



Annual Report

2019-2020



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1,804

Command
Assessment
Program
Candidates



27,000+

Movers used
the Army Talent
Alignment
Process



44,271

Soldiers
responded to the
Department of
the Army Career
Engagement
Survey



581

Brevet positions
validated



HISTORY

The Army Talent Management Task Force was founded in 2016 by then Lt. Gen. James McConville, chief of Army personnel.

In 2019, as the 40th Chief of Staff of the Army, Gen. McConville announced The Army People Strategy which provides the vision and mission for the Army to “acquire, develop, employ and retain the diversity of Soldier and Civilian talent needed to achieve Total Army readiness.”

In 2020, the Army implemented more than a dozen new initiatives that transform the Army from a data-poor personnel system to a data-rich 21st Century Talent Management System.

VISION

Create the premier human development organization that will maximize the unique contributions of every individual in the Army to accomplish any mission.

Letter From the Chief

Teammates,

People are the Army's greatest strength and number one priority. Prioritizing people means transforming how the Army acquires, develops, employs, and retains talent in support of the Army People Strategy. Despite the many challenges of 2020, we have continued to do just that.

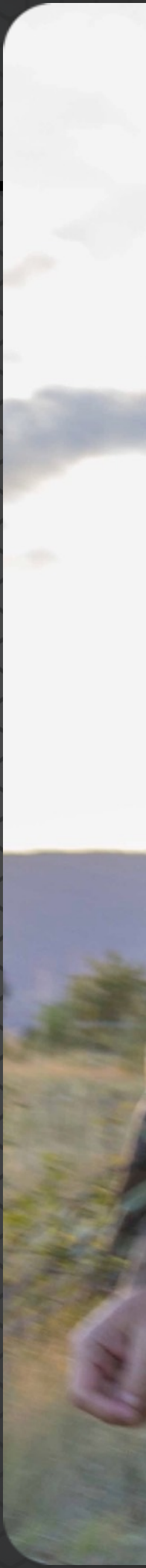
Since January 2020, around 27,000 officers have used AIM 2.0 and the Army Talent Alignment Process to find their next assignments. Nearly 1,800 officers have been assessed for command. We introduced more flexibility into officer promotions and transitioned from an industrial age model of seeing people as a rank and specialty to recognizing their individual knowledge, skills, behaviors, and preferences.

This year the Army will expand these initiatives beyond our commissioned officers. Enlisted Soldiers will participate in the assignment marketplace, and senior non-commissioned officers will have the opportunity to participate in leader assessment and selection programs.

The Army will also implement flexible career path options and career alignment programs. These new initiatives allow us to compete for the best and brightest of our Nation and retain talented People to serve at their greatest potential.

To you, our talent management professionals, thank you for continuing to take care of our People and for striving to get the right person in the right position at the right time. I am proud of all your hard work.

People First. Winning Matters. We remain Army Strong!





Major Milestones



AUG 2018



JAN 2019

John S. McCain National Defense Authorization Act for FY19 granted DoD 9 new personnel management authorities, the start of the most comprehensive reform of the Army's three officer personnel systems (Active, Guard, and Reserve) across the Total Force since the Officer Personnel Act of 1947



First annual Army Talent Management Planning Conference approves 21 initiatives



NOV 2019



OCT 2019



Business Insider publishes, "Here's what UPS, Google, and a symphony orchestra taught the US Army about finding the right officers for the job"



Army People Strategy published



DEC 2019



JAN 2020



War on the Rocks publishes "Battalion Commanders are the Seed Corn of the Army"



Second annual Army Talent Management Planning Conference, expanding to 43 initiatives



OCT 2020



SEP 2020

Army awards first brevet promotions

ATAP opens the for Summer 2021 Assignment Cycle

319 officers participate in the inaugural Colonels Command Assessment Program FY22 (CCAP 22)



OCT 2020



NOV 2020

707 officers participate in the second Battalion Commander Assessment Program FY22 (BCAP 22)



Acquisition Leader Assessment Program and Sergeant Major Assessment Program prototype take place in conjunction with BCAP 22



→ FEB 2019 →

Army publishes new policy for direct commissioning

Army announces the first-ever merit-based promotion list



Battalion Commander Assessment Program pilot at Fort Benning with 26 officers

← SEP 2019 ←

First Army Talent Alignment Process (ATAP) marketplace matches 14,482 officers to Army units

← AUG 2019 ←

Army publishes new policy to Opt In to promotion selection boards

← JUL 2019 ←

Army publishes new policy to Opt Out of promotion selection boards

→ JAN 2020 →



750 officers participate in the inaugural Battalion Command Assessment Program FY21 (BCAP 21)



→ MAR 2020 →

WSJ publishes "In Generational Shift, Army Uses a New System to Promote Hundreds of Officers"

← JUL 2020 ←

Army implements ASK-EM, the bridge to the enlisted ATAP

← MAY 2020 ←

Army launches Department of the Army Career Engagement Survey

→ NOV 2020 →

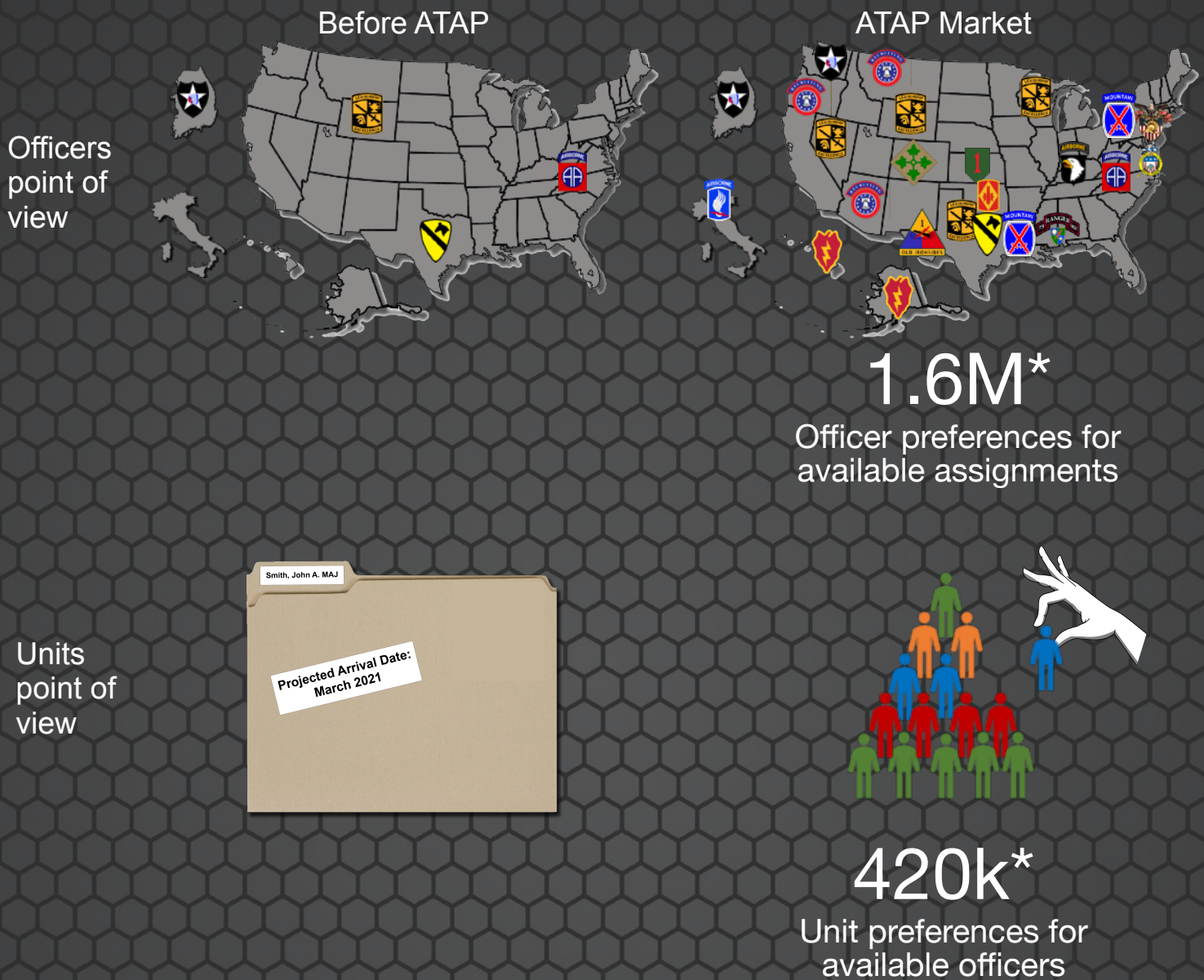
HBR publishes "Reinventing the Leader Selection Process" concerning BCAP



→ DEC 2020 →

Army issues new directive to allow reserve officers to opt out of promotion

Army Talent Alignment Process



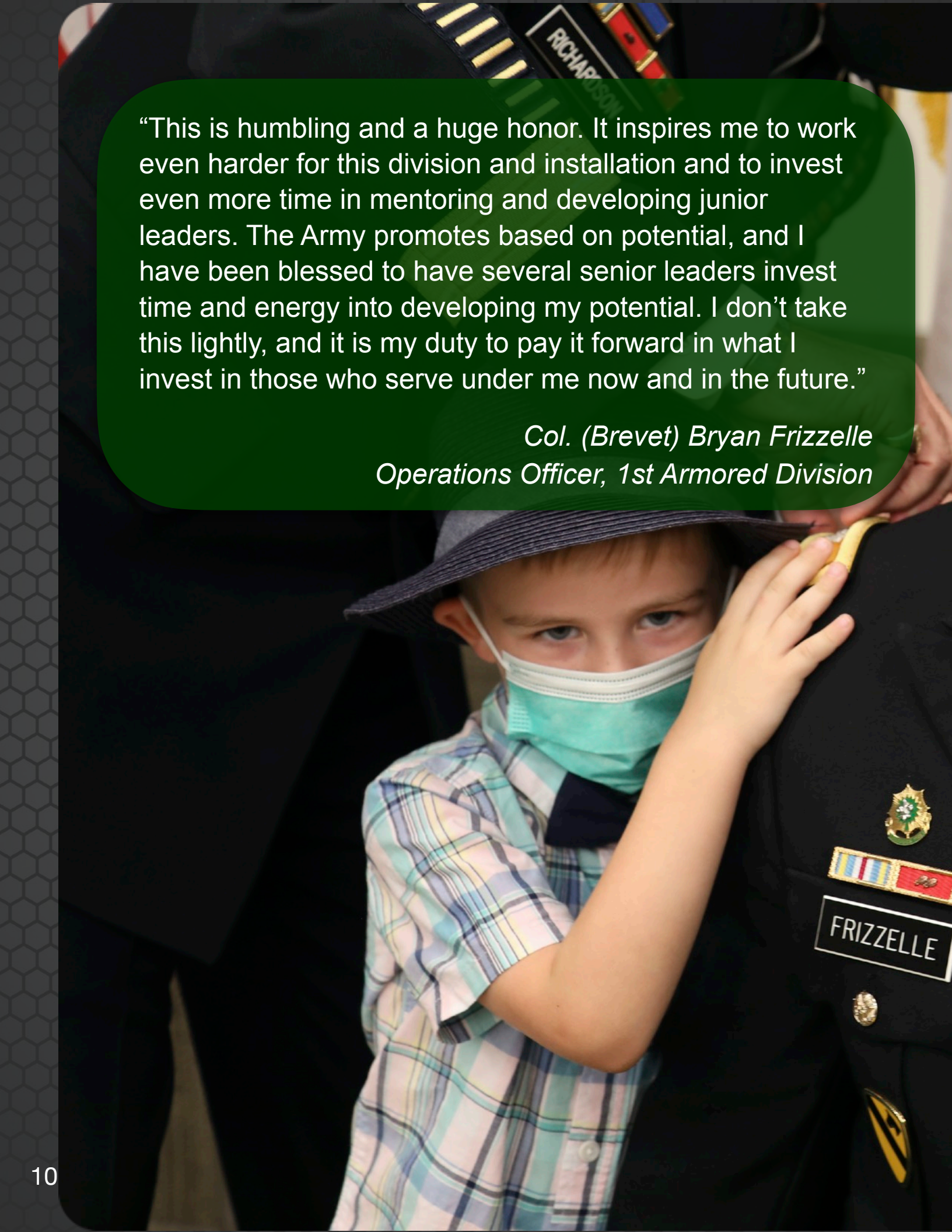
“As officers gain more control over their careers and units gain more control over who joins their teams, better talent alignment will increase productivity, improved officer satisfaction will boost retention, and the sharing of talent supply and demand data will give the Army valuable information about its most important resource—its people.”

- Maj. Kyle Greenberg, Lt. Col. Mark Crow, and Col. Carl Wojtaszek, [Winning in the Marketplace: How Officers and Units can get the most out of the Army Talent Alignment Process](#), Modern War Institute

Brevet Promotions



Brevet promotions alleviate critical shortages of officers to better leverage the talents of Junior Officers and incentivize the retention of Officers in whom the Army has invested for education and experience.



“This is humbling and a huge honor. It inspires me to work even harder for this division and installation and to invest even more time in mentoring and developing junior leaders. The Army promotes based on potential, and I have been blessed to have several senior leaders invest time and energy into developing my potential. I don’t take this lightly, and it is my duty to pay it forward in what I invest in those who serve under me now and in the future.”

*Col. (Brevet) Bryan Frizzelle
Operations Officer, 1st Armored Division*



Command Assessment Program (CAP)

The mission of CAP is to run a world-class, fair, consistent, and safe program.

The basic principle of CAP is more relevant information about our Officers leads to better decisions about who we select to command.

Centralized
Selection List
(unpublished)



BCAP 21
Reordered List



- 750 Officers attended
- 337 remained Principals
- 99 Alternates moved up
- 34% change in OML

Centralized
Selection List
(unpublished)



BCAP 22
Reordered List



- 707 Officers attended
- 306 remained Principals
- 118 Alternates moved up
- 27.8% change in OML

= 10 Legacy Principals = 10 Legacy Alternates = 10 Not Yet Ready for Command

CAP complements the Centralized Selection List process by incorporating additional relevant information including an Officer's cognitive and non-cognitive ability, written and verbal communication skills, psychometric assessments, peer and subordinate feedback, and physical fitness.

Army Commander Evaluation Tool

56,632
responses

- ▶ Leader Attributes
- ▶ Competencies
- ▶ Counter-productive leadership traits and frequency

**Centralized
Selection List
(unpublished)**



**CCAP 22
Reordered List**



- 319 Officers attended
- 133 remained Principals
- 47 Alternates moved up
- 26.1% change in OML

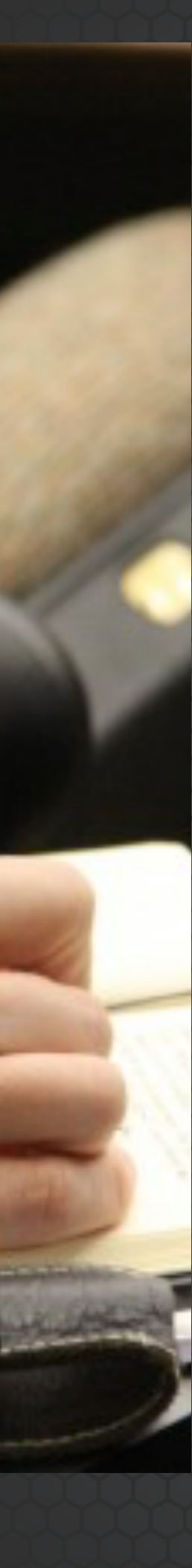
The culminating event of CAP is the Army Comprehensive Talent Interview (ACTI). ACTI scores a candidate on verbal communication skills and determines their readiness for command based on the totality of CAP assessments.

“For the past seventy years, Army promotion and command selection boards have predominantly relied on OERs, particularly the senior rater’s comments, to assess the quality and potential of officers. While that has worked well for the most part, that process has its shortcomings. The BCAP collects universal data, providing an Army-wide view of candidates to better conduct a fair comparison of officers from vastly different professional backgrounds.”

*Lt. Col. Vince Enriquez
BCAP 21 Candidate
Future Battalion Commander*







"One of the major benefits of the Army's Commander Assessment Program is that it forces us to reflect and see ourselves for the leaders we truly are . . . this feedback [peer and subordinate] forced us to move beyond our own viewpoints in past situations and consider how our actions impacted other people. This type of reflection helps increase important facets of emotional intelligence, to include relationship management and social awareness, and demands that we practice empathy in order to imagine how others saw us in these key moments."

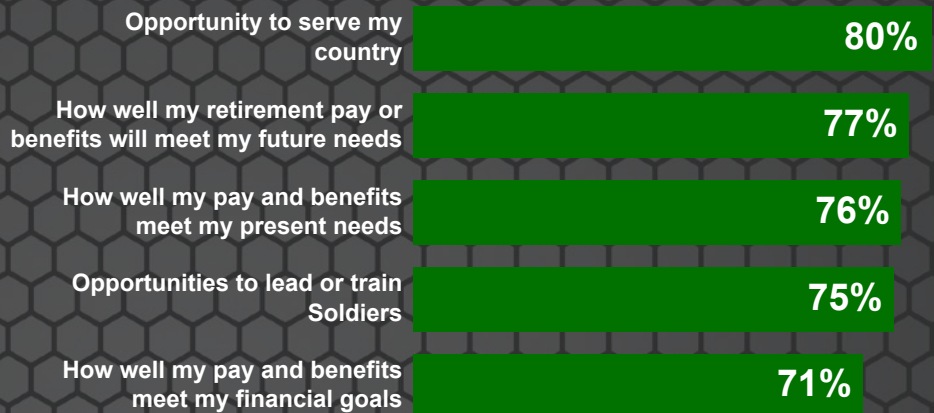
*Lt. Col. Joe Byerly
BCAP 22 Candidate
Future Battalion Commander
The Hidden Benefit of the Army's New
Commander Assessment Program,
From The Green Notebook*

Department of the Army

Career Engagement Survey

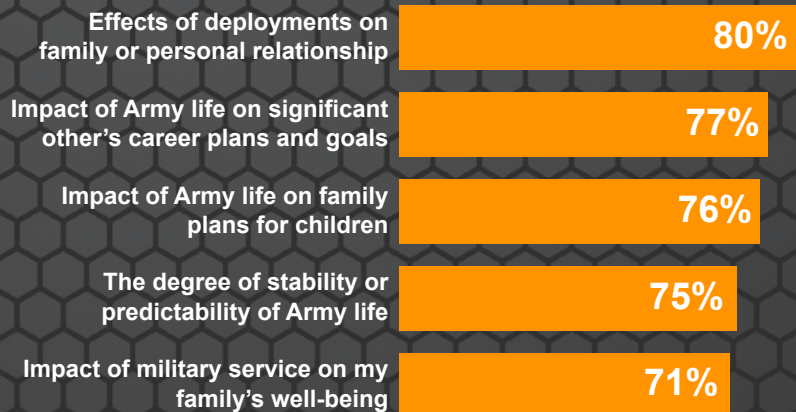
Purpose: Annually assess aspects of Service Member retention IOT increase awareness on force inclinations, inform retention policy, improve personnel satisfaction, and expand predictive capability for talent management.

Top 5 reasons Soldiers stay in the Army



Department of the Army Career Engagement Survey (DACES) proactively gathers feedback from Soldiers about their service before they consider separating

Top 5 reasons Soldiers desire to leave the Army



All Active Duty Soldiers are eligible and invited to participate in the survey each year during their birth month. DACES is designed to enable granular analysis by demographics and location.

AI Scholars

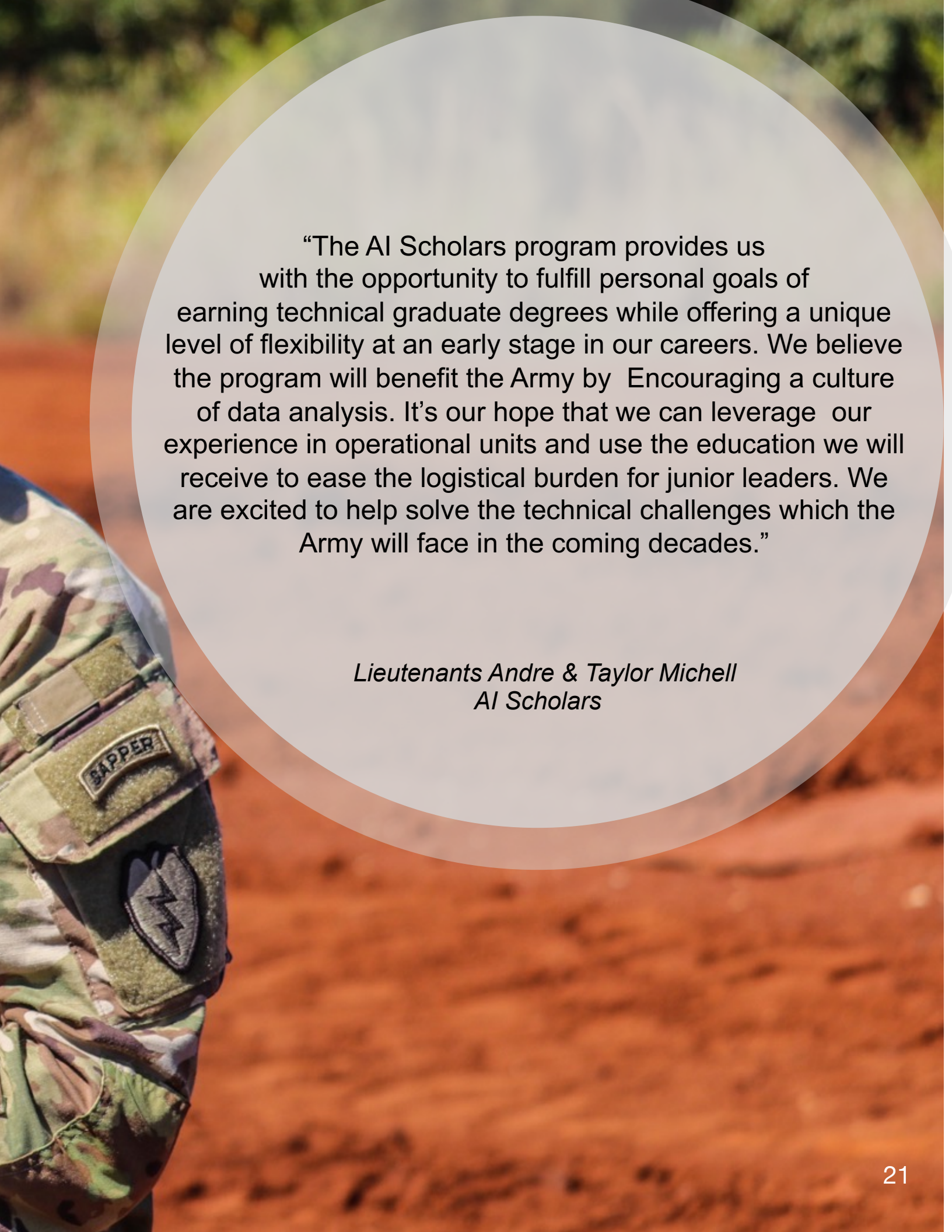
The Army partners with Carnegie Mellon University to provide three Artificial Intelligence Scholar Programs

- **Data Scientist**
 - ✓ Graduate education in data analysis
 - ✓ Master of Information Systems Management with concentration in Business Intelligence and Data Analytics degree
- **Data Engineer**
 - ✓ Graduate education in data engineering
 - ✓ Master in Computational Data Science degree
- **AI Cloud Technician Program**
 - ✓ Certification program to develop a modernized workforce at the AI user-level



These programs develop Army Officers, Non-Commissioned Officers, and Civilians who can accelerate and assist the AI Task Force in navigating the path toward leveraging Artificial Intelligence. Partnership with Carnegie Mellon University helps the Army educate technologically savvy individuals in and out of uniform and fosters a strong research relationship with academia.





“The AI Scholars program provides us with the opportunity to fulfill personal goals of earning technical graduate degrees while offering a unique level of flexibility at an early stage in our careers. We believe the program will benefit the Army by Encouraging a culture of data analysis. It’s our hope that we can leverage our experience in operational units and use the education we will receive to ease the logistical burden for junior leaders. We are excited to help solve the technical challenges which the Army will face in the coming decades.”

*Lieutenants Andre & Taylor Michell
AI Scholars*

Talent Based Career Alignment

This program is designed to retain talented Officers for competitive broadening opportunities after company command. Not only does it guarantee an assignment of choice after a successful company command, it charts a clear path for the Officer from the Captains Career Course to Intermediate Level Education.

First Selection Board Results

JCS Fellowship



- 1 - Armor
- 1 - Infantry
- 1 - Logistics

Professor of Military Science



- 1 - Armor
(University of Michigan)
- 1 - Armor
(Virginia Tech University)
- 1 - Logistics
(Purdue University)

U.S. Military Academy



- 2 - Infantry (Faculty)
- 1 - Field Artillery
(Eisenhower Leadership Development Program)

75th Ranger Regiment



- 1 - Armor

*1st pilot program Oct 2020
at Maneuver, Logistics and
Field Artillery CCCs

Programs

- Army Congressional Fellowship
- JCS/OSD/ARSTAF Internship
- MG James Wright MBA Program
- GREAT SKILL Program
- Project Warrior
- Aviation Center of Excellence: Aviation CPT Instructor Pilot Program
- United States Military Academy
 - Eisenhower Leader Development Program
 - Faculty (Chemistry, Civil/Mech Engineering, English, Mathematical Science, Physics and Nuclear Engineering)

Organizations

- 75th Ranger Regiment
- 3d US Infantry Regiment (The Old Guard)
- U.S. Army Corps of Engineers
 - ACS with USACE Utilization
 - Direct Fill Assignment
- Security Force Assistance Brigades
- U.S. Army Recruiting Command
- U.S. Army Cadet Command

Functional Area Transfer

- FA30 - Information Operations
- FA40 - Space Operations
- FA48 - Foreign Area Officer
- FA49 - Operations Research / Systems Analysis
- FA50 - Force Management
- FA51 - Acquisition
- FA52 - Nuclear and Countering WMD
- FA57 - Simulations Operations
- FA59 - Strategist

TBCA is a recognition that not every Captain is the same and the Army must compete to retain the most talented Officers before they make a decision to pursue employment opportunities elsewhere. This program provides predictability for Junior Officers at a critical juncture in their careers and guarantees those who demonstrate war-winning talents align to some of the most highly-desired assignments.

Army Coaching Program



1,463

Participants in year one

3,939.25

Coaching hours completed



Army Coaching is available to:

- 👁️ TBCA participants
- 👁️ ILE students
- 👁️ BCAP and CCAP participants

Coaching value is directly related to the participant's investment

The experience is 100% confidential and non-attributional

*BCAP 21 survey results

How Does the Army Benefit from Coaching?

The Army Coaching Program improves leaders' self-awareness and helps them chart a path to maximize their unique talents in support of the Army mission while realizing their own professional goals.



“By offering professional coaching, the Army is investing in you as an individual and in the professionalization of the force . . . A professional coach takes a holistic view of you as a person, rather than just considering your professional life in a vacuum. They will want to know what matters most to you in life and what motivates you so they can direct you toward achievable goals. Most importantly, your coach will listen to you and over the course of your sessions together, help you articulate your strengths and weaknesses in a way that is meaningful and actionable. Just like an athletic coach, they will build your confidence by making you stronger and providing you with the resources to succeed.”

*Lt. Col. Cassandra Crosby
BCAP 21 Candidate
Future Battalion Commander
Army Coaching Program Participant*
The Army Coaching Program: Why
I Opted in and You Should Too,
From The Green Notebook

Enlisted Talent Management (ETM)

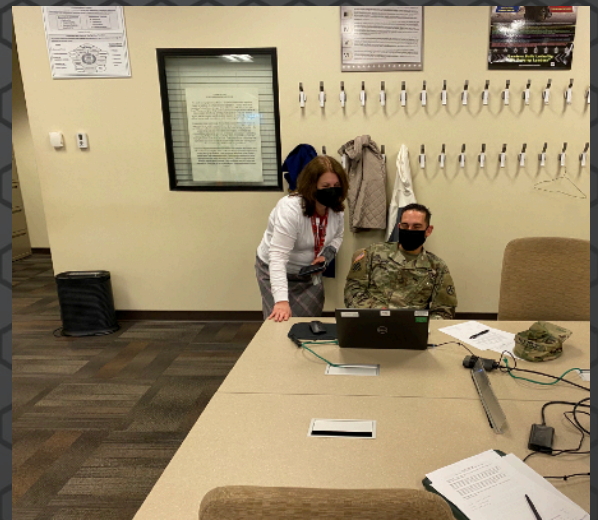
1SG Talent Alignment Assessment

The 1SG TAA is a decentralized assessment tool to be conducted at the Installation or Division level. It will better inform 1SG selection and align individual NCO talents to unit requirements.

- TAA will better inform leaders, **NOT** replace their judgement
- Units identify talent requirements for each vacancy
- Individuals are **NOT** scored against each other
- Process takes unit and NCO preferences into account; transparent



Thirteen Master Sergeants participated in the 1SG TAA Pilot at Fort Bragg in December 2020. The goal is full implementation across all Divisions by FY22.





Sergeant Major Assessment Program

The Sergeant Major Assessment Program (SMAP) is the latest Command Assessment Program that assesses the cognitive and non-cognitive abilities, communication, and physical fitness of future Command Sergeants Major.

- 28 Sergeants Major attended the FY22 SMAP prototype in November 2020
- Results from the prototype will be compared with results from the CSM SGM Evaluation Board (CSEB)



SMAP selects Sergeants Major who are more physically fit, better communicators, less counter-productive, and more cognitively capable.

“That’s the total vision for the Enlisted Corps;
how do we build and do assessment and talent
management better all the way from the
beginning to the end of the career?”

*Sergeant Major of the Army
Michael A. Grinston*



Warrant Officers

Initiatives under development in 2021

Merit Based Promotion

- 👁 Similar to the officer program by the same name, this initiative promotes the top performing warrants first in a move to recognize merit

Opt Out of Promotion

- 👁 Option to delay first look, facilitating career field deepening



Study on WO Categories

- 👁 Expanding beyond aviation and technical warrants

Study Selective Continuation Management

- 👁 Keeping key personnel in key positions, beyond up or out

Study Title 10, USC

- 👁 Pick up where Warrant Officer Management Act left off

Proposed changes for FY21

1. Direct appointment to CW2, Special Forces pilot program for E7s – E9s, presuming completion of all other requirements
2. Establishing Aviation Branch time-in-grade (TIG) requirement – requires 24 months TIG for promotion to CW2
3. Active Duty Warrant Officers can retire and continue to serve in the reserve component and receive the higher of retired pay versus drill pay, during drill periods

Coming Soon!

TBCA

- Expanding to offer more programs and all Captain Career Course students

1SG TAA

- Expanding pilot to other installations

Army Coaching

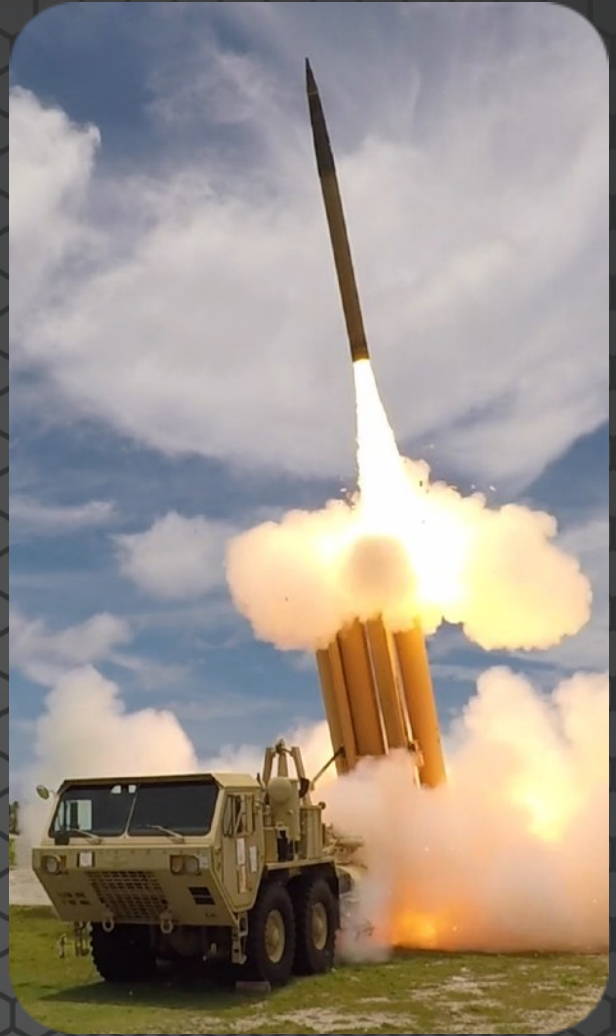
- Development of Army Coaching skill identifier

SMAP

- Full implementation

READ-E app

- Responsive, Engaged, Available, Deployable, and Employable app designed to improve Individual Ready Reserves accountability





Changing the Army requires the collective effort of many organizations, not just the Army Talent Management Task Force. The members of the task force extend their gratitude and awe for the many contributions of our partners and friends.

Army Science Board
U.S. Training and Doctrine Command
Combined Arms Center
Army University
Mission Command Center of Excellence
United States Military Academy
Office of Talent Management for the Surgeon General
Office of the Chief of Army Reserve
National Guard Bureau
Research Facilitation Laboratory
Fort Bragg NCO Academy
XVIII Airborne Corps
Asymmetric Warfare Group
5th Security Force Assistance Brigade
Army Digital Media Division
Army Analytics Group
Office of People Analytics
Office of the Deputy Chief of Staff of the Army for Personnel
Office of the Chief of Legislative Liaisons
Office of the Chief of Public Affairs
Joint Staff J1
Director of Military Personnel Management
Defense Media Activity

thank you

**Office of the Assistant Secretary of the Army for Manpower
and Reserve Affairs**

Office of Economic and Manpower Analysis

Army Research Institute

Army Multimedia and Visual Information Directorate

Production Acquisition Division

Centers of Excellence

U.S. Army Human Resources Command

Enlisted Personnel Management Division

Officer Personnel Management Division

75th Innovations Command

Colonel Officer Management Division

General Officer Management Division

U.S. Army Special Operations Command

U.S. Army Enterprise Marketing Command

Center for Army Profession and Leadership

U.S. Army Cadet Command

U.S. Army Recruiting Command

U.S. Army Futures Command

U.S. Army War College

U.S. Army Forces Command

U.S. Army Garrison, Fort Knox

Countless Units, Soldiers, and Army Civilians for their support



<https://talent.army.mil>