



**NCO Talent Management  
1SG Talent Alignment Assessment  
Pilot #3  
Results and AAR**



# 1SG TAA Pilot #3 FDNY



23 JULY	26 JULY	27 JULY	28 JULY	29 JULY	30 JULY
<b>0930-1500</b> NCO Behavioral Based Interview Panel Training  - 10 BN CSMs	<b>0630 - UTC</b> Height/Weight Screening - ALL Candidates - Cadre from 10MTN Light Fighter school  <b>0930 – 1100</b> Candidate 1SG TAA Overview and In-brief  <b>0930 - 1500</b> Talent Alignment Panel Training  - DCSM, 1BCT CSM, 2BCT CSM, DIVARTY CSM, G1 SGM, G3 SGM, NCOA Commandant	<b>0630 - UTC</b> ACFT - ALL Candidates - Cadre from 10MTN Light Fighter school  <b>0900 - 1430</b> NCO Behavioral Based Interview Execution  - 10 BN CSMs (Panel Members) - 10 Candidates (30 Minutes per candidate)  - 10 BN CSMs (Panel Members) - 13 Candidates (30 Minutes per candidate)	<b>0900 - 1430</b> NCO Behavioral Based Interview Execution  - 10 BN CSMs (Panel Members) - 10 Candidates (30 Minutes per candidate)	<b>0930 – 1100</b> Candidate AAR - ALL Candidates  <b>1300 - 1430</b> NCO BBI Panel AAR - 10 BN CSMs  <b>1300 – 2000</b> Talent Alignment Panel Execution and Overall 1SG TAA AAR  - DCSM, 1BCT CSM, 2BCT CSM, DIVARTY CSM, G1 SGM, NCOA Commandant	<b>0900 – 1630</b> One on one coaching and feedback session with TMTF SGMs  - 22 out of 23 Candidates volunteered to receive feedback. Each session is approx. 20 minutes

## Overall Results

The 10<sup>th</sup> Mountain DCSM issued manning guidance and vacancy prioritization upon completion of Talent Alignment Panel training. 18 out of 23 candidates were aligned. However, the panel did not have full confidence in the last four alignments. Five candidates were disqualified IAW DCSM manning guidance (ACFT Failure, cautionary behavioral traits, etc...) and were pulled out of the available pool. 10 out of 18 aligned candidates were MOS mismatches. However, four of the mismatched positions could normally be filled by the selected MOS (11 into 19, 88 into 91, etc...).

22 candidates opted in for voluntary coaching feedback. Feedback volunteers continue to rise from pilot to pilot. While specific feedback on voting is not discussed during the coaching, candidates are given feedback on 1SG AB results, NCO BBI results, and superior feedback.

## Key Take-aways

### Time requirements

- Candidates – 1SG AB (3 hrs.), HT/WT (1 hr.), In-brief (1.5 hrs.), ACFT (1.5 hrs.), BBI (30 min.), Coaching/Feedback (20 min.) ~8 hours total
- NCO BBI Panel – Training (5.5 hrs.), Execution (~10 hrs.) ~ 16 hours total
- TA Panel – Training (5.5 hrs.), Execution (~8 hrs.). Execution also includes DCSM manning guidance and Talent Requirement Worksheet discussions. ~13 hours total
- The TA panel averaged just over 10 minutes reviewing each candidate packet compared to ~2-3 minutes per Soldier for DA SEC boards. The 1SG TAA uses more information to select and align the Right NCO, in the Right job, at the Right time.

### Digital Dashboard

- ATMTF ETM developed a digital dashboard for presentation of candidate packets. The dashboard was an absolute success. The tool led to an efficient and concise repository for candidate packets.

### Key leader engagement

- Key leader (DCSM, BDE CSMs) involvement is critical to the success of the 1SG TAA. Having the DCSM engaged throughout the process will ensure mission success. ATMTF developing an IPR schedule and having regularly scheduled meetings will increase awareness and understanding.

## Participants

### 10<sup>th</sup> Mountain Division

- 23 Candidates from across FDNY
- 10 Battalion CSMs for NCO Behavioral Based Interview Panels
- DCSM, 1BCT CSM, 2BCT CSM, DIVARTY CSM, G1 SGM, NCOA Commandant for Talent Alignment Panel
- 10 MTN NCOA Staff to assist with facilities (Entire 1SG TAA ran at 10MTN NCOA)
- 10 MTN Light Fighter School Cadre (HT/WT and ACFT)
- 10 MTN G1 NCO to assist with candidate records and packet building
- 10 MTN PAO

### ATMTF

- Enlisted Talent Management Team (9 PAX)
- ATMTF Operational Psychologist
- Command Assessment Program (2 PAX)
- ATMTF PAO

### Army Research Institute

- Two research psychologists

### NCOLCoE

- One observer

# 1SG Talent Alignment Assessment (1SG TAA)

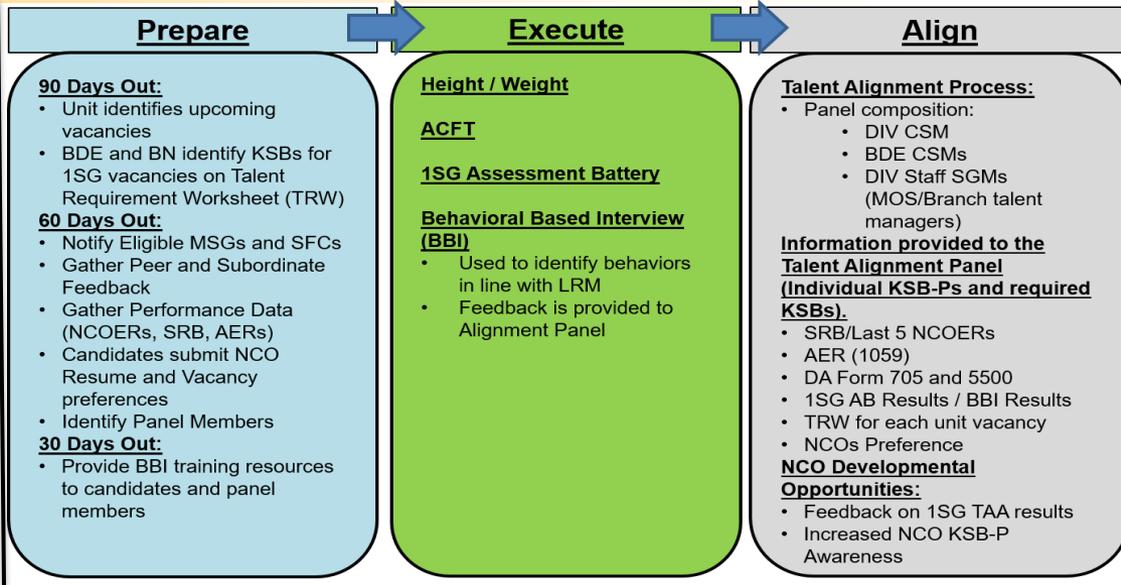
**Overview:** First Sergeants are the key and essential senior NCO serving in any Army organization. They are the last NCO that exercises direct leadership. They shape culture, instill discipline, oversee individual and collective training, manage personnel, supervise administrative issues, monitor the health and welfare of Soldiers, and develop Squad leaders.

**Problem Statement:** How can the Army better identify, assess, select, and talent align the best NCOs as 1SGs?

**Purpose:** The 1SG TAA is a **decentralized** assessment “tool” to be **conducted at the Installation, or Division** level. 1SG TAA will **better inform 1SG selection** and **align** individual NCO talents to optimal 1SG positions.

**Key points of emphasis:**

- Provide an **objective** snapshot of an NCO to better inform **talent alignment**.
- **Decentralized** execution at Divisions or Installations.
- Designed to **better align individual talents to unit requirements**.
  - Individuals are **NOT** scored against each other.
  - Units **identify talent requirements** for each vacancy.
  - TAA will better inform leaders, **NOT** replace their judgement.
- Executed **as needed** to meet unit requirements.
- **Data archived** for future requirements (same or other units).



Time requirements		
<p style="text-align: center;"><u>Candidates</u></p> <p style="text-align: center;">HT/WT and ACFT ~2 hours 1SG TAA Overview and in-brief ~1.5 hours 1SG Assessment Battery ~3 hours NCO Behavioral Based Interview 30 min AAR 1.5 hours Candidate Feedback session 30 min</p> <p style="text-align: center;"><b>TOTAL ~ 9 HOURS</b></p>	<p style="text-align: center;"><u>NCO BBI Panel BN CSMs/SGMs</u></p> <p style="text-align: center;">Training ~6 hours Execution ~8 hours per day/per panel (Panel number and days depends on # of candidates)</p> <p style="text-align: center;"><b>TOTAL ~ 14 HOURS (One panel, One day)</b></p>	<p style="text-align: center;"><u>Talent Alignment Panel DCSM, BDE CSMs, G Staff SGMs</u></p> <p style="text-align: center;">Training ~4 hours Execution ~8 hours</p> <p style="text-align: center;"><b>TOTAL ~ 12 HOURS</b></p>

Timeline	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-21	Feb-21	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
1SG TAA	1SG TAA DEVELOPMENT AND NON-BINDING PILOTS								1SG TAA TRAINING AND BINDING PILOTS										ARMY WIDE TRANSITION AND IMPLEMENTATION						1SG TAA ARMY WIDE							
TEST/PILOT																																
DEVELOP	TRAINING SUPPORT PACKAGE/DIGITAL DASHBOARD																															
VALIDATE					EXECUTION MODEL				TRAINING SUPPORT PACKAGE/DIGITAL DASHBOARD																							
	ARI 1SG ASSESSMENT BATTERY DATA COLLECTION																															
	IOC										FOC																					

# Components of the 1SG Talent Alignment Assessment

The 1SG TAA gathers and presents holistic Soldier data to Division and BDE CSMs in order to align the **RIGHT NCO, with the RIGHT 1SG position, at the RIGHT time.**

**1SG Assessment Battery (1SG AB)**  
 The 1SG AB gathers cognitive & non-cognitive data and writing assessments and is compared against similar Non-Commissioned Officers from across the Army.

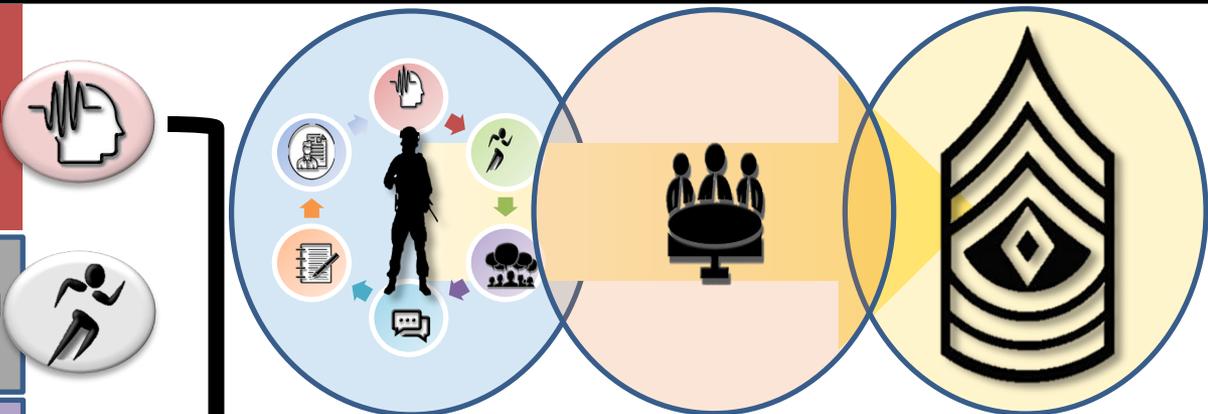
**Physical Fitness**  
 Objective data collected from ACFT scores and a Height/Weight screening.

**Enlisted Leader Evaluation Tool (ELET)**  
 Information is gathered from Soldiers outside the rating chain to provide a more holistic view.

**NCO Behavioral Based Interview (NCO BBI)**  
 A trained and validated panel gathering data through series of standardized behavioral based questions

**Talent Requirement Worksheet & NCO Resume**  
 Produced by unit to identify KSBs not identifiable by standard Army records and a Resume completed by the SM identifying skills not captured on standard Army records.

**NCOERs, SRBs, and AERs**  
 Standard Army records information which is redacted to ensure fairness.



**Talent Alignment Panel**  
 A trained and validated panel using holistic Soldier data to make better informed decisions IOT identify and assign 1SGs.

**The RIGHT Senior NCO, aligned to the RIGHT 1SG position, at the RIGHT time!**

