TALENT MANAGEMENT

U.S. ARMY

Talent Management Army Staff LPD

COL Bob O'Brien
Operations Officer
Army Talent Management Task Force

Agenda

Introductory Remarks

- **Talent Management Video**
- **Big Ideas**
- **Attrition-based Model**
- **Talent Management Definitions**
- **Industrial Age System → Information Age System**
- **NDAA Authorities**
- **Army Talent Alignment Process (ATAP)**
- **Battalion Commander Assessment Program (BCAP)**

Questions

Video

Army Talent Management Video

https://vimeo.com/347781909/45a2fe552e

The Big Ideas

Army Modernization: The Army is moving from the industrial age to the information age through modernization changing:
- **How we fight:** Multi-Domain Operations
- **How we equip:** Army Futures Command
- **How we manage our People: 21st Century Talent Management**
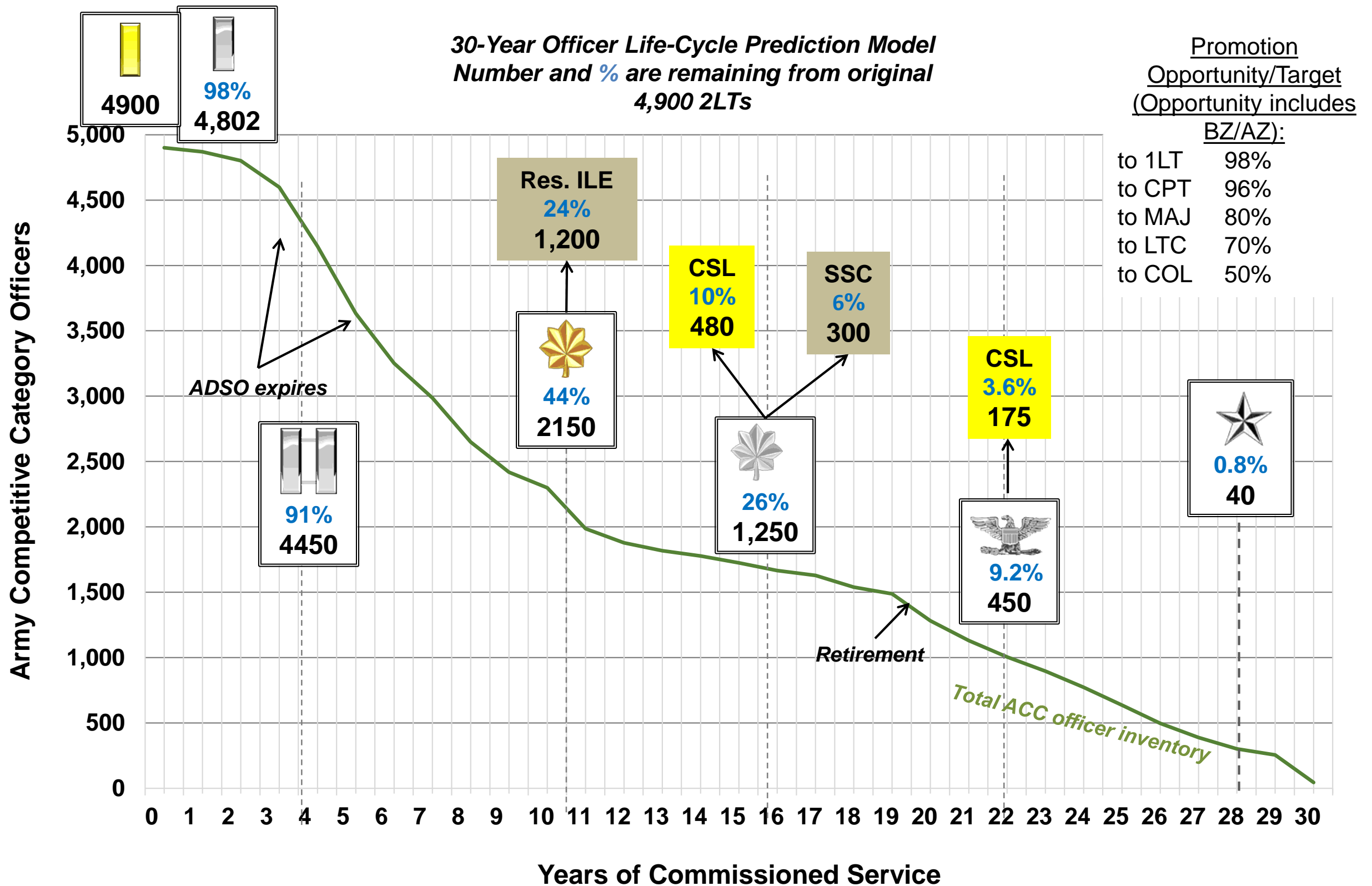
Guiding Principle: Right Officer, Right Assignment, Right Time, Over Time

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

Why the Army needs a new system

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

YG 18 Officer Career Forecast

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

Promotion Opportunity/Target (Opportunity includes BZ/AZ):

to 1LT	98%
to CPT	96%
to MAJ	80%
to LTC	70%
to COL	50%

4900

98%
4,802

Res. ILE
24%
1,200

44%
2150

CSL
10%
480

SSC
6%
300

CSL
3.6%
175

ADSO expires

91%
4450

26%
1,250

0.8%
40

9.2%
450

Retirement

Total ACC officer inventory

Army Competitive Category Officers

Years of Commissioned Service

2/3/2020 2:40 PM

5

Talent Management Definitions

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

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

KNOWLEDGE	Facts, information, and skills acquired by a person through experience, education, or training ▪ Example: Arabic language proficiency; JavaScript certification; Pilot's certification
SKILLS	The ability to apply knowledge to a task ▪ Example: computer programming; creative writing; strategic thinking
BEHAVIORS	The way one acts or conducts oneself, especially toward others ▪ Example: decision-making under pressure; critical thinker; team player
PREFERENCES	Interests, career ambitions, and personal life goals

In Talent Management, the best Soldier is the one best suited for a specific mission or assignment.

TALENT MANAGEMENT — U.S. ARMY

Industrial Age System

STANDARD CAREER PATH
0 — YEARS OF SERVICE — 20

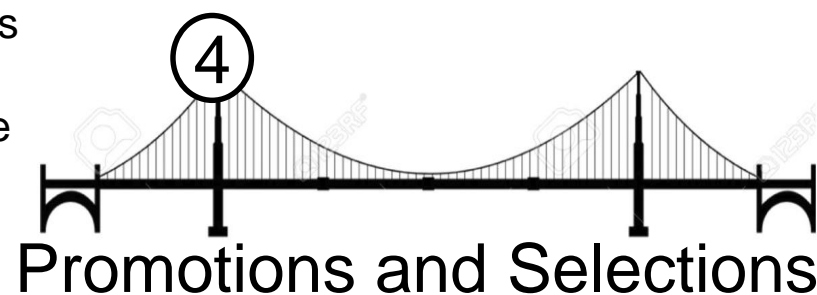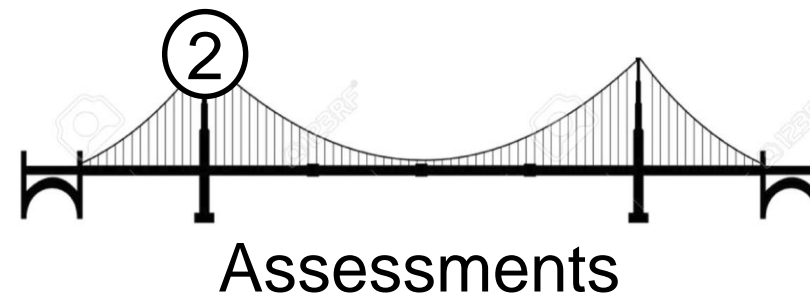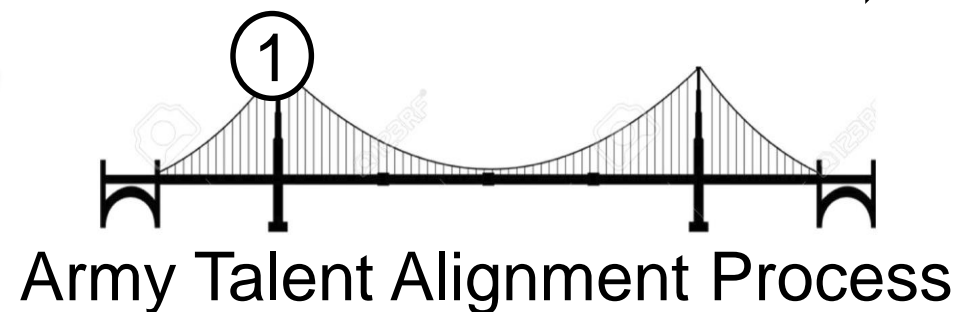Lacks Granular level knowledge of Talents

Strengths
Fair
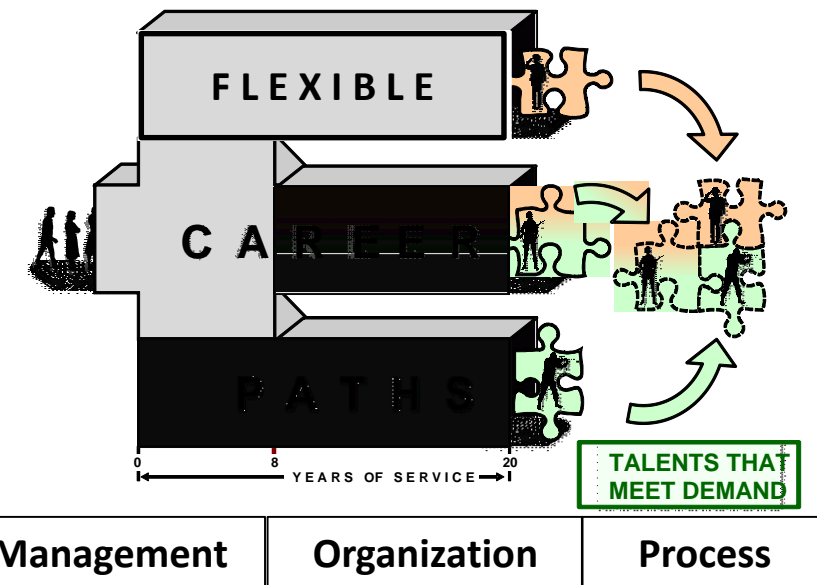Scalable
Predictable
Developmental
Resilient

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

Major Initiatives

① Army Talent Alignment Process

② Assessments

③ Flexible Career Paths

④ Promotions and Selections

Information Age System

FLEXIBLE
CAREER
PATHS
0 — 8 — YEARS OF SERVICE — 20

TALENTS THAT MEET DEMAND

Management	Organization	Process

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

FY19 NDAA Authorities Overview

- **§ 501 Repeal of Age Limit:** Removes the requirement to complete 20 years of service by age 62. This authority complements Direct Commission up to O6 to bring in SMEs over the age of 42 from the private sector.

- **§ 502 Direct Commission up to O6:** The Army can access private sector expertise up to the rank of COL to both the Active and Reserve Components.

- **§ 503 Brevet Promotions:** The Army can temporarily promote up to 770 officers to the next grade that serve in positions the SECARMY deems a critical shortage. The officer would receive financial compensation of the new rank while in a brevet status.

- **§ 504 Merit Based Promotion Lists:** Officers with a high promotion board score can be promoted first instead of by seniority.

- **§ 505 Opt Out of a Promotion Board:** An officer in both the Active and Reserve Components can opt-out of a promotion board due to the impact of advanced education, broadening assignments, or assignments of significant value that impact the officer's competitiveness for promotion.

- **§ 506 40-Years Time in Service:** CPTs to COLs can request to remain on active duty up to 40-years.

- **§ 507 Alternate Promotion Authority:** SECARMY can designate alternate promotion board categories providing up to 5 considerations for promotion. Time in grade requirements do not apply.

- **§ 513 Reserve Officers Not Considered for Promotion:** An officer in the Individual Ready Reserve would not be required to meet a mandatory promotion board until they have been in the IRR status for more than two years. A legal review is being conducted for further analysis.

- **§ 518 Federal Recognition.** The SECARMY can adjust the effective date of promotion in the event of an undue delay in receiving federal recognition.

Greatest expansion of authorities to the Army since DOPMA in 1980

Army Talent Alignment Process (ATAP)

Principles of ATAP

1. Every officer is in ATAP and self-professes talent information using the Assignment Interactive Module (AIM2).

2. Every unit is in ATAP, advertises and describes their organizational vacancies, and commanders actively participate in the hiring process using AIM2.

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

4. Every job is filled through ATAP using AIM2 – 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 clears markets with an emphasis on officer and unit preferences.

Moves the Army toward a talent management system that meets readiness requirements, <u>incentivizes</u> officer and unit participation, and regulates if necessary.

Roles in ATAP

ATAP is a decentralized regulated market-style hiring system that aligns officers with jobs based on preferences. These **Preferences** are shaped by the unique **Knowledge, Skills, and Behaviors (KSBs)** of each officer and the KSBs desired by commanders for their available assignments.

SET THE CONDITIONS FOR THE MARKET

Officers

Vacancies

Regulated Marketplace

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

ATAP does not change this process

Unit Submitted Vacancies — **MER**

HRC Validated Vacancies — **DRL**

ACMG & other ASL guidance

Role of HRC

- Based on the needs of the Army: Identify moving officers, validate unit vacancies, and identify *all markets* for which officers are eligible
- Identify and publish market timelines

Role of Unit

- Make assignment considerations earlier
- Advertise vacancies accurately and robustly

EXECUTE THE MARKET

Officers and units interact and submit preference information

Officer Preferences

Market Interaction

Unit Preferences

Locked Preferences ❶

This process gives units ownership of who goes to their formations. It is not tenable without a substantial increase in unit participation.

Role of the Unit

- Identify desired KSBs
- Interview candidates
- Rank officers in order of preference
- Be mindful of performance distribution
- Be aware of nepotism

Role of the Officer

- Create résumé
- Identify KSBs
- Contact units/incumbents
- Rank vacancies in order of preference

CLEAR THE MARKET

Clearing the Market → **Assignments**

Based on officer and unit preferences, Officers are matched to vacancies

ASL Adjustments ❸

AIM — **Proposed Slate** — **Final Slate** — **Assignments**

❷ **Army Talent Alignment Algorithm**

❹ **Corrections**

Role of HRC

- Brief market outcomes to ASL
- Identify potential issues, or need to re-slate (special circumstances, Performance Distribution Guidance, or market failure)
- Publish final slate based on ASL guidance

Officer Identification (JUN-AUG)	MER (AUG)	(OPEN) (01OCT)	Market	(CLOSE)	Market Processing (JAN-FEB)	Slate Adjustments (FEB)	RFO (FEB-MAR)	REPORT (APR-SEP)

~ 15 month movement cycle timeline (20-02)

ATAP Gains

Officers

- Gain **transparency** in the assignment process
- **Individual preference** carries more weight
- Improve ability to **manage own career**

Units

- Gain **transparency** in the assignment process
- Gain ability to **build teams** based upon their unique unit KSBs
- Gain ability to **improve readiness** by employing officers talents effectively

Army

- Gains **insight into its officers**
- Gains ability to **impact long-term retention**
- Gains ability to **manage talents vs. manage strength**
- Gains ability to manage talent based upon **multiple variables**
- **Learns** about officer preferences

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.

Battalion Commander
Assessment Pilot (BCAP)

Path to Strategic Leadership

Board Process
- LTC: 25 Board Members review 1,450 files
- COL: 29 Board Members review 650 files
- 57 seconds per file

Board Considers
- SR box checks
- SR comments (first and last sentence)
- Tactical Competence

Board does not consider
- Strategic Potential
- Cognitive Aptitude
- Communication Skills
- Mental Fitness

@realTalent

COL Gloria Smith is #1 of 6 brigade commanders who I senior rate, and is the #1 colonel out of 9 I senior rate. Her abilities to lead and solve problems set her apart. My #1 choice for promotion to BG; assign her as a division DCG. A future senior leader of our Army. Absolute multi-star potential. **(245 characters)**

@realTalent

LTC Gloria Smith is #3 of 25 battalion commanders in the division. An expert tactician. Select for SSC and promote to COL BZ, must select for CSL command. **(126 characters)**

@realTalent

MAJ Gloria Smith is #3 of 23 majors in the brigade. An expert tactician. Promote to LTC BZ, must select for BEB command, followed by SSC. **(120 characters)**

Considered: 1800
Selected: 40

Considered: 650
CSL Select: 200

Considered: 1450
CSL Select: 450

Eligible: 2150
Promoted: 1250

General Officer Statistics
- **90% (292 of 323) O6 CSL**
- **85% (275 of 323) O5 CSL**

BCAP Process
- **Bridges the gap between what the board considers and what it doesn't**
- **Brings new information into the process about fitness for command & potential**

Battalion Commander Assessment Pilot

- **Description:** Executed a pilot with **23 x** FY20 LTC Infantry and Armor Alternate CSL selects and **4 x** Primary selects IOT determine a new OML for CSL activation. ATMTF will determine if leveraging assessments, as a companion to performance evaluations, can better inform the current CSL selection process for future expansion to all future LTC selections.

- **Purpose of BCAP:**
  - Determine if additional assessments, more closely linked to strategic potential, will lead to a different OML for Battalion Command
  - Make better decisions by moving from a data-poor to a data-rich method for selecting battalion commanders (utilizing multiple tools and not just the OER)
  - Identify best practices and assessment tools that may be scaled later for Army-wide implementation

- **Concept of the Operation:**

Scored Events	Measures	Screened Events	Measures
Cognitive and Non-cognitive Assessments	Strategic Potential	Personality Interview	Personality Risk
		Cognitive Assessment	Cognition
Graduate Skills Diagnostic & Essay	Written Communication	Personality Assessment	Personality Traits
APFT	Physical Fitness	Army Commander Evaluation Tool	Peer and Subordinate Feedback
		Board Interview	Communication, Intellect, and Presence

Tactical proficiency has been evaluated for ~ 16 years, the BCAP provides additional relevant information.

15

- Providing additional, relevant information leads to different choices for battalion command. Alternate list participants **shifted on average 8 positions** (a 30% difference) from the central selection board OML
- **All BCAP candidates said** that the BCAP is a **better process** to pick battalion commanders
- **All 7 General Officer** Panel participants **recommend the Army adopt** this model for selecting battalion commanders Army wide
- General Officer Panel members are comfortable providing a PASS/FAIL vote for battalion command
- In a few instances, panel members were comfortable providing a recommendation on the type of command to slate an individual (tactical, training or institutional)
- 3x alternate list candidates declined to participate
- **5 of 23** (22%) alternate list candidates **failed** the BCAP
- Primary list candidates did not perform as well as expected, placing #2, #4, #7, #13 when compared against alternate candidates
- The input of CPTs and CSMs provided value to the process
- The BCAP can become a powerful developmental tool

Questions

Helpful Links

For More Information on Talent Management, Visit:

https://talent.army.mil

Army Talent Management Video

https://vimeo.com/347781909/45a2fe552e

To Understand How Preference Matching Works
https://www.youtube.com/watch?v=9mEBe7fzrmI

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

KSB Page with training slides & KSB lists
https://www.milsuite.mil/book/docs/DOC-635624
ATAP WARNORD
https://www.milsuite.mil/book/docs/DOC-649527
ATAP EXORD
https://www.milsuite.mil/book/docs/DOC-666944