1-to-1 matches unless slate regulation is required.

    c. Output: HRC will brief ASL (SA, CSA, and ASA (M&RA) on the algorithm pure slate (COA#1), and COA#1 modified to refine ASL and other applicable distribution guidance (COA#2).

2. **Security Clearance.**

    a. Following the administration of the algorithm, if an officer is matched with a position requiring elevated clearance, then a clearance request is initiated by the officer in coordination with the unit.

    b. If the security investigation date becomes out-of-tolerance by the report date, then the officer will be reassigned based upon needs of the Army.

    c. If the officer fails to receive the required clearance level, then the officer will be reassigned based upon needs of the Army and/or the senior commander.

3. **Proponent guidance.** The Army has the strategic goal of creating a professionally- developed officer corps that ensures the future readiness of the force. Under ATAP, proponents have the responsibility to shape officer preferences in accordance with written proponent guidance and officers should consider this guidance when submitting unit preferences. When an officer and unit assignment match does not adhere to this guidance, HRC must carefully consider breaking the match. Algorithm sure slates cannot be broken for the following reasons:

    a. **Key developmental positions**. Specifies the necessary positions, by-grade, for officer development. Examples include company command for engineer captains and operational s3/xo experience for logistics majors.

    b. **Diversification.** Ensures a bench of balanced officers for future assignments. Examples include the vehicle imperative for the infantry branch and tactical/strategic broadening for the signal branch.

c.   **Tour Equity**. This guidance attempts to balance operational tour frequency, short tours, and unpopular locations. HRC will not break market matches to promote tour equity unless honoring a previous commitment to an officer.

d.   **Exception – Specialization**. This guidance leverages specific officer skills or areas of expertise (precise KSBs). Examples include airframe SQI, and regional experience for Special Forces and Foreign Area Officers.

4.   **Performance Guidance.** The Army has interest in monitoring and adjusting the performance level of officers assigned to certain organizations and positions. Outside of the following exceptions, algorithm pure slates cannot be broken in an attempt to spread high performing officers across all formations.

a.   **Joint Positions**. Require careful assignment considerations because of the requirement for general officers to have joint credit and the limited opportunity in certain branches for assignments that provide joint credit.

b.   **Key Generating Force Positions (OC/T, Instructor, Recruiting Command).** These key positions focus on the recruiting, training, and education of the future force and require careful assignment considerations.

5.   **General Officer Involvement.** Current practices sometimes permit general officers to exert influence over the assignment process. Algorithm pure slates cannot be broken to adhere to the following general officer involvement:

a.   **By Name Requests (BNRs).** Increased emphasis on officer and unit preferences should eliviate the need for BNRs. After September 2019, HRC will not support BNRs. HRC will document all BNR requests after September 2019 and direct requesters to the AIM 2.0 portal. All positions will be competed in ATAP.

b.   **Aide-de-Camp and Executive Officer (XO) Requests.** These requests will not be supported outside of ATAP after September 2019. All positions will be competed in ATAP.

6.   **GO Influence Over Future Assignments.** These requests occur when leaders contact HRC about placing one of their current officers into a future assignment. Officers can provide a general officer as a reference to the unit. Also, general officers can reach out to units on behalf of an officer. Once an officer's assignment is designated in ATAP, HRC will not change the assignment based upon GO involvement. The purpose of this business rule is to prevent black markets forming outside of ATAP.

7. **Personal Considerations.** The Army maintains a commitment to families, including commitments that impact officer assignments. Algorithm pure slates **CAN** be broken to adhere to the following personal consideration guidance:

   a. **Exceptional Family Member Program (EFMP).** Ensures that officers have the right services available for their families.

   b. **Married Army Couples Program (MACP).** Attempts to ensure that dual-military couples have the opportunity to be co-located.

8. **Emergent Conditions.** Many life circumstance are uncontrollable or unforeseen. Algorithm pure slates can be broken to adhere to the following emergent conditions:

   a. Legal

   b. Medical

   c. Flagged for investigation

   d. OCONUS curtailment

9. **Unqualified conditions.**

   a. Failure to complete education prior to assignment

   b. Misrepresented / falsified KSBs

10. **Brevet positions.** All officers of junior grade that are matched for a brevet critical position, will be forwarded to the department of the Army Secretariat for approval. Once a DA selection board has approved the officers for promotion consideration, assign the officer to the critical position.

    a. In cases where units do not submit preferences for brevet positions, officers of junior grade that possess the KSB-Ps of the critical position will be matched above officers with a critical position grade match.

    b. Officers at grade that are not preferenced by units may serve in a position below grade.

B. Unit:

1. Initiate sponsorship

2. Confirm incoming officer data:

   a. Proponent data: KD requirements, diversification, specialization

   b. Joint data

c.   Personal considerations: EFMP, MACP, etc

3.   **Brevet positions**. Officers assigned through ATAP as incoming to a brevet position cannot be diverted or reassigned by the senior commander for the following reasons:

      a.   Officers were approved through a central selection board to qualify for the brevet promotion position.

      b.   Following the board, the officers were then senate confirmed authorizing the brevet promotion.

      c.   In many cases brevet promotions were used as incentives to fill low popularity locations or hard to fill positions.

C. **Officer**:

1.   If an officer is preferenced for a position that requires an elevated security clearance from what they currently possess, it is the responsibility of the officer to initiate the clearance request in coordination with the unit. If the officer fails to receive the required clearance level, then the officer will be reassigned based upon needs of the Army and/or the senior commander.

2.   Provide update and status of information requested by gaining unit.

APPENDIX IV: Points of Contact

Army Talent Management Task Force (ATMTF)

Task Force Email:
usarmy.pentagon.hqda-dcs-g-1.mbx.army-talent-management@mail.mil

For **ATAP, ATAA, Marketplace** and **Business Rule Questions**, please contact:
LTC Robert Gable at robert.j.gable.mil@mail.mil

For **KSBs** and **AIM 2.0** questions, please contact:
LTC Cayla King at cayla.w.king.mil@mail.mil or,
MAJ Greg Lockhart at paul.g.lockhart.mil@mail.mil

For Opt-out please contact:
LTC Sonia Huertas at sonia.i.huertas.mil@mail.mil

For **Brevet Promotions**, please contact:
MAJ Marie Hough at marie.j.hough.mil@mail.mil
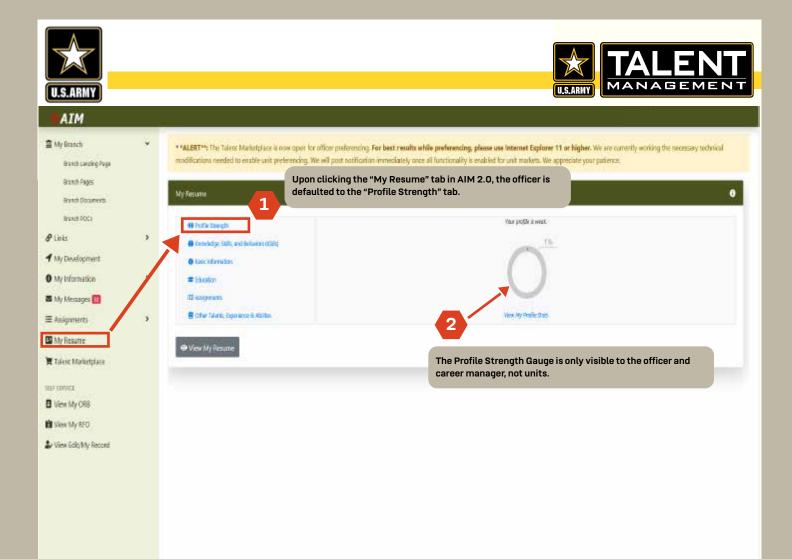
Human Resources Command (HRC)

For **AIM 2.0 Functionality Questions**, please contact **HRC AIM 2.0 Support**:
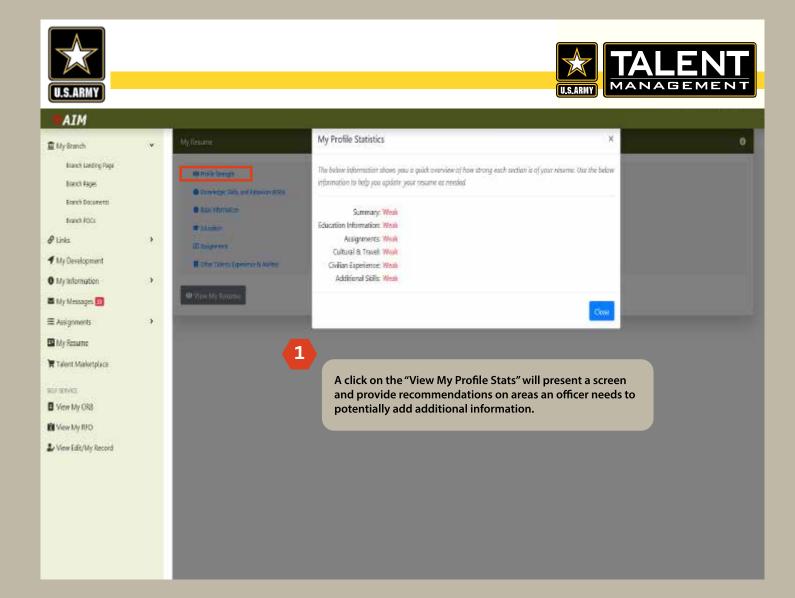usarmy.knox.hrc.mbx.opmd-aim-support@mail.mil

HRC OPMD Readiness Division, Plans and Analysis please contact:
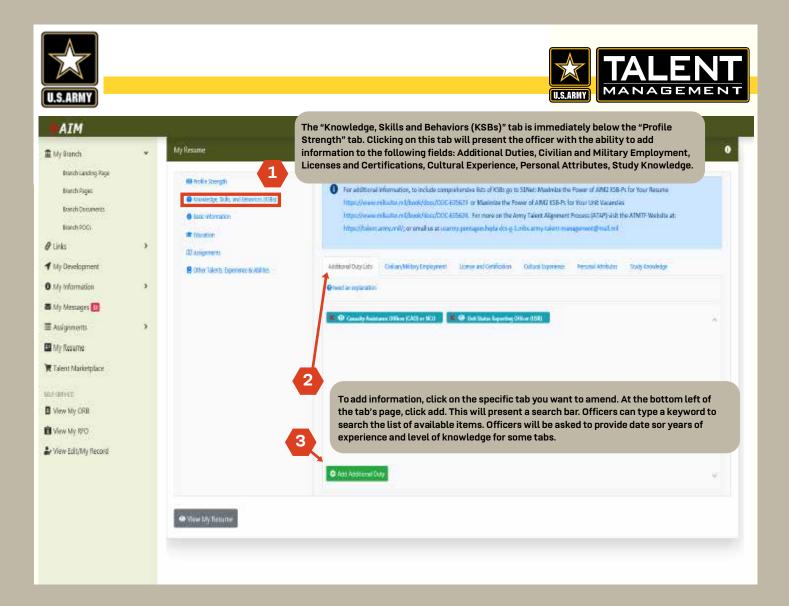LTC Bryan J. Bonnema, at bryan.j.bonnema.mil@mail.mil

For questions on **AIM 2.0 Unit Vacancy and Market Dashboard Questions**,
Please Contact:
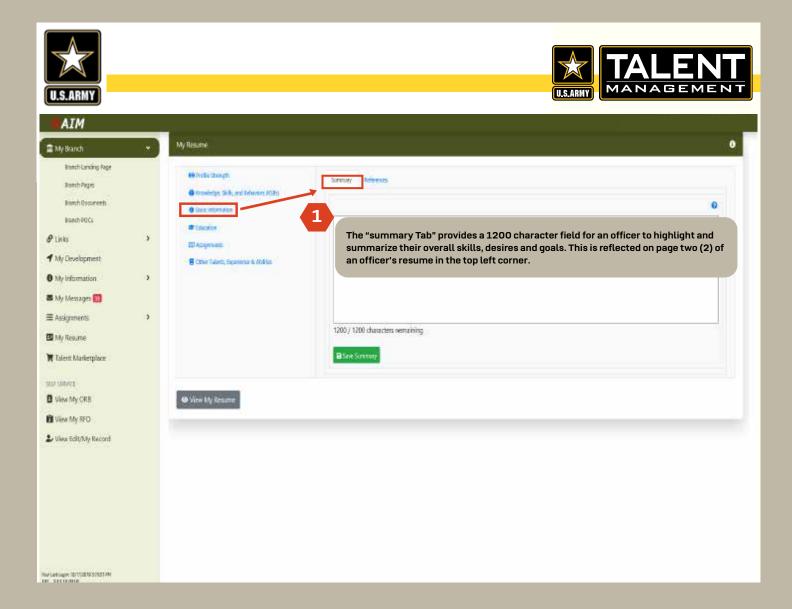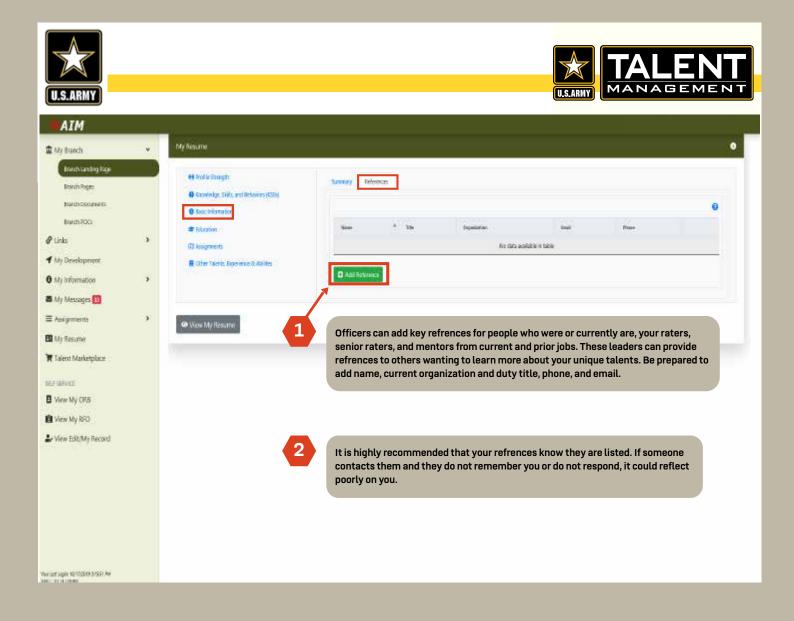MAJ Chad Henderson at chad.m.henderson.mil@mail.mil

APPENDIX V: Useful Links

Website:	URL:
Active Duty Officer Assignment Interactive Module Version 2, (AIM 2.0)	https://aim.hrc.army.mil/
AIM2 MER Training	https://www.milsuite.mil/book/docs/DOC-584295
AIM2 Marketplace Training	https://www.milsuite.mil/book/docs/DOC-609865
AIM2 KSB-P Training	https://www.milsuite.mil/book/docs/DOC-646048
AIM Résumé Guidance – "A-Way" to Think of Constructing a Résumé	https://www.milsuite.mil/book/docs/DOC-6675677
Army Talent Management Task Force	https://talent.army.mil/
Army Talent Alignment process (ATAP) Video	https://vimeo.com/341854451/8e1f7ed9dc
Army talent Alignment Algorithm	https://www.youtube.com/watch?v=9mEBe7fz-rml&app=desktop
Maximize the Power of AIM2 KSB-Ps for Your Unit Vacancies	https://www.milsuite.mil/book/docs/DOC-635624
Maximize The Power of AIM2 KSB-P for Your Resume	https://www.milsuite.mil/book/docs/DOC-635623
United States Army Human Resources Command	https://www.hrc.army.mil

APPENDIX VI: AIM 2.0 Résumé View

Upon clicking the "My Resume" tab in AIM 2.0, the officer is defaulted to the "Profile Strength" tab.

The Profile Strength Gauge is only visible to the officer and career manager, not units.

A click on the "View My Profile Stats" will present a screen and provide recommendations on areas an officer needs to potentially add additional information.

APPENDIX VI: AIM 2.0 Résumé View

1 The "Knowledge, Skills and Behaviors (KSBs)" tab is immediately below the "Profile Strength" tab. Clicking on this tab will present the officer with the ability to add information to the following fields: Additional Duties, Civilian and Military Employment, Licenses and Certifications, Cultural Experience, Personal Attributes, Study Knowledge.

2

3 To add information, click on the specific tab you want to amend. At the bottom left of the tab's page, click add. This will present a search bar. Officers can type a keyword to search the list of available items. Officers will be asked to provide date sor years of experience and level of knowledge for some tabs.

APPENDIX VI: AIM 2.0 Résumé View

The "summary Tab" provides a 1200 character field for an officer to highlight and summarize their overall skills, desires and goals. This is reflected on page two (2) of an officer's resume in the top left corner.

APPENDIX VI: AIM 2.0 Résumé View

1 Officers can add key refrences for people who were or currently are, your raters, senior raters, and mentors from current and prior jobs. These leaders can provide refrences to others wanting to learn more about your unique talents. Be prepared to add name, current organization and duty title, phone, and email.

2 It is highly recommended that your refrences know they are listed. If someone contacts them and they do not remember you or do not respond, it could reflect poorly on you.

APPENDIX VI: AIM 2.0 Résumé View

This tab provides a 1200 character free text field for officers to focus or expound upon education not captured on their Officer Record Brief (ORB). List any military and civilian education missing from your individual record brief, and list any n on-degree education and coursework completed outside of the Army.

APPENDIX VI: AIM 2.0 Résumé View

This tab captures your completed military training. This information populates under Section VI – Military Education on page one (1) of your ORB. Officers cannot manipulate this information and must contact their unit S1 for updates and corrections to this section.

APPENDIX VI: AIM 2.0 Résumé View

1 The "Civilian Education" tab captures your completed civilian education. This information populates under Section VII – Civilian Education on page one (1) of your ORB. Officers cannot manipulate this information and must contact their unit S1 for updates and corrections to this section.

APPENDIX VI: AIM 2.0 Résumé View

1 This tab captures certifications and experiences not provided under the civilian education section of your ORB. This information populates under Section X – Remarks on page one (1) of your ORB. Professional Registration Data such as Certified Lawyer, Certified Teacher, and Certified Facility Manager are examples of registrations an officer may possess.

APPENDIX VI: AIM 2.0 Résumé View

APPENDIX VI: AIM 2.0 Résumé View

Duty titles only tell someone so much about your assignment experiences. The "Self-Professed Assignment Experience" tab is a 1200 character free text field, which allows officers to expound upon their challenges and accomplishments during specific assignments. This field populates on page two (2) of your résumé. Topics might include: Where were you; Who did you work with or support; What did your organization accomplish; What did you learn in a specific job; What KSBs did you acquire during an assignment?

APPENDIX VI: AIM 2.0 Résumé View

This tab highlights your current assignment and duty title. It is reflected on page one (1) of your résumé under Section IX: Assignment Information. Officers cannot manipulate this information and must contact their unit S1 for updates and corrections to this section.

APPENDIX VI: AIM 2.0 Résumé View

(1) This tab highlights your past assignments and duty titles. It is reflected on page one (1) of your résumé under Section IX: Assignment Information. Officers cannot manipulate this information and must contact their unit S1 for updates and corrections to this section.

APPENDIX VI: AIM 2.0 Résumé View

This is a 1200 character tab that allows an officer to focus attention to official and non-official travel or overseas assignments not captured on their ORB. Travel and experiences listed in this section allows officers to highlight personal experiences, talents, and interests beyond what the Army may already know.

Some example questions are provided below to assist with development of this section.
- **How have you used your experiences/ travel to improve the Army, your branch, or your unit?**
- **What have you done or experienced that sets you apart from your peers?**
- **Do you have any unique experiences that makes you better suited for the jobs you want?**

APPENDIX VI: AIM 2.0 Résumé View

This section allows you to list languages you have studied or are proficient that are not listed on your ORB.

APPENDIX VI: AIM 2.0 Résumé View

APPENDIX VI: AIM 2.0 Résumé View

APPENDIX VII: AIM2 Résumé Tips "A Way"

OFFICER SELF-PROFESSED KNOWLEDGE, SKILLS & BEHAVIORS

ORB TYPE AIM	BRIEF DATE	FUNCTIONAL CATEGORY	DESIG DATE	CNTL BRANCH BR STL/EXPIRES	COMPONENT RA	AD GRADE - ADOR	NAME

SUMMARY

- What sets you apart from your peers? Summarize your overall skills, desires, career goals.
- Include information that makes people want to read more.
- What kind of job are you looking for next?
- What opportunities do you want to be considered for?(i.e. KD, command, aide de camp, speechwriter, WIAS, etc.).
- What are your career aspirations 5-10 years out?

EDUCATION

- Include civilian and military education that is not listed on your ORB (i.e. 30 credits in graduate program, cyber courses, etc.).
- Describe any significant educational information that goes beyond your degree title (i.e. thesis topic, area of specification; internships; etc.).
- How have you used your educatiton opportunities to improve the Army, your branch, or your unit?

CIVILIAN

- What work have you done to better the community? How did you solve a problem? What were the results?
- How have you improved civilian-military relationships?
- Have you organized or participated in unit events that served the community?
- Do you have a leadership position in any civilian organization? (i.e. schools, sports, etc.).

ASSIGNMENTS

- What key experiences/accomplishments do you want to convey from your past assignments? Review your OERs for potential input.
- What did you accomplish, how did you make an impact in key assignments?
- Highlight assignments that prepared you for the future jobs you want.

ADDITIONAL SKILLS & CERTIFICATIONS

- List any articles/writings you have published.
- List any military or civilian certifications that are not listed on your ORB.
- Include certifications you are working toward.
- Do you have a unique skill you have used to improve the Army, your branch, or your unit?

CULTURAL EXPERIENCES & TRAVEL

- How have you used your experiences/travel to improve the Army, your branch, or your unit?
- What have you done or experienced that sets you apart from your peers?
- Do you have any unique experiences that makes you better suited for the jobs you want?

LANGUAGE

Language	Description
	List all languages you have studied and/or languages in which you are proficient, that are not listed on your ORB.

REFERENCES

Name	Org (Duty Title)	Email	Phone
Ensure your references know they are listed – if someone contacts them and they do not remember you or do not respond, it may not reflect well on you.			

◆AIM

- There is no one "right" way to fill out your resume. This is "a way" to fill out a resume, and not the only way.

- Feedback from the field varies. Some units prefer short and concise (bullet format) while other units prefer long and detailed resumes (narrative format).

- Craft your resume to illustrate your experiences and tailor it to your prospective positions.

- The AIM resume is just the start. Personal contact and interviews often give a more in-depth look into an officer's experiences/skills and create a more lasting impression on a unit.

- Officer KSBs do not appear on the resume, but are viewable and search-able by units. Find available KSBs at the following link: https://www.milsuite .mil/book/docs/DOC-635623.

AIM URL: https://aim.hrc.army.mil/portal/index.aspx

As of: 26 Sep 19

APPENDIX VIII: Officer Marketplace View

Officers are placed in movement cycles based on their YMAV (Year, Month Available to Move). If an officer believes their YMAV is incorrect they should contact their Career Manager and unit to discuss the change.

2

3

1

4

YMAV: **202006**

OPMD Rules of Engagement

1. Markets are built to allow the widest choice and preference consistent with Army readiness requirements.
2. While your market is open, you are encouraged to reach out to your Career Manager and units to learn about those units in which you are interested. This will allow you to make informed preferences.
3. Officer and unit preferences will be considered first when making assignments. Thus, you should provide market data (e.g., resume data) that will allow units to preference you appropriately.
4. If you do not provide a sufficient list of preferences, you will be assigned IAW the needs of the Army.
5. You will have the ability to numerically preference all available assignments in "My Preference List". You will be able to sort through all the available requisitions in your market.
6. Officer labels are informational and non-binding (i.e., you are not required to go to a unit with labels that match your own). Matching your labels to assignment labels will highlight assignments that align with your professional development and career management timeline as outlined in DA PAM 600-3 or 600-4.
7. You should begin preferencing assignments immediately after the market opens and initiate dialogue with the unit POCs IOT obtain an interview, if desired. Units see officer interest any time an officer lists an assignment in his or her top three or top 10% of choices, whichever is greater.
8. If you have family members enrolled in EFMP, you must ensure your information is current to guarantee consideration of at least two (2) locations that are able to support the special medical and/or educational needs for your family member(s). You must provide preferences in the market before 26 Oct 2019 to begin the vetting process for determination of the services and care availability.
9. In order to begin preferencing assignments, you must validate your PCS Availability Date in AIMv2. Officers reporting to PME first will have an availability date after their scheduled PME graduation date.
10. Officers will conduct Marketplace Operations IAW the responsibilities outlined in DA EXORD 145-19.

View All Standard Labels

My Labels

OPMD Standard labels are non-binding guides that apply to all branches. Examples include KD, High Dwell, Nominative, Branch Qualified, etc.

PCS Availability Date

PCS Availability Date:
20200414

Reason:

U.S. Army Human Resources Command   "Soldiers First"   //UNCLASSIFIED// PED LEVEL 2 POC: MAJ Chad Henderson (502) 613-6858 as of 7 Oct 19

APPENDIX VIII: Officer Marketplace View

1 Career Managers apply labels on officers as non-binding guides to direct the officer's attention to certain jobs that align with career progression and DA PAM 600-3 or 600-4.

2 The projected start date should be coordinated with the losing officer's chain of command. Gaining units use this to help determine if an officer will be available when the unit needs them.

Note: Officers should input this date to enter their marketplace.

Note: Officers who do NOT input a date will have their YMAV inserted and a remark that states **"Set by YMAV"**.

Note: Units may want to verify officer available date with officer.

Note: Officers can update this after entering the marketplace.

U.S. Army Human Resources Command　　　"Soldiers First"　　　//UNCLASSIFIED// PED LEVEL 2 POC: MAJ Chad Henderson (502) 613-6858 as of 7 Oct 19

APPENDIX VIII: Officer Marketplace View

Clear All Preferences: allows users to clear (reset) all preferences from their marketplace.

1

Unit Activity: has two numbers (0/0). The first number in the unit activity tab depicts the number of officers a unit has preferenced for that assignment. The second number represents the total number of officers available to apply for that position. If the numbers read 0/0, the unit has yet to open that assignment to view officers available for preferencing.

4

3

Popularity: provides the number of officers that have preferenced that assignment in their top 10.

The "Unit Interest" column informs the officer that a unit has preferenced him/her.

5

2

Interest: where officers can rank-order their preferences. The top three choices or top 10% (whichever is greater) send the signal to units that the officer is interested in their unit.

Note: Assignments that have the "X" icon in the "Interest" column have been removed from the market and are no longer available for preferencing.

6

Labels are guides (filters) provided to direct an officer's attention to certain jobs that align with career progression.

7

The "i" icon provides position information, unit information, KSBs, unit comments, and the incumbent for a particular position.

U.S. Army Human Resources Command   "Soldiers First"   //UNCLASSIFIED// PED LEVEL 2 POC: MAJ Chad Henderson (502) 613-6858 as of 7 Oct 19

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APPENDIX IX: 4187 Example Brevet Promotion Nomination

PERSONNEL ACTION

For use of this form, see PAM 600-8; the proponent agency is DCS, G-1.

DATA REQUIRED BY THE PRIVACY ACT OF 1974

AUTHORITY: Title 10, USC, Section 3013, E.O. 9397 (SSN), as amended

PRINCIPAL PURPOSE: To request or record personnel actions for or by Soldiers in accordance with DA PAM 600-8.

ROUTINE USES: The DoD Blanket Routine Uses that appear at the beginning of the Army's compilation of systems of records may apply to this system.

DISCLOSURE: Voluntary; however failure to provide Social Security Number may result in a delay or error in processing the request for personnel action.

1. THRU (Include ZIP Code) (DML Level Commander)	2. TO (Include ZIP Code) OPMD, US Army Human Resources Cmd Attn: (Specify Assignment Branch) 1600 Spearhead Division Avenue Fort. Knox, KY 40122	3. FROM (Include ZIP Code) (DML or DMSL Level Commander)

SECTION I - PERSONAL IDENTIFICATION

4. NAME (Last, First, MI)	5. GRADE OR RANK/PMOS/AOC	6. SOCIAL SECURITY NUMBER

SECTION II - DUTY STATUS CHANGE (AR 600-8-6)

7. The above Soldier's duty status is changed from _____ to _____

_____ effective _____ hours, _____

SECTION III - REQUEST FOR PERSONNEL ACTION

8. I request the following action: (Check as appropriate)

☐ Service School (Enl only)	☐ Special Forces Training/Assignment	☐ Identification Card
☐ ROTC or Reserve Component Duty	☐ On-the-Job Training (Enl only)	☐ Identification Tags
☐ Volunteering For Oversea Service	☐ Retesting in Army Personnel Tests	☐ Separate Rations
☐ Ranger Training	☐ Reassignment Married Army Couples	☐ Leave - Excess/Advance/Outside CONUS
☐ Reassignment Extreme Family Problems	☐ Reclassification	☐ Change of Name/SSN/DOB
☐ Exchange Reassignment (Enl only)	☐ Officer Candidate School	☒ Other (Specify) Brevet Assignment Nomination
☐ Airborne Training	☐ Asgmt of Pers with Exceptional Family Members	

9. SIGNATURE OF SOLDIER (When required)	10. DATE (YYYYMMDD)

SECTION IV - REMARKS (Applies to Sections II, III, and V) (Continue on separate sheet)

1. I nominate the officer in Section I above for assignment to an approved brevet position in the 20-?? assignment cycle.
2. The nominated officer will update his/her ORB and resume in AIM2.
3. Position Details:

DML/DMSL:
UIC:
Paragraph/Line Number:
Duty Title:
Auth Grade:
Auth Skill:
KSBs: See attachment

3. I certify, the nominated officer possesses the appropriate Knowledge, Skills, Behaviors & Preferences for this position as well as the potential to successfully perform duties in the next higher grade.
4. I acknowledge that officers approved for appointment in the temporary brevet grade, for which considered, may be promoted on the date they report to a qualifying position or the date of Senate conformation of the appointment, whichever is later.
5. I further acknowledge the command will notify HRC when the officer is removed or reassigned from the brevet position.

SECTION V - CERTIFICATION/APPROVAL/DISAPPROVAL

11. I certify that the duty status change (Section II) or that the request for personnel action (Section IV) contained herein -

☐ HAS BEEN VERIFIED ☐ RECOMMEND APPROVAL ☐ RECOMMEND DISAPPROVAL ☐ IS APPROVED ☐ IS DISAPPROVED

12. COMMANDER/AUTHORIZED REPRESENTATIVE	13. SIGNATURE	14. DATE (YYYYMMDD)

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APPENDIX IX: 4187 Example Brevet Promotion Nomination

15. NAME OF INDIVIDUAL		16. SSN	

ADDENDUM - RECOMMENDATIONS FOR APPROVAL/DISAPPROVAL

AUTHORITY	a. TO DML Commander	b. FROM DMSL Commander

c. ACTION: ☐ APPROVED ☐ DISAPPROVED   RECOMMEND: ☐ APPROVAL ☐ DISAPPROVAL

d. NAME (Last, First, Middle)	e. RANK COL	f. DATE (YYYYMMDD)

g. TITLE/POSITION Brigade Commander	h. SIGNATURE

i. COMMENTS

AUTHORITY	a. TO OPMD, US Army Human Resources Cmd Attn: (Specify Assignment Branch) 1600 Spearhead Division Avenue	b. FROM DML Commander

c. ACTION: ☐ APPROVED ☐ DISAPPROVED   RECOMMEND: ☐ APPROVAL ☐ DISAPPROVAL

d. NAME (Last, First, Middle)	e. RANK	f. DATE (YYYYMMDD)

g. TITLE/POSITION Commanding General	h. SIGNATURE

i. COMMENTS

AUTHORITY	a. TO	b. FROM

c. ACTION: ☐ APPROVED ☐ DISAPPROVED   RECOMMEND: ☐ APPROVAL ☐ DISAPPROVAL

d. NAME (Last, First, Middle)	e. RANK	f. DATE (YYYYMMDD)

g. TITLE/POSITION	h. SIGNATURE

i. COMMENTS

AUTHORITY	a. TO	b. FROM

c. ACTION: ☐ APPROVED ☐ DISAPPROVED   RECOMMEND: ☐ APPROVAL ☐ DISAPPROVAL

d. NAME (Last, First, Middle)	e. RANK	f. DATE (YYYYMMDD)

g. TITLE/POSITION	h. SIGNATURE

i. COMMENTS

DA FORM 4187, MAY 2014