



# Army Talent Management Task Force

Partnership Conference
December 2021

# **December 2021 Partnership Conference Agenda**

As of 03DEC



Mon - Dec 13, 2021

# 0930-1000

(Auditorium/MS Teams) Opening Plenary

# **TRADOC/CAC Partnerships**

1015-1100

CAP

1110-1140

SMAP

1140-1310

Lunch

1310-1340

Best Fit Assessment for Majors

1340-1410

CCC Assessment Battery

1425-1455

Combat Arms Outreach

1455-1525

Career Mapping/ Succession

1540-1610 Planning

Officer Career Developmental

Counseling 1610-1640 Talent Management in PME

DAY 2:

Tue - Dec 14, 2021

G1/M&RA/DMPM **Partnerships** 

060-0060

Brevet Promotions

0930-1000

Direct Commission

1010-1040

1040-1110 IRR App

WO Competitive Category

1120-1150

Army Coaching Program

1150-1320 Lunch

1320-1350

WO SELCON

350-1420

Retention Controlled Trial 430-1500

500-1530 DACES

Officer Talent Engagement Form

540-1610

DAY 3:

MANAGEMENT

TALEN

Wed - Dec 15, 2021

Thur - Dec 16, 2021

DAY 4:

**Future of Talent** Management

# **HRC Partnerships**

0900-0930

Opt-In

0900-1000

0930-1015

AC and RC Opt-Out

030-1100

Initiatives Discussion w/F1

Predictive Retention Tool

-EATAP

-Telework

Further Study or Reframe

1010-1140

Alibi Time

100-1130

1SG TAA

130-1300 **Lunch** 

300-1400

-Senior Rater Eval Trends

-Leader Bridge

1140-1300

Lunch

-Nominative Assignments

\*Breakout Session 400-1430

SGM-A-AP

430-1500

2028-2035 Aimpoint

Discussion 1445-1515

300-1430

515-1545

Talent Based Career Alignment 545-1615

Closing Comments

Permeability

TRADOC/CAC

HRC

<u>G1</u>



# **Command Assessment Program**



# **Problem Statement/Current Challenge(s):**

-While traditional board processes reflect an effective approach to industrial-age human resource management, their utility is limited to a single perspective of a candidate's potential—namely, subjective evaluations from previous raters and senior raters.

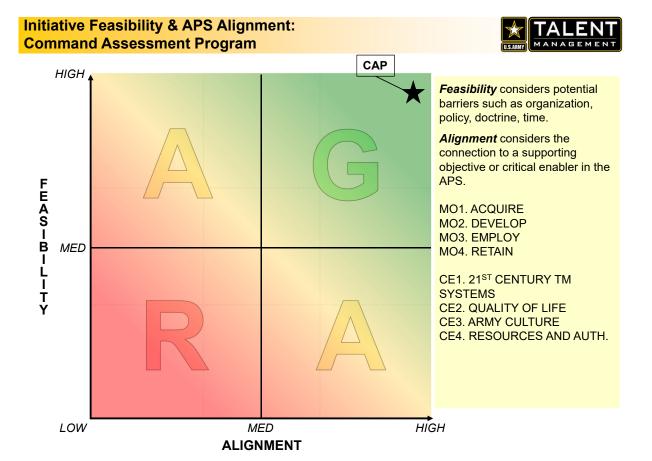
-In an information-age approach, the ATMTF designed CAP to meet the CSA's intent for holistic assessment of candidate potential, rather than a single, subjective data set that relies on board members to rapidly score each candidate's performance file within the span of a few minutes to produce a binding CSL.

# **Proposal Description:**

-CAP complements those traditional board results with a battery of assessments drawn from the best military, industrial, and academic sources available. With CAP, a candidate's final standing on the Centralized Selection List (CSL) reflects cognitive and non-cognitive abilities, physical fitness, and communications skills.

-CAP also considers how leaders achieve results using multiple data points gathered through psychometric testing and feedback from peers and subordinates.

**End State:** ATMTF CAP Team transitions into HQDA G1 team (called the Army Command Assessment and Selection Center) responsible for strategic planning, policy, resourcing, and leadership of the Command Assessment Program. CAC's Command Assessment Program Directorate established and resourced. CSL ecosystem transitioned into three phase methodology to initially score and invite, assess and identify, and select commanders and key leaders.



# Initiative Evaluation Rubric Command Assessment Program



	1	2	3	4	5	6	7	Score		
Readiness • Individual Deployability • Unit • Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM readiness. Potential + in unit readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and unit readiness.	Significant impact to soldier and unit readiness. + strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	5		
Resources  DOTMLPF-P Financial (\$) Human Cap. Sponsor	Fails to identify resource requirements. No sponsor identified.	Requires significant DoD level "D-FP" changes. Requires PPBE. No sponsor Id'd. \$\$\$\$	Requires DA level "D-FP" changes. Currently budgeted. No sponsor Id'd. \$\$\$	Resource requirements require Sec etariat authority. No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARSTAF authority. No PPBE req d. Sponsor Id'd. \$	Resource requirements within DA G1's authority. No PPBE req'd. Sponsor Id'd. \$	Limited resources required to reach transition.	4		
Incentive Retention Assignment Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy, program, or authority.	Exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provides a significant benefit to talent.	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant change to talent retention or utilization of talent across DA.	3.3		
Impact • # Pax • Key Talent • Culture (+/-)	No apparent impact.	Marginal number of pax impacted. Does not impact key talent. Culture (-)	Large number of pax impacted. Does not directly address key talent. Culture (-)	Large number of personnel and key talent impacted. Culture (+/-)	Marginal total #/ significant key talent influenced. Culture (+)	Large total of SM and Talent impacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	6.3		
Novelty • Precedence • Potential • Resistance	Unoriginal idea lacking creative vision.			Expands on an existing idea using an innovative methods.			Radical change in how the Army manages and competes for talent	7		
Time  • How long? • Return on Inv. • Longevity	No time estimate provided. Unknown.	> 4 years with unknown ROI.	> 2 years with > 2 years for ROI	> 12 months with ROI > 24 months	> 6 months with ROI > 12 months	< 3 months with ROI < 12 months.	Implement immediately and large ROI	3		
Total Score	Sum all scores to develop an overall Innovation score.									

# **Initiative Binning Structure: CAP**



		U.S.ARMY (I.W. A.M. A.B. E.W. E.M.					
	TRANSITION			SYN	CHRONIZE		
DIVEST		POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION
	X X X	X		X X X		X	X

# Comments:

Transition: OTMI serve as the Army proponent for talent management and executive HQ for CP, while the

ACASC synchronizes senior-level planning, policy, and staffing for CAP

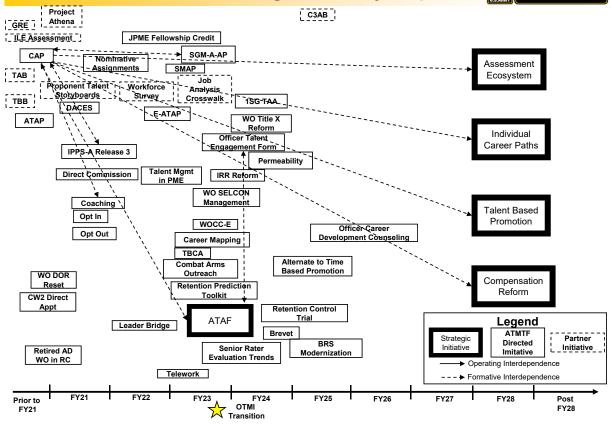
Policy: synchronize with Army regulations and policies

Manpower: CAP-D requirements for execution

Data: integration with IPPS-A

# **Command Assessment Program Policy Map**





**TITLE:** Sergeant Major Assessment Program SMAP (BDE/SGM-A)

ALIGNMENT: LOE 3, Employ; Supporting Objective Area: Advance

**SEQUENCE:** The Command Assessment Program (CAP) seeks to assess and select the best leaders to lead Army formations in an increasingly complex, information age environment. The CAP gathers additional, relevant information to enable the Army to make better decisions in selecting leaders for command and general staff positions. The CAP is designed using the best practices and methodology from military, industry, and academia. This program augments the legacy Central Selection List (CSL) board process, which scores each leader's performance file (evaluation reports and a record brief) over the course of approximately two minutes. Three CAP programs have been executed to date: Lieutenant colonels are assessed in the Battalion Commander Assessment Program (BCAP), Colonels in the Colonels Command Assessment Program (CCAP), and acquisition officers in the Acquisition Leader Assessment Program (ALAP). The SMAP pilot was conducted during BCAP last fall with 27 candidates. This fall's SMAP will assess and select candidates for Brigade (BDE) Command Sergeant Major (CSM) positions in FY23.

**CURRENT CHALLENGES:** The Sergeant Major of the Army (SMA) and Senior Enlisted Council (SEC) directed the ATMTF to study, test, and implement a process that can be used Army-wide which uses formalized, objective data and tailored requirements to maximize the talent of the Army's greatest resource, its people. Units at the Distribution Management Level (DML) and Distribution Management Sub-Level (DMSL) lack the relevant and objective information on individual NCO talents and predictive manners of performance to optimize the SGM slating processes.

**PROPOSAL DESCRIPTION:** The SMAP gathers information through multiple assessments in a similar format to the other CAP programs. The assessments administered at CAP serve one or more roles: screening, scoring, and/or informing. Screening assessments are pass/fail events that determine whether a candidate will remain in consideration for SGM slating. Informing events provide additional information to the voting panel. Scored events calculate a candidate's SMAP results which influence the BDE CSM (BDE SMAP) SGM Slating (SM-A AP) due to volume of Leaders, both candidates and Nom level leaders. The SGM-A AP will be conducted in conjunction with the SGM-A to assist with slating of post academy MSGs with most qualified MSGs managed within SMMD.

- a. <u>Height and Weight screening</u>: All candidates are screened by the same cadre that are trained and calibrated, ensuring all candidates are in compliance with Army standard.
- b. <u>Army Physical Fitness Test (APFT)</u>: All candidates are tested by the same validated cadre the APFT will measure individual physical fitness levels and graded on a pass/ fail basis.
- c. Non-Commissioned Officer Cognitive/Non-Cognitive Assessment Battery (NCNB): The NCNB is an online assessment battery consisting of a series of Army Research Institute (ARI) developed tests that will identify a candidate's Knowledge, Skills, Behaviors, and Preferences (KSB-P). The assessment battery will take ~3 hours to complete and will be digitally scored.
- d. <u>Psychometric Assessment</u>: Psychometric Assessments measure knowledge, abilities, attitudes and personality traits.
- e. <u>Psychological Interview</u>: Conducted by Behavioral Health Professionals in order to elicit additional relevant information from candidates.

- f. <u>Enlisted Leader Evaluation Tool (ELET):</u> The ELET is an online questionnaire to assess a candidate's leadership competencies, positive leadership attributes, and counter-productive leadership traits. The ELET requires the combination of self-assessment and external input from peers (10), subordinates (10), and superiors (3) familiar with the candidate provide a more insightful view of the candidate's competencies.
- g. <u>Leader Reaction Exercise</u>: A Leader Reaction Exercise is conducted to assess the candidate's ability to lead and apply problem solving solutions in a simulated stressful environment.
- h. The Army Comprehensive Talent Interview (ACTI) **BDE SMAP**: The culminating event for SMAP is a double-blind interview by a panel of senior Army leaders. Panel members consider assessment data gathered during the program, including anonymized peer and subordinate feedback, to determine each NCO's readiness for CSM. Those found "Ready for CSM" continue in the selection process. Those found "Not Yet Ready for CSM" will be removed from CSM consideration and will not appear on the CSM slating.
- i. <u>Behavioral Based Interview (BBI) **SMA-AP**:</u> A trained and validated panel gathering data through series of standardized behavioral based questions.

#### **INITIATIVE DEVELOPMENT**

- 1) Pilot. The Sergeant Major Assessment Program (SMAP) prototype was conducted in conjunction with BCAP 22 and validated that the methodology is suitable for selecting non-commissioned officers.
- 2) Upcoming Iterations. The first iteration of SMAP will occur in November 2021 during CAP. This iteration will only include candidates for BDE CSM positions for FY 23.
  - a. Testing portions of the SMAP within the Sergeants Majors Academy SM-A (CL 72)
  - b. Pilot SM-A AP within SM-A CL 73
  - c. Binding Pilot within SM-A CL 74
- 3) Way Ahead. SMAP will continue to evolve in response to lessons learned and the changing strategic environment. Future changes to the structure and content of the programs will be the result of deliberate study and careful consideration. SMAP will expand its scope to include Battalion (BN) SGM slating during FY24.

# **FUTURE MILESTONES:**

- 1) Q1FY22: BDE SMAP binding/transitioned to CAP
- 2) Q1FY22: Prototype within SGM-A (NCNB)
- 3) CL 73: Pilot SGM-A AP
- 4) CL 74: Complete SGM-A AP execution

## Data:

**ENDSTATE:** SMAP will continue to evolve in response to lessons learned and the changing strategic environment. Future changes to the structure and content of the programs will be the result of deliberate study and careful consideration. SMAP will expand its scope to include Battalion (BN) SGM's during the next year's SGM-A (pilot) and FOC CL 74.

# **Sergeant Major Assessment Program**



# **Problem Statement/Current Challenge(s):**

- Study, test, and implement a process that can be used Army-wide that uses formalized, objective data.
- Units at the Distribution Management Level (DML) and Distribution Management Sub-Level (DMSL) lack the relevant and objective information on individual NCO KSBs.
- Develop predictive assessment of performance and KSBs to optimize the CSM/SGM slating processes.

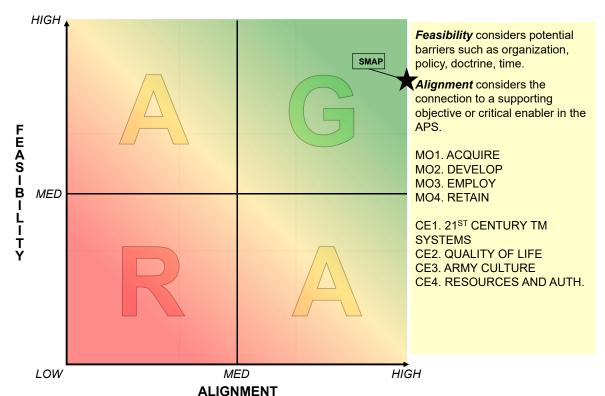
# **Proposal Description:**

- The SMAP gathers information through multiple assessments in a similar format to the other CAP programs.
- The assessments administered at CAP serve one or more roles: screening, scoring, and/or
  informing. Screening assessments are pass/fail events that determine whether a candidate
  will remain in consideration for SGM slating. Informing events provide additional information
  to the voting panel. Scored events calculate a candidate's SMAP results which influence the
  BDE CSM (BDE SMAP)
- The SGM-A AP will be conducted in conjunction with the SGM-A to assist with slating of post academy MSGs with most qualified MSGs managed within SMMD.

**End State:** BDE SMAP will be fully integrated through the CAP to inform BDE CSM CSL (FY22). SMAP will continue to evolve in response to lessons learned and the changing strategic environment. Future changes to the structure and content of the programs will be the result of deliberate study and careful consideration. SMAP will expand its scope to include Battalion (BN) SGM's during the next year's SGM-A (pilot) and FOC CL 74.

# Initiative Feasibility & APS Alignment: Sergeant Major Assessment Program





Revise/ Reconvene	1	2	3	4	5	6	7	Score	
Readiness • Individual Deployability • Unit • Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM reaciness. Potential in unit readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and unit readiness.	Significant impact to Soldier and unit readiness. strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	5	
Incentive • Retention • Assignment • Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy, program, or authority.	Exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provides a significant benefit to talent.	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant change to talent retention of talent across DA.	6.5	
Impact • # Pax • Key Talent • Culture (+/-)	No apparent impact.	Marginal number of pax impacted. Does not impact key talent. Culture (-)	Large number of pax impacted. Does not directly address key talent. Culture (-)	Large number of personnel and key talent impacted. Culture (+/-)	Marginal total # / significant key talent influence (1. Culture (+)	Large total of SM and Talent inpacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	6.2	
Resources  • DOTMLPF-P  • Financial (\$)  • Human Cap.  • Sponsor	Fails to identify resource requirements. No sponsor identified.	Requires significant DoD level "D-FP" changes. Requires PPBE. No sponsor Id'd. \$\$\$\$	Requires DA level "D-FP" changes. Currently budgeted. No sponsorid"d. \$\$\$	Resource requirements require Secretariat authority. No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARSTAF authority. No PFBE req'd. Sponsor Id'd. \$	Resource requirements within DA G1's authority. No PPBE req'd. Sponsor Id'd. \$	Limited resources required to reach minimum viable product.	4	
Stake- holder Support • Culture • Enthusiasm • OTMI load	Stakeholder(s) opposed to the initiative. OTMI in the lead to continue development.			Stakeholder(s) supportive of the initiative. OTMI resources to support development.			Stakeholder(s) enthusiastically support the initiative. Minimal OTMI resources to support development.	5.5	
Time • To minimum viable product	No time estimate provided. Unknown.	> 4 years	> 3 years	> 2 years	> 1 year	> 6 months	Implement immediately	5.3	
Total Score	Sum all scores to develop an overall Innovation score.  Note: The size of the corresponds to the # of panelists who scored the effort there								

# **Initiative Binning Structure: SMAP**



		U.S.ARNY (U.S.ARNY)							
	TRANSITION		SYNCHRONIZE						
DIVEST		POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION		
	X X X	X X X		X X X	X X X	X X X	X X XX		

Comments:

Transition: TRADOC CAP-D

Policy: synchronize the relationship between 1SG TAA, SMAP, and SGM-A-AP.

Manpower: address the requirements to execute this program within CAP-D and EPMD

Funding: long term solution for execution at Fort Knox or another installation

Data: synchronize the data management and data use from SMAP with IPPS-A and other assessments

#### **SMAP Policy Map** Project Athena C3AB ILE Assessment \_ JPME Fellowship Credit CAP ---- Nominative Assignments TAB Proponent Talent | Workforce | Analysis | Storyboards | Survey | Crosswalk | 1SG TAA Assessment Ecosystem E-ATAP ATAP Reform Individual Officer Talent Engagement Form Career Paths IPPS-A Release 3 Permeability Talent Mgmt Direct Commission IRR Reform WO SELCON Coaching Management Talent Based Opt In Promotion WOCC-E Officer Career Opt Out Development Counseling Career Mapping TBCA Alternate to Time Combat Arms **Based Promotion** Outreach WO DOR Compensation Reset Retention Prediction Reform CW2 Direct Toolkit Appt Retention Control ATAF Legend Leader Bridge Brevet ATMTF Partner Strategic Initiative Retired AD WO in RC Senior Rater Imitative Evaluation Trends ➤ Operating Interdependence Telework --- ► Formative Interdependence FY22 FY24 Prior to FY25 FY26 FY27 OTMI Transition

**TITLE:** Best Fit Assessment for Majors (BFAM)

#### **ALIGNMENT:**

Identify the major objective(s): Develop (LOE2), Employ (LOE3), Critical enabler(s): 21<sup>st</sup> Century Talent Management System (CE1), Task 3.1.b Talent Maximization Structure

**SEQUENCE:** Supports the Army Talent Alignment Program (ATAP), Army Talent Alignment Framework (ATAF) and Army Coaching Program (ACP). Additionally, as an identifier of an officer unique talents, the BFAM enables several other talent management initiatives.

**CURRENT CHALLENGES:** The Army currently lacks assessments to obtain granular data on its officers which is critical element in establishing a 21<sup>st</sup> Century Talent Management System. Assessed KSBs are required to optimally develop Soldiers and align talent. Currently, Knowledge, Skills, and Behaviors (KSBs) are self-professed, which is a step in the right direction, but will eventually require assessments for accurate and optimal Soldier development and talent alignment.

**PROPOSAL DESCRIPTION:** BFAM is one assessment in the system of assessments to maximize development and talent alignment throughout a Soldier's career known as the Talent Maximization Structure (TMS). BFAM provides an assessment that measures a Major's Knowledge Skills and Behaviors identified as important to success in Key Developmental and Field Grade positions across all branches and functional areas. Officers and units will use these assessed KSBs to optimize talent alignment in the ATAP market and support the ACP. The BFAM has three objectives:

- 1) Provide officers with an objective talent profile to inform the ATAP Market with assessed KSBs enabling units to select officers, which are the "best fit" for their talent requirements.
- 2) Allow the Army to obtain objective data on its Field Grade Officers and inculcate a culture of Assessments into the Army.
- 3) Provide officers with guidance on developmental needs for career progression as well as provide data points to facilitate the Army Coaching Program.

## **PLAN OF ACTION & MILESTONES:**

1. Study: From 2009 to 2010, The Office of Economic and Manpower Analysis (OEMA) published a series of six monographs that analyzed the development of an Officer Corps strategy. The papers proposed a human capital model focused on acquiring, developing, employing, and retaining talent. The papers highlighted the need to produce a comprehensive assessments structure in order to meet these objectives and establish an effective talent management framework.

# 2. Develop Concept:

a. The Army Talent Management Task Force (ATMTF) ATMTF sought to develop a predictive assessment for mid-career officers, targeting Majors at ILE, with the intent to develop an assessment that could be used for promotion or selection, and to inform the ATAP Market and support the ACP. Initially, ARI was asked by ATMF to develop the assessment. ARI questioned the need for a predictive assessment unless it was to be used to make a specific promotion or assignment decision within a short time after officers took the assessment. ARI also informed the ATMTF that the required time to develop a fully validated predictive assessment would take 3 to 5 years under normal conditions (outside of COVID restrictions). This included the time to conduct a job analysis, develop sufficient numbers of test items specific for each KSB, process the

administrative, legal, and human protections requirements, conduct the predictive validation study and associated psychometric analyses, and produce the final assessment. ARI also made it clear to ATMTF that during the development and validation timeframe, the test could only be taken on a voluntary basis until validated because it would still be considered to be Human Subjects Research. Two of the ATMF's key requirements at the time were to make the assessment both predictive and mandatory for all resident ILE students. The ATMTF then shifted to contract the assessment development, and contacted a company (Higher Echelon (HE) Inc) about producing the assessment. It was the ATMTF's understating that, HE could produce a validated predictive assessment that could be compulsory and did not require an IRB within the year. Under that premise, the ATMTF contracted HE to produce the assessment.

- b. The vehicle used for the contract was a Task Order under an IDIQ contract for Human Dimensions Support Services administered by the Aviation and Missile Research, Development, and Engineering Center (AMRDEC). Neither ARI nor other research scientists were consulted while writing the task order statement of work (SOW), and there were several issues with it. The SOW required the contractor to produce an assessment to measure a "MAJ's ability to perform 12-15 KSBs that are required for success at the Field Grade Level and within Key Developmental positions across the Army". The SOW did mention a "predictive assessment" but only required Face Validity for the assessment. This relieved the contractor of any requirement for conducting validity studies or analyses that would reach the level of predictive or criterion-referenced validity needed to support a predictive assessment. The SOW only required the contractor to provide an assessment with the appearance that the assessment measured the KSBs it sought to measure. In order to be used as a predictive assessment must reach Criterion Validity and requires a predictive validation study.
- It was decided that a Situational Judgement Test (SJT) would be the best instrument to meet the desired requirement. A SJT is a type of assessment which presents the testtaker with realistic but hypothetical scenarios and ask the individual to identify the most appropriate or "best" response for the situation out of a set of possible responses, although all answers may be acceptable. This type of assessment requires several highly competent personnel and takes a significant amount of time to develop because of the number of steps involved in creating the items (i.e., drafting scenarios, editing for realism, generating realistic responses, creating scores for response options, executing small studies to make sure items and responses actually measured the right KSB). The planned, compressed timeline for work was 12 months, January 2020 to January 2021. However, no work was initiated on the assessment until July 2021 for unknown reasons. The contractor took several steps to meet the shortened timeline which included skipping the steps associated with scoring response options, verifying that items and responses measured the right KSB, and creating sufficient numbers of items to allow for discarding items that did not work as intended. Additionally, because the task order only required an assessment with face validity, this relieved the contractor of administrative requirements or the need to execute a predictive validation study. Additionally, in-lieu of conducting a job analysis, the contractor used ARI's Survey of Talent Requirements (STR) to identify the KSBs that would be assessed which also saved time.

# 3. Prototype:

- a. After analysis of the STR, HE and the ATMTF selected 12 KSB to move on to the next phase. Personnel from the Army War College served as the Subject Matter Experts in developing the content of assessment. The contractor had the SMEs write scenarios and response options associated with the 12 KSBs. After completing the development of the assessment, HE conducted a prototype session of the assessment to ensure it was valid enough to continue its development If it did not meet the minimum level of validity, we would have to start development again over from scratch. HE wrote the assessment into Qualtrics because it's an intuitive program that requires no coding experience. This was important because the TWD would end two weeks after the administration of the Prototype and ATMTF members would be solely responsible for preparation and execution of the Pilot. ATMTF and HE administered the assessment to 200 MAJ/LTCs from CGSOC Distance Education and the ATMTF in January 2020. Both HE and ARI conducted analysis on the assessment. They found that 9 of 12 tested dimensions (KSBs) showed promise for content validity. One dimension (Judgement and Decision and Decision Making) required revision so that they were not too job specific (complete). Additionally, they highlighted 2 of 12 Dimensions (Oral Communication: Active Listening) as possibly non-salvageable. but remained for the Pilot. Overall feedback from students was positive with the assessment easily reaching Face Validity. Negative feedback included assessment length, wordiness and grammar issues. Based on analysis, HE revised the scoring system and made other adjustments to the assessment.
- b. As the ATMTF's knowledge of assessments when used within Human Resources grew and the ATAF concept began to take hold, ATMTF concluded that there was not a sufficient need for a predictive assessment at the mid-career level for officers in order to meet our requirements. A predictive validation study would increase the validity and credibility of the assessment, but would add 2 to 4 more years to development and require extensive resources. These factors led ATMTF to make the decision to designate the SJT as a diagnostic assessment. This type of assessment can inform the market, and potentially support the ACP but would not meet the standards for widespread use as an Army assessment for personnel selection purposes.

## 4. Pilot:

- a. ATMTF personnel made corrections to the SJT items in Qualtrics. The ATMTF then administered the assessment in coordination with the Command and General Staff College (CGSC) to FY 21 resident ILE students in April 2021. Over 600 students took the assessment. Feedback was overall positive with length still being an issue. The ATMF removed Oral Communication and Active Listening from the assessment. This along with ATMTF revisions to remove irrelevant information has shorten the assessment significantly. The assessment items have content validity but the SJT requires further data collection and construct validity analysis before being qualified for use as a diagnostic tool.
- b. Officers can currently use the assessed KSBs on the assessment to inform the ATAP Market, to support the ACP and as a self-development tool. However, to optimally align talent in the ATAP Market there must be a job analysis conducted to ensure the BFAM is assessing KSBs that meet market demand. ARI and ATMTF is currently planning the execution of an Army wide job analysis within ATAF. By adding this requirement to the job analysis and nesting the BFAM under the ATAF umbrella of assessments, we will optimize both programs and save valuable resources. Nesting the assessment under ARI will also prevent mistakes like those that were made in the past. The BFAM currently has \$200K budgeted for FY '22. The intent is to use these funds

to support the job analysis, ensure compliance with ATAF and revise the assessment as required.

- c. The BFAM will continue to be taken by officers attending CGSOC and used as a developmental tool with assessed KSBs to support coaching and objectively inform the current self-professed ATAP market. After the ATAF job analysis is complete, researchers will produce and validate a revised assessment incorporating the portions of the BFAM that actually meet market demand along with any new material.
- 5. Implement: Currently, all resident CGSOC students are eligible to take the BFAM. Officers are currently able to use their feedback report as an objective measure of the KSBs that are self-professed on their resumes when entering the ATAP Market. Additionally, the feedback report provides data points that can support the ACP. A final version of the assessment will be implemented upon completion of the job analysis.
- 6. Transition: The Army People Strategy Military Implementation Plan (APSMIP) scheduled transition of the BFAM to TRADOC in FY 22. Stakeholders agreed on the date based on the assumption of approval of Critical Enabler 1(21st Century Talent Management System) of the APSMIP. This would create the Army Talent Assessment and Analytic Capability (ATAAC) or a like entity to establish an enduring assessment capability. If the ATAAC is not established or another organization is not designated as the long-term owner of operational assessments in FY '22, the assessment should remain with the ATMTF. The ATMTF can continue to administer the current assessment to promote the culture of assessments and to promulgate an ATMF market based on talent. If an enduring assessment oversight capability is not established before ATMTF sunset, then the assessment should be held at ARI with other ATMTF assessments for eventual incorporation into an Army level assessment program.
- 7. Oversee: Critical Enabler 1(21st Century Talent Management System) of the APSMIP captures DOTMLPF requirements for assessments. This covers responsibilities, data policy, data server locations and establishes the ATAAC which covers the overall enduring requirements for assessments. If this is not established, ARI should provide oversight.

# Milestones:

1. Identification of KSBs: ARI conducted the Survey of Talent Requirements in which over 1100 Majors and LTCs were asked which KSBs were the most important for success in their jobs. The contractor then selected 36 KSBs for further analysis in order to differentiate the level of importance from MAJ to LTC. Based on mean importance, magnitude of increase from MAJ to LTC and other analysis, the contractor selected 12 KSBs which were approved by ATMTF leadership for the Protype/Pilot.

KSB	Definition					
*Oral Communication	Speaks in a clear, organized, and logical manner. Communicates information or asks questions in an efficient and understandable way. Adapts communication styles to different situations. Uses nonverbal gestures to supplement and reinforce spoken messages.					
Relationship Building	Develops and maintains effective working relationships with others.  Understands how to leverage relationships to achieve objectives.					
Planning & Organizing	Task Planning and Management: Schedules activities to meet commitments in critical performance areas. Notifies peers and subordinates in advance of required support. Keeps track of task assignments and suspenses; attends to details. Adjusts assignments, if necessary. Assesses progress toward					

	mission accomplishment, provides additional guidance, or resets the team as necessary.
*Active Listening	Carefully attends to and understands both the overt and implied meaning of oral communications from others by accurately perceiving the content, context, and tone of the speaker; not interrupting at inappropriate times.
Judgement & Decision Making	Makes decisions based on accurate and appropriate assessment of the costs/benefits and short- and long-term consequences of alternative actions and solutions. Makes timely decisions with incomplete information, while refraining from making hasty decisions in the absence of necessary information.
Team Building	Consensus Building: Builds effective working relationships. Uses two-way, meaningful communication. Identifies individual and group interests. Identifies roles and resources. Generates and facilitates generation of possible solutions. Applies fair standards to assess options.
Strategic Thinking	Develops a complex, systems-level understanding of the relationship between his/her Army unit or organization and the broader environment and uses that understanding to envision a desirable future state for the unit/organization.
Motivating Others	Generates support, involvement, energy, and enthusiasm for the mission among subordinates and others using appropriate influence techniques (e.g., inspiration, role modeling, collaboration, persuasion, mentoring, conflict management, etc.) given the mission, time, and conditions.
Delegating	Appropriately delegates authority and responsibility for decision making, and for planning and executing tasks.
Inspirational Leader	Motivates teams to work harmoniously and productively towards a common goal.
Training & Developing Others	Determines the training needs of individual subordinates, providing the appropriate level of instruction, guidance, and developmental opportunities. Uses counseling to provide personal and developmental feedback.
Conflict Management	Anticipates and takes steps to prevent counterproductive confrontations.  Manages and resolves conflicts and disagreements in a constructive manner.

<sup>\*</sup>Removed from the assessment.

- 2. Critical Incident Workshops (CIWs): A Critical Incident is a situation given by a Subject Matter Expert (SME) that gives a problem, the action taken and the result of the action. SMEs were successful former battalion commanders, from the Army War College. SMEs attended CIWs where they produced critical incidents and feasible responses to the incidents based on the given KSBs.
- 3. SJT Item development and Review: Higher Ecehlon's Industrial Psychologist produced SJT items, the scenario (question) and possible answers, based on the critical incidents. HE's SMEs then rated the questions and answers to produce a scoring key. During this process it was decided that three KSBs (Cognitive Ability, Perceptive, and Coordinating Multiple Groups) were not ideal candidates for a SJT and were removed.
- 4. Army Human Research Protections Office (AHRPO) HRPO Review and Approval: In November 2020 Ms. Sandy Smith, Research Ethics and Compliance Officer, deemed that actions outlined in BFAM Statement of Work were not Human Subjects Research and were exempt from Institutional Review Board (IRB) review.

- 5. RMDA Approval: In December 2020, Mr. Domenic Baldini, Records and Information Manager, HQDA RMD, approved the assessment's exemption from RMDA requirements.
- 6. Protype: Administered assessment to 180 MAJs and LTCs to verify assessment was valid enough to continue development. 10 of 12 showed promise for Content Validity.
- 7. Pilot: Conducted pilot with over 600 CGSOC students.

#### **Future Milestones**

- 1. 2<sup>nd</sup> Quarter FY 22: Administer assessment to FY 22 CGSOC resident students.
- 2. FY 22: Nest Assessment with ATAF job analysis efforts and assessments structure and place it within ARI to ensure quality control.
- 3. 4<sup>th</sup> Quarter FY 22: Pending Critical Enabler 1 approval by the APS SLSC, transfer assessment to TRADOC IAW APS Military Implementation Plan.
- 4. FY 22-23: Produce updated ILE Assessment that measures KSBs that are in demand in the market and nested under the ATAF model.

**Endstate:** A Diagnostic Assessment that measures CGSOC student's fit for specific jobs through the use of validated KSBs that will optimize talent alignment in the ATAP Market while serving as a self-development tool that enhances Career Coaching.

Peer Review: Dr. Babin- Army University, Dr. Keil- ARI, Dr. Goodwin- ARI

# **Best Fit Assessment for Majors**



# **Problem Statement/Current Challenge(s):**

The Army currently lacks assessments to obtain granular data on its officers which is critical element in establishing a 21st Century Talent Management System. Assessed KSBs are required to optimally develop Soldiers and align talent. Currently, Knowledge, Skills, and Behaviors (KSBs) are self-professed, which is a step in the right direction, but will eventually require assessments for accurate and optimal Soldier development and talent alignment

# **Proposal Description:**

BFAM is one assessment in the system of assessments to maximize development and talent alignment throughout a Soldier's career. BFAM provides an assessment that measures a Major's KSBs identified as important to success in Key Developmental and Field Grade positions across all branches and functional areas. Officers and units will use these assessed KSBs to optimize talent alignment in the ATAP Marketand support the ACP.

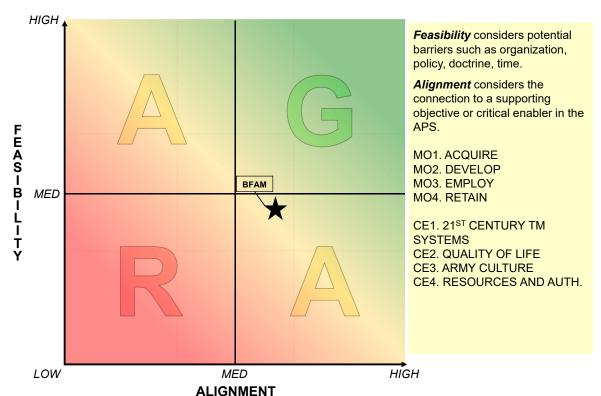
- 1. Provide officers with an objective talent profile to inform the ATAP Market with assessed KSBs enabling units to select officers, which are the "best fit" for their talent requirements.
- 2. Allow the Army to obtain objective data on its Field Grade Officers and inculcate a culture of Assessments into the Army.
- 3. Provide officers with guidance on developmental needs for career progression as well as provide data points to facilitate the Army Coaching Program.

# **End State:**

A Diagnostic Assessment that measures CGSOC student's fit for specific jobs through the use of validated KSBs that will inform the ATAP Market and optimize talent alignment while serving as a self-development tool that enhances Career Coaching

# Initiative Feasibility & APS Alignment: Best Fit Assessment for Majors





# Initiative Evaluation Rubric Best Fit Assessment for Majors



	1	2	3	4	5	6	7	Score	
Readiness Individual Deployability Unit Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM readiness. Potential in unit readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and unit readiness.	Significant impact to Soldier and unit readiness. + strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	2.3	
Incentive  • Retention  • Assignment  • Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy, program, or authority.	Exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provides a significant benefit to talent.	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant change to talent retention or utilization of talent across DA.	2.3	
Impact • # Pax • Key Talent • Culture (+/-)	No apparent impact.	Marginal number of pay impacted. Does not impact key talent. Culture (-)	pax impacted. Does not directly address key talent. Culture (-)	Large number of personnel and key talent impacted. Culture (+/-)	Marginal total # / significant key talent influenced. Culture (+)	Large total of SM and Talent impacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	2.3	
Resources  • DOTMLPF-P  • Financial (\$)  • Human Cap.  • Sponsor	Fails to identify resource requirements. No sponsor identified.	Requires significant DoD level "D-Fe" changes. Requires PDEE. No sponsor Id'd. \$\$\$\$	Requires DA level "D-FP" changes: Currently budgeted: No sponsor Id'd. \$\$\$	Resource requirements require Secretariat authority. No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARSTAF authority. No PPBE req'd. Sponsor Id'd. \$	Resource requirements within DA G1's authority. No PPBE req'd. Sponsor Id'd. \$	Limited resources required to reach minimum viable product.	3	
Stake- holder Support • Culture • Enthusiasm • OTMI load	Stakeholder(s) opposed to the initiative. OTMI in the lead to continue development.			Stakeholder(s) supportive of the initiative. OTMI resources to support development.			Stakeholder(s) enthusiastically support the initiative. Minimal OTMI resources to support development.	2.2	
Time • To minimum viable product	No time estimate provided. Unknown.	> 4 years	> 3 years	>2 years	>1 year	> 6 months	Implement immediately	3.7	
Total Score	Sum all scores to develop an overall Innovation score.  Note: The size of the corresponds to the # of panelists who scored the effort there								

# **Initiative Binning Structure: BFAM**



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ı		TRANSITION			311	CHRONIZE		
	DIVEST		POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION
		X	Х				X	
			X				X	
			X				X	
J								

# Comments:

Transition: To a research agency (ARI) for development as a diagnostic assessment.

Policy: Clarify the objectives of the assessment and how it supports other talent management policies.

Funding: A diagnostic assessment will require additional funding and time.

#### **BFAM Policy Map** Project Athena C3AB ILE Assessment ---- JPME Fellowship Credit CAP Nominative Assessment Assignments TAB Proposent Faient It, Workforce Storyboards Survey DACES EAT Ecosystem Analysis Survey Crosswalk 1SG TAA E-ATÀP. ATAP Reform Individual Officer Talent Engagement Form Career Paths IPPS-A Release 3 ` Permeability Talent Mgmt Direct Commission IRR Reform WO SELCON Coaching Management Talent Based Opt In Promotion WOCC-E Officer Career Opt Out Development Counseling Career Mapping TECA Alternate to Time Based Promotion Combat Arms Outreach WO DOR Compensation Reset Retention Prediction Reform Toolkit CW2 Direct Appt Retention Control ATAF Legend Leader Bridge Brevet ATMTF Partner Initiative Strategic Directed Retired AD WO in RC Senior Rater Imitative Evaluation Trends Operating Interdependence Telework --- ► Formative Interdependence FY22 Prior to FY24 FY25 FY26 FY27 отмі Transition

**TITLE:** Career Courses' Cognitive Assessment Battery (C3AB)

**ALIGNMENT:** Identify the major objective(s): Develop (LOE2), Employ (LOE3), Critical enabler(s): 21<sup>st</sup> Century Talent Management System (CE1),

**SEQUENCE:** Supports the Amy Talent Alignment Program (ATAP).

**CURRENT CHALLENGES:** The Army currently lacks assessments to obtain granular data on officers which is a critical element in establishing a 21<sup>st</sup> Century Talent Management System.

**PROPOSAL DESCRIPTION:** As part of the Officer Talent Maximization Structure (OTMS), a system of assessments throughout a Soldier's career which maximizes development and enables the alignment of an officer's talent with Army requirements, the C3AB provides a holistic view of an officer's talent by measuring five cognitive (inferential reasoning, quantitative analysis, integrative complex thinking, creative thinking, and fluid intelligence) and eight noncognitive attributes (achievement orientation, self-efficacy, peer leadership, tolerance for ambiguity, cognitive flexibility, stress tolerance, written communication, and oral communication). Its holistic nature enables the assessment with the potential of employment as a talent alignment/career pathing or selection tool, as well as the potential to predict academic success.

# **PLAN OF ACTION & MILESTONES:**

- 1. Study: From 2009 to 2010, the Office of Economic and Manpower Analysis (OEMA) published a series of six monographs that analyzed the development of an Officer Corps strategy. The papers proposed a human capital model focused on acquiring, developing, employing, and retaining talent. The papers highlighted the need to produce a comprehensive assessments structure in order to meet these objectives and establish an effective talent management framework.
- 2. Develop Concept, Test, Prototype and Pilot:
  - a. The C3AB began as research initiative between Center for Army Profession and Leadership (CAPL) and Army University (ArmyU) in 2015. The purpose of the initiative was to create an assessment for an officer's self-development and possibly as an entrance exam into ILE, which never matured. The researchers developed the assessment over the next four years. Following the ATMTF 2019 Planning Conference, ArmyU and the Army Research Institute (ARI) launched a collaborative research effort to create and pilot a holistic self-development assessment for officers at the CCCs. This assessment combined components of the CAPL and ArmyU cognitive assessment with cognitive and non-cognitive assessments developed and validated by ARI. The data collection using the prototype assessment was launched in August 2019 with the support of ATMTF. The C3AB prototype was administered to Captain's Career Course (CCC) officers from August 2019 to September 2021, and officers who volunteered to participate in the research received an individualized self-development feedback packet based on their performance on selected C3AB components. ARI and ArmyU administered the assessment on a voluntary basis due to its determination as Human Subjects Research by the Institutional Review Board (IRB).
  - b. In October 2020, the assessment reached the level of validity required for utilization as a self-development tool. To continue research and validate the assessment as a predictive tool required a decision on which outcome(s) the assessment would predict. During the 2021 ATMTF Planning Conference, the Assessments Working Group

developed COAs for the decision. The WG developed COAs to validate the C3AB as a predictor of academic success, career pathing/talent alignment and general performance. By this time, other parties realized the potential of the C3AB as a predictive tool. To ensure the optimization of the assessment as a predictive tool, the stakeholders established a C3AB Steering Committee with personnel from ARI, ArmyU, ATMTF, AWC, CAPL, and OEMA. The committee's mission was to continue the analysis initiated at the planning conference, make a recommendation on the optimal way forward and receive approval from the stakeholder's leadership. The committee conducted an assessments crosswalk and gap analysis, and considered support to other talent management objectives in developing their recommendation. Ultimately, they decided that an Occupational Aptitude Battery (Career Pathing/Talent Alignment) focusing on Functional Area Accessions with elements of academic success was the optimal way forward for the assessment.

- c. The committee promulgated the recommendation and Decision Briefs were conducted with the Directors of ArmyU, ARI and ATMTF. All Directors agreed with the recommendation of the steering committee. In June 2021, the DCS, G1 approved the C3AB for further research with the intent to validate the assessment as an Occupational Aptitude Battery (OAB) with elements of academic success.
- d. As of 1 OCT 21, over 1,200 officers have taken the assessment. The assessment is currently on moratorium until 1 April 22, in order to reconfigure it for validation as an OAB. The concurrent validation required to use the assessment as a predictive tool is estimated for completion in FY '25.
- 3. Implement: During the assessment validation, officers will have the opportunity to take the C3AB at the CCC on a voluntary basis. After validation as a predictive tool, the assessment can become mandatory. Critical Enabler 1(21st Century Talent Management System) of the APS Military Implementation Plan covers DOTMLPF requirements for an enduring assessment capability and establishes the Army Talent Assessment and Analytic Capability (ATAAC). Approval of CE 1 and the ATTAC is currently with the APS Senior Leader Steering Committee (SLSC).
- 4. Transition: The APS Military Implementation Plan scheduled the C3AB to transition to TRADOC in FY 21. The transition was postponed until FY '23 or the establishment of an enduring assessment capability with the approval to validate the assessment as an OAB. ARI and ArmyU will continue the C3AB research effort, with personnel from both organizations contributing to the redesigned C3AB assessment and ongoing research activities. ARI will lead the research effort to validate the C3AB as a predictive tool for FA accessions, and ArmyU will lead the research to validate the C3AB as a diagnostic tool for academic success. The Functional Area validation research is expected to be funded by ARI's RDT&E funds through FY25. The ATMF will assist in promulgating the assessment with Functional Areas and establishing systems and processes to ensure that researchers have access to officer's longitudinal career performance data required for the concurrent validation during this time.
- 5. Oversee: Critical Enabler 1(21st Century Talent Management System) of the APS Military Implementation Plan captures DOTMLPFP requirements for assessments. This covers responsibilities, data policy, data server locations and establishes the ATAAC which covers the overall enduring requirements for assessments.

#### Milestones:

2015-2019: Assessment Component Development

August 2019: C3AB prototype assessment data collection begins as a research effort

October 2020: Validated as a self-development tool

February 2021: Steering Committee Convened

May 2021: GO/SES Decision Briefs on C3AB Way Forward

June 2021: DCS, G1 Brief on C3AB Way Forward

OCT 21-APR 22: C3AB revision moratorium

APR 22: Relaunch Revised C3AB in CCCs. Launch concurrent validation research with FA incumbents.

FY24: Begin tracking FA accessions for C3AB participants

Dec 23: Begin providing preliminary FA fit recommendations to CCC students and diagnostic information on student populations to CCCs

APR 24: Additional attribute constellations for large FAs

FY25: Concurrent validation complete

**Endstate:** A predictive assessment that optimizes Functional Area talent alignment while providing the Army with a diagnostic tool that provides a holistic view of an officer's talents and potential for academic success.

Peer Review: CAC-Dr. Babin, ARI-Dr. Salmon, ARI DR. Hefner

# **Captains Career Course Assessment Battery**



# **Problem Statement/Current Challenge(s):**

-the Army currently lacks assessments to obtain granular data on officers which is a critical element in establishing a 21<sup>st</sup> Century Talent Management System

# **Proposal Description:**

-the C3AB provides a holistic view of an officer's talent by measuring five cognitive (inferential reasoning, quantitative analysis, integrative complex thinking, creative thinking, and fluid intelligence) and eight non-cognitive attributes (achievement orientation, self-efficacy, peer leadership, tolerance for ambiguity, cognitive flexibility, stress tolerance, written communication, and oral communication)

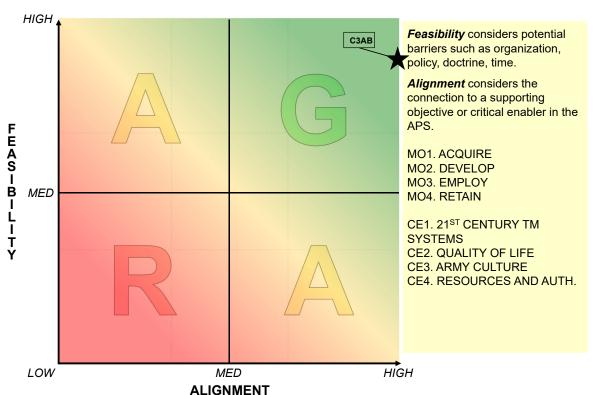
-Its holistic nature enables the assessment with the potential of employment as a talent alignment/career pathing or selection tool, as well as the potential to predict academic success

# **End State:**

A predictive assessment that optimizes Functional Area talent alignment while providing the Army with a diagnostic tool that provides a holistic view of an officer's talents and potential for academic success.

# Initiative Feasibility & APS Alignment: Captains Career Course Assessment Battery





Revise/ Reconvene	1	2	3	4	5	6	7	Score
Readiness • Individual Deployability • Unit • Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM readiness. Potential + in unit readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and unit readiness.	Significant impact to Soldier and unit readiness. + strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	6
Incentive • Retention • Assignment • Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy, program, or authority.	Exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provides a significant benefit to talent.	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant change to talent retention or utilization of talent across DA.	4.2
Impact • # Pax • Key Talent • Culture (+/-)	No apparent impact.	Marginal number of pax impacted. Does not impact key talent. Culture (-)	Large number of pax impacted. Does not directly address key talent. Culture (-)	Large number of personnel and key talent impacted. Culture (+/-)	Marginal total # / significant key talent influenced.	Large total of SM and Talent impacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	4.2
Resources  • DOTMLPF-P  • Financial (\$)  • Human Cap.  • Sponsor	Fails to identify resource requirements. No sponsor identified.	Requires significant DoD level "D-FP" changes. Requires PPBE. No sponsor Id'd. \$\$\$\$	Requires DA level "D-FP" changes. Currently budgeted. No sponsor Id'd. \$\$\$	Resource requirements require Secretariat authority. No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARSTAF authority. No PPBE req d. Sponsor Id'd. \$	Resource requirements within DA G1's authority. No PPBE reg'd. Sponsor Id'd. \$	Limited resources required to reach minimum viable product.	5.7
Stake- holder Support • Culture • Enthusiasm • OTMI load	Stakeholder(s) opposed to the initiative. OTMI in the lead to continue development.			Stakeholder(s) supportive of the initiative OTMI resources to support development.			Stakeholder(s) enthusiastically support the initiative. Minimal OTMI resources to support development.	4.7
Time • To minimum viable product	No time estimate provided. Unknown.	> 4 years	>3 years	> 2 years	> 1 year	> 6 months	Implement immediately	2.5
Total Score								27.3

# **Initiative Binning Structure: C3AB**



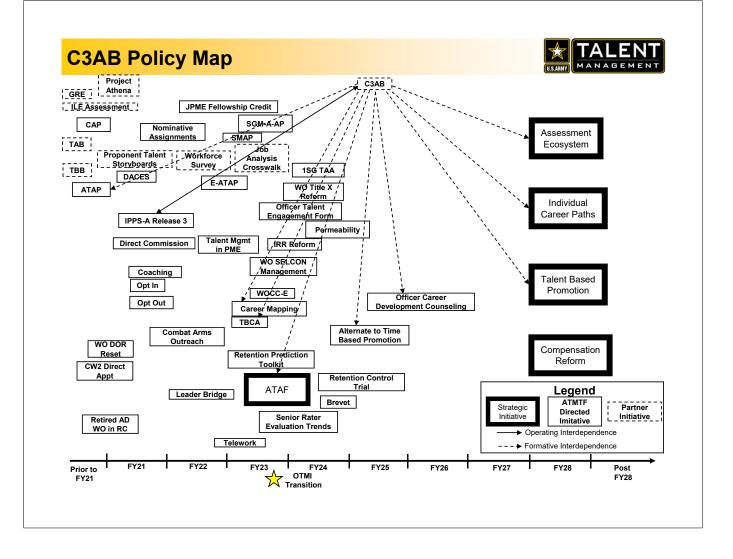
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		TRANSITION		SYNCHRONIZE						
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ſ		Х	Х		Х	Х		Х		
		X	X		X	X		X		
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L										

Comments:

Transition: G1(ARI) and Army U

Policy: synchronize with other initiatives to align C3AB data with its intended purpose Manpower: synchronization of assessment strategy given 4-year timeline for C3AB validation

Data: alignment into assessment ecosystem



TITLE: Combat Arms Outreach - Engagement Team (CAO-ET) Pilot Program

**ALIGNMENT:** Army People Strategy (APS) LOE 1, Acquire Talent; APS Diversity, Equity & Inclusion (DEI) Annex, Strategic Goal 2, Objective 2.2

**SEQUENCE:** The CAO-ET Pilot Program is an independent initiative that supports the Army People Strategy DE&I Annex, Strategic Goal 2, Obj 2.2: Develop and implement mechanisms to efficiently integrate and synchronize Army diversity outreach and recruitment strategies to achieve optimal leader participation and acquire highly qualified Soldiers and Civilians from diverse backgrounds. This program could complement proponent office outreach efforts. The effort aligns with Talent Based Branching, as it provides an opportunity to inform branching decisions. Additionally, this program maps to efforts across the Acquire, Develop, Employ, and Retain LOEs including the Army Coaching Program and Career Mapping.

**CURRENT CHALLENGES:** Efforts to increase diversity in the U.S. Army Officer Corps have a positive impact on the Army and its mission. Diversity, equity, and inclusion are integral to achieving readiness, building trust, and accomplishing the mission. Analysis of individual branches and of the senior leaders reveal persistent gaps and a lack in diversity that must be addressed. Historical and cultural obstacles, misconceptions about the combat arms, and lack of representation serve as barriers of entry into the combat arms branches for certain demographics. Women represent 20 percent of the officer corps, but only represent eight percent of general officers. Most Compo 1 senior leaders across the Army Enterprise are from combat arms branches, with the majority of Army Generals (60 percent) from the following five branches: Armor (AR), Aviation (AV), Engineer (EN), Infantry (IN), and Special Forces (SF). To create a future officer corps that is reflective of the Soldiers it leads, the Army must increase diversity within combat arms branches today to affect the composition of tomorrow's leaders.

**PROPOSAL DESCRIPTION:** The CAO-ET Pilot Program focuses on increasing female and minority cadet interest in branching combat arms. This effort seeks to increase the pool of diverse, talented officers in combat arms career fields to build a bench of enterprise leaders for the future. The concept is to detail a diverse group of company grade combat arms officers to conduct outreach engagements with cadets at ROTC programs that historically produced the most diversity. The engagement team discusses perceptions and misconceptions about combat arms branches; the importance of diversity; and the value of different perspectives, experiences, and talents.

This program was initially focused on Compo 1; however, through the pilot program the CAO-ET discovered there may be value in expanding the program to include the Total Force. Some cadets are decisively pursuing careers in Compos 2 and 3; as such, there was interest in the applicability of combat arms training and experience in civilian career paths. The CAO-ET was comprised of officers from Compos 1 and 3. There may be utility in further developing this program to encompass the factors and variables that influence decision making for cadets who want to serve in Compos 2 and 3.

## **PLAN OF ACTION & MILESTONES:**

# Initiative:

- 1) Concept. In September 2020, the concept for the CAO-ET Pilot Program was approved by the ATMTF director during a DE&I Deep Dive.
- 2) Study. From September 2000- February 2001, the ATMTF worked with U.S. Army Cadet Command

(USACC) to develop the plan for a combat arms outreach program in which select Army leaders would increase interaction with cadets at identified ROTC programs in support of the Officer

Diversity Strategy. The ROTC programs for the pilot were selected due to the large quantity of minority and women cadets commissioned during previous branching cycles per demographic data provided by DMPM. The selection did not consider the propensity to produce combat arms officers, as this initiative seeks to tap into a market of officers who do not typically choose combat arms branches. The plan for the CAO-ET Pilot Program was approved by the ATMTF director; HQDA EXORD 119-21 was staffed and published to outline the instructions for execution.

- 3) Test. From March November 2021, the ATMTF led the Combat Arms Outreach Engagement Team Pilot Program. The purpose of the pilot program is to determine if there is value in utilizing reflective representation to increase cadet interest in pursuing combat arms career fields. As we face a more complex and ambiguous future, it is essential to acquire people from different backgrounds, experiences, attitudes, locations. Through this effort, the CAO-ET discusses myths and assumptions about combat arms and provides information about their respective branches. At the conclusion of the pilot program, the ATMTF ICW OEMA, will conduct an analysis of Year Groups 2019-2022 branching data. The findings will be presented to the ATMTF director for formal guidance. There are many factors that affect branching preferences, so there is no way to directly attribute any change in combat arms branch preferences to the CAO-ET pilot program.
- 4) Implement. Not yet initiated. Implementation is contingent upon the guidance from the ATMTF director during the out brief at the 4<sup>th</sup> Annual Talent Management Planning Conference.
  - a. Doctrine. N/A
  - b. Organization. The Maneuver Center of Excellence is the Office of Primary Responsibility for the Combat Arms Outreach Engagement Team effort.
    - b.1. Under the Talent-Based Branching Program, branch proponent officers are primarily responsible for identifying, assessing, and recruiting talent for their respective branches. Proponent officers have the ability to influence and shape their teams each year. As such, branches should validate outreach teams have a consistent message with their proponent. The branch proponent offices will have the primary responsibility in selecting the officers who will serve as outreach engagement officers for their respective branches.
    - b. 2. FORSCOM will play a significant role in its execution, as they will provide the pool of company grade officers to engage cadets during outreach events. Consistent with annual after-action review from USACC, U.S. Military Academy (USMA), and Virtual Branch (VBO) engagements, cadets greatly value dialoguing with lieutenants and captains, as they view those experiences as most relevant. Additionally, these officers are currently in or recently served in positions (i.e., platoon leader, company/troop/battery executive officer, etc.) that cadets will serve in during their first two years post-commissioning. The branch proponent offices will have the primary responsibility in selecting officers who serve as outreach engagement officers for their respective branches.
    - b.3. There are opportunities to utilize promotable 1LTs and CPTs at the Captains Career Course and USMA diversity outreach personnel for the respective branches to participate as members of the CAO-ET- if these engagements remain virtual. This option provides a pool of officers with more flexibility than FORSCOM officers who must strictly adhere to requirements outlined in their respective training calendars.
    - b.4. No organizational changes are required to implement the CAO-ET initiative; however, the outreach team requires flexibility to participate in engagements. This initiative should be prioritized.

- b.5. The Army Talent Management Task Force and/or OPR will have to build out a Theory of Change to demonstrate how the implementation of this program will lead to more diverse, talented cadets being more informed about, and ultimately preferencing combat arms branches.
- c. Training. The Combat Arms Outreach Engagement Team will conduct training that includes background on the APS and APS DE&I Annex, the value of diversity, the background of the outreach effort, and branch messaging. This training can be conducted by ATMTF DE&I or DASA-EI to ensure that the CAO-ET's messaging is consistent with Army messaging. It is essential that the CAO-ETs be familiar with the Talent-Based Branching process. The team will also be trained on the basic mechanics of conducting outreach engagements.
- d. Materiel. The current materiel solution for the Combat Arms Outreach Engagement Team is Zoom for Government platform. If this program transitions to in-person engagements, the Zoom for Government platform will no longer be necessary. Additionally, the Qualtrics platform is used to capture feedback from cadets to improve and/or refine the outreach engagements; the platform is used to collect interest forms for cadets who want to be contacted by the branch proponent offices. Online Informed Consent is obtained from all participants prior to beginning the survey. Participants who decline to consent will be exited from the survey; those who provide consent will proceed. The respondents will answer three demographic questions (i.e., gender, ethnic racial identification, and military science level). Cadets will also identify which combat arms branches they are interested in and whether they want to be contacted by branch representatives (i.e., the proponent offices); cadets who indicate that they would like to be contacted will have a free response box to provide contact information. Respondents will be given four questions to rate their level of satisfaction with the event, speakers, time allocated for discussion, and the breakout sessions on a five-point Likert-type scale ranging from 1 (extremely satisfied) to 5 (extremely dissatisfied). Participants will have five free response boxes to provide feedback about elements that they liked about the engagements, elements they disliked, why/why not they would recommend the engagement, topics to be added to the engagement, and any additional information they want to share.
- e. Leadership and Education. Continued emphasis on the importance of diversity and education about combat arms branches is necessary to ensure the Combat Arms Outreach Engagement Team understands their role in this process. Taking the time to ensure the team understands the problem, best practices from prior engagements, and receives feedback from the cadets will foster an environment for open discussion. Education is critical to the success of this program.
- f. Personnel. A diverse group of high performing company grade officers are required for this effort. These officers will share professional experiences, provide a basic understanding of Army life as a junior officer, discuss the importance of diversity, and facilitate branch specific small group discussions. At a minimum the following branches will be represented on the combat arms outreach engagement team: AR, AV, EN, and IN. FA and AD officers are represented in the CAO-ET because these officers can serve as senior leaders in positions that have historically been held by other combat arms officers. Currently, the following branches are participating in the pilot program: AD, AR, AV, EN, FA, and IN.
- g. Facilities. There is no facility requirement to implement this initiative. The outreach engagements are currently designed to take place utilizing the Zoom for Government platform. If these events transition to in-person engagements, the outreach team will utilize existing ROTC facilities to engage with cadets. For in-person engagements, the minimum facility requirement is a large room or auditorium in which the outreach team can have a discussion with a group of cadets. Additionally, each of the six branch representatives would require areas where they can

have branch specific discussion with cadets. Additional opportunities for engagements include cadet summer training and key events during the school year.

- h. Policy. There are no Army policies that would prevent the implementation of this program.
- 5) Transition. Not yet initiated. TRADOC is the projected OPR for this initiative.
- 6) Oversight. The CAO-ET program requires TRADOC oversight to ensure USACC and Proponent office involvement in reaching the appropriate pool of cadets and the proper branch messaging, respectively. TRADOC will play a key role in validating and reviewing the Theory of Change to ensure the program reaches its intended audience, contains the correct narrative, aligns with the goals of the APS DE&I annex, and yields the desired outcome.

#### Future Milestones:

- 1) 30 Nov 21: CAO-ET Pilot Program Concludes
- 2) Dec 2021: Accessions results finalized for YG 2022 Cadets
- 3) Jan 2022: Analysis of Branching Results
- 4) Feb-Mar 2022: Formal Guidance
- 5) TBD Transition Plan (Contingent upon SL guidance)

Implementation. The CAO-ET program requires TRADOC and/or MCOE oversight to ensure USACC and Proponent office involvement in reaching the appropriate pool of cadets and the proper branch messaging, respectively. DMPM controls all branching data. Full implementation will require continued data sharing between DMPM and the OPR.

**Endstate.** A fully developed Combat Arms Outreach Engagement Program that provides a diverse pool of ROTC cadets with access to talented combat arms officers that will educate them on the importance of diversity in combat arms branches, the unique skillset and leadership opportunities that are inherent in combat arms career paths and increase cadet interest in pursuing careers in combat arms.

# **Combat Arms Outreach – Engagement Team Pilot Program**



# **Problem Statement/Current Challenge(s):**

- Competition for talent requires that the Army embraces and leverages an increasingly diverse
  America as it acquires talent and maintains an equitable and inclusive environment to attract
  Soldiers.
- Analysis of individual branches and of the senior ranks reveals persistent gaps and a lack in diversity that must be addressed.
- Approximately 60 percent of general officers across the Army enterprise are from combat arms branches.
- To create a future officer corps that is reflective of the Soldiers it leads, the Army must increase diversity within combat arms branches today to affect the composition of tomorrow's leaders.

# **Proposal Description:**

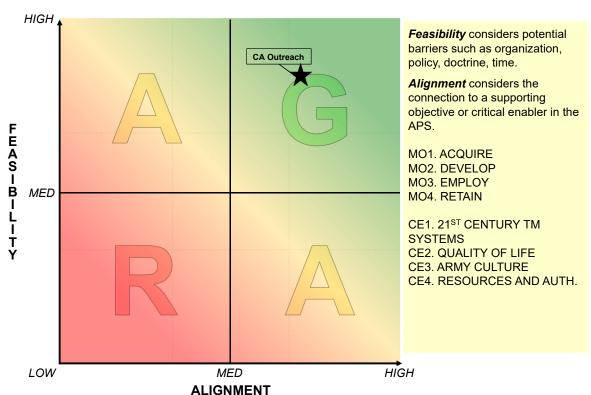
- This initiative is for a diversity outreach program to increase female and minority ROTC MSIII and MSIV cadet interest in branching in combat arms career fields
- This pilot program uses reflective representation to expose cadets to a diverse group of combat arms officers.
- This effort seeks to increase the pool of diverse, talented officers in combat arms career fields to build a bench of enterprise leaders for the future.

# **End State:**

A fully developed Combat Arms Outreach Engagement Program that provides a diverse pool
of ROTC cadets with access to talented combat arms officers that will educate them on the
importance of diversity in combat arms branches, the unique skillset and leadership
opportunities that are inherent in combat arms career paths and increase cadet interest in
pursuing careers in combat arms.

# Initiative Feasibility & APS Alignment: Combat Arms Outreach





#### **Initiative Evaluation Rubric Combat Arms Outreach** Revise/ 1 3 4 5 6 7 Score Reconvene Readiness Does not Potential Marginal Increases SM Increases Soldier Significant Radically + to increase to SM impact to Soldier increase increase to readiness and and unit readiness Individual individual SM readi<mark>ne:</mark> marginal increase Significant impact Deployability • Unit 3 Potential + in readiness. in unit readiness. readiness. on strategic unit readiness. strategic readiness. Strategic readiness Lacks any Marginally Significantly Exponentially Creates a new New program, Creates a radical Incentive apparent improves an improves an increases the policy, program policy, or and significant incentive. existing policy, existing policy, effectiveness of improvement change to talent Assignment 2.8 Incentive already program, or program, or an existing provides a that greatly retention or Alignment in existence authority. significant incentivizes utilization of authority policy, program, or authority benefit to talent. talent retention talent across DA. No apparent Marginal number Large number of Large number of Marginal total # / Large total of SM Radical impact to **Impact** impact. of pax impacted. Does not impact pax impacted. personnel and significant key and Talent how the Army • # Pax • Key Talent • Culture (+/-) \*2 abstain Does not directly key talent talent influenced. executes TM. impacted. key talent. address key Culture (+) Culture (+) Transformational. due to no Culture (-) talent. Culture (-) Culture (+/-) data Fails to identify Requires DA level Limited resources Resources resource significant DoD "D-FP" changes. requirements requirements requirements required to reach • DOTMLPF-F requirements. level "D-FP Currently require within ARSTAF within DA G1's minimum viable No sponsor changes. Requires PPBE. budgeted. No Secretariat authority. No authority. No product. 5.8 · Human Cap identified. PPBE req'd. sponsor Id'd. authority. No PPBE req'd. PPBE req'd. Sponsor ~ \$\$ No sponsor Id'd. \$\$\$ Sponsor Id'd. \$ Sponsor Id'd. \$ \$\$\$\$ Stakeholder(s) Stakeholder(s) Stakeholder(s) Stakeopposed to the supportive of the enthusiastically holder initiative. OTMI initiative. OTMI support the in the lead to resources to initiative. Minimal 2.9 Support OTMI resources to continue support Culture development. development support Enthusiasm development No time estimate > 4 years > 3 years > 2 years > 1 year > 6 months Implement Time provided. • To minimum 6.3 Unknown. viable product Sum all scores to develop an overall Innovation score. Total 22.8 Note: The size of the corresponds to the # of panelists who scored the effort there **Score**

# Initiative Binning Structure: CA Outreach



		USARMY						
	TRANSITION	SYNCHRONIZE						
DIVEST		POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION	
	X X X X			X X			Х	

Comments:

Transition: transition to the branches for implementation Manpower: synchronize with branches for their outreach efforts Data: research design to measure effectiveness of this program

#### **CA Outreach Policy Map** Project Athena C3AB JPME Fellowship Credit ILE Assessment \_ CAP Nominative SMAP Assessment Assignments Ecosystem Proponent Talent Workforce Analysis Storyboards Survey Crosswalk TBB 1SG TAA DACES E-ATAP ATAP'\ Reform Individual Officer Talent Engagement Form Career Paths IPPS-A Release 3 Permeability Talent Mgmt Direct Commission IRR Reform WO SELCON Management Coaching Talent Based Opt In Promotion WOCC-E Officer Career Opt Out ` Development Counseling Career Mapping TBCA Alternate to Time Combat Arms **Based Promotion** Outreach WO DOR Compensation Reset Retention Prediction Reform CW2 Direct Toolkit Appt Retention Control ATAF Legend Leader Bridge Brevet ATMTF Partner Strategic Initiative Retired AD WO in RC Senior Rater Imitative Evaluation Trends ➤ Operating Interdependence Telework --- ► Formative Interdependence

FY25

FY26

FY27

FY24

OTMI Transition

FY22

Prior to

TITLE: Career Mapping/Succession Planning Tool (CM/SP-T)

**ALIGNMENT:** Major Objective 2 (Develop Talent), Supporting Objectives 2.1 (Educate)

**OPR:** Army Talent Management Task Force (ATMTF), Analytics Team Vendor Contact – Mr. Greg Campion, Deloitte Logistics Contact – LTC John Mitchell, ALU

ARI Contact – Dr. Ryan Royston, ARI OEMA Contact – Mr. Lyle Gallagher

ATMTF Contact: MAJ Jung (Jon) Lee (Analytics Team)

**SUMMARY:** The Career Mapping/Succession Planning Tool (CM/SP-T) provides an interactive visualization capability that allows individuals to select goal assignments, plot potential pathways, see the potential career impacts of assignment selection. The CM/SP-T also allows for the identification of developmental opportunities to work with mentors and career coaches to shore up gaps between their current talent and talents desired by goal assignments. The tool additionally allows leaders and strength managers to identify the most capable talent pool for a given position to support recruiting and incentivize preferencing appropriately. The primary objective for this project MVP (Minimum Viable Product) solution is to operationalize Army Talent Attribute Framework (ATAF) and set conditions for its integration and future applications

**CURRENT CHALLENGES:** Developing a Message Plan to gain key stakeholder buy-ins will be an ongoing challenge. How do we message the purposes of CM/SP-T and its utilization of ATAF?

• For TRADOC, the Department of the Army's (DA) PAM 600-3 (Army Commissioned Officer Professional Development and Career Management) is the professional development guide for all officers. However, this guide prescribes a broad industrial-based track of assignments and educational requirements primarily along a command-driven path. It does not provide the full spectrum of assignments and developmental opportunities an officer could pursue to manage their own successes along a flexible career path, largely because the underlying data framework needed to identify those opportunities, is not instantiated.

The Army Talent Alignment Process (ATAP) has improved officer preferencing by increasing the transparency of the market. ATAF seeks to organize available data in terms of knowledge, skills, and behaviors (KSBs) that will support the creation of recommendation algorithms needed for this tool. These updates to how individuals express and understand talent requirements in the market, when used together with CM/SP-T, will enhance how individuals seek to optimize their existing talents and seek out developmental opportunities that align with their desired assignment trajectories. In addition to improving service member preferencing, operationalizing the ATAF will be beneficial to the overall Army readiness (e.g., KSB fit hiring, better person-job alignment, individual KSB gaps/developmental opportunities, and preparing people to be successful in positions) and strategic talent management (TM) initiatives. This MVP will establish business rules on how to utilize ATAF and provide analytic insights that support recommendations for DA PAM amendments. [Note: This tool is not intended to replace the Army Career Tracker (ACT)].

For HRC, Career Managers have been monitoring career timelines and have always discussed
with officers on requirements. The CM/SP-T is not intended to replace career managers, but
rather to inform and facilitate officers' research on personal career-life goal alignments that
would insight, generate, and broaden discussions between officers and career managers,
coaches, and mentors.

Lastly, obtaining measures of effectiveness (MOE) will require a longitudinal study in which we will need to identify and ear mark data early on from points to points in time, starting FY22 & beyond.

**DESCRIPTION:** The CM/SP-T provides career planning capabilities that enable effective career mobility, increase talent engagement, and facilitates retention of individuals with talents critical to the overall success of the Army. This tool allows for two interactive methods that provide KSB% alignment feedback for every career-job point along the path. These methods are:

- Decision Tree. Provides sequencing career-job options to explore different career goal possibilities.
- Goal Oriented. Provides potential career paths for varying objectives (i.e., minimal time, specific jobs or positions) to reach a select career-job destination(s).

CM/SP-T is proof of concept for operationalizing ATAF's common talent lexicon and to quantify/qualify talent attributes for both people and duty positions. Near term prototyping will impact other TM initiatives, such as establishing a comprehensive talent framework, piloting new talent acquisition capabilities, and leveraging advanced analytics that supports the Army Senior Leaders' goal of fundamentally changing how the Army manages its people.

**IMPLEMENTATION PLAN:** The development of this capability will start with an MVP (Minimum Viable Product) solution that maps out talent requirements of all job positions and duty titles. As the project scope and scale expands, a strategic messaging plan will be required to gain the support of select branch proponents, functional areas, and specialty branches. We intend to flesh this out as a point of discussion during the ATMTF Partnership Conference with the support of our internal STRATCOM team. The collective evaluation of job positions, job competencies, and underlying KSBs would be an iterative process and would also guide the creation and analysis of necessary data descriptions, analytics, processes, and governance needed to facilitate Final Operating Capability (FOC). FOC provides flexible career pathing options that expand the scope beyond linear command paths to include other enterprise/non-command paths, special selections (e.g., Special Forces), functional area, and special programs (e.g., utilization tours) to meet Army requirements for Multi-Domain Operations (MDO).

Estimated Implementation Cost: \$1.5M total cost for MVP (in FY21, FY22).

**Proposed Pilot:** To fully understand how to operationalize ATAF across the Officer career management system, we will scale down to test, measure, and refine the ATAF-Proponent storyboard crosswalk and the verification & validation process. The selected pilot branch, Logistics, is ideal as it is both an operational branch and a specialty branch with a high density of technical backgrounds. It has separate and distinct career paths with a number of technical specialties that would help us understand how degrees, certifications, and professional experiences would fit along a versatile mix of career trajectories. The initial CM/SP-T will baseline on the LG Branch DA PAM 600-3 command path and illustrate a variety of non-command tracks (enterprise path, special selection path, functional area path, and special programs path).

The Logistics Captains Career Course is the optimum cohort of officers to use for a pilot supporting this initiative. Approximately 400 officers will be asked to participate to determine if it meets the MVP standard. ATMTF will pair this capability with the Talent-Based Career Alignment (TBCA) initiative, which also incorporates other key talent management efforts (i.e., Career Coaching and project Athena).

**Phase 1: Study** – Logistics Branch Developmental Opportunities along all Career Tracks.

Phase I serves two purposes – (1) to understand the developmental opportunities (formal and informal) an officer can expect for success along a command path, and (2) to explore assignment opportunities for successful paths along alternate career tracks by:

- Adapting the Army-wide talent framework ATAF within the tool.
- Incorporating skills, knowledge, behaviors, preferences, education, training, learning & development, performance, and several other factors in the talent management lifecycle.
- Leveraging industry best practices, functions, tools, and approaches tailored to meet Army TM needs.

# Phase 2: Test - Integrate MVP into Logistics School Captains Career Course

In Phase II, an experienced, independent team of human resource professionals and developers support experimentation with a CM/SP-T. This test is designed to inform and educate the participants on the various career opportunities of talent demands contingent upon an individual's talent profile/interests and to generate feedback discussions on the GUI and overall experience for refinements. The team will also:

- Prove the efficacy of ATAF for expansion across the Army and integration into future iterations of IPPS-A and other HR business processes.
- Review and refine business process maps and identify process redesign and automation opportunities to create to-be processes that enable talent management outcomes.
- Identify data requirements to support talent-based business processes.
- Document policies and create standard operating procedures (SOPs) to support talent-based knowledge management efforts.
- Develop and implement talent data strategy and governance around the programs, processes, and tools to promote sustainability and effectiveness of talent-based business processes.

In addition, ATMTF will develop a Strategic Communication Plan ISO Phase III.

Phase 3: Implement – Expand and Integrate into other Branch Captains Career Courses
Phase III is the implementation of the CM/SP-T through additional branch Captains Career
Courses. An implementation opportunity would be the incorporation of this tool within TBCA and in
concert with other developing initiatives. A Strategic Communication Plan will be important to gain the
required level of support from selected branches and functional area proponents in providing iterative
verification and validations of their grade/positions KSB requirements.

# **Phase 4: Transition** – Full Release for Use by all Army Officers

In Phase IV, the CM/SP-T will be released within a secure platform (i.e., IPPS-A or IPPS-A development environment) and made available for use by all Army Officers with an iterative participant feedback loop.

Another challenge is determining the future ownership of this project. There are two pieces to this: (1) the data and process, which we see HRC as the future owner; and (2) the technology and integration belonging to IPPS-A, who will make the final technology selection, which could be different from current contract (as this is the technology selected by CHRA for civilian talent management).

# **Phase 5: Oversight** – Pending future ownership of this project

In Phase V, the project SOP (tasks and supporting tasks) and data strategy & governance will be fully documented for oversight.

**REQUIRED RESOURCES:** As this is a new program, new tools and applications must be developed to support the pilot. Specifically, we must develop the following capabilities:

- Identification of critical KSBs by duty position through job analysis surveys. As of 4 November 2021, an Army-wide ATAF Job Analysis Survey is underway for all officers and warrant officers in the Active Duty.
- Storyboards and descriptive documents from each branch to explain their unique KSB talent demands by grade and area of concentration to be informed by job analyses.
- Assignment database to import, store, and sort for all branches, functional areas, and other proponents.
- Unit identification of prioritized KSBs specific to local mission requirements.

**REQUIRED AUTHORITY(IES):** ATMTF briefed this capability to the Chief of Staff of the Army at the March 2021 Annual Planning Conference for his approval to pilot. The Deputy Chief of Staff for Personnel (HQDA G-1) and Deputy Chief of Staff of Logistics (HQDA G-4) approved piloting this capability with Logistics branch. After the completion of this pilot, the G-1 and TRADOC will be asked to provide approval to pilot with other branches. To integrate across the Army, ATMTF will integrate with the Directorate of People Analytics in the ASA(M&RA) and OPMD/EPMD at HRC.

- A) **Process Change:** May require changes to the Voluntary Transfer Incentive Program (VTIP) as additional FAs are identified that do not require command as part of their selection criteria.
- B) **Regulatory Changes:** Updates to AR 600-3 as Branch and FA career paths are changed, updated or new career paths and options are identified. Ensure CM/SP-T nests with the Officer Career Development Counseling efforts to support any alignment of DA PAM 600-3 with other career development and counseling ARs, PAMs, and policies.

C) Policy Changes: TBD

D) Legislative Change: None

**MAIN EFFORT:** The ATMTF, which comprises of: LTC Saling (Data Analytic Chief), LTC Danderson (Employ), LTC Ritter (Retain), LTC Norwood (Data Systems), MAJ Lee (Project AO), MAJ Malejko (ATAF Analytics). The ATMTF will support coordinating activities between the vendor Deloitte and with other Army agencies. Pending successful completion of the pilot, PA, HRC, and IPPS-A will be the main effort for full implantation, at which point IPPS-A is the authority on final technology and contract/vendor selection.

**SUPPORTING EFFORT:** Each Army branch, functional area, and other proponents will be integral to the initial pilot program as well as the future success of the program. As branch talent requirements change, the literature and visual aids will need to be updated to reflect the current state of each branch. Details on the specified tasks and estimated workload on supporting effort is a due-out and will be scaled from the initial pilot development.

**METRICS FOR SUCCESSFUL IMPLEMENTATION:** A longitudinal study would be required to assess successful results to include career satisfaction and retention. The pilot and full implementation will need to be measured in the following ways:

- 1. FY21-FY22: MVP participation feedback survey
- 2. FY22 & beyond: Measures of Effectiveness
  - a. # of career pathing scenarios officers' model
  - b. # of updates officers make on their model(s)
- 3. FY23 & beyond: Study and develop ways to measure impact and success.

- a. Develop supports talent development (KSBs) (i.e., integrate feedback questions as part of DACES survey).
- b. Employ supports talent-career alignment (i.e., integrate feedback survey as part of TBC-A initiatives within career coaching pilots in CCCs).
- c. Retain supports talent retention (i.e., integrate feedback questions as part of DACES survey).

#### PROPOSED TIMELINE: (Dates to be refined)

- 1. FY21: Identify best MVP solution (Deloitte via ServiceNow platform in cooperation with CHRA and DASA-P).
- 2. FY22: Build initial MVP for pilot group, and refine and enhance capability in subsequent tasks (Logistic Branch serves as pilot group and has already collected valuable assessment data around KSBs).
- 3. FY22: Launch MVP & feedback process for iterative version refinements.
- 4. FY22-FY23: Version 1.0 Release with subsequent feedback process towards iterative refinements to support Final Operating Capability (FOC) build.
- 5. FY23 & beyond: Launch Career Path Planning Tool version FOC.

**ENDSTATE:** The Career Mapping/Succession Planning Tool operationalizes the ATAF as a proof of concept, establishes the necessary business rules that is repeatable to scale out, and leverages Al/ML to provide detailed talent gap analysis that provides critical insights to both the individual and leaders for a more informed decision-making process.

### **Career Mapping and Succession Planning Tool**



#### **Problem Statement/Current Challenge(s):**

-(DA) PAM 600-3 (Army Commissioned Officer Professional Development and Career Management) prescribes a broad industrial-based track of assignments and educational requirements primarily along a command-driven path, but it does not provide the full spectrum of assignments and developmental opportunities an officer could pursue to manage their own successes along a flexible career path, largely because the underlying data framework needed to identify those opportunities. It is not instantiated.

#### **Proposal Description:**

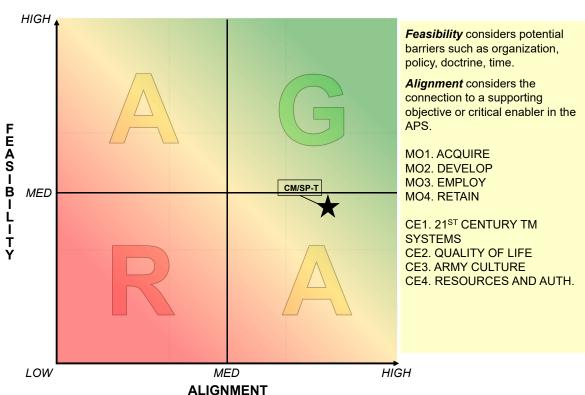
The CM/SP-T provides career planning capabilities that enable effective career mobility, increases talent engagement and retains key professionals essential to the overall success of the Army. This tool allows for two interactive viewing methods with KSB% alignment feedback for every career-job point along the path.

- Decision Tree. Provides sequencing career-job options to explore different career goal possibilities.
- Goal Oriented. Provides potential career paths for varying objectives (i.e. minimal time, specific jobs or positions) to reach a selected career-job destination.

**End State:** The Career Path Planning Tool educates and empowers Army officers to plan their career paths based on their unique Knowledge, Skills, Behaviors, and Preferences.

# Initiative Feasibility & APS Alignment: Career Mapping and Succession Planning Tool





# Initiative Evaluation Rubric Career Mapping and Succession Planning Tool



	1	2	3	4	5	6	7	Score	
Readiness • Individual Deployability • Unit • Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM readiness. Potential + in unit readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and unit readiness.	Significant impact to Soldier and unit readiness. + strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	4.1	
Incentive  • Retention  • Assignment  • Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy, program, or authority.	Exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provides a significant benefit to talent.	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant change to talent retention or utilization of talent across DA.	2.5	
Impact • # Pax • Key Talent • Culture (+/-)	No apparent impact.	Marginal number of pax impacted. Does not impact key talent. Culture (-)	Large number of pax impacted. Does not directly address key talent. Culture (-)	Large number of personnel and key talent impacted. Culture (+/-)	Marginal total # / significant key talent influenced. Culture (+)	Large total of SM and Talent impacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	2.3	
Resources  • DOTMLPF-P  • Financial (\$)  • Human Cap.  • Sponsor	Fails to identify resource requirements. No sponsor identified.	Requires significant DoD level "D-FP" changes. Requires PPBE. No sponsor Id/d. \$\$\$\$	Requires DA level "D-FP" changes. Currently budgeted. No sponsor Id'd. \$\$\$	Resource requirements require Secretariat authority. No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARSTAF authority. No PPBE req'd. Sponsor Id'd. \$	Resource requirements within DA G1's authority. No PPBE req'd. Sponsor Id'd. \$	Limited resources required to reach minimum viable product.	2	
Stake- holder Support • Culture • Enthusiasm • OTMI load	Stakeholder(s) opposed to the initiative. OT I in the lead to continue development.			Stakeholder(s) supportive of the initiative. OTMI resources to support development.			Stakeholder(s) enthusiastically support the initiative. Minimal OTMI resources to support development.	1.9	
Time • To minimum viable product	No time estimate provided. Unknown.	> 4 years	> 3 years	> 2 years	> 1 year	> 6 months	Implement immediately	4.9	
Total Score		develop an overall I		s to the # of p	anelists who	scored the e	ffort there	17.7	

### **Initiative Binning Structure: CM/SP-T**



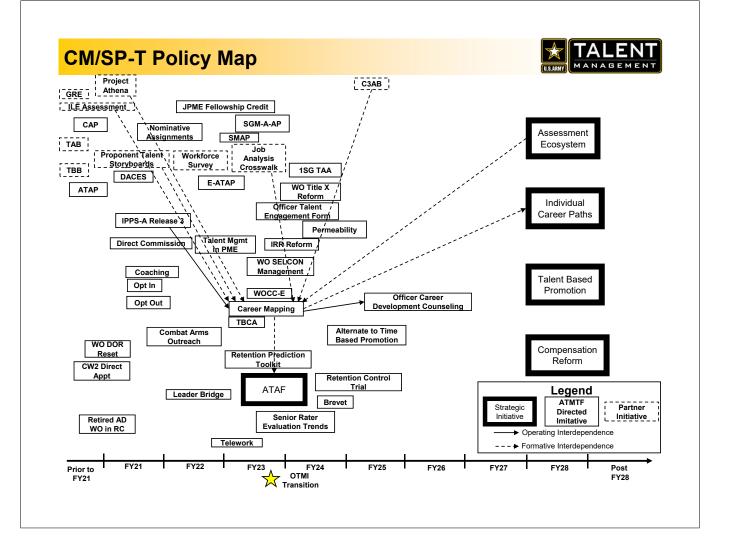
						CACAMINIT			
			SYNCHRONIZE						
DIVEST	TRANSITION	POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION		
X		X X X				X X	X X X		

#### Comments:

Divest: Career managers fulfill this requirement; update current regulations instead of creating a new platform Policy: Synchronize with ARI's job analysis crosswalk, update to DA PAM 600-3 and 600-4.

Funding: A contract is in place with Deloitte in cooperation with CHRA and DASA-P. Additional funding is predicated on IPPS-A's choice to use the CHRA platform or an internally developed platform.

Data Solution: The platform requirement via IPPS-A requires further development.



**TITLE:** Officer Career Developmental Counseling (OCDC)

**ALIGNMENT:** Army People Strategy Retain LOE Objectives 4.1.a Implement Officer Career Developmental Counseling into Career Milestones and 4.1.a.1 within the Engage Talent objectives of LOE 4. Identify System of Record to Capture Counseling. With dependencies on APS MIP Task 2.1.f Career Mapping Tool, in the Educate Talent Group of objectives. There is also a link between this task and the development of the Retention Predictive Model-Army and the Retention Controlled Trial of Objective 4.1.d.

**SEQUENCE:** In its current design, OCDC depends on existing career developmental counseling tools like Army Career Tracker (ACT), and emerging Individual Developmental Plan (IDP) tools currently under development by the Army Training Information System (ATIS) team at TRADOC and the Army Talent Management Task Force's Career Mapping Tool. These systems will sequentially replace one another beginning with the sunset for ACT in FY24, and a transition to ATIS, while ATMTF continues piloting the Career Mapping Tool with a goal to establish a minimal viable product by late FY22/early FY23 for the logistics branch. Therefore, sequencing depends on developing capability that considers each of these transition points and times objectives accordingly. The APS Military Implementation Plan targets FY23-28 for implementation of OCDC.

**CURRENT CHALLENGES:** The active Army employs a team of nearly 1,000 79S Career Counselors to execute the Army's Enlisted Retention Mission, which is codified in AR 601-280 and backed by hundreds of pages of policy, procedure, and regulation, actively maintained on MilSuite. These counselors employ a budget of around \$600 million annually to engage and retain the Army's enlisted talent at a ratio of roughly 1 counselor to every 400 enlisted service members. These retention professionals are employed to meet their commander's retention mission, with objectives assigned at the initial, mid, and career milestones; and their retention mission receives command emphasis and visibility in a system that holds commanders accountable for their retention outcomes.

In contrast, the Army's Officer Career Developmental Counseling environment is a fractured system guided by several different policies from the 600 and 350 series of regulation, and various policy memorandums that constrain the use of statutorily granted incentive tools; it retains a handful of incentive instruments in centralized processes; leans on outdated doctrine; and places the burden of officer retention on commanders without providing appropriate guidance, emphasis, or resources. The present system for delivering IDPs to officers is the Army Career Tracker. In data gathered from 2021, ACT saw utilization rates at around 1% for officers, falling well short of expectations prescribed in AR 350-1, which directs 100% implementation of professional growth counseling within a month of arrival at a first assignment.

Existing incentive structures remain constrained to a handful of consolidated board processes outlined in the Broadening Opportunities (BOP) catalogue. Broad knowledge of their existence does not reach the targeted population until they enter eligibility windows. This late engagement makes early planning for a career that includes a tour with the Old Guard or a Joint Chiefs of Staff Internship a dubious proposition. In its first few iterations, the ATMTF initiative Talent Based Career Alignment (TBCA) has made headway in the early advertisement of these prestigious opportunities, increasing early alignment to several Assured Mid-Career Pathways (AMCP) and demonstrating the potential for early engagement to shape career paths and extend opportunity to audiences that might have otherwise been missed. Unfortunately, these opportunities number in the dozens for cohorts of officers in the thousands. In spite of the progress made in TBCA, a scarcity of Army Officer Incentives will continue to hamper efforts to retain Army Officer Talent unless resources can be established and consistently delivered.

Anecdotally, the chief constraint cited by former field grade commanders is the time intensive nature of the Army's counseling requirements. Technology has improved this process to some degree, but

a current analysis of the Army's technology-enabled counseling solutions demonstrates the limitations of technology alone to overcome the challenge. As noted above, ACT performance lags Army standards, and a recent analysis of the OER Support Form, by HRC, shows a lack of substantive feedback to officers from the rating chain, with just 25% of raters providing meaningful feedback in Block 6, and only 10% of senior raters using the performance counseling tool to provide substantive feedback in Block 7.

If the Army is going to overcome these engagement and retention challenges, holistic solutions should be adopted to address the chief gaps that obstruct our officer counseling objectives; policy, personnel, and materiel resources.

**PROPOSAL DESCRIPTION:** In order to move from the reactive, fractured model of Officer Career Developmental Counseling to a proactive, unified officer retention model, the Army must adopt a comprehensive approach that addresses the gaps in the Army's current officer retention system across the DOTMLPF-P spectrum. To accomplish this transformation, the Army should pursue several objectives linked to the two tasks assigned in the Army People Strategy.

First, successful implementation of OCDC (4.1.a.) across the force depends on several factors, the foremost of which is the establishment of a unified policy for officer retention. The consolidation of multiple policies into a singular regulation that defines the Army's Officer Retention policy, sets goals, assigns responsibilities, and establishes business processes for officer retention will be decisive to completing this task, and work should begin immediately to identify the OPR for this policy document and outline its contents. This policy document will set milestones for officer and warrant officer career developmental counseling and assign senior raters (supported by career counselors) with the requirement to fulfill career developmental counseling requirements.

The Army would also benefit from a clear-eyed realization, that no amount of technology can replace the genuine human engagement that occurs in a counseling session. With commanders facing considerable time constraints, imposed by a litany of genuine command imperatives, there is no magic bullet that will create the time necessary to provide every officer in their formations with adequate career counseling. Nor do commanders possess the requisite knowledge to competently advise their officers on the total range of career opportunities available to them, or the timing necessary to achieve a diverse set of goals which may not easily align to the Commander's branch-centric perspective and knowledge base.

To create the man hours and knowledge necessary to engage our officers in a meaningful dialogue, a personnel solution must be developed to fill the gap. This personnel solution could take the form of a contractor, Army Civilian, or Military Service Member. In any case, specialized training and education is necessary to counsel officers on a diverse set of career opportunities and advise commanders on their retention mission and performance. These officer retention professionals should be integrated at echelon, setting the Army's mission for officer retention, administering the resources, and executing the career counseling sessions for commander validation.

Resources should be programed and budgeted for officer retention, and tested for efficacy in a controlled trial. These resources will constitute the retention incentive tools wielded by the officer retention professionals and their commanders, with commanders making the ultimate decision to extend an incentive. Incentives could range from employment options, educational and training opportunities, sabbatical options, or monetary instruments. In each case, the effectiveness of the incentive should be evaluated against the Additional Duty Service Obligation (ADSO) gained and a cost-benefit relationship should be determined. With Army education and training focused (rightly) on meeting Army readiness requirements, a simple re-prioritizing of access to existing training and educational experience is inadequate, necessitating the additional application of resources to

existing incentive programs like Performance Based Graduate School Incentive Program (PBGSIP) or the creation of entirely new programs where existing structures will not suffice.

Finally, establishing a system of record to capture career developmental counseling (4.1.a.1.) outcomes requires a discrete and early effort to determine the precise measures of performance and effectiveness the Army wants to assess. Early establishment of these MOPs and MOEs ensures the existing (ACT), interim (ATIS), and objective (IPPS-A/Career Mapping Tool) solutions are collecting the requisite data to evaluate effectiveness of the program. Subsequent to this effort, the Army must identify the command monitoring capabilities that should be established for career counseling, and evaluate the capability of several platforms to fulfill this business intelligence function (IPPS-A [Release 3x], Vantage, and potentially DoD's Advana).

#### **PLAN OF ACTION & MILESTONES:**

**Proposed/Initiated Pilot:** The Company Grade Officer Retention Working Group aims to prepare a pilot proposal for the OCDC concept by the end of 2<sup>nd</sup> QTR FY22 in conjunction with the ATMTF Annual Planning Conference.

#### Milestones:

✓	FY21 Q1: Assess current system capabilities for career developmental counseling
✓	FY21 1Q-2Q: Assess need and desire for career development counseling in the Commissioned and Warrant Officer cohorts.
	FY21 3Q-4Q: Determine ranks which would receive mandated career development counseling, and level of leader to conduct counseling.
	FY22: Develop Business Process and associated data dictionary for "Conduct Career Development Counseling" in IPPS-A to house all counseling sessions associated with each Soldier. Determine release point for implementation in IPPS-A.
	FY23-27: Implement changes and educate the force (System of Record)
	FY22 1Q-2Q: Determine appropriate career milestones for counseling sessions.
	FY22 2Q: Pilot proposals generated in conjunction with the ATMTF APC
	FY22 3Q: Initial execution phase of the Retention Controlled Trial.
	FY22-FY23: Gain ASL approval for new regulation(s) mandating career development counseling.
	FY23: Minimum Viable Product established for the Career Mapping Tool with Logistics Branch.
	FY23: ATIS subsumes interim IDP capability from ACT.
	FY23 2Q-3Q: Initial data from Retention Controlled Trial available on efficacy of retention incentives.
	FY23-28: Educate through PME about mandated career development counseling.

Data: Description of Data inputs, requirements, and outputs.

- This initiative will effect DA G3/5/7 (Author of 350-1), DMPM (AR 600 Series), HRC, TRADOC (CAC), TRADOC ATIS and ACT. It depends on input from ARI and OEMA
- Army Business System(s) linked to this Initiative. IPPS-A, ATIS, PDE, EES, and TOPMIS
- The only data associated with this project (4.1a. & 4.1.a.1.) is currently stored on the action officer's personal virtual desktop, and MS Teams A365 accessed by government furnished equipment. Associated projects to include the Retention Controlled Trial and Retention Predictive Model-Army (4.1.d) depend on multiple data sources that will be housed in Army Analytics Group's Personnel Data Environment (PDE).

**Endstate:** Authentic leader engagement and effective career developmental counseling demonstrate the Army's investment in the development of all Soldiers. IPPS-A is the Army system of record for storage of all counseling sessions (Career, Professional, Retention, Integration, Transition) associated with all Soldiers.

### Officer Career Developmental Counseling



#### **Problem Statement/Current Challenge(s):**

The Army's OCDC environment is a fractured system guided by several different policies from the 600 and 350 series of regulations, and various policy memorandums that constrain the use of statutorily granted incentive tools; it retains a handful of hidden incentive instruments in centralized processes; leans on outdated doctrine; and places the burden of officer retention on commanders without providing appropriate guidance, emphasis, or resources. The present system for delivering IDPs to officers is the ACT. In data gathered from 2021, ACT saw utilization rates at around 1% for officers, falling well short of expectations prescribed in AR 350-1, which targets 100% completion within 30 days or arrival at an officer's first unit.

#### **Proposal Description:**

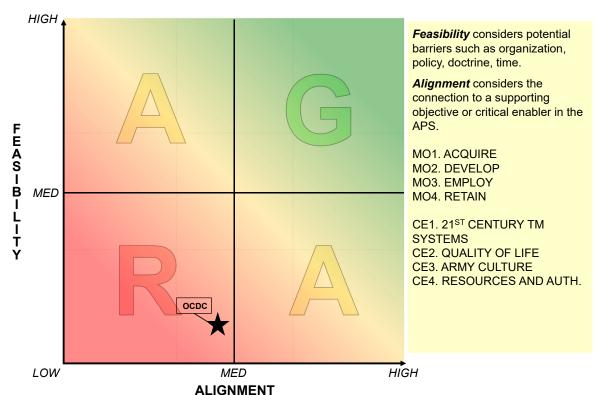
In order to move from the reactive, fractured model of OCDC Counseling to a proactive officer retention model, the Army must adopt a comprehensive approach that addresses the gaps in the Army's current officer retention system across the DOTMLPF-P spectrum. To accomplish this transformation, the Army should pursue several objectives linked to the two tasks assigned in the Army People Strategy.

- successful implementation of OCDC (4.1.a.) across the force.
- clear-eyed realization, that no amount of technology can replace the genuine human engagement that
  occurs in a counseling session.
- bridge the knowledge gap necessary to engage our officers in a meaningful dialogue, and maintain human engagement, a personnel solution is necessary.
- Incentive programs and resources are necessary for officer retention and require programming and budgeting.
- establishing a system of record to facilitate and record career developmental counseling.

**End State:** Authentic leader engagement and effective career developmental counseling demonstrate the Army's investment in the development of all Soldiers. IPPS-A is the Army system of record for storage of all counseling sessions (Career, Professional, Retention, Integration, Transition) associated with all Soldiers.

# Initiative Feasibility & APS Alignment: Officer Career Developmental Counseling





# Initiative Evaluation Rubric Officer Career Developmental Counseling



	1	2	3	4	5	6	7	Score
Readiness • Individual Deployability • Unit • Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM readiness. Potential + in unit-readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and unit readiness.	Significant impact to Soldier and unit readiness. + strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	3.4
Incentive  • Retention  • Assignment  • Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy, program, or authority.	Exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provides a significant benefit to talent.	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant change to talent retention or utilization of talent across DA.	1.9
Impact • # Pax • Key Talent • Culture (+/-)	No apparent impact.	Marginal number of pax impacted. Does not impact key talent. Culture (-)	Large number of pax impacted.  Does not directly address key talent. Culture (-)	Large number of personnel and key talent impacted. Culture (+/-)	Marginal total # / significant key talent influenced. Culture (+)	Large total of SM and Talent impacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	2.4
Resources  DOTMLPF-P Financial (\$) Human Cap. Sponsor	Fails to identify resource requirements. No sponsor identified.	Requires significant DoD level "D-FP" changes. Requires PPBE. No sponsor Id'd \$\$\$\$	Requires DA level "D-FP" changes. Currently budgeted. No sponsor Id'd. \$\$\$	Resource requirements require Secretariat authority. No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARSTAF authority. No PPBE req'd. Sponsor Id'd. \$	Resource requirements within DA G1's authority. No PPBE req'd. Sponsor Id'd. \$	Limited resources required to reach minimum viable product.	1.8
Stake- holder Support • Culture • Enthusiasm • OTMI load	Stakeholder(s) opposed to the initiative. OTMI in the lead to continue development.			Stakeholder(s) supportive of the initiative. OTMI resources to support development.			Stakeholder(s) enthusiastically support the initiative. Minimal OTMI resources to support development.	3.3
Time • To minimum viable product	No time estimate provided. Unknown.	> 4 years	>3 years	> 2 years	>1 year	> 6 months	Implement immediately	2.2
Total Score		develop an overall I		to the # of p	anelists who	scored the e	ffort there	15

## **Initiative Binning Structure: OCDC**

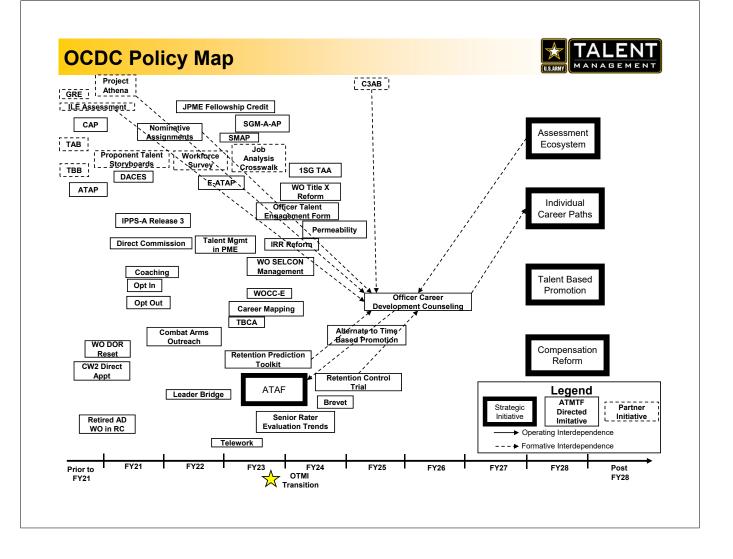


			SYNCHRONIZE							
DIVEST	TRANSITION	POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION			
X		X X X		X	X X	X X	X			

#### Comments:

Divest: Rework this initiative to be development/employment focused. Officer Career Satisfaction Program has positive retention effects.

Policy: Synchronize to create a unified officer retention policy with information on career incentives. TAA/POM/Funding: Organization and personnel require significant development. There are potentially significant resource requirements depending on the options developed for officer career counselors. Data Solution: Data access requires further development.



**TITLE:** Integrate Talent Management Principles in Professional Military Education (PME)

#### **ALIGNMENT:**

1) Identify the major objective(s): Develop (LOE2) - Educate

2) Supporting objective(s): N/A

3) Critical enabler(s): N/A

**SEQUENCE:** This initiative supports all Army Talent Management Task Force and partner organization talent management initiatives as it seeks to educate the Army on the art and science of talent management in order to build short and long term readiness and promote a culture of lifelong leader development. (Army People Strategy Military Implementation Plan)

#### **CURRENT CHALLENGES:**

- The Army People Strategy Military Implementation Plan states that "over the past 70 years, the Army has made significant transformation in shifting from simply "distributing personnel" to creating a 21st century talent management system. The transition from an industrial era personnel system to a data-rich information age talent management system impacts multiple echelons across the Army. This transition has caused the rapid execution of multiple talent management initiatives such as the Army Talent Alignment Process (ATAP) marketplace and the Command Assessment Programs requiring leaders at echelon to have an understanding of how the Army acquires, develops, employs, and retains its greatest asset our people- to enhance readiness by maximizing human potential. The Army must educate Officers, Warrant Officers, and Non-Commissioned Officers at echelon about Talent Management during professional military education courses and select initial military training. Simultaneously, the Army must enable newly arrived accessions to assimilate into the Army and its Professional Military Education (PME) requirements allowing Direct Commissions and Inter-Service Transfers (IST) to achieve and succeed in the US Army."
- 2) This initiative has not been actively tracked or managed by an ATMTF Action Officer since October 2020.

**PROPOSAL DESCRIPTION:** Educate Officers, Warrant Officers, and Non-Commissioned officers at echelon in professional military education on talent management principles.

**INITIATIVE DEVELOPMENT:** This initiative is currently in the implementation phase. ATMTF collaborated with TRADOC and CAC to include talent management concepts and principles in professional military education (PME). The foundational document is the Army People Strategy and aligns with the Leadership and the Army Profession learning area. Through instructional design planning, talent management is an emergent learning requirement. Currently, talent management-related content spans across Common Core (BOLC, CCC, WOBC, NCOES) professional military education curriculum, which began FY 20. A feedback loop is required to ensure annual curriculum reviews are primed for the next FY. The initiative's end state is an Army-wide understanding of the art and science of talent management. The Talent Management in PME initiative was placed on hold so limited ATMTF resources could be focused on other priority initiatives.

1) Study: October 2019 the Army People Strategy gave direction to, "revise the current system of progressive, continuous, and deliberate professional military and civilian education, to include advanced civil schooling. Incorporate a culture of talent assessments into our military and civilian educational and leader development efforts. Educate Army human resources professionals and

- senior leaders in the art and science of talent management." From January 2020 to March 2020 ATMTF in partnership with external stakeholders (TRADOC and CAC) focused on developing evaluation criteria to measure the effectiveness of TM instruction.
- 2) Test: From April 2020 to July 2020 ATMTF in partnership with CAC developed and refined TM curriculum. Lesson plans were approved by CAC in July 2020 and tested at selected CCCs.
  - a) Participated in the Mid-Grade Learning Continuum Workshop as an opportunity to receive feedback from schools on effectiveness of instruction.
  - SGM Academy end of course feedback on TM content; students believe TM content is officer focused; ATMTF SGM, SGM Haynie, conducted follow on dialogue to update curriculum developers on TM initiatives for enlisted personnel
- 3) Implement: Starting in FY20, talent management-related content is taught across Common Core (BOLC, CCC, WOBC, NCOES) professional military education curriculum. Due to ATMTF Director guidance there is no ATMTF plan to extend this initiative beyond its current status.
- 4) Transition: TRADOC/CAC 3QTR/FY23 (Tentative: Represented below is the plan at the time the initiative went into a "cold" status. Further development of this initiative will begin upon direction from the ATMTF Director to allocate the necessary TF resources.)
  - a) Doctrine. Doctrinal updates required of TM terms/references (FY 22)
  - b) Organization. Synchronize key activities to support implementation
  - c) Training. No issues with training; implemented Sep/Oct 20
  - d) Material. Not applicable
  - e) Leadership & Education. Curriculum incorporated; strategy and course design will require periodic updates to curriculum
  - f) Personnel. Organization identified to oversee and sync w/CAC/Army University
  - g) Facilities. Not applicable
  - h) Policy. Not applicable
- 5) Oversight: The future learning demand requires an Army-wide understanding of the art and science of talent management in order to build short and long term readiness and promote a culture of lifelong leader development. PME is further leveraged to enable the effective integration of newly accessed Soldiers.
  - a) Task Metrics (Army People Strategy Military Implementation Plan) additional metrics will need to be developed should this initiative be reprioritized by Army leadership.
    - i) Percent of PME courses with talent management focused content.
    - ii) Number of self-development learning resources available across all grade plates and cohorts.
    - iii) Number of exportable training packages available.
    - iv) FY24: Regulatory guidance enables PME for new accessions and IST personnel.

**FUTURE MILESTONES:** As specified by the Army People Strategy Military Implementation Plan. The ATMTF has not worked or tracked this initiative since October 2020.

- 1) FY21 Q1: Incorporate initial (no-growth) awareness of talent management principles and initiatives into PME. Assess course growth/cost requirement for future enhanced talent management awareness for HR professionals and senior leaders.
- 2) FY21-FY22: Expand awareness of talent management initiatives and concepts into PME.
- 3) FY21-FY22: Implement talent management concepts for HR professionals and senior leaders. Implement exportable training packages and learning resources for self-development.
- 4) FY23-28: Adapt awareness of talent management initiatives and concepts into PME.
- 5) FY22-24: Ensure newly acquired talent via accessions are fully enabled to quickly assimilate into the US Army PME with follow-on utilization in critical vacancies.

**DATA:** IPPS-A: HR Functional Course – ID the gaps

**ENDSTATE:** The art and science of talent management is incorporated into Army PME thus building short and long term readiness while promoting a culture of lifelong leader development. (Army People Strategy Military Implementation Plan)

### **Talent Management in PME**



#### **Problem Statement/Current Challenge(s):**

- The transition from an industrial era personnel system to a data-rich information age talent management system impacts multiple echelons across the Army.
- The Army must educate Officers, Warrant Officers, and Non-Commissioned Officers at echelon about Talent Management during professional military education courses and select initial military training

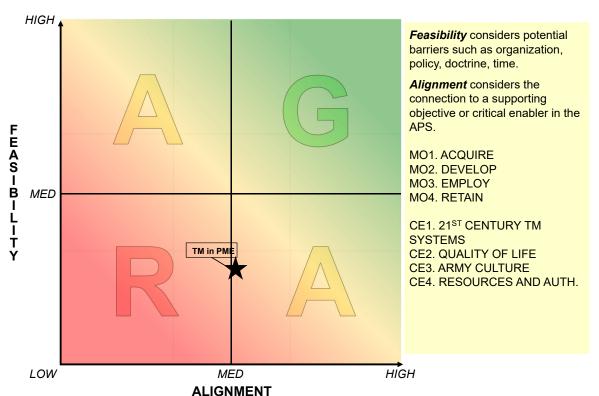
**Proposal Description:** Educate Officers, Warrant Officers, and Non-Commissioned officers at echelon in professional military education on talent management principles

**End State:** The art and science of talent management is incorporated into Army PME thus building short and long term readiness while promoting a culture of lifelong leader development. (Army People Strategy Military Implementation Plan)

\*This initiative has not been actively tracked or managed by an ATMTF Action Officer since October 2020.

# Initiative Feasibility & APS Alignment: Talent Management in PME





# Initiative Evaluation Rubric Talent Management in PME

	<b>TALENT</b>
U.S.ARMY	MANAGEMENT

Revise/ Reconvene	1	2	3	4	5	6	7	Score
Readiness • Individual Deployability • Unit • Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM readiness. Potential + in unit readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and unit readiness.	Significant impact to Soldier and unit readiness. + strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	1.5
Incentive • Retention • Assignment • Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy, program, or authority.	Exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provides a significant benefit to talent.	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant change to talent retention or utilization of talent across DA.	2.5
Impact • # Pax • Key Talent • Culture (+/-)	No apparent impact.	Marginal number of pax impacted. Does not impact key talent. Culture (-)	Large number of pax impacted. Does not directly address key talent. Culture (-)	Large number of personnel and key talent impacted. Culture (+/-)	Marginal total # / significant key talent influenced. Culture (+)	Large total of SM and Talent impacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	3.5
Resources  DOTMLPF-P Financial (\$) Human Cap. Sponsor	Fails to identify resource requirements. No ponsoidentified.	Requires significant DoD level "D-FP" changes. Requires PPBE. No sponsor Id'd. \$\$\$\$	Requires DA level "D-FP" changes. Currently budgeted. No sponsor Id'd. \$\$\$	Resource requirements require Secretariat authority. No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARSTAF authority. No PPBE req'd. Sponsor Id'd. \$	Resource requirements within DA G1's authority. No PPBE req'd. Sponsor Id'd. \$	Limited resources required to reach minimum viable product.	1
Stake- holder Support • Culture • Enthusiasm • OTMI load	Stakeholder(s) opposed to the initiative. OTMI in the lead to continue development.			Stakeholder(s) supportive of the initiative OTMI resources to support development.			Stakeholder(s) enthusiastically support the initiative. Minimal OTMI resources to support development.	4
Time • To minimum viable product	No time estimate provided. Unknown.	> 4 years	> 3 years	> 2 years	> 1 year	> 6 months	Implement immediately	*Unable to assess
Total Score		develop an overall I		to the # of p	anelists who	scored the e	ffort there	12.5

## Initiative Binning Structure: TM in PME



		U.S.ARMY						
				SYNCHRONIZE				
DIVEST	TRANSITION	POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION	
X								
Х								

#### Comments:

Divest: Reimagine this initiative to identify measures of effectiveness and an integrating organization to inform curriculum updates. This initiative as originally conceived in the APS focused on the process of educating Army HR professionals.

#### TM in PME Policy Map Project | GRE | Athena C3AB ILE Assessment \_ JPME Fellowship Credit \*all TM initiatives have CAP a formative interdependence Nominative Assessment SMAP Assignments with TM in PME Ecosystem Proponent Talent Workforce Analysis Storyboards Survey Crosswalk твв 1SG TAA DACES E-ATAP WO Title X ATAP Reform Individual Officer Talent Career Paths Engagement Form IPPS-A Release 3 Permeability Talent Mgmt Direct Commission IRR Reform WO SELCON Coaching Management Talent Based Opt In Promotion WOCC-E Officer Career Opt Out Development Counseling Career Mapping TBCA Alternate to Time Combat Arms Outreach **Based Promotion** WO DOR Compensation Reset Retention Prediction Reform CW2 Direct Toolkit Appt Retention Control ATAF Legend Leader Bridge Brevet ATMTF Strategic Partner Initiative Retired AD WO in RC Senior Rater Initiative Imitative Evaluation Trends ➤ Operating Interdependence Telework --- ► Formative Interdependence

FY25

FY26

FY27

FY28

FY28

FY24

отмі

Transition

FY22

Prior to



**TITLE: Brevet Promotions Program** 

ALIGNMENT: LOE 3, Employ, Supporting Objective Area: Advance

SEQUENCE: The Brevet Promotion Program was created to address the fact that the Army's legacy promotion system was not well aligned with talent management principals or human capital management. An Officer's rank was tied to a year group and key development benchmarks that had to be accomplished prior to making it to the next grade. Other Talent Management initiatives that will enhance Brevet Promotions is the Army Talent alignment Process (ATAP), Talent Assessments, Talent Base Career Alignment (TBCA) and Alternate Promotion Authority (APA) For now Brevet is maintained in the authoritative personnel system of record TOPMIS with the understanding that full functionality is dependent on the development of the Integrated Personnel and Pay System – Army (IPPS-A).

#### **CURRENT CHALLENGES:**

The Army's Promotion System is tied to year groups and key development gates that an Officer must pass through before they are considered for promotion. The problem is how we change cultural perceptions of the Officer Promotion process. The Brevet Promotion Program allows the Army to have more flexible career paths for its officers and allows the Army to fill critical shortages with officers who possess the right talent. The following challenges highlight the Brevet Promotions Program in its current state:

- 1. The current definition of a position is any authorization on a unit MTOE/TDA with a PAR/LIN number. According to FY19 NDAA, the Army is limited to 770 positions broken down by the allocations of 120 CPT's, 350 MAJ's, 200 LTC's and 100 COL's and that the Army cannot exceed by positions or allocations. The defining of a position as stated by the 2019 NDAA leaves it open for interpretation.
- a. Position- ATMTF/HRC has defined a position as a position on any unit TOE/TDA that has a PAR/LIN number. This is restrictive but prevents the Army from making mistakes and exceeding allocations by grade or number of positions on the list. The problem that incurs with this process is that the Army will never exceed the amount of 770 or fill at least 50% of the authorized positions as units are requesting more LTC and COL positions and not CPT and MAJ positions.
- 1. Can a position be defined as a category such as a BDE XO, BN XO, BN S3 etc. etc? Secretary of the Army could nominate categories of positions as Critical Positions instead of the current process of one single position. An example of this is CPT/O3 Brevet positions have been hard to identify due to Branch Requirements and lack of Brevet positions on initial duty stations. If a category position such as the BN S4 were identified as a Brevet position, this is one example of how Brevet positions could be beneficial for lower grades. Recognizing a Brevet position by category will allow the Army to identify many positions and be able to maximize the Brevet Promotion process especially if it is one of the CSA approved manning categories.
- b. Lists- There are currently two lists for the Critical Position List. The primary list has 601 positions on it and the alternate list pending approval has 136 positions. Under the current process, two lists need to be maintained by UIC PAR/LIN number as we have exceeded allocations of O5's and O6's.
- 2. Time Constraints-

- a. The Brevet Promotion process is a lengthy process due to the amount of GORP panels that meet twice a year and positions being approved for the CPL. The challenge is that it restricts nominations to movement cycles.
- b. Brevet Position Request- Positions that are requested are submitted for approval approximately four times per year. This process takes about 2-6 months to complete depending on when a position is submitted. Once the position has been submitted in TMT, it takes about two months to make it through the General Officer Review Panel and approved by SECARMY. On September 21, 2021. SECARMY recently delegated this authority to ASAM&RA which should speed up the process.
- c. Brevet Nomination Request- The process of getting an Officer that has been nominated in the ATAP Cycle to Senate Confirmation has taken approximately nine months from when the market closes to Senate Confirmation. To use ATAP cycles 20-02 and 21-02 as examples, once HRC clears the slate, the names are sent to DMPM for a General Officer Review Panel and the results are reviewed by OTJAG. After OTJAG, the recommended Officers are routed through Army SL's and then OSD, WH and into committee for Senate Confirmation. These two cycles have taken 9 months for this process to be completed and another 30 days after Senate Confirmation before the final scrolls make their way to TAGD promotions in HRC. During this 9–10-month process, we've had several Officers nominated for Brevet promote naturally with their YG or transition out of the Brevet position before Senate Confirmed. Recommend additional General Officer Review Panels throughout the year to speed up the process.
- 3. The Brevet Promotion authority is underutilized in its current state. Brevet promotions within its current context allows for about one-third of the authorized allotment to be filled with Brevet promoted Officers. This is due to units selecting Officers that are currently promotable or in grade for Brevet positions, thus rendering the position unavailable for 2-3yrs. This provides the Army with no ability to test, study and understand how effective Brevet promotions are being utilized today.

PROPOSAL DESCRIPTION: The FY19 NDAA section 503 authority allows the Secretary of the Army (SA) to temporarily promote Officers to a higher grade (into O3-O6 positions). Active-duty officers, 1LTs thru LTCs that possess the knowledge, skills, behaviors, and preference are eligible for assignment for a designated critical position. The assignment nomination process involves two methods: Army Talent Alignment Process Cycle Marketplace or Unit request thru DA Form 4187 to HRC. This 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 knowledge, skills, and behaviors.

#### INITIATIVE DEVELOPMENT

- 1) Study: Conducted IPRs with stakeholders to analyze and develop courses of actions on ways to implement this authority. Additionally, consulted with the Navy to learn how they have used the Navy spot promotion process, which started during the Vietnam War.
- 2) Test: Pilot: ATMTF requested MACOMS and Functional Areas to identify positions that they deemed critical or mission essential that will enhance unit readiness. 225 positions were identified and submitted for approval in the initial batch. After approval by SECARMY, these positions were made available for consideration in the 20-02 Assignment Cycle. There were 96 positions listed as Brevet positions in the market. There were 32 positions matched by a lower grade officer and 64 positions were filled in grade. On September 30th, 2020, 32 Officers were Senate Confirmed.
- 3) Implement: The 21-01 assignment cycle did not occur due to Covid 19, but ATMTF was still able to collect 110 positions which brought the total of validated Brevet positions to 335. The 21-02 assignment cycle saw another 247 positions bringing the total approved Brevet positions to 582 on

the CPL. The 21-02 assignment cycle was the first market in which Brevet nominations occurred outside of the market with 39 Officers being nominated and 35 inside the market. Out of 74 Officers, 60 Officers were approved and Senate Confirmed on 30 September 2021. Those Officers are in the

process of receiving their promotion orders. The 22-01 assignment cycle has another 27 Officers nominated awaiting Senate Confirmation. The expected Senate Confirmation of those Officers is December 2021. The 22-02 Assignment Cycle is ongoing, and Officer Nominations are currently being collected in and outside of the market. There are currently 601 positions that have been approved and validated for brevet by SECARMY.

- 4) Transition: The transition of the Brevet Promotion Program is on-going. HRC's Office of Personnel Management Directorate (OPMD) executes Brevet Positions in the market and accepts nominations outside of the market while ATMTF requests additional positions to be considered for Brevet from units and organizations.
- a. Doctrine. Brevet Promotions was published in AR600-8-29 3-23 in September of 2020. It is also covered in Chapter 4 of an "Officer's Guide to ATAP." Chapter 4 is updated each time it's published with the current assignment cycle to reflect changes.
- b. Organization. In accordance with EXORD 052-20 (15JAN21), OPMD executes a first General Officer Review Panel to validate a position and submit it to SECARMY for approval. OPMD will receive nominations and submit them to the Director of Military Personnel Management. (DMPM) DMPM will conduct a General Officer Review Panel and submit the nominations through legal review (OTJAG) and approval of Army Senior Leaders before OSD, WH, and Senate Confirmation.
- c. Training. Training is necessary to improve the understanding of KSBs and how units can relate positions to KSB's. ATMTF will continue to present KSBs as a formal part of HRC-led MER training in advance of marketplaces. This will be reinforced through multiple venues to leadership and unit strength managers as part of a broader strategy to educate the force at-large on the role of KSBs in enabling officers to preference Brevet positions in the marketplace and unit ability to match officers in the marketplace with their critical positions.
- d. Materiel. IPSS-A will eventually be the system that tracks all things Brevet. Currently, the only identification that an Officer is breveted is in the lower right-hand corner of their ORB. Inputted in the ASCO with established Brevet codes by their career managers. It is on the Officer and the unit to ensure when they arrive in position and when they exit the position. Eventually IPPS-A will be able to show who is in a Brevet position, what Brevet positions are available and when an Officer leaves those positions. The 23-02 cycle will likely be a hybrid approach with the assignment marketplace in AIM and IPSS-A cutting the orders. Subsequent markets (FY24 on) are expected to be conducted entirely in IPSS-A.
- e. Leadership & Education. Continued emphases on the distinction between the two Brevet processes (Position Validation and Name Nomination) is necessary to ensure commanders understand the Brevet Promotion Program. Commander education is critical to the near- and long-term success of the Brevet Promotion Program.
- f. Personnel. The Brevet Promotion Program is set up to recognize when personnel in our Army possess certain critical skills that are in demand but short on supply or when that Officer possesses skills that will enhance unit readiness. HRC is currently conducting a Manpower Analysis to determine how many personnel will be required to execute the Brevet Promotion Program. Current proposed structure is two officers and one civilian.

- g. Policy. Presently, the Brevet Promotion Program is currently operating under EXORD HQDA 052-20, and AR600-8-29 Section 3-23, Temporary Promotion of Officers. As HRC is executing the Brevet Promotion Program, revisions that have been identified will need to be updated in AR600-8-29. Currently, changes are reflected in Milper messages as well as CH 4 of the Commander's guide to ATAP.
- 5) Oversight. The Brevet Promotion Program must be reviewed annually to ensure that positions are able to come on and off the critical position list in a timely manner to maximize the program effectiveness. Personnel that are nominated in and outside of the market are vetted for their critical skills to ensure the integrity of the program. DMPM should retain oversight of the Brevet Promotion Program as they are the owners of promotion authority of SECARMY. The governance structure for this should include:
- a. A formal process / method for documenting additions and subtractions to the critical position list (CPL). Packets should be submitted to HRC that include a Memorandum of Record signed by at least a one star vetting the position to be added as well as the critical position example filled out with correct information to include UIC/PAR/LIN number from one of the Army's authorized manning documents. (MTOE and TDA)
- b. General Officer Review Panel (GORP) within HRC will ensure that a position is vetted to come on the CPL. A separate General Officer Review Panel will occur within DMPM for Officers that have been submitted for a Brevet position and reviewed by OTJAG.
- c. HRC will conduct the annual review form auditory purposes and DMPM will brief Senior Leaders on the status and efficiency of the Brevet Promotion Program.

#### **FUTURE MILESTONES:**

- 1) Q2FY22: Legislative Proposal Redistribution of allocations
- 2) Q3FY22: ATMTF DMOs transfer to HRC

#### Data:

- 1) DMPM, HRC controls all data regarding the Brevet Promotion Program. HRC collects all data regarding position requests and personnel requests. Personnel requests are sent to DMPM to run the General Officer Review Panel. DMPM and other auditory agencies will be able to request position data from HRC.
- 2) ATMTF does not have access to future Brevet data after transition. All processed information and Brevet brief the TF have are stored on the ATMTF share-drive.

#### **OBJECTIVES**:

- 1) Was the Officer Brevet promoted to a higher rank upon assumption of the duties of the position to which they are aligned?
- 2) Because the Officer was promoted to a higher rank, did it result in better talent alignment meaning did it fill a critical shortage numerically and as a result improved organizational readiness.

ENDSTATE: A fully developed Brevet Promotion Program with 770 positions identified on the CPL. HRC will have the ability to transfer validated Brevet positions on and off the critical position list in a

timely manner with the approval of SECARMY to maximize the number of Officers to be promoted. Officers will be Senate confirmed when they arrive in position.

### **Brevet Promotions**



#### **Problem Statement/Current Challenge(s):**

- The Army's Promotion System is tied to year groups and key development gates that an Officer has to pass through before they are considered for promotion.
- The problem is how do we change cultural perceptions of the Officer promotion process to align itself more with talent than with benchmarks and years of experience.
- The Brevet Promotion Program allows the Army to have more flexible career paths for its officers and allows the Army to fill critical shortages with officers who possess the right talent.

#### **Proposal Description:**

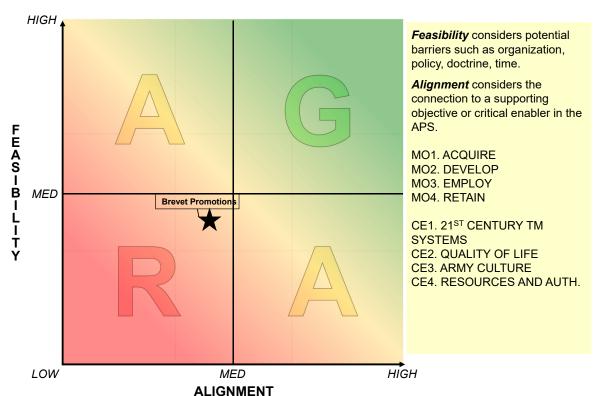
- The FY19 NDAA section 503 authority allows the Secretary of the Army (SA) to temporarily promote Officers to a higher grade (into O3-O6 positions).
- Active-duty officers, 1LTs thru LTCs that possess the knowledge, skills, behaviors, and preference are eligible for assignment for a designated critical position.
- Officers in the marketplace can self-nominate or unit/command can nominate officers currently in the position via DA4187 to HRC.
- This 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.

#### **End State:**

- · A fully developed Brevet Promotion Program with 770 positions identified on the CPL.
- HRC will have the ability to transfer validated Brevet positions on and off the critical position list in a timely manner with the approval of SECARMY to maximize the number of Officers to be promoted.

# Initiative Feasibility & APS Alignment: Brevet Promotions





#### **Initiative Evaluation Rubric Brevet Promotions** Revise/ 2 1 3 4 5 6 7 Score Reconvene Does not Potential Marginal Increases SM Increases Soldier Significant Radically + to Readiness increase to SM impact to Soldier increase increase to readiness and and unit readiness Individual marginal increase Significant impact Deployability • Unit 2.7 Potential + in readiness. in unit readiness. readiness. on strategic strategic readiness. Strategic readiness Lacks any Marginally Significantly Exponentially Creates a new New program, Creates a radical Incentive apparent improves an improves an increases the policy, program policy, or and significant effectiveness of existing policy, or authority that improvement change to talent incentive. xisting policy, Assignment 2.2 Incentive already program, or an existing provides a that greatly retention or Alignment in existence authority. significant incentivizes utilization of authority. policy, program, or authority benefit to talent talent retention talent across DA. No apparent Marginal number Large number of Large number of Marginal total # / Large total of SM Radical impact to **Impact** of pax impacted. Does not impact pax impacted. personnel and significant key and Talent how the Army • # Pax • Key Talent • Culture (+/-) Does not directly key talent talent influenced. executes TM. 1.7 impacted. address key Culture (+) Culture (+) Transformational. Culture (-) talent. Culture (-) Culture (+/-) Fails to identify Requires Requires DA level Resource Resource Resource Limited resources Resources significant DoD "D-FP" changes. requirements requirements resource requirements required to reach • DOTMLPF-P requirements. level "D-FP" Currently budgeted. No equire within ARSTAF within DA G1's minimum viable · Financial (\$) 4.8 authority. No PPBE req'd authority. No Human Cap. No sponsor changes. Secretariat product. identified. Requires PPBE. authority. No sponsor Id'd. Sponsor No sponsor Id'd. ŚŚŚ PPBE req'd. Sponsor Id'd, \$ Sponsor Id'd. \$ Sponsor ~ \$\$ \$\$\$\$ Stakeholder(s) Stakeholder(s) Stakeholder(s) Stakeopposed to the supportive of the enthusiastically holder initiative, OTM initiative. OTMI support the in the lead to initiative. Minimal resources to 1.5 Support continue support OTMI resources to Culture development. development support Enthusiasm development OTMI load No time estimate Implement > 4 years > 2 years > 6 months Time provided. immediately To minimum viable product 3.5 Unknown. Sum all scores to develop an overall Innovation score. **Total** 16.4 Note: The size of the U corresponds to the # of panelists who scored the effort there Score

### Initiative Binning Structure: Brevet



		(B.S.Alimi)							
				SYN	SYNCHRONIZE				
DIVEST	TRANSITION	POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION		
Х									
X X									
,									
	I								

#### Comments:

Divest: Continue executing the current process but reframe Brevet Promotions as the hub of a talent based promotion system. Clarify the objectives of using brevet promotion authorities to experiment with a promotion system that is not tied to time in grade, then divest to a research organization to construct a research design.

#### **Brevet Policy Map** Project Athena C3AB \_ILE\_Assessment\_\_\ JPME Fellowship Credit CAP Nominative Assessment SMAP Assignments Ecosystem Proponent Talent Workforce Analysis Storyboards Survey Crosswalk ТВВ 1SG TAA DACES E-ATAP ATAP Reform Individual Officer Talent Engagement Form Career Paths IPPS-A Release 3 Permeability Talent Mgmt Direct Commission IRR Reform WO SELCON Coaching `Management Talent Based Opt In Promotion WOCC-E Officer Caree Opt Out Development Counseling Career Mapping TBCA Alternate to Time Based Promotion Combat Arms Outreach WO DOR Compensation Retention Prediction Reset Reform Toolkit CW2 Direct Appt ATAF Legend Leader Bridge ATMTF Brevet Partner Initiative Strategic Retired AD WO in RC Senior Rater Imitative Evaluation Trends ➤ Operating Interdependence Telework --- ► Formative Interdependence FY22 FY24 Prior to FY25 FY26 FY27 OTMI Transition

ALIGNMENT: Army Peoples Strategy LOE 1, Acquire Talent. Title 10 USC §533 and §12207 and Army Directive 2019-27 provide the authority and policy basis to authorize expansion of constructive service credit for private sector training or experience directly related to the needs of the Army upon original Appointment as a commissioned officer to all Branches and Functional Areas.

SEQUENCE: Upon publishing the HQDA EXORD, Direct Commission is a process improvement effort for the Talent Management Task Force, tasked through the Army Business Management Plan - Task 1.A(4) - Direct Commission Process Improvement.

CURRENT CHALLENGES: The Army fails to exhaust all means to acquire talent from every aspect of U.S. society. There are two broad categories of officers that the Army seeks to direct commission. The first category is experts in emerging fields relevant to future warfare. Because these are emergent fields, the Army neither possesses this talent nor has the capability to grow and develop it; therefore, lateral entry of civilians and former military members is now an available solution. The second category is individuals commissioned to fill talent gaps in current branches and functional areas. While the Army does have the capability to develop this talent, direct commission can fill either quantity or quality shortages. Specifically, Direct Appointment provides branch and functional area proponents the ability to identify and acquire knowledge and skill gaps needed to perform within their functions.

Direct Appointment is operational using a hybrid approach combing three existing processes; USAREC Heath Service Direct Commission (for medical providers), 2017 Cyber Direct Commission program in pilot status, and existing Officer Accessions platforms (USMA, ROTC, OCS) controlled by HQDA G-1. In addition, full functionality will require fielding of the Automated Information Environment (AIE) for process improvement and functionality, sustainable marketing and advertising functions by AEMO using GoArmy.com, and direct commission coordinators in TRADOC / HRC.

PROPOSAL DESCRIPTION: The Army will direct commission officers in all branches and functional areas, especially in technical fields of emerging importance to future warfare, up to the grade of Colonel, to acquire the necessary talent to maintain our human capital advantage to win our Nation's wars. "The Army will be more Competitive against near-peer adversaries by creating opportunities for highly skilled individuals to enter the Army as officers up to the grade of colonel, allowing the Army to leverage the strength of our nation - the American workforce." SecArmy and CSA. Because the Army competes within the broader United States labor market, our process to direct appoint officers must be able to identify the talent we need and then compete for it by offering an efficient direct commissioning process and sufficient constructive service credit to commission this talent at appropriate levels of responsibility and compensation.

#### PLAN OF ACTION & MILESTONES:

Proposed/Initiated Pilot: Description of the pilot by phase:

- Study: The 2017 NDAA § 509 Cyber Direct Appointment provided the initial authority for the pilot effort. On 6 December 2017, HQDA G1 DMPM published guidance for executing the Cyber Direct Appointment Pilot.
- 2. Test (Prototype & Pilot): Cyber Center of Excellence begins commissioning officers in 2018. Congress recognizes the value of the Pilot and expands the effort to all Branches through the 2019 NDAA § 502 Direct Appointment up to O6 and Title 10 United States Code, section §533 and §12207 (Reserve Officers). Service credit upon original Appointment as a commissioned

- <u>officer</u>. The Secretary of the Army signs Army Directive (AD) 2019-27 (Direct Appointment of Officers Up to the Grade of Colonel (Other Than Special Branches) in September 2019 to provide initial guidance in support of the change in Law.
- 3. Implement: TMTF working across the Service publishes HQDA Direct Commission execution order (HQDA EXORD 098-20) which provided implementation guidance to direct commission officers up to the rank of Colonel in non-special branches, especially in technical fields of emerging importance to future warfare—executed through 4 Phases: Market, Pre-Screen, Process, and Commission. As part of process improvement on the effort, we have identified the following DOTmLPF-P Gaps.

#### Organization:

- HQDA, G-1 (DMPM) is the Office of Primary Responsibility for the policy framework that enables Direct Commission. TRADOC, USAREC, AEMO, and HRC will play a significant role in its execution. TRADOC is the integrating entity designated in HQDA EXORD 098-20 to operationalize the direct commission program.
- Branch and Functional Area Proponents are responsible for recruiting, USAREC, Medical Recruiting Brigade is responsible for processing recruits. Without any additional personnel resources (increases in manpower), the Long-Term Sustainability of the Recruiting Mission is a challenge.
- The candidate experience is not ideal, both in efficiency and communication. AEMO added support to Direct Commission to the GoArmy.Com Call Center Contract to improve active lead support for proponents and communication. This contract was just awarded, and improvements using the Salesforce Platform will be implemented in 2QFY22.

#### materiel:

- The current "Big M" Materiel solution for the Accessions enterprise is the Army Recruiting Information Support System (ARISS). The system supports Recruiters but has limited access for Proponent's, in their role as recruiters of candidates, while it increases the workload "off mission" for Medical Recruiters. Currently, PEO-EIS is working to improve the system with the Accessions Information Environment (AIE). AIE is a workflow system designed to replace the existing system of record. This effort is tracked through APS MIP Task 1.1.J, which has been delayed until 2023. Possible recommendations include training Proponents to be recruiters, receiving access to ARISS or AIE, or providing focused recruiters for Direct Appointment.
- Currently, the process to obtain SecDef or Congressional approval of Original Appointments is manual and takes on average 34 days for CPT and Below and 88 for MAJ and above.
   Recommendation to get OSD Buy-in to automate the Scroll process to improve transparency and time.

Leadership and Education: Direct Appointees are required by a DODI to attend the Basic Officer Leaders Course (A) (Direct Commission Course) and Basic Officer Leaders Course (B) for their Basic Branch and to meet legislative requirements to become an officer (Ethics, Code of Conduct, LOAC, etc.).

The <u>FY22-24 Accessions Mission Letters</u> (Enclosure 2) forecasts initial accessions
(O/WO/EM) for all branches two years out. This allows TRADOC to resource and forecast
seats for Initial Entry Training Schools. Currently there is no "mission" for Officer Direct
Appointment. Instead, Branches and Functional Areas were given Goals of roughly 5 per
Branch (102 per year). For FY23 the Accessions Mission Letter will provide mission goals as

- self-identified / forecasted by branch based on talent/skill gaps. This will enable the Maneuver Center of Excellence at Ft. Benning to properly resource Basic Officer Leaders Course (Direct Commission), colloquially called the Direct Commission Course (DCC).
- TRADOC still needs to work through how to resource the DCC in FY22 and FY23. DAPE-MPT has opened a reallocation request in the Training Resource Allocation Panel (TRAP) for FY 22 to load the requirements and generate the additional resources.
- TRADOC Center for Initial Military Training (CIMT) has not provided a directive to change the Program of Instruction for the Direct Commission Course (if needed) to account for basic branch officers as the current course is designed for JAG officers.
- Recruiting Command and TMTF need to formalize/develop a Course for Proponents on the process to recruit direct commission candidates.

#### Personnel:

- Possible options include creating a new ASI for Direct Commission Officer Recruiter similar to Medical Officer Recruiter; or a new AOC series designator for direct commissioned officers.
- Each branch should identify and assess their skill gaps for the MDO Force then determine
  the needed qualifications, experience, training, and education to meet those gaps. Upon
  selecting the current KSBs in their Branch, they should define their Direct Appointment
  Mission better.

#### Policy:

- AR 601-18 Officer Accessions (NEW AR; will supersede 135-100, 135-101) at OTJAG since 2019, #2 on the M&RA priority.
- Proponent Chapters of DA PAM 600-3 should be updated to add targeted skill gaps and progression for direct commission candidates.
- AR 614-100 (Officer Assignment Policies, Details, and Transfers) needs to be updated to include direct commission.
- Smartbook DA PAM 611-21 needs to be updated by branch for any qualifying / disqualifying conditions.
- DMPM is working on a DA Form to award Direct Commission Constructive Credit.
- Promotion Board MOIs should be updated to address Direct Commission population.
- 4. Transition: HQDA G-1 will continue to develop efficiency to reduce processing time and entry barriers, focusing on a positive candidate experience. Additionally, integrating the digital workflow and marketing efforts into Army programs of record like AIE, IPPS-A, and GoArmy.com is imperative to analyzing key performance metrics for the future.
- 5. Oversee:

Milestones: Summary of key past, present, and future milestones.

- 2017 NDAA § 509 Cyber Direct Appointment 23 Dec 16
- DMPM Publishes Cyber Board MOI Guidance 6 December 17
- 2019 NDAA § 502 Direct Commission up to O6 23 Jul 18

- Title 10 United States Code, section §533. <u>Service credit upon original Appointment as a commissioned officer</u> (Direct Commission)
- Army Directive (AD) 2019-27 (Direct Appointment of Officers Up to the Grade of Colonel (Other Than Special Branches), 12 September 2019
- HQDA Direct Commission IOC execution order (EXORD) provided implementation guidance to direct commission officers up to the rank of Colonel in non-special branches. – 1 February 20
- Proponents identify needed qualifications, experience, training, and education for constructive credit (Constructive Credit Guidelines) – 1 July 20
- ATMTF Direct Commission Landing Page Inception (Temporary Solution) 1 Sep 20
- ARNG publishes Direct Commission Implementation Guidance 14 December 20
- G1 Issue implementing guidance governing the selection and constructive credit boards 9
   February 21
- SA Approved Grade Above Major Board MOI 18 May 21
- Review regulations and policies for consistency with EXORD and Army Directive: AR 601-18
   Officer Accessions currently in OTJAG staffing (G1/M&RA #2 priority).
- ICW AEMO develops solutions for Lead capturing, nurturing, & delivery
- Direct Commission Inquiries routed to Lead Refinement Center (LRC)
- G1 Publish Official Constructive Credit Form
- Legacy Recruiting System (ARISS) & Direct Commission Application (DCA) transition to Accessions Information Environment (AIE) (APS MIP Task 1.1.J)

Data: Description of Data inputs, requirements, and outputs.

- Stakeholders: TRADOC Branch Proponents, Functional Area Proponents, Army Enterprise Marketing Office – Officership Team, Recruiting Command Health Services Directorate, Medical Recruiting Brigade, HQDA G1 DMPM Officer Accessions, ARNG G1, OCAR G1, TRADOC Officer Accessions, Training Seat POC (DAPE-MPT, TAMO)
- Army Business System(s) linked to this Initiative.
  - Army Recruiting Information Support System (ARISS) to Accessions Information Environment (AIE) (APS MIP Task 1.1.J)
  - GoArmy Transition (APS MIP Task 1.1.D)
- Where is data stored while in use by your team?
  - https://talent.army.mil/direct-commissioning/
  - https://www.milsuite.mil/book/groups/direct-commission/overview
  - Direct Commission Teams Site

Endstate: The Army has developed efficient processes to Direct Commission the required talent into the Total Army, augmenting our ranks and creating a better Army; organizations understand and execute their roles and responsibilities, and the Direct Commission effort is appropriately resourced to meet goals/mission numbers outlined in the annual accessions mission letter.

### **Direct Commission**



#### **Problem Statement/Current Challenge(s):**

The Army fails to exhaust all means to acquire talent from every aspect of U.S. society.

- Experts in emerging fields relevant to future warfare.
- · individuals commissioned to fill talent gaps in current branches and functional areas.

### **Proposal Description:**

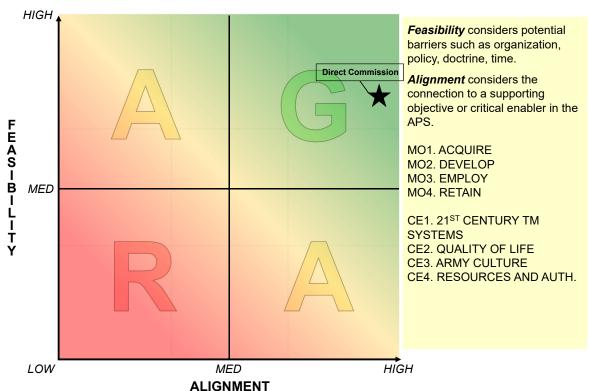
- A hybrid approach combing three existing processes; USAREC Heath Service Direct Commission (for medical providers), 2017 Cyber Direct Commission program in pilot status, and existing Officer Accessions platforms (USMA, ROTC, OCS) controlled by HQDA G-1.
- The Army will direct commission officers in all branches and functional areas, especially in technical fields of emerging importance to future warfare, up to the grade of Colonel, to acquire the necessary talent to maintain our human capital advantage to win our Nation's wars.
- Process to direct appoint officers must be able to identify the talent we need and then
  compete for it by offering an efficient direct commissioning process and sufficient constructive
  service credit to commission this talent at appropriate levels of responsibility and
  compensation.

#### **End State:**

The Army has developed efficient processes to Direct Commission the required talent into the Total Army, augmenting our ranks and creating a better Army; organizations understand and execute their roles and responsibilities, and the Direct Commission effort is appropriately resourced to meet goals/mission numbers outlined in the annual accessions mission letter.

# Initiative Feasibility & APS Alignment: Direct Commission





# Initiative Evaluation Rubric Direct Commission



	1	2	3	4	5	6	7	Score
Readiness Individual Deployability Unit Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM readiness. Potential + in unit readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and unit readiness.	Significant impact to Soldier and unit readiness. + strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	5
Incentive  • Retention  • Assignment  • Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy, program, or authority.	Exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provides a significant benefit to talent.	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant change to talent retention or utilization of talent across DA.	3.8
Impact • # Pax • Key Talent • Culture (+/-)	No apparent impact.	Marginal number of pax impacted. Does not impact key talent. Culture (-)	Large number of pax impacted. Does not directly address key talent. Culture (-)	Large number of personnel and key talent impacted. Culture (+/-)	Marginal total # / significant key talent influenced. Culture (+)	Large total of SM and Talent impacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	2.5
Resources  • DOTMLPF-P  • Financial (\$)  • Human Cap.  • Sponsor	Fails to identify resource requirements. No sponsor identified.	Requires significant DoD level "D-FP" changes. Requires PPBE. No sponsor Id'd. \$\$\$\$	Requires DA level "D-FP" changes. currently budgeted. No sponsor Id'd. \$\$\$	Resource requirements require Secretariat authority. No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARSTAF authority. No PPBE_reg'd Sponsor Id'd. \$	Resource requirements within DA G1's authority. No PPBE req'd. Sponsor Id'd. \$	Limited resources required to reach minimum viable product.	3.9
Stake- holder Support • Culture • Enthusiasm • OTMI load	Stakeholder(s) opposed to the initiative. OTMI in the lead to continue development.			Stakeholder(s) supportive of the initiative. OTMI resources to support development.			Stakeholder(s) enthusiastically support the initiative. Minimal OTMI resources to support development.	5.8
Time • To minimum viable product	No time estimate provided. Unknown.	> 4 years	> 3 years	> 2 years	> 1 year	> 6 months	inme <mark>diately</mark>	6.1
Total Score		develop an overall I		to the # of p	anelists who	scored the e	ffort there	27.1

### Initiative Binning Structure: Direct Commission



		U.S.ARMT							
		SYNCHRONIZE							
DIVEST	TRANSITION	POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION		
	Х	Х				Х	Х		
	X	X				X	X		
	X	X				X			

#### Comments

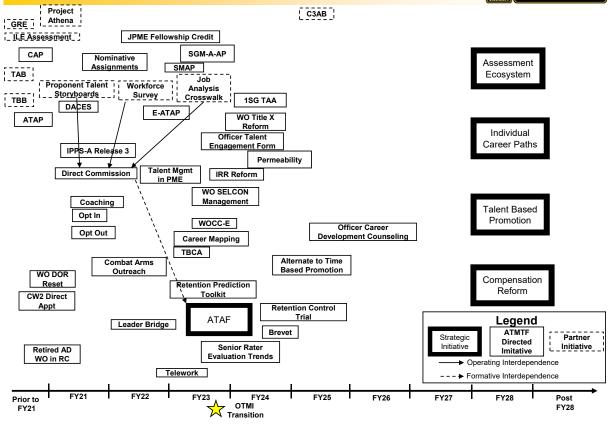
Transition: The Military Implementation Plan specifies TRADOC as the lead integrator for the Develop Talent LOE which includes the Emerging Technical Leader task.

Policy: EXORD 098-20 specifies the G1 as the lead for implementation/execution of Direct Commission policy Funding: USAREC expressed concerns on manpower requirements to execute the program across all branches and proponents

Data Solution: GoArmy.com will serve significant roles for user interface, data collection, and system integration (AIE, IPPS-A, etc.); until it is FOC we should improve the existing platform for a better customer experience

## **Direct Commission Policy Map**





TITLE: Individual READ-E Reserve Mobile App Pilot

ALIGNMENT: Major Objective 4; Supporting Objectives 4.3, 1.3, 2.3, 3.1

SEQUENCE: N/A

**CURRENT CHALLENGES:** The current industrial age systems used to manage the IRR population limits IRR Soldiers from being fully engaged as active participants within the Army, leading to loss of contact with over two-thirds of the IRR force, which makes it difficult for the Army to maintain readiness goals. Soldiers in the IRR cannot easily be contacted and consequently are not truly available talent for the Army to tap into, if they are needed.

**PROPOSAL DESCRIPTION:** As part of the Army's Talent Management system, it is recommended that the Army establish an IRR pool of talent that is "Ready and Responsive" as a strategic augmentation force to provide for readiness gaps within the Army. The IRR mobile app will give IRR Soldiers the mobile device connectivity necessary to be active members of this population in an information rich environment associated with the 21<sup>st</sup> century. The IRR mobile app pilot will allow HRC to identify requirements, gaps, and solicit feedback from 25 participating IRR Soldiers to achieve a 21<sup>st</sup> century vision of mobile connectivity.

#### **PLAN OF ACTION & MILESTONES:**

#### **IRR Mobile Application Plan**

- 1. Develop Concept: The ATMTF will develop a mobile application to increase virtual muster participation. The IRR Mobile App name will be 'IRR READ-E', which stands for IRR Responsive, Engaged, Available, Deployable, and Employable (pronounced as 'ready'). The ATMTF has partnered with TRADOC Mobile to develop the initial app design. Features of the app provided below; however, functionality can serve as a model in the event decisions are made to transfer the app within the IPPS-A mobile app architecture after the pilot with the 25 partnering IRR members.
  - a. **Virtual Muster icon:** The mobile app will allow IRR Soldiers to access the virtual muster portal via the Soldier Management System (SMS) from a personal mobile device. The ATMTF is aware that the current SMS portal does not scale to a mobile device and has identified the scalability as a future requirement for whichever system the app will tap into upon the conclusion of the pilot, be it IPPS-A or remaining within SMS.
  - b. **IPPS-A icon:** The IRR READ-E app will incorporate a link within the app to the IPPS-A website. IRR Soldiers can conduct self-service updates, such as updating their contact information via the IPPS-A linkage. This icon may be modified if a future decision is made to transfer the IRR READ-E app features over to IPPS-A upon conclusion of the pilot.
  - c. **IRR Handbook icon:** IRR Soldiers will have access to the digital IRR Handbook, which provides guidance on all things IRR.
  - d. **Career Counselor Locator icon:** IRR Soldiers will be able to locate the nearest Reserve Component Career Counselors (RCCC), which provides the address, phone number and group email box for each Army Reserve Careers Group (ARCG) Battalion across the U.S. The locator tool will allow Soldiers to easily call, email, or navigate to the nearest ARCG location.

- e. **Warrior Tasks Proficiency Self-Assessment icon:** IRR Soldiers provide feedback on their personal soldiering skills and ability to the TRADOC G-3 to assist with improving training across the Army.
- f. **HRC Newsfeed icon:** Used to provide pertinent information to IRR Soldiers, to keep them actively engaged while in the IRR program and to ensure readiness guidelines are being met.
- g. **IRR READ-E Survey icon:** Used to solicit feedback from IRR Soldiers on their experience with the IRR READ-E app, and features/capabilities they would like to see incorporated into the app. The survey will also assist HRC in defining new requirements to implement into future IPPS-A releases, to better manage the IRR population.

#### 2. Study: N/A

3. Test (Prototype & Pilot): The IRR READ-E pilot aims to capture data from current IRR population of 76,000 Soldiers on their willingness to complete virtual musters, if a mobile capability were available to them. The IRR READ-E pilot seeks to increase active participation among IRR Soldiers, and improve contact between IRR Soldiers and the HRC IRR program managers. The IRR READ-E pilot commenced on 10 May 2021 to a group of 25 selected IRR Soldiers, currently serving on ADOS orders. The IRR READ-E app was completed on 10 May 2021; it will take approximately two weeks to publish the app to the markets (Apple and Google stores). During the two-week publishing timeframe, the ATMTF will establish communication with the participants to spark enthusiasm to get the pilot underway. The IRR READ-E app pilot ran through 27 Aug 2021. The OPT is currently considering launching another pilot to expand the sample population.

During the pilot phases the ATMTF will assist HRC with defining requirements necessary to manage the IRR force within IPPS-A; many of the requirements have been defined for the IRR READ-E app. Defining requirements now, can allow IPPS-A to properly plan, allocate funds, and program for near-term subsequent IPPS-A releases. Features such as a new virtual muster questionnaire for personal and medical questions would replace the legacy Soldier Management System (SMS) portal. Expansion of the marketplace would also allow IRR Soldiers to apply for Troop Program Unit (TPU) and long tour (ADOS) positions, placing all positions under one system, which is currently disjointed by the S1Net and Tour of Duty. The valuable insight gained during the mobile app pilot will help inform some of the decisions that will need to be made in the near future regarding IPPS-A integration.

- 4. Implement: Initially, the recommendation to enter into phase two of the READ-E Application was dependent upon the findings of the first pilot and way ahead. The second phase of the pilot is scheduled for Winter 2022, which includes the MFA and additional IRR participants. The 2<sup>nd</sup> pilot, and if there's a third, will all be larger in scope than the first pilot. The ATMTF will not transition the IRR READ-E app until all pilots are completed and the mobile app has proved that it is a functional and a viable option to perform virtual readiness screenings and provide IRR Soldiers with self-servicing tools. Approval and/or agreement is at HQDA GO Level in agreement with stakeholders.
- 5. Results: The initial pilot results did not yield enough data to ensure the application is sustainable for launch. The HRC IRR Team suggest broadening the test population to encompass several categories of the current population, as their current problem set is how to reach a member of the IRR who do not actively participate in muster requirements. Additionally, members of the Army Research Institute completed a survey of the Army Reserve Career Counselors on how to improve muster rates. (see the embedded file below). Their information suggest that the Army must engage

in a rigorous messaging campaign plan, in conjunction launching this application may assist the Army reach a demographic that has been otherwise untapped. Coordination is required with the IPPS-A team concerning the feasibility of integration of the functionality of this application into future applicability to members of the IRR. Based on the IPPS-A launch delays, development of this application is necessary as an additional tool to ensure HRC has the capability to reach Soldiers when necessary.

5. Transition: Human Resources Command (HRC) is the mostly likely contender to assume responsibility for the continued pursuit of this initiative. HRC can assume responsibility for this initiative after all pilots are completed and the mobile app has proved that it is a viable option for performing virtual readiness screenings.

### **MILESTONES:**

### IRR Mobile Application:

- SEP 2021 JAN 2022 Continue to compile data from the first pilot. Adjust and prepare for a second pilot.
- FEB 2022 APR 2022 Execute 2<sup>nd</sup> pilot. Compile data. Decide on if additional pilots are needed.
- May 2023 AUG 2024 Execute 3<sup>rd</sup> pilot and/or prepare for transition / full scale implementation.
- N/A Phase 4

**ENDSTATE**: The Army capitalizes on ready and deployable talent by piloting the IRR READ-E app to increase IRR Soldier participation.

peer review:

Human Resources Command (readiness proponents)
Office of The Surgeon General,
Chaplain Corps,
Office of The Judge Advocate Corps,
Office of the Chief, Army Reserve, and U.S. Army National Guard.



### **IRR App**



### **Problem Statement/Current Challenge(s):**

-The current industrial age systems used to manage the IRR population limits IRR Soldiers from being fully engaged as active participants within the Army, leading to loss of contact with over two-thirds of the IRR force, which makes it difficult for the Army to maintain readiness goals. -Soldiers in the IRR cannot easily be contacted and consequently are not truly available talent for the Army to tap into, if they are needed.

### **Proposal Description:**

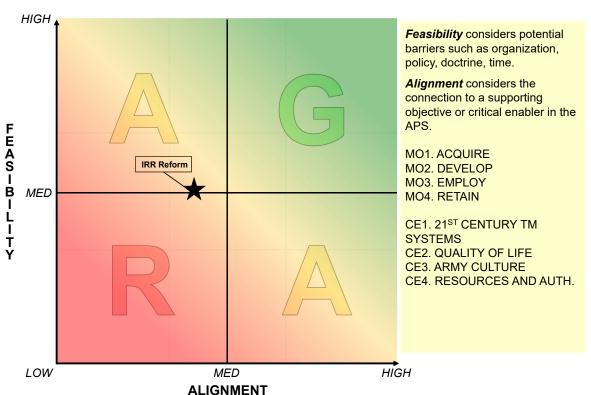
- -The IRR mobile app will give IRR Soldiers the mobile device connectivity necessary to be active members of this population in an information rich environment associated with the 21st century.
- -The IRR mobile app pilot will allow HRC to identify requirements, gaps, and solicit feedback from 25 participating IRR Soldiers to achieve a 21st century vision of mobile connectivity.

#### **End State:**

The Army capitalizes on ready and deployable talent by piloting the IRR READ-E app to increase IRR Soldier participation.

## Initiative Feasibility & APS Alignment: IRR App





## Initiative Evaluation Rubric



IKK APP							U.S.ARMY MAR	AGEMENI	
Revise/ Reconvene	1	2	3	4	5	6	7	Score	
Readiness • Individual Deployability • Unit • Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM readiness. Potential + in unit readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and unit readiness.	Significant impact to Soldier and unit readiness. + strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	2	
Incentive • Retention • Assignment • Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy, program, or authority.	Exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provides a significant benefit to talent.	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant change to talent retention or utilization of talent across DA.	2.5	
Impact •# Pax • Key Talent • Culture (+/-)	No apparent impact.	Marginal number of pax impacted. Does not impact key talent. Culture (-)	Large number of pax impacted. Does not directly address key talent. Culture (-)	Large number of personnel and key talent impacted. Culture (+/-)	Marginal total # / significant key talent influenced. Culture (+)	Large total of SM and Talent impacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	3	
Resources  DOTMLPF-P Financial (\$) Human Cap. Sponsor	Fails to identify resource requirements. No sponsor identified.	Requires significant DoD level "D-FP" changes. Requires PPBE. No sponsor Id'd. \$\$\$\$	Requires DA level "D-FP" changes. Currently budgeted. No sponsor Id'd. \$\$\$	Resource requirements require Secretariat authority. No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARSTAF authority. No PPBE req'd. Sponsor Id'd. \$	Resource requirements within DA G1's authority. No PPBE req'd. Sponsor Id'd. \$	Limited resources required to reach minimum viable product.	1	
Stake- holder Support • Culture • Enthusiasm • OTMI load	Stakeholder(s) opposed to the initiative. OTMI in the lead to continue development.			Stakeholder(s) supportive of the initiative. OTMI resources to support development.			Stakeholder(s) enthusiastically support the initiative. Minimal OTMI resources to support development.	3	
Time • To minimum viable product	No time estimate provided. Unknown.	> 4 years	> 3 years	> 2 years	> 1 year	> 6 months	Implement immediately	3.5	
Total Score									

### **Initiative Binning Structure: IRR App**



						O.S.AHIMIT				
			SYNCHRONIZE							
DIVEST	TRANSITION	POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION			
		X		X	X X	X	X			

### Comments:

Policy: dependent on further development through pilots

Manpower: requirements for sponsor are not clear at this stage of the initiative

Funding: funding requirements unknown based on initial pilot

Data: integration with IPPS-A for data integration and inclusion into IPPS-A app

#### **IRR App Policy Map** Project Athena C3AB JPME Fellowship Credit ILE Assessment CAP Nominative SMAP Assessment Assignments Ecosystem Proponent Talent Workforce Analysis TBB DACES Crosswalk 1SG TAA DACES E-ATAP ATAP Reform Individual Officer Talent Engagement Form Career Paths IPPS-A Release 3 Permeability Talent Mgmt Direct Commission IRR App WO SELCON Coaching Management Talent Based Opt In Promotion WOCC-E Officer Career Opt Out Development Counseling Career Mapping TBCA Alternate to Time Combat Arms **Based Promotion** Outreach WO DOR Compensation Reset Retention Prediction Reform CW2 Direct Toolkit Appt Retention Control ATAF Legend Leader Bridge Brevet ATMTF Partner Initiative Strategic Retired AD WO in RC Senior Rater Imitative Evaluation Trends ➤ Operating Interdependence Telework --- ► Formative Interdependence FY22 FY24 Prior to FY25 FY26 FY27 OTMI Transition

TITLE: Warrant Officer Promotion Board Competitive Category Expansion

**ALIGNMENT:** The Army People Strategy Line of Effort #3: Employ – 3.3 Advance

**SEQUENCE:** This initiative will have complementary and supporting relationships with the Army Talent Management Task Force's Warrant Officer Selective Continuation (SELCON) Management initiative. Currently the Combined Arms Center has tasked each of the Centers of Excellence to develop knowledge, skills and behaviors required and/or desired for each grade and military occupational specialty (MOS).

### **CURRENT CHALLENGES:**

Army Warrant Officer aggregate strength has traditionally been managed under the rigid constraints of legislation established by the Warrant Officer Management Act of 1991.

Additionally, and delegated to the secretary concerned, two promotion categories were created, Aviation and Technical Services. Currently there are 17 branches with warrant officers. For promotion consideration, a board eligible warrant officer is either in aviation and compared with peers or is with the rest, where the order of merit is with every other branch in every other military occupational specialty. Promotion selection of each MOS is carefully managed using floors and ceilings to manage aggregate strength of each MOS and tabulated by ORSA's in the G-1.

The National Defense Authorization Act of 1991 and the subsequent Warrant Officer Leader Development Acton Plan, signed into policy in 1992, standardized career models for all Army Warrant Officers. However, the software designed to manage aggregate strength for promotion requirements was modeled for commissioned officers and not capable of capturing special qualifications or the knowledge, skills, and behaviors being developed now.

In accordance with Army Directive 2017-08 (Competitive categories for commissioned officers and warrant officers serving on the active duty list and reserve active status list), the competitive categories for warrant officers on the active duty list remain the following two: Aviation and Technical Services.

The military occupation specialty (MOS) for aviators is awarded based on aircraft qualification. For example; a warrant officer upon completion of flight school and qualification in a UH-60M Black Hawk is designated a 153M. The AH-64E Apache graduate is a 152E. There are 20 MOS aircraft variants for warrant aviators, each one representing a specific aircraft, requiring individual qualification training. Predominately, warrant aviators from WO1 to CW5 are required to fill assignments where aircraft matching their qualifications are present in the unit. Their primary mission is to fly.

The fifth digit of the aviator MOS is the special qualification identifier (SQI). After aircraft qualification, the SQI drives the assignment consideration. There are ten SQIs used extensively in the field and nine of them directly impact a unit's readiness. These qualifications include instructor pilot (IP), maintenance test pilot (MTP), aviation mission survivability officer (AMSO), and aviation safety officer (ASO). The courses are held at Fort Rucker and require specific training that cannot be performed by the aviator unless certified to do so. When an aviation unit asks for pilots, they are asking for them by airframe and SQI. "We need a 152EL." Which means they need an AH-64, E model qualified, Maintenance Examiner. No other SQI will fill this requirement, regardless of talent or experience. To fill the requirement, the assignment officer will need to select an aviator who is an Apache pilot, has completed the maintenance manager course, maintenance test pilot course, additional E model qualification, E model MTP, and Maintenance Examiner training prior to arriving at the unit. Often these courses take several weeks or months and are filled several months to a year in advance. Most are limited by the aircraft available for training. Although experience is

preferred, these requirements are why units will accept an adjustment to the rank requirement over the SQL

Solving the manning requirement equation has evolved along with the evolution of AIM 2.0. Prior to DC 19-01, the SQI was unfamiliar to most account managers and nothing more than a remark in AIM. Once the importance of the SQI was made clear and the ORSA team programmed requirements with an SQI toggle, managers could track movers by SQI. IPPS-A will enable SQI, additional skill identifiers (ASI) and KSB fidelity for each individual.

This type of precision talent management is not utilized at the warrant officer promotion board level. Increasing categories would also increase requirements on the board for representation from each category. Expanding to nine categories would require a minimum of two additional board members to meet legislative requirements. Visibility and awareness of the precise skills including SQI, ASI and KSBs for the competitive promotion specifically to the rank of CW5 are required to promote the right people at the right time.

### PROPOSAL DESCRIPTION:

The Army expands from the current two category promotion selection board to nine categories representing the nine Army Centers of Excellence (CoE). Expanding and aligning competitive categories to each CoE, proctors a sense of ownership. Once requirements are established, SQI, ASI and KSBs can be used to inform the board of desired skills as a means to help score each individual beyond the traditional performance driven order of merit. This supports low-density precision talent management to ensure we select and retain the required talent.

Aligning promotion categories with each Center of Excellence supports ownership, development and professional military education collaboration. If a Center of Excellence expects a CW4 to have specific KSBs to be promoted to CW5, then PME must reflect these expectations with programs of instruction messaging these KSBs and developing the required skills.

### **PLAN OF ACTION & MILESTONES:**

**Proposed Pilot:** Select at least two but no more than four branches, (Aviation, JAG, Military Intelligence and Special Forces) who have expressed support in developing a pilot for testing. Request participating branches collect and develop the required SQI, ASI and KSB list representing each MOS required/desired to be competitive for promotion to CW5. If detailed results from previous promotion boards are made available, compare non-binding results when applying the required skills to the eligible board population and the resulting order of merit list. If past board information is not available to test to this detail, the proposed pilot should be linked with the timing of the annual promotion board in close coordination with Deputy Chief of Staff G1 and the DA Secretariate to allow access to board information to model, test and compare results moving forward.

Phase 0: Develop Concept – This initiative is a collaborative effort developed during the Army Talent Management Planning Conference 24-27 February 2020 with participation from senior warrant officer leaders representing Training and Doctrine Command (TRADOC), the Combined Arms Center (CAC), United States Army Human Resources Command (HRC), all nine Centers of Excellence and various leadership positions including the Secretary of the Army and Chief of Staff of the Army. Unfortunately, during the planning conference competing requirements prevented initial collaboration the Director of Military Personnel Management (DMPM), however moving forward with the study phase participation will be essential. The initial concept was presented to a panel of Army senior leaders on 28 February. The panel approving the concept consisted of the Assistant Secretary of the Army (ASA) Manpower & Reserve Affairs (M&RA), the commanders of TRADOC and HRC and the Army Talent Management Task Force (ATMTF) Director.

**Phase 1: Study** – Recommend ARI or OEMA conduct warrant officer promotion study. CoE's are collecting detailed talent information on each warrant MOS participating in the initial pilot and develop the required list of SQI, ASI and KSBs for each, with the focus on requirements for CW5. This phase is currently in process as the Combined Arms Center has requested each CoE to provide a list of the most important KSBs necessary to be successful in the branch for each MOS and grade with an emphasis on talent management and educational development. Each branch will also identify their top talent priorities in order to inform both leaders and warrant officers of the KSBs desired for each MOS and grade. Requested resources include ARI and/or OEMA conduct a warrant officer promotion board study to find best process to identify and promote talent.

**Phase 2: Test** – Based on the results of the study, improvements are applied to the promotion board process and the appropriate policy and regulations. This could be conducted within the actual promotion board or if not authorized, designated and approved board members review each individual score and apply each branch's talent demands and generate an OML for each MOS and compare results to the actual board OML. If the data supports improved talent management through this process, recommend to proceed to a scaled implementation.

Phase 3: Implement – Competitive category expansion to implement precision talent management. After two full promotion board cycles and two years of analysis, the determination will be made to either continue applying KSBs as tested, potentially expanding competitive categories, associated by CoE focus or possibly an alternative course of action recognized from the study, such as Functional Areas. Future implementation may also include increasing to promotion boards below CW5. The goal remains, improved precision talent management of warrant officer promotions. The SWOA from ATMTF in cooperation with the CAC CCWO will guide the main effort for the pilot program. HQDA G-1 DMPM guidance and ORSAs would be required to provide the expertise required to develop the initial model for the pilot. Pending successful completion of the pilot, transition to the DMPM would be required for full implementation.

Supporting effort requires each Army Branch Command Chief Warrant Officer to be engaged in the initial pilot program as well as the future success of the program. Each year as branch KSB requirements for talent change, the MOS strength list shall be provided to HQDA G1 ORSA and written KSB guidance to the board will be updated to reflect the current requirements of each branch. Pending successful completion of the pilot, DMPM will assist in providing analytical support to assess the effectiveness of full implementation. Aggregate values will remain, but precision management could increase quality. Policies requiring revision will include AR 600-8-29, AR 600-3, DA PAM 600-3 and Army Directive 2017-08.

**Phase 4: Transition** – The transition of Warrant Officer Promotion Board Competitive Category Expansion will require rollout confirmation as a result of policy implementation. Collaboration across organizations includes detailed rollout planning, continued precision management and meticulous attention to requirements. The office of primary responsibility will be TRADOC and HQDA G-1 with collateral responsibility within ATMTF, DMPM, CAC, DA Secretariat and each CoE.

Phase 5: Oversee – The pilot and full implementation will be measured in the following ways:

- 1. Promotion of the right talent are promotion boards promoting talent matches better aligned with requirements?
- 2. Talent data collection does the Army have a better data base for precision talent management of its warrant officers as compared to current data?
- 3. Career satisfaction do warrant officers rate this as a better process?
- 4. Workforce performance are warrant officers better aligned with skill requirements?

#### Milestones:

24-27 Feb 2020: Initial proposal developed and supported during ATMTF Planning Conference 2020

28 Feb 2020: Initial proposal briefed to ASL at ATMTF Planning Conference including ASA (M&RA) Apr-Sep 2020: Initial request for access to promotion board data and follow-on study delayed by covid

Oct 2020: FY2020 Promotion Board basic analysis received for study

16 Feb 2021: CSA approves initiative concept during ATMTF Azimuth check meeting

12-30 Apr 2021: FY21 Promotion Board conducted Oct 2021: Results and basic analysis of FY21 PB

13-16 Dec 2021: Partnership Conference-Request WO Study

Apr 2022: FY22 Promotion Board

Oct 2022: Results and basic analysis of FY22 PB Dec 2022: Results of ARI/OEMA WO Study

Apr 2023-Apr 2024: Test and pilot through DMPM and DA Sec

FY 2024: Update AR 600-8-29, AR 600-3, DA PAM 600-3 and Army Directive 2017-08

Apr 2025: Full Implementation with FY 25 Promotion Board

FY 2025: Transition to DMPM

FY 2026: Track metrics to confirm successful implementation

**Endstate:** The Army expands from the current two category promotion selection board to nine categories representing nine Army Centers of Excellence. CoEs identify required KSBs for each MOS and grade for both development and promotion. Expanding warrant officer competitive categories to better align talents with Centers of Excellence develops ownership, and also supports low-density precision talent management to ensure we select and retain critical skills. The Warrant Officer Promotion Board Competitive Category Expansion provides precision talent management within each of the nine Centers of Excellence improving readiness through more precise selection of the right people with the right talent at the right time.

### Peer Review:

DMPM: Mr. Al Eggerton and CW5 Ryan Martin

G-1 ORSA: LTC Julie Wagner OEMA: Mr. Mike Colarusso

Combined Arms Center: CW5 Steve Kilgore

Department of the Army Secretariat for Selection Boards: CPT India Weemssimpson (PCS'd)

Aviation Branch: CW5 William Kearns and CW5 Steve Donahue

JAG Chief Warrant Officer: CW5 Ron Prescott Special Forces CWO: CW5 Stephen Frazier IPPS-A, Contact: CW4 Sherry Williams ATMTF Contact: CW5 Rick Knowlton

### Warrant Officer Competitive Category Expansion



### **Problem Statement/Current Challenge(s):**

-competitive categories for warrant officers on the active duty list remain the following two: Aviation and Technical Services

-precision talent management of special qualification identifiers, additional skill identifiers, and KSB fidelity is not utilized at the warrant officer promotion board level

-visibility and awareness of the precise skills including SQI, ASI and KSBs for the competitive promotion specifically to the rank of CW5 are required to promote the right people at the right time

### **Proposal Description:**

-the Army expands from the current two category promotion selection board to nine categories representing the nine Army Centers of Excellence (CoE)

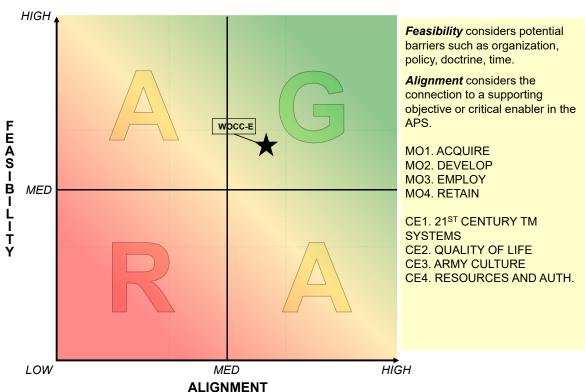
-once requirements are established, SQI, ASI and KSBs can be used to inform the board of desired skills as a means to help score each individual beyond the traditional performance driven order of merit

### **End State:**

The Warrant Officer Promotion Board Competitive Category Expansion provides precision talent management within each of the nine Centers of Excellence improving readiness through more precise selection of the right people with the right talent at the right time.

# Initiative Feasibility & APS Alignment: Warrant Officer Competitive Category Expansion





# Initiative Evaluation Rubric Warrant Officer Competitive Category Expansion



	1	2	3	4	5	6	7	Score	
Readiness • Individual Deployability • Unit • Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM readiness. Potential + in unit readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and unit readiness.	Significant impact to Soldier and unit readiness. + strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	n/a	
Incentive • Retention • Assignment • Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy, program, or authority.	Exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provides a significant benefit to talent.	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant change to talent retention or utilization of talent across DA.	n/a w/ data could be	
Impact • # Pax • Key Talent • Culture (+/-)	No apparent impact.	Marginal number of pax impacted. Does not impact key talent. Culture (-)	Large number of pax impacted. Does not directly address key talent. Culture (-)	Large number of personnel and key talent impacted. Culture (+/-)	Marginal total # / significant key talent influenced. Culture (+)	Large total of SM and Talent impacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	n/a w/ data could be 6	
Resources  DOTMLPF-P Financial (\$) Human Cap. Sponsor	Fails to identify resource requirements. No sponsor identified.	Requires significant DoD level "D-FP" changes. Requires PPBE. No sponsor Id'd. \$\$\$\$	Requires DA level "D-FP" changes. Currently budgeted. No sponsor Id"d. \$\$\$\$	Resource requirements require Secretariat authority. No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARSTAF authority. No PPBE req'd. Sponsor Id'd. \$	Resource requirements within DA G1's authority. No PPBE req'd. Sponsor Id'd. \$	Limited resources required to reach minimum viable product.	3.3	
Stake- holder Support • Culture • Enthusiasm • OTMI load	Stakeholder(s) opposed to the initiative. OTMI in the lead to continue development.			Stakeholder(s) supportive of the initiative. OTMI resources to support development.			Stakeholder(s) enthusiastically support the initiative. Minimal OTMI resources to support development.	4	
Time • To minimum viable product	No time estimate provided. Unknown.	> 4 years	3 years	> 2 years	> 1 year	> 6 months	Implement immediately	3.3	
Total Score	Sum all scores to develop an overall Innovation score.  Note: The size of the corresponds to the # of panelists who scored the effort there								

## **Initiative Binning Structure: WOCC-E**



						U.S.ARMY	MANAGEMENI			
			SYNCHRONIZE							
DIVEST	TRANSITION	POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION			
	X (ARI for more study)									

Comments:

Transition to ARI for redevelopment through continued research.

#### **WOCC-E Policy Map** Project Athena C3AB JPME Fellowship Credit ILE Assessment CAP Nominative Assessment SMAP Assignments Ecosystem Proponent Talent | Workforce | Analysis | Storyboards | Survey | Crosswalk ТВВ 1SG TAA DACES E-ATAP ATAP Reform Individual Officer Talent Engagement Form Career Paths IPPS-A Release 3 Permeability Talent Mgmt Direct Commission IRR Reform WO SELCON Coaching Management Talent Based Opt In Promotion WOCC-E Officer Career Opt Out Development Counseling Career Mapping TBCA Alternate to Time Combat Arms **Based Promotion** Outreach WO DOR Compensation Reset Retention Prediction Reform Toolkit CW2 Direct Appt Retention Control ATAF Legend Leader Bridge Brevet ATMTF Partner Initiative Strategic Retired AD WO in RC Senior Rater Imitative Evaluation Trends ➤ Operating Interdependence Telework --- ► Formative Interdependence FY22 Prior to FY24 FY25 FY26 FY27 отмі Transition

### **TITLE:** The Army Coaching Program

**ALIGNMENT:** The Army Coaching Program (ACP) is a non-attributional, Soldier-focused, confidential, career-long program that focuses on self-development, professional goals, performance, and potential of individuals that help the Army in the collective. This paper provides an overview of the Army Coaching Program (ACP), Army structure requirements, and proposed guidance for transition beyond the tenure of the Army Talent Management Task Force (ATMTF) in support of the Total Army Analysis (TAA) for fiscal years 2024-2028. The ACP is aligned under the Army People Strategy: Line 2 Develop, Line 3 Employ, Line 4 Retain.

**SEQUENCE:** The Army Coaching Program is in operation. The Army Coaching Program supports the command Assessment Ecosystem, Army Talent Alignment Framework, and Individual Career Paths. The Army Coaching program supports the Command Assessment Program (CAP), Army Talent Alignment Process (ATAP), Talent Management in PME, C3AB, TBCA, KSB Refinement, Enlisted Talent Management, supports Project Athena indirectly and is a retention incentive.

**CURRENT CHALLENGES:** A 21st Talent Management System empowers individuals to pursue flexible career paths that meet the Army's readiness needs and individual's personal goals. The Army's existing leader development is insufficient to support personnel in this new system by themselves. ACP addresses this challenge with executive and career coaching that will provide non-attributional sounding boards for individual development, allowing the coached individual to be better navigate a talent-managed Army.

**ARMY COACHING PROGRAM DESCRIPTION:** The Army Coaching Program is an umbrella program that provides leaders with a programmed, non-attributional, and unbiased professional coach who can help them gain self-awareness as leaders. As the Army grows in the culture of assessments the Army Coaching Program aides the leader in the understanding of their assessment results. The program has four fundamental principles:

- Coaches are certified to the International Coaching Federation standard
- ACP provides a non-attributional coach (e.g., outside the chain of command)
- ACP is aligned with, but not exclusive to, PME.
- A Soldier's investment into ACP is reciprocal, so the more you invest into the Army, the more the coaching program is set to invest in our leaders.

ACP currently provides contract oversight for external executive coaches following the Command Assessment Process. ACP seeks to solidify a Government Support Agency (GSA) contract for external Coaching and expand the Army's internal executive coaching function at the School of Command Preparation to meet demand.

To expand the Army's internal pool of coaches, the ACP staff oversees the training and credentialing for a cadre of DA-internal coaches. DA-internal coaches can assist junior leaders as they map out, refine, and own their career and development. This approach balances resourcing constraints with the need to develop and empower individuals at different points in their careers. See Attachment A for a Terms of Reference and Attachment B for an overview of the future of ACP.

### **PLAN OF ACTION & MILESTONES:**

1) Study: In FY2009, Defense Acquisitions University benchmarked public and private sector coaching practices and hired external coaches to train their first three cohorts of coaches. Since their initial cohort, they aligned their training and qualification standards with the International Coach Federation (ICF) Code of Ethics and coaching competencies. Five years later, the "Senior Officer Talent Management: Fostering Institutional Adaptability (2014)" identified career coaching as critical to the Army's Future Talent Management Process. In 2016, Civilian Senior

Leader Management Office selected the first leaders to begin training the Senior Executive Civilians in the Army with professional Coaching skills at George Mason University. In 2018 OPM issued a memorandum directing all federal government entities to have a coaching program.

- 2) Test. ACP posits that 1) increased job satisfaction early in an officer's career will produce better talent alignment and increased retention, and 2) executive coaching will produce more self-aware leaders who will become better commanders.
  - a. In 2018 OEMA and TMTF piloted career coaching at the Aviation, Field Artillery, and Logistics career courses using ICF executive coaches. The coaches were preferred over small group leaders and deemed better resources than HRC Reps to increase their self-awareness. Coaching offered to senior First Lieutenants or Captains as a part of Talent Based Career Alignment in 2021 resulted in a reported 25% increase in their likelihood to remain in the Army solely based on the benefit of the Coaching. These two pilots broadly support the hypothesis that increased job satisfaction supports retention. Additional study is required to determine the magnitude of the effect.
  - b. In February 2020, ATMTF offered professional Coaching to senior majors and junior lieutenant colonels coming out of the Battalion Command Assessment Program (BCAP). Typical take-rates for coaching programs are 35-40%. The BCAP take rates have varied from 67-71% resulting in 1,926 leaders having received professional Coaching as of SEP 21. The third-party evaluation found 86% of participants recommended Coaching and were overall satisfied, and 80% of each cohort believed the Coaching helped them with their current role. These self-reported results support the hypothesis that executive coaching helps our key leaders become more effective.
  - c. See attachment C for more information on Post CAP and TBCA results

### 3) Implementation

- a. Doctrine: ACP established the following Personal Development Skill Identifier (PDSA) A3B, A4B, A5B, and A6B awarded 1 SEP 2021 with updates to MilSuite/Smartbook DA Pam 611-21. Attempts to include ACP, and ATAF into FM 6-22 were rejected by the Center for the Army Profession and Leadership and the Maneuver Center of Excellence because Talent Management is not a part of leadership doctrine.
- b. Organization: Recommend a proponent organizational structure as indicated below to provide oversight to a GSA scheduled contract.
- c. Training. The PDSI is the first step in establishing a cadre of internal, strength-based coaches. The PDSI mirrors professional coach training from the International Coaching Federation (ICF). Training is currently provided to selected applicants, but it could be expanded to include to key populations such as HRC career managers, school house small group leaders, and the trainers from the U.S. Army Medical Center of Excellence that routinely lead performance coaching efforts for brigades. Internal coach training will help propel future work force and talent management, culture and prevention efforts.
- d. Material: ACP requires an application to connect coaches with leaders across the Army for formal coaching agreements. The Army also provides insight into the DOD Coaching Operations Line of Effort for their strategy in order to seek solutions to track Civilian Coaching Skills in DCPAS.

- e. Leadership and Education: Executive Coaching is tied to participation in the Command Assessment Program, so all CSL-leadership has access to six coaching sessions, the equivalent of 5.5 hours. Additionally, the School of Command Prep offers battalion and brigade leaders a coaching elective at the pre-command course. Demand for the course exceeds capacity (23 seats). This elective provides coaching from PCC instructors trained in Rice University ICF Leadership Coaching certification.
- f. Personnel. ACP currently has two personnel in its G1 TDA. Additionally, there is one lead for civilians in the Civilian Senior Leader Management Office (CLSMO) under the M&RA. The DCS G-1 is the proponent for internal Army Coaches' Personnel Development Skill Identifiers (PDSI). The Army Coaching Program confers between all three positions. However, this paper is requesting two personnel in the DCS-G1 TDA to remain in the G1 TDA for the future administration of the program. The inclusion of the civilian CLSMO position encompasses all required parties to administer the program.

Role	Responsibilities
ACP Proponent and Program Manager	<ol> <li>Serve as program lead for the ACP Proponent</li> <li>Submit validated training OML for coach training</li> <li>Submits proposed Program Official Guidance for internal and external professional coaching</li> <li>Validates military certified internal coaches</li> <li>Approves and administers program directives Army, and DOD Policy and Regulations</li> </ol>
ACP Proponent Civilian Lead (already in CLSMO)	<ol> <li>Serve as the DoD education lead for coaching</li> <li>Submits validated training OML for coach training</li> <li>Submit proposed Program Official Guidance for the civilian population</li> <li>Validates civilian accredited civilian coaches</li> <li>Approve previous CAP event lessons learned and present recommendations for subsequent SMA guidance</li> </ol>
ACP Training Lead	<ol> <li>Provides program guidance for training to professional standards</li> <li>Implements the Army's Contract Operation for the Army Coaching Program</li> <li>Leads the coaching administration for the APP</li> <li>Finding new training programs</li> <li>Tracking existing coaches and qualifications for assessments in the Army(Strength finder 2.0, EQi 2.0,C3AB)</li> </ol>

### Military only TDA request

Role	Position Title	Grad	Role	Position Title	Grade
		е			
ACP	OFFICER	O5	ACP Training	OFFICER	04
Program	GENERALIST		Lead	GENERALIST	
Manager					

- g. Policy: Army Policy is required. DA Coaching collaboration with other services prompted DOD to propose a new coaching chapter 3 for the DOD Civilian Handbook supplements DoDI 1400.25 Volume 410. Expanding on the writing from the DOD Handbook, Army Coaching has drafted an Army Directive with expected staffing in 2022. The input from the DOD and the Army Directive will be placed into an Army Coaching Program Regulation in FY22 and entered into staffing for 1st QTR FY23.
- h. Resourcing. The Army Coaching Program is currently programed for three million dollars in 2023 and programed for incremental increases due to increased training growth and cost predictions through 2028. The current 2021 average cost for external coaching is approximately \$2,000 per army leader coached. Army coaching sessions and contractor meetings are primarily virtual, so Government Zoom accounts are required.
- 4) Transition / Oversee: The best alignment for the Army Coaching Program umbrella program is to remain in the DCS-G-1 for proponency and oversight as it touches the following areas Executive coaching, Career Coaching, HRC, training oversight, and contracting. These efforts primarily fall into policy and money requirements. The personnel required to run the Army Coaching Program to date in the Army Talent Management Task Force is two personnel in its TDA. There is one Army Coaching Program lead for civilians in the Civilian Senior Leader Management Office (CLSMO) under the M&RA. The DCS G-1 is the proponent for the Personnel Development Skill Identifiers (PDSI) for internal Army Coaches. Upon completion of workforce planning the Army acknowledges the AG School will likely be postured to execute the program.

### Milestones:

- a. 2018: Piloted career coaching at select CCC courses
- b. 2020: Piloted executive coaching at ILE and BCAP
- c. 2020: Piloted internal training of faculty at School of Command Prep to reach commanders, CSMs and provide Compo 2 and 3 coaching
- d. Q4FY21: Established the PDSI
- e. Q1FY22: Selected the first cohort to receive Army-funded coaching
- f. Q1FY23: Incorporate ACP into AR xxx-xx

**Historical Background:** The Army Coaching Program began from an idea in OEMA and ATMTF to provide career coaching to officers in a confidential discussion of their careers without repercussions of ratings or assignments (Colorusso 2016). Career counseling was not adopted by ATMTF for the officer career coaching initiative, precisely due to the current Army Career Counselors role in existing formations where career counselors are addressing retention and do not have confidential practices. Additionally, Officer career coaching pilots with OEMA and TMTF contracted Executive ICF trained coaches from 2017 to 2018 to validate the method of confidential career discussions.

In 2019 and again in 2020, TAA discussions with DA leads chose the best course of action was to build career coaching ICF coaches with a contract. Simultaneously to the ATMTF pursuits, Civilian

CLSMO coaching leads provided DA staff civilians GS14 and above ICF training opportunities through the Federal Internal Coach Training Program and George Mason University Accredited Coach Training Program. The CLSMO leads, and ATMTF identified the overlap in pursuits in 2020. The Army Coaching Program became the umbrella program in light of career coaching and executive coaching initiatives.

In 2020 ATMTF command emphasis was decided and placed on executive Coaching for leaders in ILE and 2020 to place executive Coaching with Command Assessment Program candidates due to the ties Coaching has with assessments and the CNCA provided to ILE students in the 2019 class. ILE Cognitive and Non-Cognitive Assessment was provided to coaches to administer coaching sessions. With BCAP, the Emotional Quotient Inventory 2.0 was selected as the assessment to administer to all CAP coaching participants.

All senior leaders were briefed in the G1 and M&RA on this movement with unanimous agreement to proceed in the 1st QTR of 2020 and to Army Senior Leaders in the 2nd QTR of 2020 to proceed in executive coaching with contracted leaders.

Although Executive coaching was administered to CAP, the program continued to receive requests across the entire Army for Career Coaching and Executive Coaching for all compos, NDU, West Point, COEs with the advent of Project Athena, career coaching for junior leaders, and executive Coaching for units that desire to provide independent and confidential discussions for their employee well-being and goal accomplishment. ATMTF briefed the Army G1 in the spring of 2021 to answer these requests with a skill identifier in the wake of zero-growth TAA efforts. In September of 2021, the Coaching Personally Developed Skill Identifier (PDSI) was awarded so that the Army could build an internal coaching cadre that follows the confidential nature of the International Coaching Federation competencies and ethics, in turn, postures the Army Coaching Program to feed the iterative process to reach workforce transition plans as AG corps and HRC potentially fulfills career coaching roles in the future Talent Management workforce planning.

In the meantime, the Army Coaching Program continues to support the force with executive coaching contracted support to CAP and is postured to provide strength-based internal coach training to our key populations in the Army and connects them with an APP until IPPSA release 4 is available to link coaches with the end-users. In 2021 the NDAA SEC 571 released a requirement that all Service Officers entering the military voluntarily provide one or more military mentoring and counseling sessions before making a career field choice. Per the direction of the CSA, the Army Coaching Program was offered as one option in the response to OSD for its ability to provide members with a confidential conversation on their career choices. The Army Coaching Program hasn't received additional funding or direction to offer entering officers career coaching at this time. However, it is posturing the program should it be required to do so in the future.

**End state:** The end state for the Army Coaching Program is it will develop a cadre of internal professionally trained coaches capable of providing a minimum of 24,000 hours of coaching a year to 881 Army Leaders per year starting in 2023. The program will have a contract vehicle capable of delivering 8,400 hours of external executive and strength coaching support to Field Grade officers and our SGMs. Coaching itself will result in SMs who can achieve their goals in the Army, describe themselves using KSBs, increase self-awareness in our most critical leadership positions across our force, and maintain our competitive advantage with the investment in our people.

Colorusso, Michael. (2016) Information Paper: Creating a Professional Career Counseling Capability for the U.S. Army.

### Attachment A

**Army Coach -** A credentialed and certified professional who has a confidential formal relationship with an Army professional for a specific period-of-time, to assist in developing, and improving their knowledge, skills, and behaviors in order to achieve their goals.

Help the member increase in awareness, identify preferences, 'behaviors', and improves performance via assessments. (OEMA paper, Revealing Talent). "A partnership that entails thought-provoking and creative processes to maximize the clients' personal and professional potential." (International Coaching Federation)

**Mentor -** Advisor that is not credentialed but has experience to provide Army Professional insight and guidance. *Voluntary, developmental relationship that exists between a person of greater experience and a person of lesser experience.*(*Mentor Handbook*)

**Army Career Counselor -** Army Retention Counselor assigned on Unit TDAs. Provides prescriptive career guidance in order to meet retention goals for the unit. *Matches the needs of the Army and the Soldier. Defines and drives unit retention efforts. (Army Reenlistment website)* 

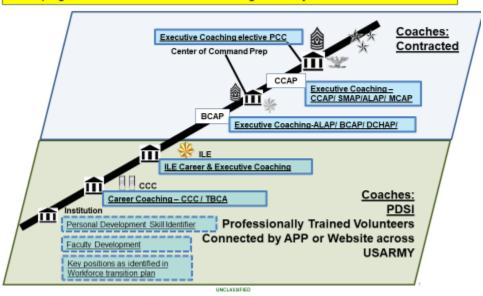
**Assignment Officer -** HRC branch manager works to balance individual needs, unit requirements, and proponent guidance. *Optimizes Army personnel Readiness by individually managing officer corps through educational, developmental, and broadening assignments validated IAW Army Manning Guidance, prioritized with field commands.(<i>OPMD definition*)

**Army Leader** is "Anyone by Virtue who is assigned responsibility that inspires and influences people by providing purpose and direction and motivation to accomplish the mission and improve the organization" (FM 6-22)

### Army Coaching Program – Future



Utilizing external contracted coaches for CAP and executive level leaders while developing CSI for use of internal coaches to guide entry and mid level leaders



Attachment C Results from Coaching Cohorts:

### **BCAP21 Coaching Evaluation Results**



Third party (CFI) measured the consumer index at 87% program satisfaction

## Participants signed-up for coaching

66.4% = 498 of 750

- 74.5% Principal
- 57.1% Alternate
- 50.0% NRFC

#### Overall program

- 86% recommend coaching
- 87% valued the coaching
- 88% recommend their coach
- 87% overall satisfied

### **Coaching Impact**

- 84.4% Believe coaching helped selfawareness
- 82.5% Learned new knowledge and skills from coaching
- 83% Can successfully apply the knowledge and skills
- 81% Believe coaching improved their leadership skills
- 81% Believe coaching helped them in their current role

"I think it would significantly benefit the Army and our Solders to see much closer to 100%, rather than 66% participation. This program is a worthy investment in the force and is demonstrative of the Army's commitment to talent management and leader development. That said, I believe coaching should remain optional, as you must be open and willing to change for the better in order for this program to remain effective."

Themes: Honesty is key. Be open to growth and change. Do the work. Find time to reflect.

-LTC Cassandra Crosby, BCAP 1, PMS SUNY-Brockport

Top 3 Uses for Coaching:

Coaching acts as an independent sounding board
Provides different perspectives when dealing with challenges
Works on professional development goals

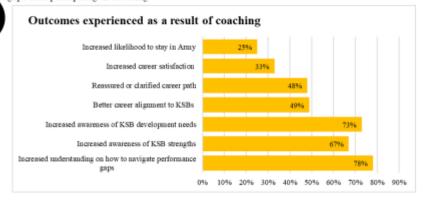
### CCC/ TBCA 1 Pilot - Final Report 12 MAR



### Coaching Outcomes

Participants increased their understanding of how to navigate performance gaps after participating in coaching.





### **BCAP22 & CCAP 22 Coaching Evaluation**

Third party (CFI) measured the consumer index at 85-87% program satisfaction and 88-91% recommend coaching

### BCAP 22 Overall program

- 88% Recommend coaching
- 85% Valued the coaching
- 88% Recommend their coach
- 81% Believe coaching helped selfawareness
- 80% Learned new knowledge and skills from coaching
- 79% Believe coaching improved their leadership skills
- 85% Overall satisfaction with coaching experience

### **CCAP 22 Coaching Evaluation**

- 91% Recommend Coaching
- 87% Valued the Coaching
- 89% Recommend their Coach
- 81% Believe coaching helped selfawareness
- 80% Learned new knowledge and skills
- 79% Improved Leadership Skills
- 87% Overall Satisfaction with coaching experience

58% said coaching should have been offered sooner 36% said coaching was offered at the appropriate time 4% said coaching should be offered later

Most Valuable Aspect of Coaching Experience:

Using the Coach as an independent sounding board Finding different perspectives when dealing with challenges Developing and improving my leadership skills

### **Army Coaching Program**



**Problem Statement/Current Challenge(s):** A 21st Talent Management System empowers individuals to pursue flexible career paths that meet the Army's readiness needs and individual's personal goals. The Army's existing leader development mechanisms are likely insufficient to support personnel in this new system by themselves. *ACP addresses this challenge with executive and career coaching that will provide non-attributional sounding boards for individual development, allowing the coached individual to be better navigate a talent-managed Army.* 

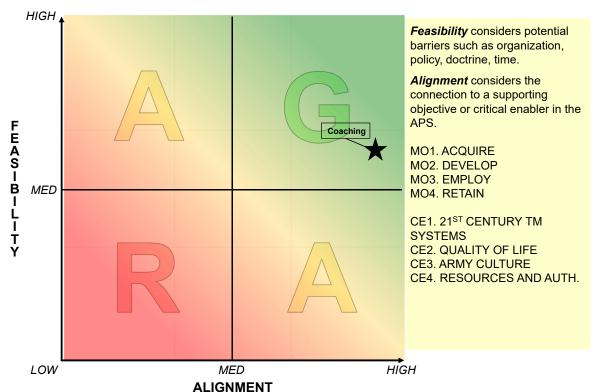
**ARMY COACHING PROGRAM DESCRIPTION:** The Army Coaching Program is an umbrella program that provides leaders with a programmed, non-attributional, and unbiased professional coach who can help them gain self-awareness as leaders. As the Army grows in the culture of assessments the Army Coaching Program aides the leader in the understanding of their assessment results. The program has four fundamental principles:

- Coaches are certified to the International Coaching Federation standard
- ACP provides a non-attributional coach (e.g., outside the chain of command)
- · ACP is aligned with, but not exclusive to, PME (i.e. assessments)
- A Soldier's investment into ACP is reciprocal, so the more you invest into the Army, the more the
  coaching program is set to invest in our leaders.

**End State:** The end state for the Army Coaching Program is it will develop a cadre of internal professionally trained coaches capable of providing a minimum of 24,000 hours of coaching a year to 881 Army Leaders per year starting in 2023. The program will have a contract vehicle capable of delivering 8,400 hours of external executive and strength coaching support to Field Grade Officers and our SGMs. Coaching itself will result in SMs who can achieve their goals in the Army, describe themselves using KSBs, increase self-awareness in our most critical leadership positions across our force, and maintain our competitive advantage with the investment in our people.

# Initiative Feasibility & APS Alignment: Army Coaching Program





Revise/ Reconvene	1	2	3	4	5	6	7	Score
Readiness • Individual Deployability • Unit • Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM readiness. Potential + in unit readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and unit readiness.	Significant impact to Soldier and unit readiness. + strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	4.5
Incentive • Retention • Assignment • Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy, program, or authority.	Exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provides a significant benefit to talent.	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant change to talent retention or utilization of talent across DA.	3.3
Impact •# Pax • Key Talent • Culture (+/-)	No apparent impact.	Marginal number of pax impacted. Does not impact key talent. Culture (-)	Large number of pax impacted. Does not directly address key talent. Culture (-)	Large number of personner and key talent impacted. Culture (+/-)	Marginal total # / significant key talent influenced. Culture (+)	Large total of SM and Talent impacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	4.5
Resources  • DOTMLPF-P  • Financial (\$)  • Human Cap.  • Sponsor	Fails to identify resource requirements. No sponsor identified.	Requires significant DoD level "D-FP" changes. Requires PPBE. No sponsor Id'd. \$\$\$\$	Requires DA level "D-FP" changes. Currently budgeted. No sponsor Id'd. \$\$\$	Resource requirements require Secretariat authority. No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARSTAF authority. No PPBE req'd. Sponsor Id'd. \$	Resource requirements within DA G1's authority. No PPBE req'd. Sponsor Id'd. \$	Limited resources required to reach minimum viable product.	3.3
Stake- holder Support • Culture • Enthusiasm • OTMI load	Stakeholder(s) opposed to the initiative. OTMI in the lead to continue development.			Stakeholder(s) supportive of the initiative. OTMI resources to support development.			Stakeholder(s) enthusiastically support the initiative. Minimal OTMI resources to support development.	3.8
Time • To minimum viable product	No time estimate provided. Unknown.	> 4 years	> 3 years	> 2 years	> 1 year	> 6 months	Implement implediately	3.3
Total Score		Sum all scores to develop an overall Innovation score.  Note: The size of the corresponds to the # of panelists who scored the effort there						

## **Initiative Binning Structure: ACP**

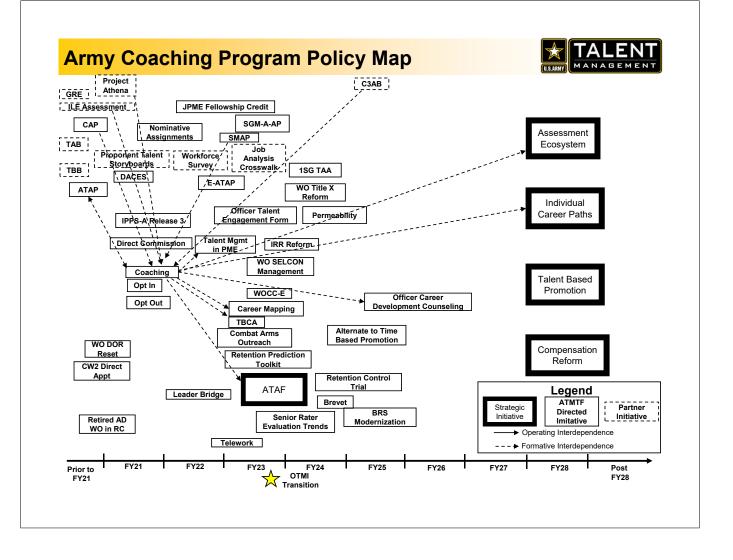


						U.S.Ahmii	MANAGEMEN			
	TRANSITION		SYNCHRONIZE							
DIVEST		POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION			
	X X X	X X X		X X X	X X	X	X X			

### Comments:

The white paper covers three lines of effort with differing requirements:

- -Executive Coaching (LTC and above) requires funding
- -Career coaching (MAJ and below) requires military manpower
- -Program management requires policy, civilian manpower, and a data solution



TITLE: Warrant Officer Selective Continuation (SELCON) Management

**ALIGNMENT:** The Army People Strategy Line of Effort #4: Retain – 4.2 Compensate and Line of Effort #3: Employ – 3.2 Align.

**SEQUENCE:** This initiative will have complementary and supporting relationships with the Army Talent Management Task Force Warrant Officer Competitive Category Expansion initiative by applying precision talent management of military occupational specialty (MOS) and special qualification identifiers (SQI). In the future, additional skill identifiers (ASI) along with knowledge, skills, behaviors and preferences will be developed by each of the participating Centers of Excellence to continue modernizing this process.

### **CURRENT CHALLENGES:**

The last major study regarding Army warrant officer force management was the Total Warrant Officer Study in 1986. Army warrant officer aggregate strength has traditionally been managed under the rigid constraints of legislation established by the resulting Warrant Officer Management Act (WOMA) of 1991. 30 years ago, the strength of our active duty warrant officer cohort was between 14,000 and 15,000 members. Today the population size remains within the same range at approximately 14,000. However, the experience within our senior warrant officers has decreased significantly. For example, in 1991, there were 1,500 warrant officers with over 20 years of warrant officer experience. This is better than 10% of the formation. Today we have under 350. This is less than 2.5%, a quarter of the previous experience. While we have gained valuable combat experience in the last 20 years, it too is leaving, both voluntarily and involuntarily.

Once implemented in Title 10, WOMA supported a promotion system, based on time in grade (TIG) coupled with the two-time non-selection policy resulting in a move up or move out program. The Regular Army is required to limit the number of warrant officers to be appointed to CW5 to no more than 5% of the force.

The National Defense Authorization Act of 1991 (NDAA 91) and the subsequent Warrant Officer Leader Development Acton Plan (WOLDAP), signed into policy in 1992, standardized career models for all Army Warrant Officers. Due to WOLDAP, up-or-out promotion cuts occur nearly two years sooner than prior to 1993. An unintended consequence of this policy is an earlier requirement to make CW5. This cut is significant. By design, the majority of board eligible W4s will not be promoted. Following behind precedence set for the officer corps, legislation was written to reduce and shape the size of the force. On a second board review, unless retained by SELCON, those not selected are forced to retire or if not reaching 18 years of service within 6 months are forced to exit on the first day of the 7<sup>th</sup> month.

Current policy, designed to support retention by promoting earlier in a career, may also result in a loss of critical skills, precisely when individuals are most valuable in a time of war. Additionally, and delegated to the secretary concerned, for SELCON consideration board eligibility for warrant officers starts with aggregate strength of military occupational specialties. The Army, while shaping the size of the force, could be more precise at talent management. To reduce loss of talent, proponent involvement is necessary in promotion boards to identify and retain the skills required that are hidden from aggregate strength data.

The MOS for warrant officers is awarded based on a specific qualification. For example; a warrant officer upon completing flight school and qualified in a UH-60M Black Hawk is designated a 153M. There are approximately 61 MOS designations for warrant officers, each one representing a specialty requiring individual qualification training. Predominately, warrant officers from WO1 to CW5 are required to fill assignments matching their MOS in the unit.

The fifth digit following the MOS is the special qualification identifier (SQI). After MOS qualification, the SQI drives the assignment consideration. Approximately 20 are used for warrant officers and most of these directly impact a unit's readiness. These qualifications include instructor pilot (IP), maintenance test pilot (MTP), polygraph examiner and marine deck officer. The courses are managed by the respective CoE and require specific training that cannot be performed unless certified to do so. When an aviation unit asks for pilots, they are asking for them by airframe and SQI. "We need a 152EL." Which means they need an AH-64, E model qualified, Maintenance Examiner. No other SQI will fill this requirement, regardless of talent or experience. To fill the requirement, the career manager at HRC will need to select an aviator who is an Apache pilot, who has completed the maintenance manager course, maintenance test pilot course, additional E model qualification, E model MTP, and Maintenance Examiner training prior to arriving at the unit. Often these courses take several weeks or months and are filled several months to a year in advance. Most are limited by the aircraft available for training. Although experience is preferred, these requirements are why units will accept an adjustment to the rank requirement over the SQI. Cutting this experience from our formation without SQI consideration negatively impacts readiness.

Solving the manning requirement equation has evolved along with the evolution of Assignment Interactive Module version 2 (AIM 2.0). Prior to Distribution Cycle 19-01, the SQI was unfamiliar to most HRC account managers and nothing more than a remark in AIM. Once the importance of the SQI was made clear and the software team programmed requirements with an SQI toggle, career managers could track movers by SQI. Each career manager responsible for a specific airframe could now declare OIMs down to the SQI.

Another challenge to SELCON is reducing the volunteer departure of warrant officers after being passed over one-time on the promotion board. Understandably, these warrant officers begin to consider alternative courses of action beyond remaining in the Army. Based on experience and observation by career managers at HRC, the Army loses talent and experience as individuals decide to avoid the possibility of being forced out and make decisions with their family and commit to departing on their own terms. Once this decision is made, it is nearly impossible to change. Even being selected for CW5 doesn't usually change minds of the committed. Jobs outside of the Army have been accepted and houses have been purchased. If the CoE's and G-1 data can inform the promotion board of MOS and SQI positions considered critical to the Army, why not share this information with the career managers and the same critical individuals? If in a critical shortage MOS and SQI regardless of promotion status, being eligible for SELCON means stability in a job at least at the present grade and usually for three more years, pay raises, an increase in retirement benefits and continued eligibility for promotion each additional year in service.

**PROPOSAL DESCRIPTION:** ARI and /or OEMA conduct a warrant officer SELCON study to develop improved understanding of warrant officer talent and retention challenges. HQDA G-1 validates an Army Centers of Excellence and DMPM Operations Research Systems Analysis (ORSA) collaboration for warrant officer selective continuation. HQDA G-1 authorizes release of the SELCON eligibility list, not by individual names, but by MOS and SQI as soon as confirmed. This supports low-density critical readiness requirements by retention of highly specialized skills and experience and sets the foundation for future expansion and application of knowledge, skills and behaviors.

Eligible warrant officers would have the knowledge of retention regardless of promotion results based on Army requirements. This COA meets the Army's vision by providing transparency, choice and flexibility. This also provides an incentive for both the individual and the Army because warrant officers could deepen their technical skills at tactical and operational levels filling Army readiness requirements.

### **PLAN OF ACTION & MILESTONES:**

**Proposed Pilot:** To pilot the program, collect the list of each critical warrant officer MOS and where applicable the SQIs representing each MOS by grade. Collaborate promotion requirements with each Center of Excellence. Inform OPMD at HRC of the approved SELCON categories to include SQI requirements prior to or soon after the SELCON board convenes. Notify eligible individuals of their SELCON option.

Phase 0: Develop Concept – This concept was developed with the assumption it will be three or more years before legislation supports alternate authorities to time in grade promotions for warrant officers. The initiative is a collaborative effort developed during the Army Talent Management Planning Conference 24-27 February 2020 with participation from senior warrant officer leaders representing Training and Doctrine Command (TRADOC), the Combined Arms Center (CAC), United States Army Human Resources Command (HRC), all nine Centers of Excellence and various leadership positions including the Secretary of the Army and Chief of Staff of the Army. Unfortunately, during the planning conference competing requirements prevented initial collaboration with the Director of Military Personnel Management (DMPM) or his representative; however, moving forward with the study phase participation will be essential. The initial concept was presented to a panel of Army senior leaders on 28 February. The panel approving the concept consisted of the Assistant Secretary of the Army (ASA) Manpower & Reserve Affairs (M&RA), the commanders of TRADOC and HRC and the Army Talent Management Task Force (ATMTF) Director.

**Phase 1: Study** – Recommend ARI and/or OEMA conduct warrant officer promotion board study. CoE's are collecting detailed talent information on each warrant MOS participating in the initial pilot and developing the required list of SQI, ASI and KSBs for each. The current data base used to analyze shortages is limited to MOS and SQI strengths. KSB data is currently being gathered at the Combined Arms Center.

**Phase 2: Test** – Develop recommendations and compare results based on study. Apply each branch's talent requirements and generate an MOS and SQI requirements list. Compare changes to the original aggregate list. If applying branch recommendations supports improved promotion of required talent, the delta will be captured for further analysis.

**Phase 3: Implement** – Implement a Selective Continuation board to reflect management of both MOS and SQI requirements. Notify eligible participants of the SELCON option if not selected for promotion the second time. After two full SELCON board cycles and two years of analysis, the determination will be made to either continue with precision management, associated by CoE focus and early notification of eligibility or possibly an alternative course of action recognized from the study. The goal remains, precision management of warrant officer promotions and SELCON.

The SWOA from ATMTF in cooperation with the CAC CCWO will guide the main effort for the pilot program. HQDA G-1 ORSAs will provide the technical support required to develop the initial model for the pilot. Policy requiring revision includes AR 600-8-29 (Officer Promotions).

**Phase 4: Transition** – Completion as a result of the Army Directive policy implementation will mark the transition. The office of primary responsibility will be HQDA G-1 with collateral responsibility within DMPM, CAC, DA Secretariat and HRC.

Phase 5: Oversee – The pilot and full implementation will be measured in the following ways:

1. Retention of the right talent – are SELCON boards retaining talent better aligned with

- 1. Retention of the right talent are SELCON boards retaining talent better aligned with requirements?
- 2. Talent data collection does the Army have a better data base for precision talent management of its warrant officers as compared to current data?

- 3. Career satisfaction do warrant officers rate this as a better process?
- 4. Workforce performance are warrant officers better aligned with skill requirements?

### Milestones:

24-27 Feb 2020: Initial proposal developed and supported during ATMTF Planning Conference 2020

28 Feb 2020: Initial proposal briefed to ASL at ATMTF Planning Conference including ASA (M&RA) Apr-Sep 2020: Initial request for access to SELCON board data and follow-on study delayed by covid

Oct 2020: FY2020 SELCON Board basic analysis received for study

16 Feb 2021: CSA approves initiative concept during ATMTF Azimuth check meeting

12-30 Apr 2021: FY21 SELCON Board conducted

Oct 2021: Results and basic analysis of FY21 SELCON Board 13-16 Dec 2021: Partnership Conference-Request WO Study

Apr 2022: FY22 SELCON Board

Oct 2022: Results and basic analysis of FY22 SELCON Board

Dec 2022: Results of ARI/OEMA WO Study

Apr 2023-Apr 2024: Test and pilot through DMPM and DA Sec

FY 2024: Update AR 600-8-29, AR 600-3, DA PAM 600-3 and Army Directive 2017-08

Apr 2025: Full Implementation with FY 25 SELCON Board

FY 2025: Transition to DMPM

FY 2026: Track metrics to confirm successful implementation

**Endstate:** Increased precision talent management when using selective continuation for required critical skills and experience. The notification of SELCON eligibility for individuals who were passed over for promotion the previous year will be reduced by several months. Precision talent management of warrant officers with Centers of Excellence develops ownership of force management and supports low-density precision talent management to ensure we retain critical skills hidden below current aggregate reports.

#### Peer Review:

DMPM: Mr. Al Eggerton, CW5 Ryan Martin, CW5 Bill Kearns

HQDA G-1 ORSA: LTC Julie Wagner

OEMA: Mr. Mike Colarusso HRC: CW5 Martin (Chad) Trenary IPPS-A: CW4 Sherry Williams ATMTF: CW5 Rick Knowlton

### Warrant Officer SELCON



### **Problem Statement/Current Challenge(s):**

- -experience within the senior warrant officer ranks has decreased significantly in the past 30 years
- -in 1991, over 10% of the warrant officer population had over 20 years of warrant officer experience compared to 2.5% today
- -the Regular Army is required to limit the number of warrant officers to be appointed to CW5 to no more than 5% of the force.
- -due to Warrant Officer Leader Development Action Plan, up-or-out promotion cuts occur nearly two years sooner than prior to 1993. An unintended consequence of this policy is an earlier requirement to make CW5. This cut is significant. By design, the majority of board eligible W4s will not be promoted.
- -the up or out system forces experience out, precisely when individuals are both fully skilled and most valuable

### Proposal Description:

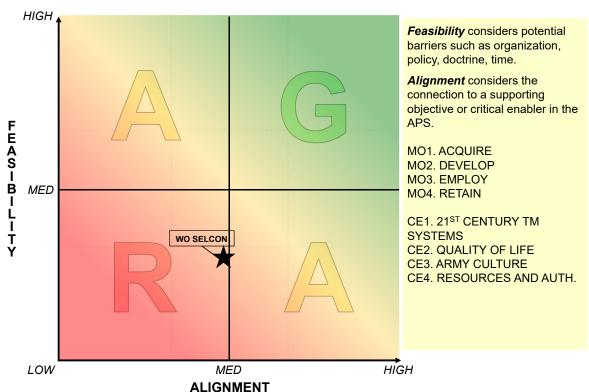
- -improve precision talent management of warrant officer selective continuation
- -HQDA G-1 authorizes release of the SELCON eligibility list, not by individual names, but by MOS and SQI as soon as confirmed. This supports low-density critical readiness requirements by retention of highly specialized skills and experience and sets the foundation for future expansion and application of knowledge, skills and behaviors.

#### **End State:**

Increased retention of specific senior warrant officers with the required critical skills with precision SELCON management and timely notification of eligibility for SELCON before board results are released.

## Initiative Feasibility & APS Alignment: Warrant Officer SELCON





## Initiative Evaluation Rubric Warrant Officer SELCON



Revise/ Reconvene	1	2	3	4	5	6	7	Score
Readiness • Individual Deployability • Unit • Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM readiness. Potential + in unit readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and unit readiness.	Significant impact to Soldier and unit readiness. + strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	3.5
Incentive • Retention • Assignment • Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy, program, or authority	Exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provides a significant benefit to talent.	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant change to talent retention or utilization of talent across DA.	4
Impact •# Pax • Key Talent • Culture (+/-)	No apparent impact.	Marginal number of pax impacted. Does not impact key talent. Culture (-)	Large number of pax impacted. Does not directly address key talent. Culture (-)	Large number of personner and key talent impacted. Culture (+/-)	Marginal total # / significant key talent influenced. Culture (+)	Large total of SM and Talent impacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	4
Resources  DOTMLPF-P Financial (\$) Human Cap. Sponsor	Fails to identify resource requirements. No sponsor identified.	Requires significant DoD level "D-FP" changes. Requires PPBE. No sponsor Id'd. \$\$\$\$	Requires DA level "D-FP" changes. Currently budgeted. No sponsor to d. \$\$\$	Resource requirements require Secretariat authority. No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARSTAF authority. No PPBE reg'd. Sponsor-le'd. \$	Resource requirements within DA G1's authority. No PPBE req'd. Sponsor Id'd. \$	Limited resources required to reach minimum viable product.	4
Stake- holder Support • Culture • Enthusiasm • OTMI load	Stakeholder(s) opposed to the initiative. OTMI in the lead to continue development.			Stakeholder(s) supportive of the initiative. OTMI resources to support development.			Stakeholder(s) enthusiastically support the initiative. Minimal OTMI resources to support development.	4
Time • To minimum viable product	No time estimate provided. Unknown.	> 4 years	> 3 years	> 2 years	> 1 year	> 6 months	Implement immediately	4.3
Total Score		develop an overall I		to the # of p	anelists who	scored the e	ffort there	23.8

### **Initiative Binning Structure: WO SELCON**



		U.S.ARRI (								
			SYNCHRONIZE							
DIVEST	TRANSITION	POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION			
Х		Х		Х	Х		Х			
X										

### Comments:

Divest: make it a research initiative for further study

Policy: SELCON is a force management tool for unforecasted shortfalls.

Manpower: Personnel requirement, Mil or Civ (FTE or Manhours) to conduct analysis/gather data to identify

and forecast SQI shortages

Data: IPPS-A integration of MOS, SQI and KSB requirements

#### **WO SELCON Policy Map** Project Athena C3AB JPME Fellowship Credit ILE Assessment CAP Nominative Assessment SMAP Assignments Ecosystem Proponent Talent Workforce Analysis Storyboards Survey Crosswalk ТВВ 1SG TAA DACES E-ATAP ATAP Reform Individual Officer Talent Engagement Form Career Paths IPPS-A Release 3 Permeability > Talent Mgmt Direct Commission IRR Reform WO SELCON Coaching Management Talent Based Opt In Promotion WOCC-E Officer Career Opt Out Development Counseling Career Mapping TBCA Alternate to Time Based Promotion Combat Arms Outreach WO DOR Compensation Reset Retention Prediction Reform CW2 Direct Toolkit Appt Retention Control ATAF Legend Leader Bridge Brevet ATMTF Partner Strategic Initiative Retired AD WO in RC Senior Rater Imitative Evaluation Trends ➤ Operating Interdependence Telework --- ► Formative Interdependence FY22 Prior to FY24 FY25 FY26 FY27 отмі Transition

**TITLE:** Retention Controlled Trial (RCT)

**ALIGNMENT:** The Army Talent Management Task Force (ATMTF), with the support of the Institute for Defense Analyses (IDA), will conduct a carefully designed, statistically robust experiment to determine the value and effectiveness of modernized retention incentives for retaining officers. This Retention Controlled Trial (RCT) effort supports Task 4.2.a Company Grade Officer Retention Management and also leverages progress on Task 4.1.d Retention Prediction Model – Army (RPM-A). This study uses the RPM-A technology to assist in scientifically measuring the efficacy of targeted retention incentives to alter officers' retention behaviors. Past retention incentive programs have not been implemented in a manner that enables mathematically reliable identification of the incentives' true impact on retention outcomes. Since the true retention value of common retention incentives is currently unknown, this RCT is a necessary element to determining which options to offer officers in the Officer Career Developmental Counseling concept effort (Task 4.1.a). This RCT will also equip the Army with a better ability to employ Army retention resources effectively and in advance of personnel shortages.

**SEQUENCE:** In its current concept, the RCT would be initiated in the 3rd QTR of FY22, targeting officers who are scheduled to reach their initial Active Duty Service Obligation (ADSO) in the 3rd QTR of FY23. This targeted population would include officers from USMA YG18, ROTC (w/scholarship) YG19, and OCS/ ROTC (wo/scholarship) YG20. The treated population would consist of approximately 350 officers, with a much larger control group. The precise composition of the treatment and control groups will depend on statistical power calculations that will be finalized following Army leader's final approval of the study concept. The RPM-A will be used to benchmark officers' probabilities of leaving service pre-intervention. The treatment group will oversample those with higher pre-intervention estimated probabilities of exiting. The most immediate requirement for the Army is to provide final approval for the retention incentives to be employed in the RCT, so that power calculations and other study design elements can be finalized.

**CURRENT CHALLENGES:** To win the war for talent, the Army must have a strong value proposition for attracting and retaining high performing officers across a variety of skill domains. A critical component of this is understanding the efficacy of retention incentives. Although the Army and the other military Services have long offered a variety of retention incentives, the manner in which these incentives have been implemented has limited analysts' ability to rigorously measure their effectiveness. To effectively use its resources to retain the skills, talent, and experiences needed for increasingly sophisticated multi-domain battlefields, the Army needs a definitive valuation of the impact of different incentives. This requires disciplined testing of the efficacy of retention incentives to understand what junior officers value, and which interventions work to retain talented officers who might otherwise leave service.

Because untargeted retention incentives are disproportionately accepted by those who already plan to remain in service, it is often unclear how pivotal retention incentives truly are in an individual's decision to remain in service. Identifying the pivotal (or true) impact of retention incentives requires the implementation of the incentives to be carefully designed and documented.

Retention initiatives are often carried out in a time of crisis. Large amounts of resources are expended, but with little knowledge as to which incentives to offer and how to target them, the retention impacts are lower and the costs are higher that they could be. When dealing with a crisis, there is limited scope to design interventions in a manner that enables an understanding of the relative merits of different incentives or an evaluation of cost effectiveness and return on investment.

The Army is currently not in a time of crisis and can use this time to proactively gain an understanding of the efficacy of different retention incentives. Equipped with this knowledge, the

Army can better retain the talents and skills it needs now and be better prepared to implement appropriate interventions when the next crisis arises.

For instance, in the 2007 Menu of Incentives Program, the Army paid hundreds of millions of dollars to retain captains at a time where there was a high deployment tempo and substantial shortage of field grade officers. However, the program did not record and archive officers' decisions in a way that would allow the short- and long-term merits of the program to be evaluated. Nor did the program differentiate between high and low performers when determining eligibility for an incentive or provide lasting insights on the types and sizes of incentives that are needed to retain junior officers with indemand skills.

This study builds upon responses from the first year of the Department of the Army Career Engagement Survey (DACES) as to what junior officers value and the challenges they face. Compensation and pay were one of the top reasons for remaining in military service. However, junior officers also found the unpredictability of conditions in the Army, and the disruptions to their families and to their spouses' career opportunities distasteful, citing these among the top reasons for leaving the Army. Junior Army officers also cited excessive time spent at work as a top reason to leave the Army. The Army has a variety of promising incentives that can be used to enhance quality of life. Exploring incentives focused on quality of life can open up valuable tools for the Army to use – particularly in fiscally constrained environments where large bonuses may not be feasible.

Junior officers depart at high rates upon completion of their initial ADSO, with nearly 1,000 exiting each year. Such attrition is partially by design. However, officers who are likely of higher-than-average quality depart at particularly high rates. In addition to retaining officers with early indicators of leadership potential, the Army needs proven tools to retain officers across a broad spectrum of talents, to ensure that it can provide "the right talent in the right job at the right time." Targeted retention interventions could be a powerful tool to help the Army retain more officers with in-demand talents from the junior grades to the Majors board and beyond. This also enables the Army to fulfill its commitment to retain these individuals "by engaging them with a mix of compensation and opportunities" (Army People Strategy).

### PROPOSAL DESCRIPTION:

The proposed retention incentives for testing in this study include:

- Marketplace Entry Timing Coupons Officers currently have little to no control over when they enter the Army marketplace for their next assignment. In exchange for an additional service obligation, and upon completion of the Captain's Career Course, this retention intervention offers an officer two option coupons for marketplace entry or delay, valid for the next six years. If the officer wants a new assignment at a non-standard market entry timing, the officer could use this option coupon to enter the next available marketplace. Alternatively, the officer could use this option to delay standard market entry timing until the following annual cycle. This can assist officers in smoothing permanent change of station (PCS) moves for family members in school or professional roles. Conditions apply: this option cannot be exercised in the twelve months immediately following a PCS. The officer must alert unit leaders of his/her intent to enter the market early or delay market entry prior to the deadline for the unit to identify vacancies for the next market. A choice to delay market entry would be subject to the retaining unit commander's approval.
- Captain's Career Course and Return In exchange for an additional service obligation, this incentive provides location stability early in an officer's career by allowing an officer to return to his/her current assignment location for the next assignment, following successful completion of the Captain's Career Course. This option is limited to larger bases that have a sufficient number of positions for captains who have recently finished the Career Course. It may be available at smaller bases subject to the local commander's approval.

- Professional Development Administrative Absence In exchange for an additional service obligation, an officer receives a designated amount of administrative absence for professional development. Professional development activities may be self-directed or more formal in nature. Specifically, in exchange for a service commitment, the officer receives the option for up to three months of administrative absence. The timing for when the officer takes the administrative absence must be coordinated with the officer's chain of command. The officer would retain the ability to exercise this option for up to six years. The three months of administrative absence could be used continuously or intermittently. (AR 600-8-10 specifies Army policy for administrative absence, formerly called permissive TDY; Army leaders would need to approve this particular use.)
- Cash Bonus Prior uses of cash bonuses (such as the 2007 Menu of Incentives Program)
  have been offered broadly rather than targeted to retaining high-performing officers. In
  exchange for an additional service obligation, an officer can receive a cash bonus in
  combination with a non-monetary incentive.

Since officers' preferences and values vary, officers will be provided with a menu of incentives. Officers in the treatment group would be offered the following in exchange for a 36-month non-concurrent ADSO:

- 1. An individually assigned bonus of \$0, \$4k, \$8k, \$12k, or \$16k PLUS
- 2. The officer's choice of one non-monetary incentive from the following menu:
  - Marketplace Entry Timing Coupons
  - Captain's Career Course and Return
  - Professional Development Administrative Absence

Non-concurrent ADSOs are to be served after all other existing service obligations have been fulfilled. The cash bonus is included as part of each menu option to enhance the attractiveness of the non-monetary incentives and to help overcome hesitancies officers may have about incentives that do not have an established history of use. The size of cash bonuses offered will be randomly assigned to each officer in the treatment group.

Officers in the treatment and control groups are selected from the population of officers whose initial ADSO will conclude in 2023. This includes USMA YG18, ROTC with Scholarship YG19, and OCS/ROTC without Scholarship YG20. These officers will be further screened according to a minimum standard of quality and performance to ensure that incentives are not offered to officers who are a low priority to retain. This standard would be based on a combination of factors including such things as commissioning Order of Merit, Officer Evaluation Reports, completed KD assignments, and other appropriate measures. The RPM-A will be used to benchmark officers' retention probabilities. Individuals from the treatment and control group will be selected from throughout the spectrum of retention probabilities, but the selection process will oversample those with higher probabilities of exiting, in order to improve the cost-effectiveness and statistical power of the RCT.

To achieve the needed statistical power, it is anticipated that the treatment group will likely need to have 350 individuals – although a larger treatment group would enhance the strength of the analysis. A much larger control group, likely around 1,000 individuals, will not be offered a retention incentive. Precise composition of the treatment and control groups will depend on statistical power calculations that will be finalized following Army leader's final approval of the study concept. The use of a smaller treatment group is to minimize the cost of the RCT and the offered incentives.

The primary evaluation will measure the impact of offering the menu of incentives by comparing outcomes among officers in the treatment group to outcomes among officers in the control group. To the extent possible given the size of the treatment and control groups, further analysis will compare

the relative impact of the items on the menu, as well as the different levels of the cash bonus. The initial analysis will be performed based on whether and how individuals in the treatment group respond to the menu of incentives. Retention and performance of individuals in the treatment and control group will be monitored periodically at annual intervals to assess longer term impacts.

### **PLAN OF ACTION & MILESTONES:**

Proposed/Initiated Pilot: The RCT will test the appeal of several incentive instruments among a population of junior officers. The first step is identifying an appropriate minimum performance threshold for eligibility. Next, ATMTF will leverage the RPM-A to make a predictive assessment about the probability of the desirable officers leaving service pre-intervention (RPM-A is currently ~95% accurate at the one-year mark). Analysis from Army Human Resources Command (HRC) has identified the typical window for submission of a Release from Active Duty (REFRAD) request occurs about 9- to 11-month prior to initial ADSO completion. To get left of this trend, engagement should begin about a year out from initial-ADSO. Through sustained engagement with the controlled trial population, the RCT will seek to create changes in retention behavior using the menu of incentives and gauge the effectiveness of incentives against the baseline retention predictions created with RPM-A. The results of the RCT will allow the Army to gauge the relative value of each incentive against service years gained and evaluate each incentive for inclusion in a permanent menu of incentive options for junior officer retention. Longitudinal analysis of the RCT cohort over time will further allow the Army to evaluate the long-term effectiveness of incentive packages deployed to the junior officer population.

#### Milestones:

Ц	incentives and identify resources for bonus payments
	FY22 2Q: Establish initial operating capability for the RPM-A within the Army Analytical Operating Environment (Person-Event Data Environment/PDE); RPM-A is currently operating within IDA's secure enclave.
	FY22 2Q: Determine precise design of the RCT, and identify initial target population to receive incentive intervention. Screen target population through desirability and retention predictive projections, and de-conflict with existing obligations from other ADSO generating programs like the Career Satisfaction Program (CSP)
	FY22 3Q: Initial engagement with target population begins with e-mail from a general officer on the Army Staff.
	FY22 3Q – FY23 2Q: Sustained engagement and re-engagement of the target population for commitments to renew contracts.
	FY23 2Q: No later than contracts signed and initial monetary distribution is provided to those selecting an incentive with a monetary component.
	FY23 3Q-4Q: First marketplace opt-in and opt-out options being exercised by participating officers in the 23-02 marketplace.
	FY23 4Q: Initial analysis of menu of incentives produced and delivered to Army.

☐ FY24 and beyond: Sustained monitoring of officers for future exercise of incentives, career progress, and long-term retention analysis.

**Data:** Description of Data inputs, requirements, and outputs.

- Army Business System(s) linked to this Initiative. IPPS-A, PDE, EES, and TOPMIS, with data inputs fed into the PDE for analysis.
- The only data associated with this project (4.1a. & 4.1.a.1.) is currently stored on the action officer's personal virtual desktop, and MS Teams A365 accessed by government furnished equipment.
- Associated projects to include the Retention Predictive Model-Army (4.1.d) depend on multiple data sources that will be housed in Army Analytics Group's Person-Event Data Environment (PDE).

**End state:** The Army has a clear assessment of the effectiveness of several retention incentive options, and has effectively piloted a process for retaining high-potential junior officers for continued service.

### **Retention Control Trial**



### **Problem Statement/Current Challenge(s):**

- The Army maintains an excess inventory of around 4,500 lieutenants from O1-O2 cohorts in order to ensure adequate officers are available to fill Army requirements for the next 30-years.
- Excess inventory at the O1-O2 level also ensures enough officers reach promotion selection boards to allow for selectivity in competitive, best qualified promotion boards.
- Over-accession creates several problems for the Army, long KD queues, and excessive cost amongst them.
- Officers that were selected for the USMA and ROTC scholarship opportunities depart at higher rates than officers that did not pass the rigorous screening and vetting processes that define those programs

### **Proposal Description:**

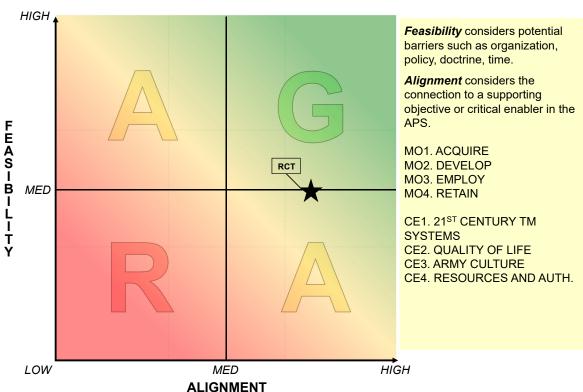
- The RCT team recommends a mix of monetary and non-monetary incentives be applied to a pilot population, measuring the effectiveness of each.

### **End State:**

- The Army has a clear assessment of the effectiveness of several monetary and non-monetary retention incentive options, and has effectively piloted a process for retaining high-potential junior officers for continued service.

## Initiative Feasibility & APS Alignment: Retention Control Trial





## Initiative Evaluation Rubric Retention Control Trial



	1	2	3	4	5	6	7	Score		
Readiness • Individual Deployability • Unit • Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM readiness. Potential + in unit readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and unit readiness.	Significant impact to Soldier and unit readiness. + strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	2.5		
Incentive  • Retention  • Assignment  • Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy, program, or authority.	Exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provides a significant benefit to talent.	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant change to talent retention or utilization of talent across DA.	3.5		
Impact • # Pax • Key Talent • Culture (+/-)	No apparent impact	Marginal number of pax impacted. Does not impact key talent. Culture (-)	Large number of pax impacted. Does not directly address key talent. Culture (-)	Large number of personnel and key talent impacted. Culture (+/-)	Marginal total # / significant key talent influenced. Culture (+)	Large total of SM and Talent impacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	2		
Resources  • DOTMLPF-P  • Financial (\$)  • Human Cap.  • Sponsor	Fails to identify resource requirements. No sponsor identified.	Requires significant DoD level "D-FP" changes. Requires PPBE. No sponsor Id'd. \$\$\$\$	Requires DA level "O-FP" changes. Currently budgeted. No sponsor Id d. \$\$\$	Resource requirements require Secretariat authority. No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARSTAF authority. No PPBE req'd. Sponsor Id'd. \$	Resource requirements within DA G1's authority. No PPBE req'd. Sponsor Id'd. \$	Limited resources required to reach minimum viable product.	3.3		
Stake- holder Support • Culture • Enthusiasm • OTMI load	Stakeholder(s) opposed to the initiative. OTMI in the lead to continue development.			Stakeholder(s) supportive of the initiative. OT VII resources to support development.			Stakeholder(s) enthusiastically support the initiative. Minimal OTMI resources to support development.	3		
Time • To minimum viable product	No time estimate provi <mark>ded.</mark> Unknown.	> 4 years	> 3 years	> 2 years	> 1 year	> 6 months	Implement immediately	2.6		
Total Score		Sum all scores to develop an overall Innovation score.  Note: The size of the corresponds to the # of panelists who scored the effort there								

### **Initiative Binning Structure: RCT**



ī								
	DIVEST	TRANSITION	SYNCHRONIZE					
			POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION
			X		Х	X	X	X
			X		X	X	X	X
			X		X	X	X	X
			X			X	X	

Comments:

Policy: further development of research design Manpower: dependent on results of the control trials

Funding: further development of incentives
Data: synchronize with retention prediction tool

#### **RCT Policy Map** Project Athena C3AB ILE Assessment \_ JPME Fellowship Credit CAP Nominative Assessment SMAP Assignments Ecosystem Proponent Talent Workforce Analysis Storyboards Survey Crosswalk твв 1SG TAA DACES E-ATAP ATAP Reform Individual Officer Talent Engagement Form Career Paths IPPS-A Release 3 Permeability Talent Mgmt Direct Commission IRR Reform WO SELCON Coaching Management Talent Based Opt In Promotion WOCC-E Officer Career Opt Out Development Counseling Career Mapping твса Alternate to Time Based Promotion Combat Arms Outreach WO DOR Compensation Retention Prediction Reset Reform Toolkit CW2 Direct Appt Retention Control ATAF Legend Leader Bridge Brevet ATMTF Partner Initiative Strategic Directed Retired AD WO in RC Senior Rater Imitative Evaluation Trends ➤ Operating Interdependence Telework --- ► Formative Interdependence FY22 FY24 Prior to FY25 FY26 FY27 OTMI Transition

**TITLE:** The Department of the Army Career Engagement Survey (DACES)

**ALIGNMENT:** Major Objective 4; Supporting Objectives 4.1, 4.3, 2.3, 3.1, 3.2. Army People Strategy (LOE #4, 4.1 Engage)

**SEQUENCE:** Currently, DACES is not officially tied to other initiatives; however, it has the opportunity to compliment numerous initiatives. It is explicitly a retention tool, measuring current Service Members' retention intentions. It can be used to inform and develop retention policy either Army-wide, or proponent-specific. DACES also has relevance to permeability with the National Guard and U.S. Army Reserves, measuring current Active Duty Service Members' opinions about continuing service in those components. With so many Service Members participating in the survey, there is a substantial amount of data that could be used to support other initiatives as well.

**CURRENT CHALLENGES:** Survey fatigue is always a risk with any survey. Active Duty SMs receive the survey each year during their birth month. So far, the participation rate for the second year of collection remains very close to the participation rate during the first year (10% during the 2<sup>nd</sup> year, 10.9% during the first year).

The current DACES dashboard is located on the Enterprise People Analytics Portal (EPAP) and is transitioning to Vantage. However, with the likelihood that the Army will lose access to Vantage sometime in FY23, it is imperative that a DACES dashboard is part of the Integrated Personnel and Pay System – Army (IPPS-A) before then. This allows commanders and retention personnel the ability to see data trends for their population and craft policy accordingly.

A major benefit of DACES is the large number of responses. However, those that are known to be transitioning from active service within the next six months have a much lower participation rate than other populations. Part of that may be attributable to the fact that DACES requires NIPR network access and many that are transitioning out of the Army may no longer have easy access to that. Once DACES becomes commercially accessible this will no longer be an issue. Another reason may be that those transitioning out of the active component may no longer feel compelled to complete and Army survey. Junior enlisted Soldiers participate at a much lower rate than all other demographics. This could also be due to their limited access to NIPR networks, or because the survey invitations are sent to their military email address, which they may not check very often.

**PROPOSAL DESCRIPTION:** In early 2020, the U.S. Army Talent Management Task Force, with support from the Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs launched DACES. DACES is a tailored survey designed to assess retention intentions among U.S. Army Active Duty SMs. It replaces previous Army exit surveys, but with the significant difference of going to all SMs and not just those transitioning from active service. SMs receive an email invitation to complete the online survey during their birth month or within 180 days of their separation from the Army. After DACES responses are collected, they are transferred to the Person-Event Data Environment (PDE), a secure Army data repository and analysis environment, for storage and analysis. During its first year (through 31 March 2021), 50,897 Active Duty Army SMs completed the voluntary DACES. As of 3 November 2021, 27,280 SMs have completed the survey during the second year of collection for a total of 78,177 responses.

DACES asks a series of questions measuring the participant's current retention intentions, well-being (personal, family, financial, health), Army life (work, deployments, work/life balance), and organizational climate. During the first year participants were also asked to compare anticipated civilian employment opportunities with Army employment opportunities, however those questions were removed for the second year of data collection.

### **PLAN OF ACTION & MILESTONES:**

Phase 1 (Develop Concept): Interested parties already provided feedback for DACES development. Personnel with Army Research Institute, Army Analytics Group, and Research Facilitation Laboratory reviewed DACES to confirm optimal wording and approach. **COMPLETE** 

Phase 2 (Study): Survey approval obtained through the chain of command, along with the corresponding application to the Records Management and Declassification Agency (RMDA). Pilots 1 and 2 assessed the question bank and Likert scale. **COMPLETE** 

Phase 3 (Test): Submitted proposed survey questions to the Army Information Management Team for licensing within the Records Management Declassification Agency. Email instrument and application to the Records and Information Management Specialist to begin licensing process. Survey control number assigned. Software test on host platform occurred prior to DACES launch. Email invitations also approved and validated. **COMPLETE** 

Phase 4 (Implement): Assess MOPs, MOEs, and feedback from the force. This phase could include improvements to the survey itself, changes to enforcement mechanisms, and populations considered (USAR, DACs, etc). Disseminate quarterly and annual feedback from RFL through the Primary Responsibility (initially ATMTF, transitioning to DMPM). Interested senior leaders and organizations should be able to query results to request specific findings. (SE-Army, CSA, VCSA, CSM-A, ATMTF, Human Resources Command, Quality of Life office, Soldier For Life – Transition Assistance Program, and the Office of Economic and Manpower Analysis) **ONGOING** 

Phase 5 (Transition): The survey can be adjusted as needed. Some questions were removed after the first year of collection. Proponents may also submit questions to the OPR to target their retention efforts. While currently only available on NIPR systems, whitelisting is in the works which will enable commercial access. The survey is intended to evolve into a universally accessible site through home computers and mobile devices, with login authentication to the appropriate survey, tying into dozens of systems to provide a tailored survey experience to SMs (reducing overall survey burden). Feedback will enable career coaches or other vested third parties to interact with SMs prior to them exiting the service. The data pool will support a myriad of dashboards to inform Army Senior Leaders, Installation Commanders, Unit Commanders, Proponents, and Branch Managers with both aggregate and highly specific data to utilize in their personnel satisfaction and retention strategies. DACES must continue to evolve to stay relevant.

### Milestones:

- DACES launched in May 2020 (but included April birthdays as well).
- The first of year of data collection ended on 31 March 2021.
- DACES questions updated April 2021.
- DACES First Annual Report draft completed June 2021, released for staffing across HQDA.
- SA approved DACES First Annual Report for public release 29 October 2021.
- DACES First Annual Report public release 19 November 2021.
- Dashboard migration to Vantage Q1FY22.
- Survey whitelisted (commercially accessible) Q2FY22.
- DACES ownership transitions to DMPM Q2FY22.
- Dashboard migration to IPPS-A FY23.
- Annual Reports completed after each year of collection.

**Endstate:** DACES is successfully transitioned to the Directorate of Military Personnel Management (DMPM) for ownership, continuing to work with the Army Analytics Group (AAG) for analysis. DACES continues to go out to all Active Duty SMs each year and longitudinal studies are conducted to measure how responses change over time, support senior leader engagement, and compare stated retention intentions with actual behavior. DACES enables evidence-based retention policy to ensure the Army retains war-winning talent.

### Peer Review:

- Directorate of Military Personnel Management (DMPM)

- Army Analytics Group (AAG)
   Army Research Institute (ARI)
   Office of Economic and Manpower Analysis (OEMA)

**Prepared by:** MAJ Jed W. Hudson Action Officer, ATMTF

### **Department of the Army Career Engagement Survey**



### **Problem Statement/Current Challenge(s):**

- How does the Army utilize this data to craft appropriate retention policies?
- Survey fatigue is a concern with so many other surveys in use, plus SMs receive DACES each year. So far, participation rates have remained roughly the same (~10%) throughout DACES collection.
- How does DMPM take on this initiative in Q2FY22 with current structure?

### **Proposal Description:**

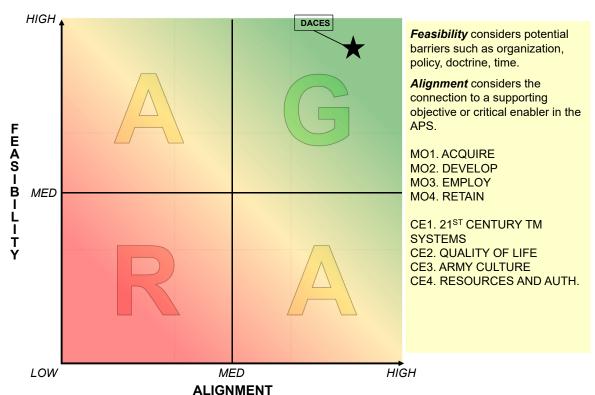
- DACES is a tailored survey designed to measure retention intentions among active duty U.S. Army SMs. It asks a series of questions measuring the participant's current retention intentions, well-being (personal, family, financial, health), Army life (work, deployments, work/life balance), and organizational climate.
- SMs receive the survey each year during their birth month, or when they are within six months of transitioning from active duty.
- The Army has collected over 80,000 DACES responses so far since May 2020.

### **End State:**

- DACES successfully transitioned to DMPM.
- DACES continues to go out to all active duty SMs each year with longitudinal studies measuring response changes over time, supporting senior leader engagements, and comparing stated retention intentions with behavior.
- DACES enables evidence-based retention policy to ensure the Army retains war-winning talent.

# Initiative Feasibility & APS Alignment: Department of the Army Career Engagement Survey





Revise/ Reconvene	1	2	3	4	5	6	7	Score
Readiness • Individual Deployability • Unit • Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM readiness. Potential + in unit readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and unit readiness.	Significant impact to Soldier and unit readiness. + strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	5.7
Incentive • Retention • Assignment • Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy, program, or authority.	Exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provides a significant benefit to talent.	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant change to talent retention or utilization of talent across DA.	5
Impact •# Pax • Key Talent • Culture (+/-)	No apparent impact.	Marginal number of pax impacted. Does not impact key talent. Culture (-)	Large number of pax impacted. Does not directly address key talent. Culture (-)	Large number of personnel and key talent impacted. Culture (+/-)	Marginal total # / significant key talent influenced. Culture (+)	Large total of SM and Talent impacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	5.3
Resources  • DOTMLPF-P  • Financial (\$)  • Human Cap.  • Sponsor	Fails to identify resource requirements. No sponsor identified.	Requires significant DoD level "D-FP" changes. Requires PPBE. No sponsor Id'd. \$\$\$\$	Requires DA level "D-FP" changes. Currently budgeted. No sponsor Id'd. \$\$\$	Resource requirements require Secretariat authority. No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARSTAF authority. No PPBE reg'd. Sponsor Id'd. \$	Resource requirements within DA G1's authority. No PPBE req'd Sponsor id'd. \$	Limited resources required to reach minimum viable product.	5.7
Stake- holder Support • Culture • Enthusiasm • OTMI load	Stakeholder(s) opposed to the initiative. OTMI in the lead to continue development.			Stakeholder(s) supportive of the initiative. OTMI resources to support development.			Stakeholder(s) enthusiastically support the initiative. Minimal OTMI resources to support development.	5.7
Time • To minimum viable product	No time estimate provided. Unknown.	> 4 years	> 3 years	> 2 years	> 1 year	>6 months	Implement immediately	6
Total Score		develop an overall I	nnovation score.  corresponds	to the # of p	anelists who	scored the e	ffort there	33.4

## **Initiative Binning Structure: DACES**



						U.S. Alami	MANAGEMEN
				SYN	CHRONIZE		
DIVEST	TRANSITION	POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION
	X X X	X		X X X	X X X	X X X	X X X

Comments: Transition: DMPM

Policy: transition manpower to support DACES

Manpower: DMPM capacity to continue DACES as ATMTF resources transition Funding: funding to support DACES within DMPM in future POM cycles

Data Solution: transition of DACES from Vantage to IPPS-A

#### **DACES Policy Map** Project Athena C3AB JPME Fellowship Credit ILE Assessment \_ CAP Nominative Assessment SMAP Assignments Ecosystem Proponent Talent Workforce Analysis TBB DACES Job 1SG TAA E-ATAP ATAP Reform Individual Officer Talent Engagement Form Career Paths IPPS-A Release 3 Permeability Talent Mgmt Direct Commission IRR Reform WO SELCON Coaching Management Talent Based Opt In Promotion WOCC-E Officer Career Opt Out Development Counseling Career Mapping TBCA Alternate to Time Based Promotion Combat Arms Outreach WO DOR Compensation Reset Retention Prediction Reform Toolkit CW2 Direct Appt Retention Control ATAF Legend Leader Bridge Brevet ATMTF Partner Initiative Strategic Retired AD WO in RC Senior Rater Imitative Evaluation Trends ➤ Operating Interdependence Telework --- ► Formative Interdependence FY22 FY24 Prior to FY25 FY26 FY27 OTMI Transition

**TITLE:** Officer Talent Engagement Form (OTEF)

**ALIGNMENT:** Army People Strategy Retain LOE Objective 4.2.a. Company Grade Officer Retention focuses on an officer retention plan that identifies, engages, and incentivizes junior officer warwinning talent for continued service, and positions the Army to fulfill both current and future operational readiness requirements. This task links to Develop LOE Objective 2.1.f Career Pathing Tool which is focused on providing officers with a suitability estimate for a wide range of possible assignments, increasing awareness of possible career opportunities. This task also links to Retain OBJ 4.1.a and 4.1.a.1 as a part of the toolset to be utilized during Officer Career Developmental Counseling. Finally, OTEF links to Task 3.1.d. Knowledge, Skill, Behavior (KSB) Refinement/Army Talent Attribute Framework (ATAF) as an educational and developmental tool using the new KSB and ATAF.

**SEQUENCE:** Work on OTEF was initiated in 4<sup>th</sup> QTR FY20, with the identification of a gap in event-oriented counseling capability. OTEF was designed as an engagement, development, and educational tool; advancing Army counseling into the language of the Army's new Talent Attribute Framework. In the 1<sup>st</sup> and 2<sup>nd</sup> QTR of FY21 the ATMTF, OEMA, and ARI piloted a version of OTEF with the 5<sup>th</sup> SFAB during their JRTC rotation using a prototype of OTEF hosted on OEMA's Compass Web-Platform. This pilot identified some weakness in the Behaviorally Anchored Rating Scales (BARS) that made up OTEF's content. In FY22, the TMTF is working to refine the BARS, and identify software developers that can aid with design and fielding of an FOC OTEF capability, with a goal to launch a validating pilot with the revised OTEF content in late FY22 or early FY23.

**CURRENT CHALLENGES:** Presently, the Army has three modes of developmental counseling in its doctrine (ATP 6-22.1) event-oriented, performance, and professional growth counseling. For officers, performance counseling is conducted through the OER Support Form Series (DA Form 67-10 Series) this counseling tool is maintained in a system of record, the Evaluation Entry System. Its contents and completion can be queried and tracked for all Army components. Professional growth counseling is tracked in the Army Career Tracker, a system maintained by TRADOC for use by all officers, regardless of component. Both of these tools represent advancements made by the Army over the last decade. Unfortunately, event-based counseling has lagged behind.

The DA Form 4856 remains the Army's tool for event-based counseling. It is a dumb form, meaning it is prepared manually on an individual user's desktop or printed for hand-written preparation. It returns no data back to the Army on the contents, frequency, or efficacy of counseling. Data captured in counselling sessions is often filed at the local level, and destroyed when the Officer departs. The 4856 provides little structure to guide the counseling session, with individual leaders electing the style of contents to include, often erring toward the ubiquitous "three sustains and three improves." While the systems of record for professional growth counseling and performance counseling allow the Army to see that counseling performance is falling well below the expectations outlined in regulation, the situation for event-oriented counseling is far worse. It is not even possible for the Army to analyze its performance with current capability.

The Army has made past attempts to modernize counseling tools for junior officers (and others) experimenting with the Junior Officer Developmental Support Form (JODSF), and the Multi-source Assessment and Feedback 360 (MSAF 360) tool. Each of these tools failed to generate the necessary traction for long term viability. JODSF focused performance counseling for junior officers on a set of attributes that varied from support forms for field grade officers. Unfortunately, JODSF provided little incentive for counselors to use it. The next version of the OERSF (-10) divested a junior officer variation. It incorporated into EES and made use compulsory, prior to evaluation, with the counseled officers themselves providing the bulk of input. MSAF 360 achieved similarly dubious results, in an attempt to enforce use of a 360 degree feedback tool prior to completing the OERSF and consequently the evaluation.

**PROPOSAL DESCRIPTION:** OTEF will modernize the Army's event-based counseling tool for junior officers, with the option to expand to other populations in the future. In order to do this, the Army must address the fundamental challenges that have limited event-based counseling in the current design. First, a system of modernized BARS must be developed, in order to better define the behavior the Army is seeking with respect to the ATAF. Second, the Army must incentivize use of the counseling tool, ensuring that all participants gain something for participating in the counseling. Finally, the Army should establish a digital system of record for event-based counseling, allowing for trend analysis and compliance tracking.

One of the key gaps in the DA Form 4856 is a lack of clearly defined language, codifying behavior the Army is seeking. With no clear behavioral benchmarks established (beyond those that have been written for leadership in FM 6-22), the counselor is left to subjectively interpret the observed behavior and make an arbitrary assessment based on their experience. This unstructured approach to counseling does not allow counseled officers to gauge their level of assessment with respect to their peers or benchmarks set for job performance. With the establishment of the ATAF, in August of 2020, the Army has committed to a common set of KSBs that will be used to define future job requirements, with an additional six talent domains added to the leadership and management domain. With the exception of Leadership and Management, ATAF still lacks a clear set of behavioral characteristics that will define desired behaviors.

To close this gap, the Army Research Institute and ATMTF have initiated an Army-wide job analysis to identify which KSBs matter, in which jobs, and at what level of proficiency. Data gathering for this analysis is underway now, with results expected in 2<sup>nd</sup> QTR of FY22 and data available for further socialization in the 3<sup>rd</sup> QTR of FY22. This curated data set will be integral to defining the desired levels of behavior through a set of BARS. BARS development will be accomplished in phases, with an initial set of talents most relevant to junior officer development prioritized first, and a goal of expanding to each level of the ATAF in the future.

While the Army works to establish benchmarks for behavior, a clear eye must be set toward incentivizing participation in the new counseling system. A well-developed system of counseling incentive depends on delivering value to every stakeholder that participates in the process, while avoiding the pitfalls of over-inflation. Over-inflation is a clear threat to any human resource system. When high impact (hire/fire) and medium impact (employ) personnel decisions will be made based on the process, the tendency toward over-inflation is unavoidable. For this reason, the current OER system uses a forced-stratification system, limiting a rater's ability to assign top ratings, and experiments in Army policy removing this constraint in the early 2000s demonstrated the danger. For that reason, OTEF should focus on development, education, and engagement, low-impact personnel functions that will not drive over-inflation.

A system of incentives, focused on the developmental, educational, and engagement purposes of OTEF must deliver value for every stakeholder involved. For counseled officers, this includes an ability to see themselves with respect to the talent demands of their current duty, relative to their peers, from multiple-perspectives, and with respect to the Individual Developmental Plans (IDPs) they will establish in the Army's future professional growth counseling toolset (Career Pathing Tool). Likewise, observers and counselors should be able to use OTEF to see how they perform as counselors, and as leaders, see their organizations with respect to Army counseling goals, with degrees of counseling visibility extending up the chain to Army senior leaders. Finally, the Army Enterprise should be able to observe trends in counseling and compare those to the original work of ARI's job analysis, seeking differences that should be reconciled. Without this focus on incentive, The Army can expect OTEF to go the way of the JODSF and MSAF 360.

The Army is not performing well when it comes to using its existing systems of record to implement counseling objectives and doctrine. At HRC, an analysis of rater and senior-rater input into the OERSF showed that only about a quarter of raters included substantive content in the form, and only about 10% of senior raters. Rated-officers themselves provided the lion's share of content input. TRADOC conducted a similar assessment of the Army Career Tracker (ACT), the Army's present system of record for IDP development, finding similarly dubious results, with only about 1% of required IDPs entered and verified by leaders. As bad as these numbers may seem, the situation with event-based counseling is worse.

With no digital system of record in place, and no database of counseling outcomes, the Army has no ability to see itself with respect to event-based counseling. To remedy this short-coming, a system of record should be established to house not only the functionality and user interface for OTEF, but also record the results of counseling sessions and output them to business intelligence platforms that can help the Army interpret results. In aggregate, this database will provide the Army with a wealth of information on counseling trends, and confirm or deny compliance with existing regulatory standards for event-based counseling. The system must leverage the latest capability in multi-factor authentication to extend user interfaces onto private devices in the mobile space, while maintaining necessary security features.

### **PLAN OF ACTION & MILESTONES:**

**Proposed/Initiated Pilot:** The OTEF was originally piloted with the 5<sup>th</sup> SFAB at JBLM in Q1 FY21. The prototype pilot returned promising results but also identified weaknesses in the BARS that supported the OTEF design. In order to refine the BARS to an acceptable level for minimal operational capability, a job analysis needs to be conducted to identify the characteristics of behavior at each of the behavioral anchor levels. In FY21 Q4 and FY22 Q1, job analysis data gathering is underway. Expect data form ARI to be ready for third party analysis NLT that start of FY22 Q3. Once the new BARS can be developed, a content validating pilot will be necessary to ensure changes to the BARS have achieved the desired goals.

#### Milestones:

- ✓ FY20 Q4: ASA M&RA Approved the ATAF for use in future personnel enterprise
- ✓ FY20 Q4: ATMTF, OEMA, and ARI agree to prototype and pilot OTEF as a developmental tool
- ✓ FY20 Q4: 5<sup>th</sup> SFAB agrees to partner with ATMTF in OTEF prototype pilot
- ✓ FY21 1Q: Prototype pilot conducted with the 5<sup>th</sup> SFAB around their November 2020 JRTC Rotation
- ✓ FY21 2Q: Prototype pilot results analyzed and briefed to command teams, identified need for further piloting to validate tool and BARS
- ✓ FY21 3Q: OTEF FOC Software Requirements Development
   □ FY21 4Q & FY22 1Q: ARI and ATMTF Employ Team Led Army-wide Job Analysis
   □ FY22 1Q: Identify vendors to complete BARS development, Identify Software Development Partners

Ц	FY22: FOC Software Development
	FY22 2Q: Job-analysis Data Curation (ARI)
	FY22 3Q: BARS development for FOC OTEF begins with vendor
	FY22 4Q & FY23 1Q: OTEF validating pilot with 101st and/or I Corps audience
	FY23 2Q: Solicit ASL Approval for implementation of OTEF force-wide for junior officers
	FY23: Force-wide training program implemented for OTEF
	FY23 3Q: Transition OTEF to gaining Army organization

**Data:** Description of Data inputs, requirements, and outputs.

- This initiative will effect DA G3/5/7 (Author of 350-1), HRC, TRADOC (CAC), TRADOC ATIS and ACT. It depends on input from ARI and OEMA
- Army Business System(s) potentially linked to this Initiative. IPPS-A, ATIS, EES, TOPMIS, Vantage, emerging Army Counseling Capability in ATMTF Career Mapping Tool
- Data associated with this project is currently stored on the action officer's personal virtual
  desktop, and MS Teams A365 accessed by government furnished equipment. An additional
  survey tool was instituted on the interim MS Teams servers and used with the pilot audience,
  receiving RMDA approval AAHS-RDR-PR-21-135 (EX.). Those survey results have been
  destroyed with the move to AO365. OEMA maintains the OTEF prototype and prototype pilot
  data on their servers, under OEMA-generated SORN and data use agreements.

**Endstate:** Authentic leader engagement and effective counseling that develops and trains officers in the Army's new talent attribute framework. An officer retention plan that identifies, engages, and incentivizes junior officer war-winning talent for continued service, and positions the Army to fulfill both current and future operational readiness requirements.

## Officer Talent Engagement Form



### Problem Statement/Current Challenge(s):

-For officers, performance counseling is conducted through the OER Support Form Series (DA Form 67-10 Series). This counseling tool is maintained in a system of record, the Evaluation Entry System. Its contents and completion can be queried and tracked for all Army components. Professional Growth Counseling is tracked in the Army Career Tracker, a system maintained by TRADOC for use by all officers, regardless of component.

-Event-based counseling has lagged behind. The DA Form 4856 remains the Army's tool for event-based counseling. It is a dumb form, meaning it is prepared manually on an individual user's desktop or printed for hand-written preparation. It returns no data back to the Army on the contents, frequency, or efficacy of counseling.

### **Proposal Description:**

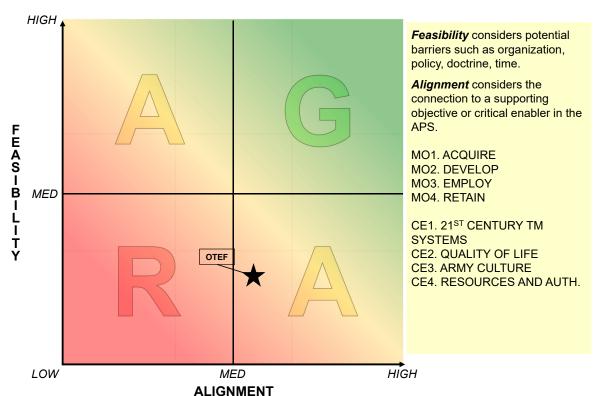
- -OTEF will modernize the Army's event-based counseling tool for junior officers, with the option to expand to other populations in the future.
- -First, a system of modernized BARS must be developed, in order to better define the behavior the Army is seeking with respect to the ATAF.
- -Second, the Army must incentivize use of the counseling tool, ensuring that all participants gain something for participating in the counseling.
- -Finally, the Army should establish a digital system of record for event-based counseling, allowing for trend analysis and compliance tracking.

### **End State:**

Authentic leader engagement and effective counseling that develops and trains officers in the Army's new talent attribute framework. An officer retention plan that identifies, engages, and incentivizes junior officer war-winning talent for continued service, and positions the Army to fulfill both current and future operational readiness requirements.

# Initiative Feasibility & APS Alignment: Officer Talent Engagement Form





Revise/ Reconvene	1	2	3	4	5	6	7	Score
Readiness • Individual Deployability • Unit • Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM readiness. Potential + in unit readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and with readiness.	Significant impact to Soldier and unit readiness. + strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	4.5
Incentive • Retention • Assignment • Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy, program, or authority.	Exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provides a significant benefit to talent.	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant change to talent retention or utilization of talent across DA.	4.3
Impact • # Pax • Key Talent • Culture (+/-)	No apparent impact.	Marginal number of pax impacted. Does not impact key talent. Culture (-)	Large number of pax impacted. Does not directly address key talent. Culture (-)	Large number of personnel and key (alent impacted. Culture (+/-)	Marginal total # / significant key talent influenced. Culture (+)	Large total of SM and Talent impacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	4
Resources  DOTMLPF-P  Financial (\$)  Human Cap.  Sponsor	Fails to identify resource requirements. No sponsor identified.	Requires significant DoD leve ("D-FP" changes. Requires PPBE. No sponsor Id'd. \$\$\$\$	Requires DA level "D-FP" changes. Currently budgeted. No sponsor Id'd. \$\$\$	Resource requirements require Secretariat authority. No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARSTAF authority. No PPBE req'd. Sponsor Id'd. \$	Resource requirements within DA G1's authority. No PPBE req'd. Sponsor Id'd. \$	Limited resources required to reach minimum viable product.	1.5
Stake- holder Support • Culture • Enthusiasm • OTMI load	Stakeholder(s) opposed to the initiative. OTMI in the lead to continue development.			Stakeholder(s) supportive of the initiative. OTMI resources to support development.			Stakeholder(s) enthusiastically support the initiative. Minimal OTMI resources to support development.	2.8
Time • To minimum viable product	No time estimate provided. Unknown.	> 4 years	> 3 years	> 2 years	> 1 year	> 6 months	Implement immediately	3.3
Total Score		develop an overall I	nnovation score.  corresponds	to the # of p	anelists who	scored the e	ffort there	20.4

## **Initiative Binning Structure: OTEF**



			SYN	CHRONIZE		
DIVEST TRANSITI	POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION
	X		X	X	X X	Х

### Comments:

Policy: Incorporate into counseling regulations and synchronize data governance

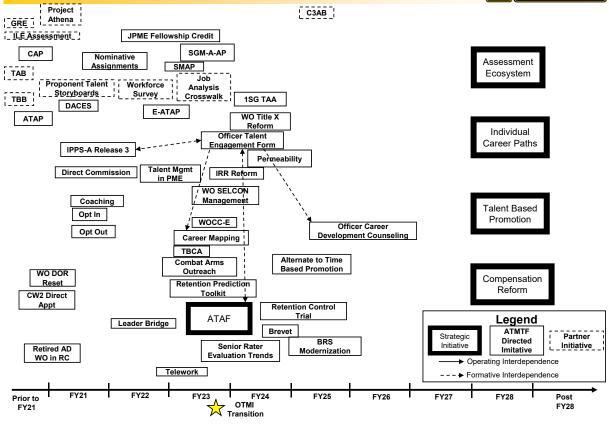
Manpower: Sponsor organization not identified. HRC/ TRADOC both have viable arguments. If developed as a component of the career mapping tool, TRADOC would be the suggested sponsor.

Funding: Additional funding required for further development

Data: Eventual incorporation into ATAF & IPPS-A

## Officer Talent Engagement Form Policy Map





**TITLE:** Title 10 Warrant Officer Management Reform

**ALIGNMENT:** This initiative aligns with three of four lines of effort of the Army People Strategy; Acquire, Employ and Retain Talent.

**SEQUENCE:** Title 10 Warrant Officer Management Reform complements the current FY23 Army legislative proposal OLC#220 Updating Warrant Officer Selection and Promotion Authority in Title 10 U.S. Code Chapter 33A §573, 575, 576, 577, and 578 by delegating authority in Chapter 33A §572-581 to the Service Secretary concerned. Other warrant officer initiatives including those involving promotions and selective continuation could gain flexibilities but are not dependent on this initiative. Future initiatives to include managing critical warrant officer shortages could benefit from a delegation of authority by applying alternate promotion authorities.

**CURRENT CHALLENGES:** The John S. McCain National Defense Authorization Act of Fiscal Year 2019 provided several talent management authorities for commissioned officers. Unfortunately, these or similar authorities were not extended to warrant officers.

Legislation of appointment, promotion, involuntary separation and retirement for members on the warrant officer active duty list resides in Title 10, Chapter 33A. Although this chapter applies to all active duty warrant officers, career models and management are notably different amongst the various armed forces. In an attempt to update talent management authorities for warrant officers, to include, direct commissioning, brevet promotions, and alternative promotion authority, only two of nine authorities granted for commissioned officers in 2019, (merit based promotions and opt out of a promotion board) gained acceptance and/or support from other service departments outside of the Army to staff for legislative change. The Army Secretary must make strategic decisions on the Army's list of proposals for submission to the Department of Defense Legislative Review Panel, inter-agency review and Office of Management and Budget (OMB) for approval. All proposals are rigorously reviewed and ranked in importance before the final cut for submission to Congress.

Warrant officer proposals are also challenged and graded as less impactful to the Army because of the small population of the cohort. At less than 3% of the Army and only 1.4% when including all active services, as legislative proposals compete at the DoD level, priority matters and not all proposals make the cut. Logically, priority leans towards proposals with the most impact or are considered the most critical.

The last significant change in warrant officer management by Congress was 30 years ago with the approval of the Warrant Officer Management Act (WOMA) in 1991. Chapter 33A is the result of WOMA and where most of the legislation resides. Over time, sections of the chapter have been delegated to the Service Secretary concerned but what remains is prescriptive by design and change must be agreed upon and prioritized by other services to even be considered. Major, 10x changes takes several years, or in this case, an entire career. If Congress authorizes each Service Secretary concerned, the Army will be in a flexible and empowered position to apply three of the four Army People Strategy lines of effort: Acquire Talent (direct commissioning), Employ Talent (alternate promotion authorities and time in grade vs merit based promotions) and Retain Talent (two time non-section to CW5) to maximize the talents of our warrant officers.

**PROPOSAL DESCRIPTION**: In cooperation with the Army's Office of the Chief Legislative Liaison, request drafting service of a legislative proposal for a statutory change to Title 10 U.S. Code Chapter 33A §572-581 to provide Service Secretaries more flexibility in managing appointment, promotion, involuntary separation and retirement for members on the Warrant Officer Active-Duty list. A delegation of authority to each Service Secretary concerned would provide flexibility and leverage the unique strategic characteristics of each Service and more importantly the talents of its people. This decentralized precision talent management approach will support future endeavors to include

merit based promotions, direct commissioning, brevet promotions, and alternative promotion authorities.

### **PLAN OF ACTION & MILESTONES:**

- 1. Develop Concept: This initiative was created in response to a question raised by a Senate Armed Services Committee senior professional staff member during a quarterly update with the ATMTF in February 2020. After discussing warrant officer opt out and merit based authorities not in title 10, the question was asked: What if we remove the warrant officers out of title 10 like the enlisted? Specifically, could we delegate the authority required to manage warrant officers below the legislative level process. Support was expressed by each of the Army Senior Leaders in the meeting.
- 2. Study: Identify authority gaps to include merit based promotions, opt out of promotions, direct commissioning, brevet promotions, and alternative promotion authority and study recommendations for draft legislative change and socialize with branches. This phase serves two purposes to formally educate warrant officers regarding potential changes being studied, and to acquire the knowledge of each section of legislation requiring change to support a delegation of authority to the respective department secretary level. Title 10, Chapter 33A often refers to the Service Secretary concerned as a way of delegating authority to manage below the legislative level.
- 3. Test (Prototype & Pilot): Coordinate with the Office of the Chief Legislative Liaison by submitting a request for drafting services and provide assistance as a subject matter expert for warrant officer talent management during the drafting and submission process. Submit legislative proposal for approval.
- 4. Implement: Develop roll out plan to support policy change normally required at the legislative level and now can be executed at the department level in the form of Army Directives. Policy changes similar to those granted for commissioned officers in 2019 should be considered. The preponderance of these policies can be found in AR 600-3 Personnel Development and AR 600-8-29 Officer Promotions.
- 5. Transition: Legislative change delegating authority to the Army Secretary will have similar impact on the Army as the McCain Act did in 2019. Authorities granted by Congress for commissioned officers should be consideration as the proposal moves through the legislative process. The primary responsibility will remain with the SECARMY and HQDA G-1
- 6. Oversee: Once approved implementation would be through HQDA G-1, DMPM.

### Milestones:

Phase 1: Develop 6 MAR 2020: SASC Update APR 2020-JAN 2021 Warm Status

Phase 2: Study

16 FEB 2021: ATMTF Azimuth Check with CSA

05 MAR 2021: SASC Staffer Day 15-18 MAR 2021: Planning Conference

APR-NOV 2021: Develop, Study and Socialize

13-16 DEC 2021: Peer Review results

JAN-DEC 2022 Study desired changes to Chapter 33A

Phase 3: Test

JAN 2023: Legislative Proposal to OCLL for FY 25 NDAA

JUL 2023: SA / CSA Approval

OCT 2023: DOD OLC Deputy Review Panel

NOV 2023: OMB Interagency Review NOV 2023: DOD OLC Review Panel JAN 2024: Release to Congress MAR 2024: SASC Staffer Day MAR 2024: HASC/SASC Update

Phase 4: Implementation

OCT 2024: FY22 NDAA Approval JAN 25-FEB 25: Roll-out Plan APR 2025: PROMOTION BOARD NOV 2025: DOTmLPF-P Analysis

Phase 5: Transition

DEC 2025: Transition to HQDA G-1 JAN 2026: DOTmLPF-P Comp FEB 2026: ASL Approves Transition

Phase 6: Oversee 2026: Oversight 2027: Final Check

**Endstate:** Title 10 authorities in Chapter 33A 571-583 (Appointment, Promotion, Involuntary Separation and Retirement for Members of the Warrant Officer Active Duty List) are delegated to each Service Secretary concerned, providing flexibility and leverage to the unique strategic characteristics of each Service and more importantly the talents of its people. This decentralized precision talent management approach supports the required readiness to remain competitive by streamlining policy change to address rapidly evolving Service-specific talent management requirements.

### Peer Review:

Office of the Chief Legislative Liaison (OCLL), Mr. Joe Henry, Ms. Dianne Smith-Neff, Ms. Lisa Thomas

DMPM: Mr. Al Eggerton and CW5 Ryan Martin

ATMTF: CW5 Rick Knowlton

### Warrant Officer Title X Reform



### **Problem Statement/Current Challenge(s):**

-the John S. McCain National Defense Authorization Act of Fiscal Year 2019 provided several talent management authorities for commissioned officers. Unfortunately, these authorities were not extended to warrant officers.

### **Proposal Description:**

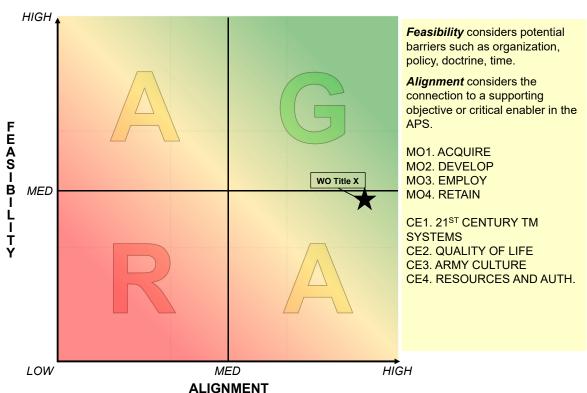
-In cooperation with the Army's Office of the Chief Legislative Liaison, request drafting service of a legislative proposal for a statutory change to Title 10 U.S. Code Chapter 33A §572-581 to provide Service Secretaries more flexibility in managing appointment, promotion, involuntary separation and retirement for members on the Warrant Officer Active-Duty list -a delegation of authority to each Service Secretary concerned would provide flexibility and leverage the unique strategic characteristics of each Service and more importantly the talents of its people

#### **End State:**

Title 10 authorities in Chapter 33A 571-583 are delegated to each Service Secretary concerned providing flexibility and leverage to the unique strategic characteristics of each Service and more importantly the talents of its people. This decentralized precision talent management approach supports the required readiness to remain competitive by streamlining policy change to address rapidly evolving Service-specific talent management requirements.

## Initiative Feasibility & APS Alignment: Warrant Officer Title X Reform





## Initiative Evaluation Rubric Warrant Officer Title X Reform



	<del>• • • • • • • • • • • • • • • • • • • </del>	IIC X IXCIO	• • • •				U.S.ARMT	
Revise Reconvene	1	2	3	4	5	6	7	Score
Readiness • Individual Deployability • Unit • Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM readiness. Potential + in unit readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and unit readiness.	Significant impact to Soldier and unit readiness. + strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	
Incentive • Retention • Assignment • Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy, program, or authority.	Exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provides a significant benefit to talent.	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant change to talent retention or utilization of talent across DA.	
Impact • # Pax • Key Talent • Culture (+/-)	No apparent impact.	Marginal number of pax impacted. Does not impact key talent. Culture (-)	Large number of pax impacted. Does not directly address key talent. Culture (-)	Large number of personnel and key talent impacted. Culture (+/-)	Marginal total # / significant key talent influenced. Culture (+)	Large total of SM and Talent impacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	
Resources  DOTMLPF-P  Financial (\$)  Human Cap.  Sponsor	Fails to identify resource requirements. No sponsor identified.	Requires significant DoD level "D-FP" changes. Requires PPBE. No sponsor Id'd. \$\$\$\$	Requires DA level "D-FP" changes. Currently budgeted. No sponsor Id'd. \$\$\$	Resource requirements require Secretariat authority. No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARSTAF authority. No PPBE req'd. Sponsor Id'd. \$	Resource requirements within DA G1's authority. No PPBE req'd. Sponsor Id'd. \$	Limited resources required to reach minimum viable product.	
Stake- holder Support • Culture • Enthusiasm • OTMI load	Stakeholder(s) opposed to the initiative. OTMI in the lead to continue development.			Stakeholder(s) supportive of the initiative. OTMI resources to support development.			Stakeholder(s) enthusiastically support the initiative. Minimal OTMI resources to support development.	
Time • To minimum viable product	No time estimate provided. Unknown.	> 4 years	> 3 years	> 2 years	> 1 year	> 6 months	Implement immediately	
Total Score		develop an overall I size of the	nnovation score.  corresponds	to the # of p	anelists who	scored the e	ffort there	

## Initiative Binning Structure: WO Title X Reform



						U.S.ARIRIT	
				SYN	CHRONIZE		
DIVEST	TRANSITION	POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION
	X	X X	X X	Х	X		

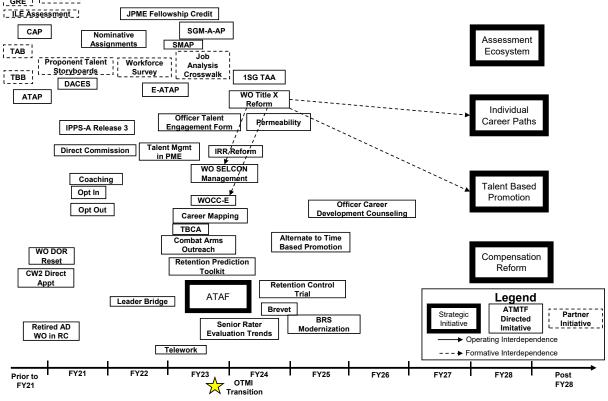
### Comments:

Transition: to a research agency for description of gaps that the lack of decentralized authority creates Policy: synchronize the POAM for the implementation of decentralized authority

Manpower: address responsible organization for research requirements given the earliest legislative proposal timeline of FY24 NDAA

#### WO Title X Reform Policy Map Project Athena C3AB ILE Assessment \_ JPME Fellowship Credit CAP Nominative SMAP Assignments Proponent Talent Workforce Analysis Storyboards Survey Crosswalk ТВВ 1SG TAA DACES E-ATAP ATAP Reform Officer Talent Permeability Engagement Form IPPS-A Release 3 Talent Mgmt Direct Commission IRR/Reform WO SELCON







TITLE: Opt-In

### **ALIGNMENT:**

Identify the major objective(s): Retain, Employ

Supporting objective(s): N/A Critical enabler(s): N/A

**SEQUENCE:** Opt in, along with opt out and brevet promotions, is designed to provide officers with a more flexible career path. While each operates independently, the initiatives are complementary in that that all provide officers the ability to adjust promotion timelines based on individual development and achievements.

**CURRENT CHALLENGES:** Prior to offering the opportunity to opt in, the promotion system did not allow any flexibility in an officer's promotion timeline. Based on guidance from former Secretary of the Army Esper, the Army Talent Management Task Force focused on modernizing officer promotion to reflect not just time in service but milestones and achievements. opt in, opt out and brevet are all initiatives put in place to increase the flexibility an officer has in their career path.

**PROPOSAL DESCRIPTION:** The Army can better recognize and manage talent in the Officer Corps by allowing officers (CPT-LTC) to volunteer (opt in) to promotion boards prior to their promotion zone. Opt in is currently in execution- Officers are now required to take administrative action and meet specified criteria for early consideration by the Promotion Selection Board (PSB). Officers submit requests for consideration to HRC through AIM 2. Existing criteria established by ATMTF and HRC is:

- PME complete for current grade
- 3 years' time in grade (Unless waiver is requested by DMPM and approved by Secretary of the Army)
- Completed key development assignment
- Officers in select functional areas (26,30,34,and CY) require 24 months in that career field with 12 or more OER rated months in lieu of a key development assignment.

During the FY 20 MAJ PSB of the 8006 officers in the date of rank window for early consideration, 1000 submitted a request to opt in, and 962 met the requirements and were considered.

Key take away for the initiatives are:

- -Provides officers some flexibility in when they are considered for promotion
- -Provides the Army with efficiencies during the board process
- -Begins to change the culture of the Army to consider promotion based on individual milestones and achievements rather than time in service or grade.
- -The number of officers promoted early does not change from the previous procedures for below the zone

### **PLAN OF ACTION & MILESTONES:**

**Proposed/Initiated Pilot:** Description of the pilot by phase:

0) Develop Concept: The concept for opt in was presented to task force leadership by the Develop team after the introduction and execution of opt out. The natural pivot after providing officers the opportunity to delay promotion consideration was to look at how we could provide

- officers an opportunity to promote early based on milestones and experiences rather than time alone.
- 1) Study: Between August and October 2019, the develop team staffed a white paper to Army Senior Leaders highlighting the existing legislative authorities allowing the Secretary of the Army to execute opt in for early promotion consideration.
- 2) Test (Prototype & Pilot): On 18 OCT the CSA approved the testing opt in with the Information Dominance LTC PSB.
- 3) Implement: Since the first test with the Information Dominance PSB, HRC has continued to execute opt in for all subsequent PSBs (MAJ-COL). In addition to publishing a MILPER announcing the zones of consideration, HRC publishes an MILPER describing the process for officers to opt in for early consideration.
- 4) Transition: Opt in is fully executed by HRC. During initial execution of the program, the ATMTF completed articles with Stand-To! Podcasts, and G1 Sends, in addition to desk side briefs with senior leaders, and incorporation of the initiative in the ATMTF Road show brief given by Task Force senior leaders with numerous Army commands. HRC has determined additional manpower is required to effectively manage opt in several other ATMTF initiatives for which they either already have or shortly will assume responsibility. HRC has been authorized to assign one officer to OPMD (as overstrength) to run opt out and opt in for ACC officers as a bridging strategy until a civilian position is authorized.
- 5) Oversee: In conjunction with HRC, develop measures of effectiveness of opt in.

### Milestones:

Past: 23 AUG 19- concept created

30 AUG 19- Information paper drafted

03 OCT 19- Information paper staffed through ATMTF

08 OCT 19- Concept presented to ATMTF Director for approval

18 OCT 19- Director approved pilot with ID PSB

15 NOV 19- ID opt in MILPER published

02 MAR 20- Opt in required for entire FY 20 MAJ ACC

Present: In conjunction with HRC the Army Talent Management Task Force will develop measures of effectiveness for opt in

Future milestones: N/A

Endstate: Officers have increased input and flexibility in determining their promotion timeline.

### **Opt In**



### **Problem Statement/Current Challenge(s):**

-Prior to offering the opportunity to opt in, the promotion system did not allow any flexibility in an officer's promotion timeline

### **Proposal Description:**

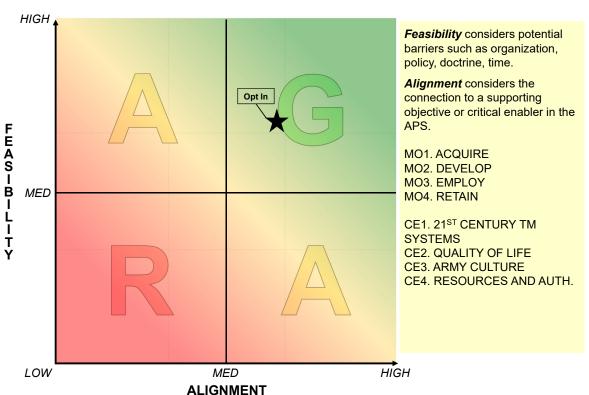
- -The Army can better recognize and manage talent in the Officer Corps by allow officers (CPT-LTC) to volunteer (opt in) to promotion boards prior to their promotion zone
- -Officers are required to take administrative action and meet specified criteria for early consideration by the Promotion Selection Board (PSB)
- -Applications are submitted to HRC through AIM 2

### **End State:**

Officers have increased input and flexibility in determining their promotion timeline, allowing them to pursue broadening opportunities without creating undue risk during promotion consideration.

# Initiative Feasibility & APS Alignment: Opt In





# Initiative Evaluation Rubric Opt In



	1	2	3	4	5	6	7	Score
Readiness • Individual Deployability • Unit • Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM readiness. Potential + in unit readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and unit readiness.	Significant impact to Soldier and unit readiness. + strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	1.7
Incentive  • Retention  • Assignment  • Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy, program, or authority.	Exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provides a significant benefit to talent.	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant change to talent retention or utilization of talent across DA.	3
Impact • # Pax • Key Talent • Culture (+/-)	No apparent impact.	Marginal number of pax impacted. Does not impact key talent. Culture (-)	Large number of pax impacted. Does not directly address key talent. Culture (-)	Large number of personnel and key talent impacted. Culture (+/-)	Marginal total # / significant key talent influenced. Culture (+)	Large total of SM and Talent impacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	4.3
Resources  • DOTMLPF-P  • Financial (\$)  • Human Cap.  • Sponsor	Fails to identify resource requirements. No sponsor identified.	Requires significant DoD level "D-FP" changes. Requires PPBE. No sponsor Id'd. \$\$\$\$	Requires DA level "D-FP" changes. Currently budgeted. No sponsor Id'd. \$\$\$	Resource requirements require Secretariat authority. No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARSTAF authority. No PPBE reg'd. Sponsor id'd. \$	Resource requirements within DA G1's authority. No PPBE reg'd. Sponsor Id'd. \$	Limited resources required to reach minimum viable product.	5.3
Stake- holder Support • Culture • Enthusiasm • OTMI load	Stakeholder(s) opposed to the initiative. OTMI in the lead to continue development.			Stakeholder(s) supportive of the initiative. OTMI resources to support development.			Stakeholder(s) enthusiastically support the initiative. Minimal OTMI resources to support development.	3.7
Time • To minimum viable product	No time estimate provided. Unknown.	> 4 years	> 3 years	> 2 years	> 1 year	> 6 months	Implement immediately	4.7
Total Score								22.7

## **Initiative Binning Structure: Opt In**



						U.S.Ahmii	MANAGEMEN
				SYN	CHRONIZE		
DIVEST	TRANSITION	POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION
	X X X	X X X			X X X	X X X	X

### Comments:

Transition: HRC is the receiving organization. Synchronization of resources is required to continue implementation.

Policy: DA PAM 600-3 updates to include Opt In provisions.

Manpower/Funding: Civilian program manager for program evaluation, development, and continued

implementation.

#### AC Opt In Policy Map Project Athena C3AB ILE Assessment \_ JPME Fellowship Credit CAP Nominative TAB | Assignments | SMAP | Job | Proponent Talent | Workforce | Analysis | Storyboards | Survey | Crosswalk | TBB | DACES Assessment Ecosystem 1SG TAA DACES E-ATAP ATAP Reform Individual Officer Talent Engagement Form Career Paths IPPS-A Release 3 Permeability Talent Mgmt Direct Commission IRR Reform WO SELCON Management Coaching Talent Based Opt In ◀ Promotion -WOCC-E\_ Officer Career Opt Out Development Counseling Career Mapping\_ TBCA Alternate to Time - Based Promotion Combat Arms Outreach WO DOR Compensation Reset Retention Prediction Reform CW2 Direct Toolkit Appt Retention Control ATAF Legend Leader Bridge Brevet ATMTF Partner Initiative Strategic Retired AD WO in RC Senior Rater Imitative Evaluation Trends Operating Interdependence Telework --- ► Formative Interdependence FY22 FY24 Prior to FY25 FY26 FY27 OTMI Transition

TITLE: Opt out

### **ALIGNMENT:**

Identify the major objective(s): Retain, Employ

Supporting objective(s): N/A Critical enabler(s): N/A

**SEQUENCE:** Opt out is currently in execution with applications submitted to HRC through AIM 2. Application routing and approval authorities are fully developed and identified with appropriate updates incorporated into appliable regulations

**CURRENT CHALLENGES:** Opt out was developed based on authorities granted by the 2019 National Defense Authorization Act. Officers that elected to participate in broadening experiences potentially were disadvantaged at subsequent promotion selection boards due to a lack of flexibility in the promotion timeline to complete key development positions.

**PROPOSAL DESCRIPTION:** This policy allows officers to defer their consideration for promotion to complete developmental assignments or education that will make them better officers at the next grade. Officers can opt out of a promotion board to create more time in their career for developmental experiences at the current grade or a future grade.

HRC has offered officers competing in the Majors, Lieutenant Colonel, and Colonel boards the opportunity to opt out since the FY 20 LTC ACC PSB. In the 6 boards HRC offered opt out:

- -136 total requests sent from OPMD for decision
- -133 approved
  - -2 disapproved (FY20 LTC PSB)
  - -1 officer deceased prior to the board (FY22 COL PSB)

### **PLAN OF ACTION & MILESTONES:**

**Proposed/Initiated Pilot:** Description of the pilot by phase:

- 0) Develop Concept: The FY19 NDAA authorizes the Secretary of the Army to allow officers to opt out of a PSB if they meet certain criteria.
- 1) Test (Prototype & Pilot): The Army Chief of Staff directed implementation on 21 February 2019, starting with the FY20 LTC ACC and FY20 CPT ACC boards. In the LTC Promotion Selection Board (PSB)two of four individuals who requested to opt out were approved (1x Olmstead Scholar, 1x return to AD). For the FY20 Captains board, six officers asked to opt out and were approved. Two officers completed a master's degree after commissioning, three were injured during training delaying their time into key development positions, and one commissioned early and requested to opt out to complete career development. opt out was offered for the FY20 CPT PSB, however ultimately the board was replaced with a Fully Qualified Review process. As a result of the change from a selection board to a review process, the 6 Officers originally approved for the deferred consideration, were promoted. HRC has continued to offer officers the ability to opt out for each subsequent MAJ, LTC and COL PSB (ACC). More recently it is also being offered for AMEDD boards and reserve component promotion boards.
- 2) Implement: On 1 October 2019 the Secretary of the Army signed Army Directive 2019-30, Authority for Officers to opt out of Promotion Selection Board Consideration. With the AD signed, opt out was fully implemented by HRC as a program of record.
- 3) Transition: Since the pilot and subsequent publication of Army Directive 2019-30, HRC has provided officers with the opportunity to opt out of promotion consideration, announcing the

specific requirements in a MILPER message published in coordination with the PSB message. Updates Army regulation with appropriate changes to reflect opt out as an enduring option in the promotion system are pending. HRC has determined additional manpower is required to effectively manage opt out in addition to several other ATMTF initiatives for which they either already have or shortly will assume responsibility.

4) Oversee: In conjunction with HRC the Army Talent Management Task Force will develop measures of effectiveness for opt out.

### Milestones:

Past: NDAA 2019 authorizing opt out, Secretary of the Army signed opt out Army Directive, executed opt out boards for CPT, MAJ, and LTC PSBs

Present: Develop MOEs

Future milestones: Update regulation and pamphlets as necessary to reflect the change of the

promotion process.

**Endstate:** Officers have increased input and flexibility in determining their promotion timeline, allowing them to pursue broadening opportunities without creating undue risk during promotion consideration.

### **AC Opt Out**



### **Problem Statement/Current Challenge(s):**

Opt out was developed based on authorities granted by the 2019 National Defense Authorization Act. Officers that elected to participate in broadening experiences potentially were disadvantaged at subsequent promotion selection boards due to a lack of flexibility in the promotion timeline to complete key development positions.

### **Proposal Description:**

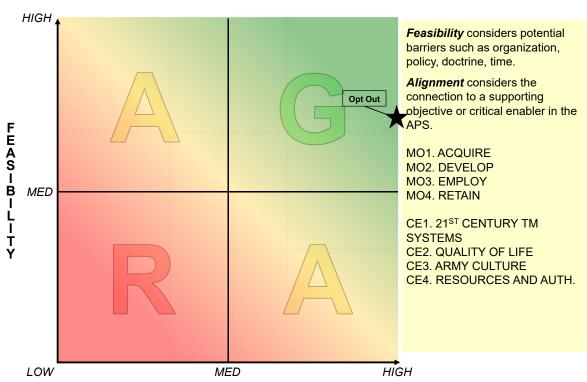
This policy allows officers to defer their consideration for promotion to complete developmental assignments or education that will make them better officers at the next grade. Officers can opt out of a promotion board to create more time in their career for developmental experiences at the current grade or a future grade.

### **End State:**

Officers have increased input and flexibility in determining their promotion timeline, allowing them to pursue broadening opportunities without creating undue risk during promotion consideration.

# Initiative Feasibility & APS Alignment: Opt Out





**ALIGNMENT** 

# Initiative Evaluation Rubric Opt Out



	1	2	3	4	5	6	7	Score
Readiness • Individual Deployability • Unit • Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM readiness. Potential + in unit readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and unit readiness.	Significant impact to Soldier and unit readiness. + strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	3.7
Incentive • Retention • Assignment • Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy, program, or authority.	Exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provides a significant benefit to talent.	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant change to talent retention or utilization of talent across DA.	3.8
Impact • # Pax • Key Talent • Culture (+/-)	No apparent impact.	Marginal number of pax impacted. Does not impact key talent. Culture (-)	Large number of pax impacted. Does not directly address key talent. Culture (-)	Large number of personnel and key talent impacted. Culture (+/-)	Marginal total # / significant key talent influenced Culture (+)	Large total of SM and Talent impacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	4.2
Resources  DOTMLPF-P Financial (\$) Human Cap. Sponsor	Fails to identify resource requirements. No sponsor identified.	Requires significant DoD level "D-FP" changes. Requires PPBE. No sponsor Id'd. \$\$\$\$	Requires DA level "D-FP" changes. Currently budgeted: No sponsor Id'd. \$\$\$	Resource requirements require Secretariat authority. No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARSTAF authority. No PPBE req'd. Sponsor Id'd. \$	Resource requirements within DA G1's authority. No PPBE reg'd. Sponsor Id'd. \$	Limited resources required to reach minimum viable product.	5.3
Stake- holder Support • Culture • Enthusiasm • OTMI load	Stakeholder(s) opposed to the initiative. OTMI in the lead to continue development.			Stakeholder(s) supportive of the initiative. OTMI resources to support development.			Stakeholder(s) enthusiastically support the initiative. Minimal OTMI resources to support development.	6
Time • To minimum viable product	No time estimate provided. Unknown.	> 4 years	> 3 years	> 2 years	> 1 year	> 6 months	Implement immediately	6
Total Score		develop an overall I		to the # of p	anelists who	scored the e	effort there	29

## **Initiative Binning Structure: Opt Out**



	_					U.S.ARMY	MANAGEMEN	_
				SYN	CHRONIZE			
DIVEST	TRANSITION	POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION	
	X	X		Х	X		X	
	X X	X			X X		X X	

#### Comments:

Transition: HRC is fully executing Opt Out; the program is available for officers in the primary zone. HRC requires additional resources to make Opt Out and other initiatives transferring from ATMTF enduring programs.

Policy: AR/DA PAM 600-3 updates

Manpower: Ideal solution is a DA Civilian given the time horizon required for further study and full

implementation

Data Solution: IPPS-A integration is required to make Opt Out an enduring program.

#### **AC Opt Out Policy Map** Project Athena C3AB JPME Fellowship Credit ILE Assessment \_ CAP Nominative Assessment SMAP Assignments Ecosystem Proponent Talent Workforce Analysis Storyboards Survey Crosswalk ТВВ 1SG TAA DACES E-ATAP ATAP Reform Individual Officer Talent Engagement Form Career Paths IPPS-A Release 3 Permeability Talent Mgmt in PME Direct Commission IRR Reform WO SELCON Management Coaching Talent Based Opt In Promotion WOCC-E Officer Career Opt Out Development Counseling Career-Mapping -TBGA Combat Arms **Based Promotion** Outreach WO DOR Compensation Reset Retention Prediction Reform CW2 Direct Toolkit Appt Retention Control ATAF Legend Leader Bridge Brevet ATMTF Partner Initiative Strategic Retired AD WO in RC Senior Rater Imitative Evaluation Trends ➤ Operating Interdependence Telework --- ► Formative Interdependence FY22 Prior to FY25 FY26 FY27 OTMI Transition

TITLE: Reserve Component Opt out

### **ALIGNMENT:**

Identify the major objective(s): Retain, Employ

Supporting objective(s): N/A Critical enabler(s): N/A

**SEQUENCE:** This directive follows several Army Talent Management related policy changes to include AD 2019-30 (Authority for AC Officers to Opt Out of Promotion Selection Board Consideration). Opt out is currently in execution pending execution with Fiscal Year FY22 Reserve Component (RC), Major (MAJ), Army Promotion List (APL), Army National Guard of the United States (ARNGUS), Army Reserve Active Guard Reserve (AR AGR), and Army Reserve Non-Active Guard Reserve (AR Non-AGR), Competitive Categories, Promotion Selection Board (PSB) Zones of Consideration. An officer wishing to request to opt out of their next PSB must submit a DA Form 4187 (Request for Personnel Action) briefly explaining the circumstances under which the officer meets the eligibility criteria to the first O-6 in the officer's chain of command. In addition, requests may also include an individual memorandum to provide additional details regarding officers opt out eligibility.

CURRENT CHALLENGES: Opt out was developed based on authorities granted by the 2019 National Defense Authorization Act, Army Directive 2020-19 (Authority for Reserve Component Officers to Opt Out of Promotion Selection Board Consideration), 17 December 2020. A separate RC directive was developed to protect RC career development and PSB equities with an intent to meet the unique needs of the RC 1LT-MAJ populations. This directive explains the administrative procedures required and outcomes produced for Reserve Component (RC) officers who request to defer consideration by a Promotion Selection Board (PSB) Opt Out of a PSB. Prior to each PSB, the Army Human Resources Command (HRC) will publish instructions that specifically describe the eligibility criteria to request to opt out for that board, either as part of the routine board message, or as a stand-alone message. An officer may opt out two times per grade. These MILPER message pertain to RC (ARNG and USAR) officers only.

**PROPOSAL DESCRIPTION:** The new policy applies to RC officers in the grades of first lieutenant, captain, and major may request to opt out. It is in the best interest of the Army to increase flexibility in officer career development by allowing time to pursue broadening experiences, education, and certifications. Some officers who pursue advanced educational opportunities or unique assignments may be unable to complete prescribed key-developmental assignments for their career fields in time for their next promotion selection board. New Army policy allows these officers to defer their consideration for promotion in order for them to complete developmental assignments that will make them better officers at the next grade.

### **PLAN OF ACTION & MILESTONES:**

**Proposed/Initiated Pilot:** Description of the pilot by phase:

- 0) Develop Concept: The FY19 NDAA authorizes the Secretary of the Army to allow officers to opt out of a PSB if they meet certain criteria.
- 1) Test (Prototype & Pilot): Opt out is currently in execution pending execution with Fiscal Year FY22 Reserve Component (RC), Major (MAJ), Army Promotion List (APL), Army National Guard of the United States (ARNGUS), Army Reserve Active Guard Reserve (AR AGR), and Army Reserve Non-Active Guard Reserve (AR Non-AGR), Competitive Categories, Promotion Selection Board (PSB) Zones of Consideration.
- 2) Implement: On 1 October 2019 the Secretary of the Army signed Army Directive 2019-30, Authority for Officers to opt out of Promotion Selection Board Consideration. With the AD signed, opt out was fully implemented by HRC as a program of record. Army Directive 2020-

- 19 (Authority for Reserve Component Officers To Opt Out of Promotion Selection Board Consideration), 17 December 2020.
- 3) Transition: Transition will be determined by organizational approval authority. Approval authority is the Chief, National Guard Bureau (CNGB) for ARNG Soldiers; Chief of Army Reserve (CAR) for Troop Program Unit and Active Guard Reserve Soldiers; and CG, HRC for Individual Mobilization Augmentee and Individual Ready Reserve Soldiers. Approval authority may be delegated to a level no lower than an O-7 or first-tier member of the Senior Executive Service at the discretion of the components/CG, HRC. The CNGB; CAR; and CG, HRC will publish administrative routing procedures for their Soldiers. HRC will publish military personnel messages announcing consideration elements for each applicable promotion selection board.
  - The Assistant Secretary of the Army for Manpower and Reserve Affairs is the proponent for this policy, responsible for ensuring that the Deputy Chief of Staff, G-1 incorporates the provisions of this directive into Army Regulation 135–155 within 2 years of the date of this directive.
- 4) Oversee: In conjunction with DMPM the Army Talent Management Task Force will assist with measures of effectiveness for opt out.

### Milestones:

Past: NDAA 2019 authorizing opt out, Secretary of the Army signed opt out Army Directive, executed opt out boards for CPT, MAJ, and LTC PSBs. A separate RC directive was developed to protect RC career development and PSB equities with an intent to meet the unique needs of the RC 1LT-MAJ populations. These planning considerations reviewed applicable RC management authorities, distinctive career paths, active status options, promotion timelines, and process measures. Army Directive 2020-19 Authority for Reserve Component Officers to Opt Out of Promotion Consideration, MILPER 21-275, 29 July 2021. This message explains the administrative procedures required and outcomes produced for Reserve Component (RC) officers who request to defer consideration by a Promotion Selection Board (PSB) Opt Out of a PSB.

Present: Develop MOEs

Future milestones: Update regulation and pamphlets as necessary to reflect the change of the promotion process.

**Endstate:** Officers have increased input and flexibility in determining their promotion timeline, allowing them to pursue broadening opportunities without creating undue risk during promotion consideration.

## **Reserve Component Opt Out**



### **Problem Statement/Current Challenge(s):**

-Opt out was developed based on authorities granted by the 2019 National Defense Authorization Act, Army Directive 2020-19 (Authority for Reserve Component Officers to Opt Out of Promotion Selection Board Consideration), 17 December 2020.

-A separate RC directive was developed to protect RC career development and PSB equities with an intent to meet the unique needs of the RC 1LT-MAJ populations.

### **Proposal Description:**

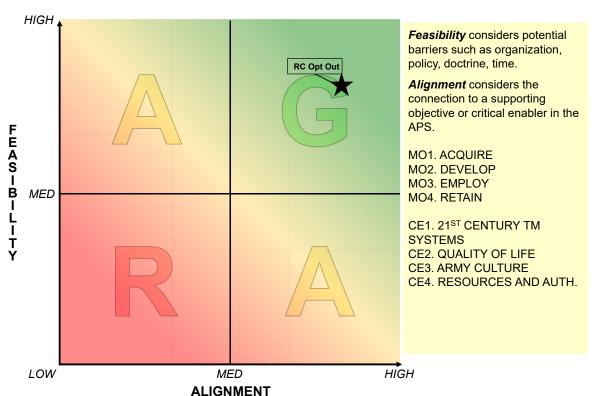
- -The new policy applies to RC officers in the grades of first lieutenant, captain, and major may request to opt out.
- -Some officers who pursue advanced educational opportunities or unique assignments may be unable to complete prescribed key-developmental assignments for their career fields in time for their next promotion selection board.
- -New Army policy allows these officers to defer their consideration for promotion in order for them to complete developmental assignments that will make them better officers at the next grade.

### End State:

Officers have increased input and flexibility in determining their promotion timeline, allowing them to pursue broadening opportunities without creating undue risk during promotion consideration.

# Initiative Feasibility & APS Alignment: Reserve Component Opt Out





**Initiative Evaluation Rubric Reserve Component Opt Out** Revise/ 1 3 4 5 6 7 Score Reconvene Readiness Does not Potential Marginal Increases SM Increases Soldier Significant Radically + to impact to Soldier increase increase to increase to SM readiness and and unit readiness Individual marginal increase individual SM Significant impact Deployability

• Unit 4 in unit readiness. Potential + in readiness. readiness. on strategic unit readiness. strategic readiness. Strategic readiness Lacks any Marginally Significantly Exponentially Creates a new New program, Creates a radical Incentive apparent improves an improves an increases the policy, program policy, or and significant existing policy, change to talent incentive. existing policy, improvement Assignment 5 Incentive already program, or program, or an existing provides a that greatly retention or Alignment in existence authority. authority. significant utilization of policy, program, incentivizes or authority benefit to talent. talent retention talent across DA. No apparent Marginal number Large number of Large number of Marginal total # / Large total of SM Radical impact to **Impact** impact. of pax impacted. pax impacted. significant key talent influenced. and Talent how the Army • # Pax • Key Talent • Culture (+/-) 4.2 Does not directly key talent executes TM. Does not impact impacted. key talent. address key npacted. Culture (+) Culture (+) Transformational. talent. Culture (-) Culture (+/-) Culture (-) Fails to identify Requires Requires DA level Resource Resource Resource Limited resources Resources significant DoD "D-FP" changes. requirements requirements requirements resource required to reach • DOTMLPF-P requirements. level "D-FP" Currently budgeted. No require within ARSTAF within DA 61's minimum viable · Financial (\$) 5.7 authority. No Human Cap. No sponsor changes. Secretariat authority. No product. identified. Requires PPBE. sponsor Id'd. authority. No PPBE req'd PPBE req'd. Sponsor Sponsor Id'd. \$ No sponsor Id'd. ŚŚŚ PPBE req'd. Sponsor Id'd. \$ \$\$\$\$ Sponsor ~ \$\$ Stakeholder(s) Stakeholder(s) Stakeholder(s) Stakeopposed to the supportive of the enthusiastically holder initiative, OTMI initiative, OTMI support the in the lead to initiative. Minimal resources to 6 Support continue support OTMI resources to Culture development. development support Enthusiasm development OTMI load No time estimate Implement > 2 years Time provided. immediatel • To minimum 6 Unknown. viable product

Note: The size of the U corresponds to the # of panelists who scored the effort there

## **Initiative Binning Structure: RC Opt Out**

Sum all scores to develop an overall Innovation score.



30.9

							O.S.AHMIT	
					SYN	CHRONIZE		
	DIVEST	TRANSITION	POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION
		Х	Х			Х		Х
		X	X			X		X
		X	X					
l								

Comments:

**Total** 

Score

Transition: HRC RPMD as the receiving organization Policy: update promotion regulations and pamphlets

Manpower: synchronize execution and oversight of this program with other DMPM and HRC programs

Data: incorporate IPPS-A into future execution

#### **RC Opt Out Policy Map** Project Athena C3AB ILE Assessment \_ JPME Fellowship Credit CAP Nominative Assessment SMAP Assignments Ecosystem Proponent Talent Workforce Job Storyboards Survey Crosswalk ТВВ 1SG TAA DACES E-ATAP / ATAP Reform Individual Officer Talent Permeability Career Paths Engagement Form IPPS-A Release 3 Talent Mgmt IRR Reform Direct\Commission Coaching Management Talent Based Optiln Promotion WOCC-E Officer Career Opt Out Development Counseling Career Mapping TBCA - - -Alternate to Time Based Promotion Combat Arms WO DOR Outreach Compensation Reset Retention Prediction Reform Toolkit CW2 Direct Appt Retention Control ATAF Legend Leader Bridge Brevet ATMTF Partner Initiative Strategic Retired AD WO in RC Senior Rater Modernization Imitative Evaluation Trends ➤ Operating Interdependence Telework --- ► Formative Interdependence FY22 Prior to FY25 FY26 FY27 OTMI Transition

**TITLE:** Army Talent Alignment Process (ATAP)

**ALIGNMENT:** LOE 3, Employ; Supporting Objective Area: Advance

**SEQUENCE:** ATAP is operating as a minimum viable product using the Assignment Interactive Module 2.0 (AIM2) interface to support officer distribution. Full talent management functionality is dependent on the development of the Integrated Personnel and Pay System – Army (IPPS-A), the Army Talent Alignment Framework (ATAF), and the development of incentives, and culture change (e.g. embrace of market principles). There are three complementary tasks that must be accomplished concurrently with the market: 1) the AG Corps and HRC must reexamine their roles in officer distribution; 2) re-evaluate doctrine and branch guidance to ensure career flexibility; and 3) the promotion system should be revised to support talent management.

**CURRENT CHALLENGES:** The Army's legacy, centralized personnel system was sufficient when the U.S. had decisive financial, technological, and population advantages over our near-pear adversaries. This Industrial Age approach relied on directives and standard career paths to distribute officers based on extremely limited data (rank, branch, performance). Now that the strategic environment is changing, though, the Army must better leverage its enduring competitive advantage: its people. Fully harnessing the power of People will require a decentralized, regulated marketplace that empowers officers to match with unit needs based on Knowledge, Skills, Behaviors, and Preferences (KSB-P) and using incentives (e.g. assignment incentive pay, Quality of Life programs, etc.).<sup>1</sup>

**PROPOSAL DESCRIPTION:** ATAP is a decentralized, regulated market-style hiring system that aligns officers with jobs based on preferences shaped by the unique Knowledge, Skills, and Behaviors (KSB) of each officer and the KSBs desired by commanders for their available assignments. The process has three phases. During "Phase I: Set Market Conditions." the Army identifies officers ready to move and complete the mission-essential requirements and prioritize vacancies using AlM2. In "Phase 2: Execute the Market," participating officers and units view each other's information, conduct interviews (if desired), and preference assignment vacancies and officers for assignments. "Phase 3: Clear the Market" occurs after the market closes and is when the Army Talent Alignment Algorithm (ATAA), matches movers and units based on their preferences. Empowering greater input from both eligible officers and units, ATAP seeks to achieve talent alignment between officers and requirements that is good for the officer and the unit and fulfills the Active Component Manning Guidance.

ATAP's market mechanism will provide the Army with real-time information on its talent supply and demand because it incentivizes individuals and units to reveal their talent information. This talent information can then be used to help shape personnel policy, forecast aspects of personnel readiness, allocate resources, and conduct workforce planning. The long term vision of ATAP is that it serves as a critical talent data collection tool within People Analytics.

# INITIATIVE DEVELOPMENT

- 1) Study: From 2009 to 2010, The Office of Economic and Manpower Analysis (OEMA) published a series of six monographs that analyzed the development of an Officer Corps strategy. The papers proposed a human capital model focused on acquiring, developing, employing, and retaining talent. The final monograph outlined how a market would use data and incentives to match talent with requirements.
- 2) Test: In June 2010, the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA(M&RA)) and CG TRADOC directed proof-of-concept piloting for a web-based talent management environment. The purpose was to study behavioral responses to market-based

incentives implemented within existing officer assignment practices. The two-year pilot (AUG 10-12) indicated that an online assignment market provided officers with ample incentive to enter granular and accurate talent data, which could subsequently improve Army talent management. The pilot also demonstrated the need for market principles and regulation.<sup>2</sup>

- 3) Implement: The Army implemented AIM2 during the Summer 2019 assignment cycle. It allowed officers to build professional résumés, highlighting their unique Knowledge, Skills, Behaviors and Preferences (KSB-P). Then, for the Summer 2020 cycle, HRC applied the ATAA to certain portions of the market. HRC, OEMA, and ATMTF analyzed that market's results in the "ATAP Program Evaluation." The program evaluation recommended enhancing ATAP search capabilities, improving market messaging and education, experimenting with additional changes to ATAP, and restructuring unit personnel shops to better align with a market environment among other things. During the Summer 2021 cycle, HRC updated the process and applied the algorithm to all markets.<sup>3</sup> Although the market solution produced positive results for 90% to 95% of officers and units, there was slating turbulence due to changing Active Component Manning Guidance (ACMG), emerging structure requirements, the release of board results, Exceptional Family Member Program (EFMP) considerations, "non-conference assignments," the filling of branch immaterial billets, and unqualified conditions.
- 4) Transition: Transition is on-going. HRC's Office of Personnel Management Directorate (OPMD) executes the market.
  - a. Doctrine. DA PAM 600-3 describes "the full spectrum of developmental opportunities an officer can expect throughout a career." The Directorate of Military Personnel Management (DMPM) will begin the revision process for it once AR 600-3 is published (pending legal review since Spring '21). ATMTF and/or OPMD can use this opportunity to build proponent support for more flexible career paths (e.g. larger markets with less "readiness" caveats). HRC should update the "ATAP User Agreement" and "Officer's Guide to ATAP" annually or when major changes to the marketplace occur.
  - b. Organization. In accordance with EXORD 241-21 (30SEP21), OPMD executes the Active Component assignment marketplace for all officers from First Lieutenant to Colonel and Warrant Officer 1 to Chief Warrant Officer 5, except those in the JAG Corps. ATMTF has transferred approximately six billets to HRC (effective Summer '22) to support OPMD's ongoing manpower needs assessment. Market oversight is currently provided by ATMTF for the DCS G-1 and ASA(M&RA), and could be assumed by the Office of Talent Management Innovation (OTMI) after ATMTF sunsets.
  - c. Training. Training is necessary to improve the understanding of KSBs across the force and facilitate their integration into the marketplace. ATMTF will continue to present KSBs as a formal part of HRC-led MER training in advance of marketplaces. This will be reinforced through multiple venues to leadership and unit strength managers as part of a broader strategy to educate the force at-large on the role of KSBs in enabling officer preference and unit ability to match officers in the marketplace with their mission-specific requirements. Additionally, ATAF needs to be integrated into Human Resources Professional's Foundational Training. ATMTF has directly engaged with the Soldier Support Institute to assist in course development for HR professionals and future unit strength managers to enable understanding and employment of KSBs in the marketplace.<sup>4</sup> More generally, ATAP could be included in all BOLC so junior officers have an understanding of hiring practices and interviews early in their careers.
  - d. Materiel. IPPS-A (Release 3) has been delayed until September 2022. As a result, the 23-01 movement cycle will proceed in AIM2. The 23-02 cycle may be a hybrid approach with the

- assignment marketplace in AIM2 and IPSS-A publishing orders. Subsequent markets (FY24 on) are expected to be conducted entirely in IPSS-A. HRC's IPPS-A transition task force is determining the way ahead for AIM2.
- e. Leadership & Education. For the market to achieve the Army's desire outcomes, each actor must understand the market and fulfill their role. At the enterprise level, HRC must continue their move to become "market makers" whose goal is to create an efficient market in which commanders and officers to find one another. HRC's new role should be to ensure the rules of the game are being followed. At the individual level, continued emphases in Pre-Command Courses (PCC) is necessary to ensure commanders understand the ATAA and that they own the assignment process. Taking the time to ensure commanders understand the algorithm and are introduced to best hiring practices will help the Army build better teams and foster trust in the enterprise. Commander education is critical to the near- and long-term success of the market.
- f. Personnel. Human Capital Enterprise leaders must reconsider the role of personnel (S1, G1, J1) shops. Our current process-focused "personnel management" was developed for a conscript army in the Cold War era and is not well suited to support a decentralized talent management system that appreciates each individual's talents. A comprehensive HR organization design effort will help address this gap between what AG Officers and S1 shops can do and what is demanded of them in ATAP.
- g. Policy. Presently the market is governed by EXORD. In the future, ATMTF (or HRC, depending on timing) must update AR 614-100 to include the market principles and business rules to reduce our reliance on EXORDS. AR 614-100 will enter the revision process o/a Q2FY23.
- h. Potpourri. Continued market innovation should explore: synchronizing the results of promotion boards and special boards with the marketplace, if an additional duty service obligation is necessary to reduce turbulence, and the cost-benefit analysis of split (shallow) markets.
- 5) Oversight. The Army must continually learn from the market and adjust the assignment process as new systems/programs are brought online, incentives are modified, or conditions change. The governance structure for this continued innovation should include:
  - a. A formal process for documenting adjustments to the ATAA-produced slate. A person should review all ATAA-proposed assignment decisions, and adjustments will be necessary in every assignment cycle. Understanding why these adjustments are necessary is critical to promoting transparency and trust in ATAP over the long run. Ideally, the database (AIM2 or IPPS-A) should document changes to the algorithmically produced slate and that information should be shared with an HRC-external organization as part of the shared marketplace data (see 5b).
  - b. ATAP should partner with and share data with G1/M&RA People Analytics community to ensure: 1) effective oversight and transparency of ATAP by HQDA and 2) feedback of ATAP talent data into personnel policy and resourcing. Dual accomplishment of these goals will provide the Army with rich supply and demand talent data.

- c. Marketplace Outbriefs to the ASA(M&RA) / DCS G1. EXORD 241-21 (30SEP21) reiterates the requirement for HRC to brief the Army G1 and the ASA (M&RA). These briefs should occur after the algorithm has been run and HRC has recommended adjustments, but before HRC issues RFOs.
- d. Marketplace Cycle Outbrief to the ASA(M&RA) / DCS G1. The market slate may change during the course of the cycle. All changes after the initial outbrief and during the market cycle should be briefed to the ASA(M&RA) / DCS G1 at the end of the market cycle (e.g. NLT 1 OCT for the Summer movement cycle).
- e. Engagement Survey Questions. Add questions within the Department of the Army Career Engagement Survey (DACES) that help monitor behavior within ATAP marketplace. Given the DACES longitudinal nature, questions asked over time will allow the Army to monitor trends that would help it understand the progress it is making.

# **FUTURE MILESTONES:**

- 1) Q3FY22: ATMTF DMOs transfer to HRC
- 2) Q2FY23: Update AR 614-100
- 3) Q4FY23: IPPS-A Release 3
- 4) Q2FY24: Expand marketplace functionality to SNCO
- 5) TBD: Update DA PAM 600-3

# Data:

- 1) All marketplace data is in TOPMIS. Currently, OEMA has access to this data via an existing data sharing agreement with HRC. The next step is to ensure the People Analytics Cross Functional Group has access to the raw data for governance and oversight in accordance with Army Directive 2021-18 (Use of People Analytics Data/Data Omnibus). Full market implementation will require transition to IPPS-A and continued data sharing between HRC and an external organization.
- 2) ATMTF does not have access to any raw market data. All processed information and ATAP briefs the TF has are stored on the ATMTF share-drive.
- 3) Beyond how many matches were broken, HRC and the People Analytics Cross-Functional Group should track talent data on both sides of the market. This data can then be used to drive continued improvement to ATAP (e.g. KSB dropdowns, talent requirements by units, free text analysis, etc).

**ENDSTATE:** A fully developed marketplace will give users from all components agency in their careers by empowering them to filter assignments by validated KSBs and offer tailored incentives to guide behavior. In addition, the market will also provide talent information to the Army on who we Acquire and Retain (e.g. those with in-demand KSBs), and how we Develop personnel (e.g. internally build or cultivate scarce talents).

<sup>&</sup>lt;sup>1</sup> Strategic Studies Institute. "Senior Officer Talent Management: Fostering Institutional Adaptability."

<sup>&</sup>lt;sup>2</sup> United States Army, "Green Pages Proof of Concept Pilot Report" (15 DEC 12), <u>Green-Pages-Proof-of-Concept-Pilot-Report.pdf (army.mil)</u>, p. i.

<sup>&</sup>lt;sup>3</sup> Army Auditing Agency, "Assigning Officers Using the Army Talent Alignment Process (DRAFT)" (13 JUL 21), 21

<sup>&</sup>lt;sup>4</sup> United States Army DCS G1, "Official Army Position on AAA Report 20-FIZ-0611" (4 OCT 21).

# **Army Talent Alignment Process**



# **Problem Statement/Current Challenge(s):**

-The Army's legacy, centralized personnel system was sufficient when the U.S. had decisive financial, technological, and population advantages over our near-pear adversaries. This Industrial Age approach relied on directives and standard career paths to distribute officers based on extremely limited data (rank, branch, performance). Now that the strategic environment is changing, though, the Army must better leverage its enduring competitive advantage: its people.

# **Proposal Description:**

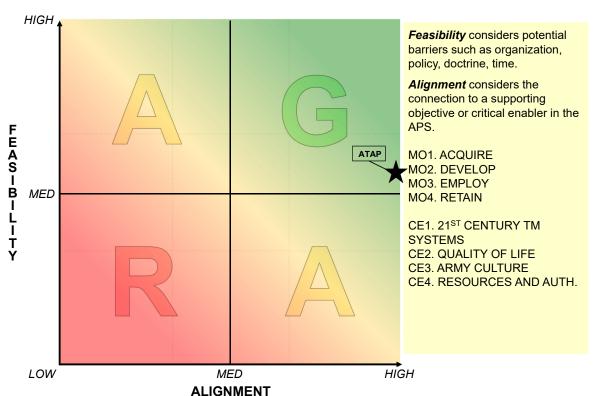
- -A decentralized, regulated market-style hiring system that aligns officers with jobs based on preferences shaped by the unique Knowledge, Skills, and Behaviors (KSB) of each officer and the KSBs desired by commanders for their available assignments.
- -seeks to achieve talent alignment between officers and requirements that is good for the officer and the unit and fulfills the Active Component Manning Guidance.

### End State:

-A fully developed marketplace will give users from all components agency in their careers by empowering them to filter assignments by validated KSBs and offer tailored incentives to guide behavior. In addition, the market will also provide talent information to the Army on who we Acquire and Retain (e.g. those with in-demand KSBs), and how we Develop personnel (e.g. internally build or cultivate scarce talents).

# Initiative Feasibility & APS Alignment: Army Talent Alignment Process





# Initiative Evaluation Rubric Army Talent Alignment Process



	1	2	3	4	5	6	7	Score	
Readiness Individual Deployability Unit Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM readiness. Potential + in unit readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and unit readiness.	Significant impact to Soldier and unit readiness. + strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	4	
Incentive  • Retention  • Assignment  • Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy, program, or authority.	Exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provides a significant benefit to talent.	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant change to talent retention or utilization of talent across DA.	4.5	
Impact • # Pax • Key Talent • Culture (+/-)	No apparent impact.	Marginal number of pax impacted. Does not impact key talent. Culture (-)	Large number of pax impacted. Does not directly address key talent. Culture (-)	Large number of personnel and key talent impacted. Culture (+/-)	Marginal total # / significant key talent influenced. Culture (+)	Large total of SM and Talent impacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	4	
Resources  • DOTMLPF-P  • Financial (\$)  • Human Cap.  • Sponsor	Fails to identify resource requirements. No sponsor identified.	Requires significant DoD level "D-FP" changes. Requires PPBE. No sponsor Id'd. \$\$\$\$	Requires DA level "D-FP" changes. Currently budgeted. No sponsor Id'd. \$\$\$	Resource requirements require Secretariat authority. No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARS LAF authority. No PPBE req'd. Sponsor Id'd. \$	Resource requirements within DA G1's authority. No PPBE req'd. Sponsor Id'd. \$	Limited resources required to reach minimum viable product.	3.3	
Stake- holder Support • Culture • Enthusiasm • OTMI load	Stakeholder(s) opposed to the initiative. OTMI in the lead to continue development.			Stakeholder(s) supportive of the initiative. OTMI resources to support development.			Stakeholder(s) enthusiastically support the initiative. Minimal OTMI resources to support development.	3.5	
Time • To minimum viable product	To minimum provided. I immediately							2.5	
Total Score	Sum all scores to develop an overall Innovation score.  Note: The size of the corresponds to the # of panelists who scored the effort there								

# **Initiative Binning Structure: ATAP**



				SYN	CHRONIZE	U.S.ARMT	
DIVEST	TRANSITION	POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION
	X X X	X X X		X	X	Х	X

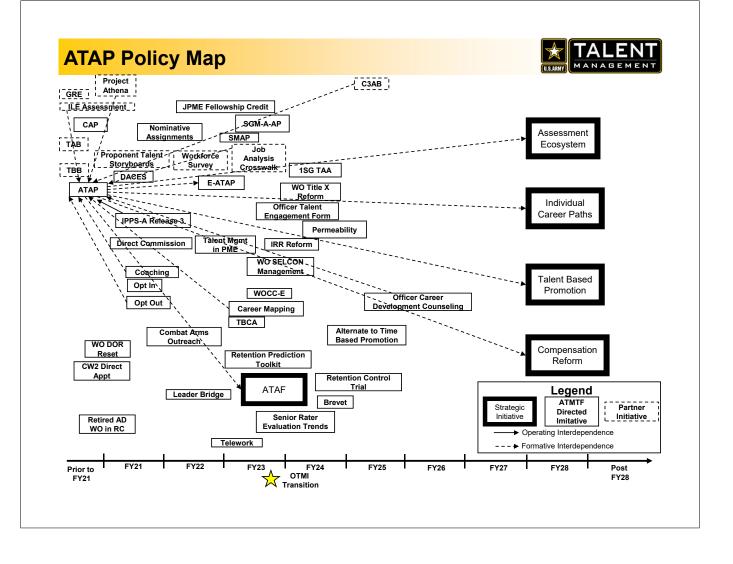
# Comments:

Transition: ATAP is a minimum viable product for a personnel distribution system, but further innovation to realize the talent data collection capabilities of ATAP will require resourcing.

Policy: Full development requires synchronization with other initiatives and AR/DA PAM 600-3.

TAA/POM/Funding: Be cautious of assuming that funding for IPPS-A will also support ATAP. Resourcing of G1/S1 shops is not addressed.

Data Solution: Further development of IPPS-A will enable ATAP to move from a personnel distribution process to a talent management process.



**TITLE:** First Sergeant (1SG) Talent Alignment Assessment (TAA)

ALIGNMENT: LOE 3, Employ; Supporting Objective Area: Advance

**SEQUENCE:** 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. 1SGs are the last senior enlisted advisor position that has significantly more experience relative to their commander. The 1SG TAA program is designed to identify, assess, select and align the most talented NCOs as 1SGs to develop and maintain organizations readiness and foster cultures and climates that support the Army Values. Four1SG TAAs have been executed to date: XVIII Airborne Corps, Fort Bragg, NC; 1st Infantry Division, Fort Riley, KS; 10th Mountain Division, Fort Drum, NY; 4th Infantry Division, Fort Carson, CO. In FY21, the 1SG TAA has been used to assess and select 65 1SG candidates.

**CURRENT CHALLENGES:** The Sergeant Major of the Army (SMA) and Senior Enlisted Council (SEC) directed the ATMTF to study, test, and implement a process that can be used Army-wide which uses formalized, objective data and tailored requirements to maximize the talent of the Army's greatest resource, its people. Units at the Distribution Management Level (DML) and Distribution Management Sub-Level (DMSL) lack the relevant and objective information on individual NCO talents and predictive manners of performance to optimize 1SG slating processes. There is no data available to validate or score the talent management at the unit level to include 1SG slating and to date all measures are highly subjective.

**PROPOSAL DESCRIPTION:** The 1SG TAA is an assessment program designed to gain insights on Master Sergeants and Sergeants First Class to better align the talents of individuals to meet the requirements of specific 1SG positions. Through this process, multiple vectors of information will inform 1SG slating decisions. The assessment process will provide relevant information on the positions available and specific details on the talent required to fill them, as well as the physical, cognitive, temperamental, technical, and tactical talents of eligible NCOs to fill the positions. This assessment will occur at the division or installation level in a decentralized manner with data being stored in the Personnel Data Environment (PDE).

The assessment will consist of three phases:

- 1. Preparation Phase: Conducted three (3) to six (6) months prior to execution.
  - a. <u>Talent Requirement Worksheet (TRW)</u>: The TRW is a unit generated tool to describe the knowledge, skills, and behaviors needed within the formation to better align the right leader, to the right organization, and mission.
  - b. <u>Enlisted Leader Evaluation Tool (ELET)</u>: The ELET is an online questionnaire utilized to assess a candidate's leadership competencies, positive leadership attributes, and counter-productive leadership traits. The ELET requires the combination of self-assessment and external input from peers (5), subordinates (5), and superiors (3) who are familiar with the candidate to gain a more insightful view of the candidate's competencies.
  - c. Noncommissioned Officer Behavioral Based Interview (BBI): The behavioral based interview will be utilized to assess a candidates past behavior, used as a predictor of potential future behavior. The interview is graded against the six leadership attributes and competencies from ADP 6-22 and a candidate's ability to communicate orally. The outcomes of the BBI will be used to inform the final order of merit list during the Talent

Alignment (TA) panel. The BBI panel will consist of four to five BN CSMs and a non-voting moderator. Division/Installation CSMs will serve as the TA panel president and as the slating approval authority. Additional BDE CSMs and select General Staff SGMs will serve as voting members on the panel and assist in the slating process.

- d. Units will identify 1SG position vacancies three to six months prior to the TAA through the DML and HRC EPMD. Units complete a TRW to identify the talent required for each 1SG position, through the BDE CSMs, with input from the BN CDRs and BN CSMs.
- e. Units will identify 1SG Candidates, MSG and the top SFC (identified by BDE CSMS), from across the installation will opt-in for consideration for 1SG positions.
- f. Identified Leaders will submit NCO resume to identify KSB's that are not captured through NCOERs or 1059s.
- g. Units will execute the ELET.
- h. Organizational G1s gather each candidate's SRB, last 5 NCOERs and 1059s for board inclusion: The NCOERs will reflect the NCO's performance over time and the 1059 will reflect the NCO's performance during PME. G1s will redact all identifying information (gender, race, MOS, previous duty locations) from records to ensure the utmost fairness and reduce biases.
- i. Identify panel members for both the NCO BBI and TA panel.
- 2. Execution Phase: Two (2) to four (4) day process depending on the size of the organization.
  - a. <u>First Sergeant Assessment Battery (1SG AB)</u>: The 1SG AB is an online assessment battery consisting of a series of Army Research Institute (ARI) developed tests that will identify a candidate's Knowledge, Skills, Behaviors, and Preferences (KSB-P). The assessment battery will take ~3 hours to complete and is digitally scored.
  - b. All candidates will conduct Height and Weight screening by the same trained and calibrated cadre and equipment, ensuring all candidates are in compliance with the Army Standard.
  - c. All candidates will conduct the Army Combat Fitness Test (ACFT) by the same validated cadre. The ACFT will measure individual fitness levels and is graded on a pass/fail basis.
  - d. Execution of the 1SG AB.
  - e. All candidates will conduct a NCO BBI. Scoring for each candidate will include notes from the BBI Panel members relevant to informing the TA panel, to include information such as "would not recommend" or "would recommend".
  - f. The TA panel will use all available candidate data (1SG AB, NCO BBI results, TRW, NCO Resume, NCO preferences, and standard Army records) to align NCOs to 1SG positions.

# 3. Talent Alignment Phase:

- a. At the conclusion of the execution phase, TA panel members, plus any HR personnel required, will convene and conduct slating using all relevant data. The panel will review those ready for 1SG responsibility, align the most qualified NCOs to the best position, and look at future vacancies and requirements. The data will be archived and used for future slating across the installation or Division when the next 1SG TAA is executed.
- All candidates will be afforded the opportunity to receive feedback on the assessment outcomes to assist the NCO in development, regardless of the TA panel outcome.

### **INITIATIVE DEVELOPMENT:**

- 1. Pilot: The 1SG TAA has been conducted at four (4) locations. A thorough data analysis of completed pilots will present the findings to the ATMTF, HRC, and SMA NLT DEC FY 22.
- 2. Upcoming Iterations.
  - a. 101st Airborne Division JAN/FEB 2022
  - b. NLT 2nd QTR FY 22 execute a 1SG TAA for a formation with distributed positions (USAREC, AMMED, CID).
- 3. Way Ahead. The 1SG TAA will continue to evolve. Future changes to the structure and content will be the result of deliberate study and consideration.
  - a. Coordinate with EPMD and Requirements Division to identify opportunities to fence and extend service members identified in the 1SG TAA for stability at the identified unit of assignment.
  - b. Provide an update to the Human Resources Enterprise (M&RA, DCS G1, TRADOC, FORSCOM) during the First Annual Army People Synchronization Conference in JAN 2022.
  - c. Brief outcomes of 1SG TAA at the Army Talent Management Annual Planning Conference.
  - d. Pending results of the pilots and Army Senior Leader approval, scale the 1SG TAA across the Army.

### **FUTURE MILESTONES:**

- 1. Develop, Test, and Validate a Program of Instruction (POI), training program, and digital 1SG TAA dashboard.
- Initial Operational Capability (IOC) 3Q FY22.
- 3. 1SG TAA Full Operational Capability JAN 2023.
- 4. Develop tool to assess effectiveness of program (measurable and repeatable).



# **Problem Statement/Current Challenge(s):**

- The Army must identify, assess, select, and align the most talented NCOs as 1SGs.
- Develop and maintain organizational readiness and foster cultures and climates that support the Army Values.
- Commanders and Sergeants Majors lack the relevant and objective information on individual NCO talents and predictive manners of performance to optimize 1SG slating processes.
- There is no data available to validate or score the talent management at the unit level to include 1SG alignment and to date all measures are highly subjective.

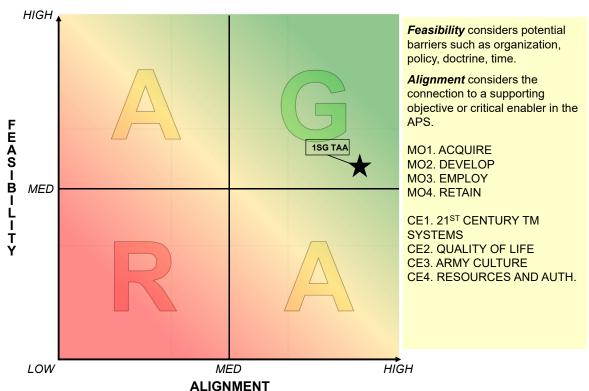
# **Proposal Description:**

- The 1SG TAA is an assessment program designed to gain insights on Master Sergeants and Sergeants First Class to better align the talents of individuals to meet the requirements of specific 1SG positions. Through this process, multiple vectors of information will inform 1SG slating decisions.
- The assessment process will provide relevant information on the positions available and specific details on the talent required to fill them, as well as the physical, cognitive, temperament, technical, and tactical talents of eligible NCOs to fill the positions.
- This assessment will occur at the division or installation level in a decentralized manner with data being stored in the Personnel Data Environment (PDE).

**End State:** Build a objective localized alignment of 1SGs based on KSBs (**short term**). Develop a repeatable system that can feed a focused MSG/1SG marketplace based on objective data (KSBs)(**longterm**).

# Initiative Feasibility & APS Alignment: 1SG TAA





### **Initiative Evaluation Rubric 1SG TAA** Revise/ 1 2 3 4 5 6 7 Score Reconvene Does not Potential Marginal Increases SM Increases Soldier Significant Radically + to Readiness impact to Soldier increase increase t increase to SM readiness and and unit readiness Individual marginal increase individual SM Significant impact Deployability • Unit 3.3 readir ess. Potential + in in unit readiness. readiness. on strategic unit readiness. strategic readiness. Strategic readiness Lacks any Marginally Significantly Exponentially Creates a new New program, Creates a radical Incentive apparent improves an improves an increases the policy, program policy, or and significant existing policy, effectiveness of improvement change to talent incentive. existing policy, Assignment 4.6 Incentive already program, or program, or n existing provides a that greatly retention or Alignment in existence authority. significant incentivizes utilization of authority policy, program, or authority benefit to talent. talent retention talent across DA. Marginal number Radical impact to No apparent Large number of Large number of Marginal total # / Large total of SM **Impact** impact. of pax impacted. pax impacted. significant key and Talen how the Army • # Pax • Key Talent • Culture (+/-) key talent Does not directly talent influenced. impacted. executes TM. 4.8 Does not impact key talent. address key Culture (+) Culture (+) Transformational. Culture (-) talent. Culture (-) Culture (+/-) Fails to identify Requires Requires DA level Resource Resource Resource Limited resources Resources significant DoD "D-FP" changes. requirements requirements requirements resource required to reach • DOTMLPF-P requirements. level "D-FP" Currently require within ARSTAF within DA G1's minimum viable · Financial (\$) budgeted. No 5.3 authority. No Human Cap. No sponsor changes. Secretariat product. identified. Requires PPBE. authority. No PPBE req'd. sponsor Id'd. Sponsor Sponsor Id d. S No sponsor Id'd. ŚŚŚ PPBE req'd. Sponsor Id'd. \$ \$\$\$\$ Sponsor ~ \$\$ Stakeholder(s) Stakeholder(s) Stakeholder(s) Stakeopposed to the supportive of the enthusiastically holder initiative, OTMI initiative, OTMI support the in the lead to resources to initiative. Minimal 4.3 Support continue support OTMI resources to Culture development. development. support Enthusiasm development OTMI load No time estimate Implement > 2 years > 6 months Time provided. immediately To minimum viable product 3.3 Unknown.

Note: The size of the corresponds to the # of panelists who scored the effort there

# **Initiative Binning Structure: 1SG TAA**

Sum all scores to develop an overall Innovation score.



25.6

						O.O.AIIIII	
				SYN	CHRONIZE		
DIVEST	TRANSITION	POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION
		X X X		X X X	X	X X X	X X X

### Comments:

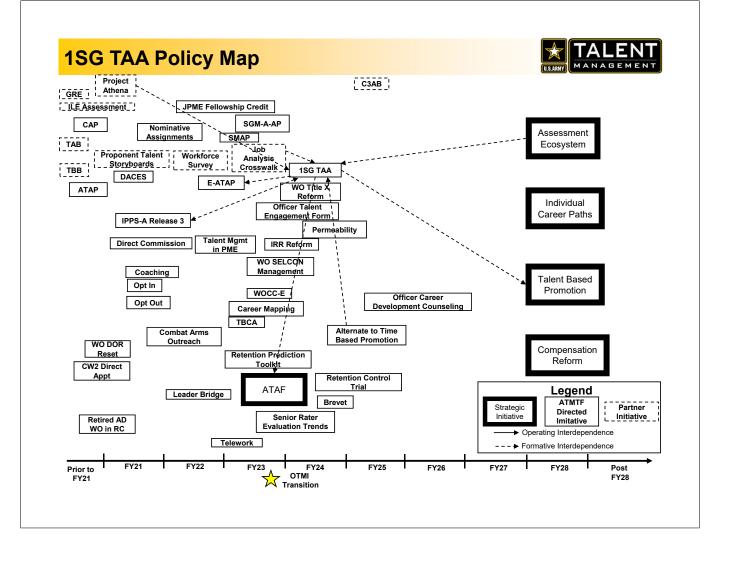
**Total** 

Score

Policy: synchronize 1SG TAA with enlisted manning functions (distribution, stabilization, promotion) and other ETM initiatives, especially EATAP. Decision on ability to opt out or tailor at the installation level.

Manpower/Funding: requirements for program implementation at scale and impacts on EPMD distribution functions

Data Solution: synchronize with IPPS-A and implications of talent assessments for future assignments



**TITLE:** Sergeants Major Academy Assessment Program (SGM-A-AP)

**ALIGNMENT:** LOE 3, Employ; Supporting Objective Area: Advance

**SEQUENCE:** The SGM-A-AP seeks to assess students selected for the Sergeants Major Course and inform first unit of assignment upon graduation. The SGM-A-AP gathers additional, relevant information to enable the Army to make better decisions in assigning senior noncommissioned officers in authorized Sergeant Major (SGM), First Sergeant (1SG), and Master Sergeant (MSG) positions throughout the Army. SGM-A-AP is designed using the best practices and methodology from military, industry, and academia and informs existing U.S. Army Human Resources Command (HRC) post-academy assignment processes. SGM-A-AP incorporates various assessments used in other senior NCO assessment programs; the Sergeant Major Assessment Program – Brigade (SMAP-BDE) and the First Sergeant Talent Alignment Assessment (1SG TAA). The Army Talent Management Task Force (ATMTF) will incorporate testing into Class 72, pilot Class 73 and 74, and expect full implementation in Class 75.

**CURRENT CHALLENGES:** The Sergeant Major of the Army (SMA) and Senior Enlisted Council (SEC) directed the ATMTF to study, test, and implement a process that can be used Army-wide which uses formalized, objective data and tailored requirements to maximize the talent of the Army's greatest resource, its people. Units at the Distribution Management Level (DML) and Distribution Management Sub-Level (DMSL) lack the relevant and objective information on individual NCO talents and predictive manners of performance to optimize the SGM slating processes.

**PROPOSAL DESCRIPTION:** The SGM-A-AP gathers information through multiple assessments in a similar format to other ATMTF programs (CAP and 1SG TAA). The assessments administered during the SGM-A-AP serve two roles: screening and informing. Screening assessments are pass/fail events that determine whether a candidate will remain in consideration for positions of greater responsibility in authorized SGM positions upon graduation from the SGM-A. Informing events provide additional information to SMMD and HRC to inform post-academy assignments. The SGM-A AP will be conducted in conjunction with the SGM-A to assist with slating of post academy MSGs, with most gualified MSGs managed within SMMD.

- a. <u>Height and Weight screening</u>: All candidates are screened by the same cadre that are trained and calibrated, ensuring all candidates are in compliance with Army standard. (Conducted as scheduled within SMC)
- b. <u>Army Combat Fitness Test (ACFT)</u>: All candidates are tested by the same validated cadre
  the APFT will measure individual physical fitness levels and graded on a pass/ fail basis.
  (Conducted as scheduled within SMC)
- c. <u>Non-Commissioned Officer Cognitive/Non-Cognitive Assessment Battery (NCNB):</u> The NCNB is an online assessment battery consisting of a series of Army Research Institute (ARI) developed tests that will identify a candidate's Knowledge, Skills, Behaviors, and Preferences (KSB-P). The assessment battery will take ~3 hours to complete and will be digitally scored.
- d. <u>Psychometric Assessment</u>: Psychometric Assessments measure knowledge, abilities, attitudes and personality traits.

- e. <u>Psychological Interview</u>: Conducted by Behavioral Health Professionals in order to elicit additional relevant information from candidates. Psychological Interviews will be conducted as needed.
- f. <u>Enlisted Leader Evaluation Tool (ELET):</u> The ELET is an online questionnaire to assess a candidate's leadership competencies, positive leadership attributes, and counter-productive leadership traits. The ELET requires the combination of self-assessment and external input from peers (10), subordinates (10), and superiors (3) familiar with the candidate provide a more insightful view of the candidate's competencies.
- g. <u>Noncommissioned Officer Behavioral Based Interview (NCO BBI)</u>: A trained and validated panel gathering data through series of standardized behavioral based questions.

### INITIATIVE DEVELOPMENT

- 1) Test. The SGM-A-AP prototype will be tested in conjunction with SGM-A Class 72 to determine resourcing and timing of assessments during the SMC.
- 2) Upcoming Iterations.
  - a. Testing portions of the SMAP within the Sergeants Majors Academy SM-A (CL 72)
  - b. Pilot SM-A AP within SM-A CL 73
  - c. Binding Pilot within SM-A CL 74
- 3) Way Ahead. SMAP will continue to evolve in response to lessons learned and the changing strategic environment. Future changes to the structure and content of the programs will be the result of deliberate study and careful consideration.

### **FUTURE MILESTONES:**

- 1) Q1FY22: Test SGM-A-AP (CL 72)
- 2) Q1FY23: Pilot SGM-A-AP (CL 73)
- 4) CL 74: Complete SGM-A AP execution

### Data:

**ENDSTATE:** SGM-A-AP will inform post-academy assignments in conjunction with SMMD and HRC. The Army benefits from putting the right person, in the right job, at the right time using granular, additional information.

# **Sergeants Major Academy Assessment Program**



# **Problem Statement/Current Challenge(s):**

-The current assignment process for Sergeants Major Academy graduates is limited to the combination of previous assignment experiences and the order of merit list produced from the Master Sergeants Evaluation Board. This is a shift in the paradigm of past assignment processes, but still demonstrates a two-dimensional view of talent management.

# **Proposal Description:**

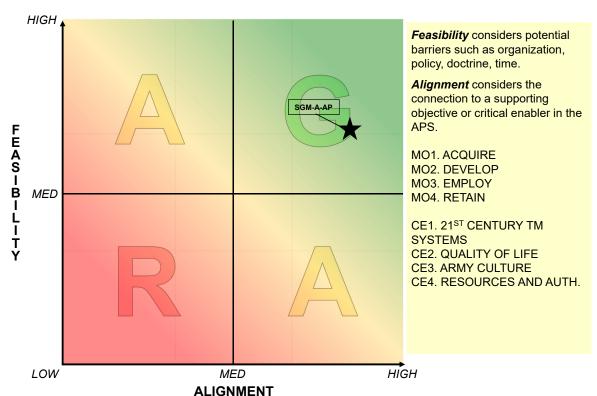
- -SGM-A-AP is designed to identify talented Senior Noncommissioned Officers attending the Sergeants Major Academy in resident and non-resident status for early placement in key sergeant major positions and direct management by the Sergeants Major Management Division (SMMD).
- -Adding the SGM-A-AP to the Sergeants Major Academy will support the management of talented Senior Noncommissioned Officers through early assignment to key positions and support the distribution of talent to Major Army Commands (MACOM), Combatant Commander Headquarters (COCOM), and Army Service Component Commands (ASCC).

# **End State:**

The SGM-A-AP is a functioning program capable of supporting first unit of assignment for personnel identified as most ready to serve in SGM or 6S like positions. Organization readiness is improved by the distribution of talented personnel earlier in their timeline.

# Initiative Feasibility & APS Alignment: Sergeants Major Academy Assessment Program





# Initiative Evaluation Rubric: Sergeants Major Academy Assessment Program



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	1	2	3	4	5	6	7	Score
Readiness • Individual Deployability • Unit • Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM readiness. Potential + in unit readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and unit readiness.	Significant impact to soldier and unit readiness. + strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	4.7
Resources  • DOTMLPF-P  • Financial (\$)  • Human Cap.  • Sponsor	Fails to identify resource requirements. No sponso identified.	Requires significant DoD level "D-FP" changes. Requires PPBE. No sponsor Id'd. \$\$\$\$	Requires DA level "D-FP" changes. Currently budgeted. No sponsor Id'd. \$\$\$	Resource requirements require Secretariat authority. No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARSTAF authority. No PPBE req'd. Sponsor Id'd. \$	Resource requirements within DA G1's authority. No PPBE req'd. Sponsor Id'd. \$	Limited resources required to reach transition.	2
Incentive  • Retention  • Assignment  • Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy, program, or authority.	Exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provides a significant benefit to talent.	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant change to talent retention or utilization of talent across DA.	3
Impact • # Pax • Key Talent • Culture (+/-)	No apparent impact.	Marginal number of pax impacted. Does not impact key talent. Culture (-)	Large number of pax impacted Does not directly address key talent. Culture (-)	Large number of personnel and key talent impacted. Culture (+/-)	Marginal total # / significant key talent influenced. Culture (+)	Large total of SM and Talent impacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	3.5
Novelty • Precedence • Potential • Resistance	Unoriginal idea lacking creative vision.			Expands on an existing idea using an innovative methods.			Radical change in how the Army manages and competes for talent.	4
Time • How long? • Return on Inv. • Longevity	No time estimate provided. Unknown.	> 4 years with unknown ROI.	>2 years with > 2 years for ROI	> 12 months with ROI > 24 months	> 6 months with ROI > 12 months	< 3 months with ROI < 12 months.	Implement immediately and large ROI	3
Total Score	Sum all scores to develop an overall Innovation score.  Note: The size of the corresponds to the # of panelists who scored the effort there							

# **Initiative Binning Structure: SGM-A-AP**



-								MANAGEMEN
					SYN	CHRONIZE		
	DIVEST	TRANSITION	POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION
			X X X		X X X		X X X	X X X

Comments:

Policy: synchronize with EPMD assignment policies

Manpower: synchronize with TRADOC for assessment and HRC for management/oversight

Funding: synchronize with assessment management within TRADOC

Data: integration with IPPS-A

### SGM-A-AP Policy Map Project Athena C3AB ILE Assessment JPME Fellowship Credit CAP ---Nominative SGM-A-AP TAB Proponent Talent Workforce Analysis Storyboards Survey Crosswalk Assessment Ecosystem твв 1SG TAA DACES É-ATAP ATAP Officer Talent Engagement Form Individual Career Paths IPPS-A Release 3 Permeability Talent Mgmt Direct Commission IRR Reform WO SELCON Management Coaching Talent Based Opt In Promotion WOCC-E Officer Career Opt Out Development Counseling Career Mapping твс₄ Alternate to Time Combat Arms **Based Promotion** WO DOR Outreach Compensation Reset Retention Prediction Reform CW2 Direct Toolkit Appt Retention Control ATAF Legend Leader Bridge Brevet ATMTF Partner Initiative Strategic Retired AD WO in RC Senior Rater Modernization Imitative Evaluation Trends ➤ Operating Interdependence Telework --- ► Formative Interdependence FY22 FY24 FY28 Prior to FY25 FY26 FY27 OTMI Transition

TITLE: Army Talent Attribute Framework (ATAF)

ALIGNMENT: Army People Strategy LOEs 1: Acquire Talent, 2: Develop Talent, 3: Employ Talent, 4: Retain Talent

SEQUENCE: The Army Talent Alignment Framework (ATAF) provides a synchronized lexicon for using talent and Knowledge, Skill and Behavior (KSB) information in 21st Century talent management. ATAF is a three-tiered framework for expressing talent attributes using (1) seven broad Talent Domains, (2) 42 subcategories known as Talents, and (3) 198 Measurable KSBs contained within the 42 Talents. The ATAF was approved by the ASA (M&RA) on 31 JUL 20 for implementation. A data layer is being templated using the ATAF structure in the Integrated Personnel and Pay System – Army (IPPS-A) to receive assessment data. The ATAF replaced previous KSB lists utilized by HRC and was integrated into the AIM 2.0 interface for the 21-02 Army Talent Alignment Process (ATAP) market, which allowed individuals and organizations to more clearly articulate their talents and talent demands, respectively, through the language of KSBs. More broadly, ATAF use within ATAP enhances strategic workforce planning and provides Army leaders a common talent picture of the force to enable rapid Army-wide talent inventories that can shape Acquire, Develop, and Retain lines of effort.

# **CURRENT CHALLENGES:**

- 1) The ATAF provides an Army-wide standard lexicon to communicate, measure, and document the talents and talent requirements essential to enable 21<sup>st</sup> Century talent management for the Army. The ATAF unifies the definitions and concepts for talent, which previously existed across multiple Army programs, initiatives, documents, policies, doctrine, and professional military education courses. The ATAF develops a common picture for understanding talent attributes for individuals within Army talent management systems, enables Army leaders to recognize talent gaps across the Army and within specific markets, and provides a data layer for more deliberate career mapping by individuals and succession planning by units and Army leadership. Data integration and analytics enabled by ATAF's standardized structure enables the Army to better align individual talents, attributes, and preferences with jobs, ensuring the right person is in the right job at the right time in support of Army readiness as outlined in Army People Strategy (APS, 2019) and Army Modernization Strategy (AMS, 2019).
- 2) Approved by the ASA (M&RA) and the APS Executive Steering Committee in July 2020, ATAF is not fully codified in Army regulations and doctrine. ATMTF is leading a small working group to draft a proposed Army Regulation to directly codify the ATAF and to identify other regulations, pamphlets, and doctrinal publications that should be updated to reflect the ATAF. An important aspect of the proposed Army Regulation is the inclusion of a yearly ATAF review cycle to ensure it remains an upto-date and accurate framework that supports Army talent management systems.
- 3) As a new concept not yet standardized in Army professional development, most Soldiers remain unaware of the role and importance of KSBs in developing a common talent management picture for the Army. ATMTF worked with Human Resources Command (HRC), the Office of Economic and Manpower Analysis (OEMA), the Army Research Institute (ARI), the US Army Combined Arms Center (CAC), and branch/functional area proponents to publish storyboards that identify the key talents and KSBs required for service members by Area of Concentration (AOC) and grade; several proponents continue analysis to link their Individual Critical Task Lists (ICTLs) to relevant KSBs. A Job Analysis Survey--set to launch in 1QTR, FY22 for Officers/Warrant Officers, and 2QTR, FY22 for Non-Commissioned Officers--will draw Army-wide data from participants enabling the analysis of the KSBs needed to successfully perform select duty positions. Branches/Functional Areas will then be provided with the results of the job analysis survey so that strength managers can build profiles to better match individuals to positions.

# PROPOSAL DESCRIPTION:

- 1) The ATAF is a three-tiered system that allows Army service members to express talent attributes that enable 21<sup>st</sup> Century talent management. Service members will self-profess Talents and KSBs within AIM 2.0; proponents will recommend Talents and KSBs expected by AOC and grade; units will provide prioritized KSBs specific to their vacant duty position requirements.. Implementation of ATAF occurs through four phases that began with establishment of the framework itself and will continue through ongoing review and updates.
- 2) During <u>Phase 1: Establish the ATAF Framework</u>, completed in 2020, the ATMTF and ARI worked with HRC, TRADOC, and OEMA to define the three-tiered talent attribute framework.
- 3) Phase 2 focuses on the identification of KSBs for Army service members by AOC, grade, and duty positions and will occur in three sub-phases.
- a. During <u>Phase 2A: Establish Attributes by AOC/Grade</u>, ATMTF worked with CAC and branch/functional area proponents to identify recommended talent attributes by AOC and grade for the grades of WO1-CW5 and O1-O6. ATAF (KSB) storyboards were approved by the CAC Commander in August 2021 for 12 branches/functional areas. Updates and approval for additional branches will occur annually. KSBs for senior NCOs will occur in FY22.
- b. In <u>Phase 2B: Establish Attributes by Duty Position</u>, research and analysis will use data taken from Army-wide job analysis surveys to identify critical KSBs for select duty positions at the senior NCO, warrant officer, and officer levels.
- c. In <u>Phase 2C, Verify Proponent and Positional Attributes</u>, Phase 2A and 2B data will be cross-walked to provide a holistic set of Talents and KSBs by AOC, grade, and duty position to establish a data layer for use in Army talent and personnel management systems.
- 4) In <u>Phase 3: Codify ATAF in Army Publications</u>, the ATAF will be expressed in Department of the Army Publications and influence the language used in leadership Field Manuals. Initial steps in this process have begun, with the pending update of AR 600-3 that includes a definition of ATAF and the drafting of an Army Regulation to codify ATAF, which is tentatively planned for staffing in 1QTR, FY22. Results from Phase 2 will inform subsequent additions intended to link KSBs to key developmental, centralized selection list, and broadening duty assignments.
- 5) <u>Phase 4: Maintain ATAF</u>, will focus on updates, revisions, and revalidation of the framework. This will include updates to publications, reviews of the ATAF (and its KSBs) to ensure alignment with current operational frameworks, annual reviews of the talents, KSBs required by AOC and grade, and ongoing integration with IPPS-A releases.

### INITIATIVE DEVELOPMENT

1) Study: The 2019 "KSB Feedback Loop" white paper recommended that the ATMTF initiate immediate coordination with OEMA, ARI, branch proponents, and CAC to determine a well-structured list of KSBs for inclusion in the ATAP marketplace. On 8 February 2019, ATMTF provided an initial list to OPMD. In 2020, ARI developed the ATAF by identifying existing approaches for describing talents and KSBs in the Army, and incorporating best practices from industry and public sector organizations. These included the 21 Talents (Talent Based Branching, TBB), leader attributes and competencies in ADP 6-22, ATAP KSB-Ps, and the Knowledge, Skills, and Attributes used by the Department of Labor in the Occupational Information Network (O\*NET). These attributes were supplemented by job analyses conducted by ARI on Army occupations. These approaches were synthesized and structured to facilitate usability, clarity, and comprehensiveness for all current

and (anticipated) future force requirements and talent management applications. The resulting three-tiered structure of Talent Domains, Talents, and KSBs provided a formal structure for understanding individual talents and job-specific requirements for units. A review conference was held in June 2020 with broad participation (e.g., ATMTF, ARI, OEMA, TRADOC, ASA (M&RA), CAC, ArmyU, CAPL, MCCOE) to achieve consensus on the definitions, content, and structure of ATAF across the talent management enterprise.

- 2) Test: Refinement of the framework is a continuous process that will remain closely linked to analysis of ATAP market cycles. Initially included in the 20-01 Market, ATAF post-market analyses have been conducted for each subsequent marketplace. The alignment of talent attributes for AOC, grade, and duty positions will be assessed through Army-wide Job Analysis Surveys, post-market reporting, and in conjunction with Analytics Team, ATMTF, as part of a Career Mapping and Succession Planning pilot that will provide both qualitative and quantitative assessments. Additionally, ATMTF is coordinating with Officer Personnel Management Directorate (OPMD) to conduct evaluations of KSB Measures of Performance and Effectiveness as part of current and future ATAP markets.
- 3) Implement: The Army implemented AIM 2.0 during the 19-02 ATAP market. This allowed officers to build professional résumés that highlight their unique Knowledge, Skills, Behaviors and Preferences (KSB-P). Now formalized in the ATAF, KSBs act as a data layer to enable Army service member preferencing and unit requirements to improve talent acquisition, employment, retention, and development across the force. ATAF will be used as the base data layer for informing alignment in the Career Mapping and Succession Planning algorithm. ATAF will also serve as one of the 25 Point Talent Profiles in IPPS-A. The 25 Point Talent Profile represents information on each Soldier's knowledge, skills, behaviors, and experiences.
- 4) Transition: Transition is ongoing. It is recommended that continuing management for ATAF policy reside in the HQDA G-1, with oversight by ASA (M&RA). This role includes coordination with ARI for periodic review and updates to all doctrine related to ATAF. It is recommended that HRC assume responsibility for implementation and strategic alignment with both human resource (HR) and talent management (TM) systems. The CAC, in coordination with HQDA G1, should continue to act as the lead agency for the annual review of talent attributes by AOC and grade for all branches and functional areas, with HQDA G-1 responsible for the updating of corresponding publications and regulations.
- a. Doctrine. ATMTF, in coordination with ARI, is drafting an Army Regulation for the ATAF for staffing with a proposed publication date on or around 3 January 2022. DA PAM 600-3 is a key doctrinal publication that currently includes a definition of ATAF as the common framework for assessing talent within ATAP. ATMTF will work with DMPM for future annexes that include KSBs specific to Army service members by AOC, grades, and select duty positions. ATMTF will continue to work with the CAC for inclusion of the ATAF in FM 6-22 upon the publication of the ATAF AR. ATMTF currently works with CAC to review branch/functional area ATAF Storyboards, which highlight the key talent attributes expected by AOC and grade.
- b. Organization. Future assessments are required to determine appropriate manning levels to support ATAF policy oversight at MR&A and strategic implementation at HRC. In accordance with EXORD 241-21 (30 SEP 21), OPMD executes the AC assignment marketplace for all Officers from First Lieutenant to Colonel and Warrant Officer 1 to Chief Warrant Officer 5, except those in the JAG Corps. OPMD is reviewing their manning requirements now and expect to have an improved understanding of their needs by Q2FY22. The CAC and branch/functional area proponents are fully established but further analysis is required to ensure proponents are postured for updates and revalidation of KSBs by AOC and grade.

- c. Training. Training for individuals must be integrated into two venues: general training for both senior NCO and Officer/Warrant Officer PME and focused training for strength managers and human resource professionals. Training is necessary to increase understanding of how ATAF broadly impacts talent management and, more specifically, how KSBs influence ATAP. ATMTF will continue to present KSBs as a formal part of the pre-market, HRC-led, mission essential requirements training. The collective effect of this training will be enforce the role of KSBs in enabling service member preferencing and optimizing alignment to unit requirements. This is just one part of a broader strategy to educate the force at-large. ATMTF is directly engaged with the Soldier Support Institute (SSI) to assist in course development for human resource professionals and future unit strength managers to enable understanding and employment of KSBs in the marketplace, as well as OPMD for direct messaging to unit human resource professionals, career advisors, and active component Officers/Warrant Officers in the active marketplaces.
- d. Materiel. AIM 2.0 remains the current system for marketplace interaction by units and organizations. IPPS-A is expected to replace AIM 2.0 in the next fiscal year. IPSS-A will be required for ATAF's inclusion in the marketplace to reach its full potential. ATMTF is coordinating with IPSS-A developers to include KSB data for AOCs, grades, and select duty positions into an IPPS-A data layer.
- e. Leadership & Education. Continued work with SSI in curriculum development and at engagements with Army Intermediate Level Education (ILE) and Pre-Command Courses (PCC) are necessary to ensure leaders understand the role of ATAF in ATAP and the assignment process. Emphasizing the role of talent attributes in the development of service members and in satisfying unit job requirements will help the Army better optimize individual talents to unit readiness requirements. Commander and senior leader education is critical to the near- and long-term success of the market and talent management in general.
- f. Personnel. The role of personnel (S1, G1, J1) sections must be reexamined as part of a greater assessment of Army HR and TM. A comprehensive HR organization redesign effort will help address this gap between what AG Officers and S-1 sections can provide and what is demanded of them by 21<sup>st</sup> Century Army talent management requirements.
- g. Policy. Publication of an ATAF-specific AR will provide a foundation for updates to professional development, career mapping, and leadership to policies and doctrine. ATAF's role in driving talent management and the development of critical KSBs for the Army should be reinforced through future updates to DA PAM 600-3 and FM 6-22.
- 5) Oversight. The Army must continually assess acquisition, development, employment, and retention programs, as well as processes to ensure critical talents are available in the Army for Multi-Domain Operations (MDO). These talent attributes will remain critical to innovating our personnel and professional military education systems. The governance structure for this continued innovation should include:
- a. A formal process/method for ensuring linkage of ATAF to Army long-term initiatives to maximize human potential and develop data-drive HR/TM systems 2028 and beyond. This will require regular senior level engagements to ensure that talent attributes satisfy both current and emergent TM requirements for the Army. Forums, such as Army Futures Command's Maximizing Human Potential and the Army People Strategy Military Integration Plan OPTs, provide a venue to link leaders to subject matter experts and implementation teams.
- b. Annual reviews and updates to senior Army leadership of the ATAF framework and its strategic implementation. ATAP post-market analysis will provide data to both assess the effectiveness of the ATAF as well as the effectiveness of its use in acquiring, employing, retaining, and developing talent.

Resulting analyses should inform Army senior leadership TM decisions. Sharing of marketplace data by HRC should shape both individual and unit interactions in all ATAP phases.

c. CAC Commander-led annual reviews and approvals of edits to KSBs required by AOC and grade to ensure that Army professional development standards are being driven by Army requirements. Branch and functional area proponents should provide annual updates for officer, warrant officer, and senior NCOs to ensure that critical talent attributes reflect changes required of the force to effectively compete and win in MDO environments.

# **FUTURE MILESTONES**

- 1) 1QTR, FY22: Army-wide ATAF Job Analysis Survey to Officers/Warrant Officers
- 2) 2QTR, FY22: Army-wide ATAF Job Analysis Survey to Senior NCOs
- 3) 2QTR, FY22: DA PAM 600-3 update published with definition for ATAF
- 4) 3QTR, FY22: Initial results of ATAF Job Analysis Surveys sent to CAC and branch/functional area proponents
- 5) 4QTR, FY22: Initiate Career Mapping/Succession Planning Pilot with LG CCC
- 6) 4QTR, FY22: CAC approves KSB update by AOC/Grade

Alignment of Talent Based Branching to ATAF

- 7) 2QTR FY22: Staffing of AR 600-3-x "Army Talent Attribute Framework"
- 8) TBD: Formal alignment of Talent Based Branching to ATAF
- 9) TBD: Updates to DA PAM 600-3
- 10) TBD: Updates to FM 6-22 and ADRP 6-22

### Data:

- 1) OPMD, HRC controls all raw marketplace data. OEMA has access to the raw data via an existing data sharing agreement. Full market implementation will require transition to IPPS-A and continued data sharing between HRC & an external organization.
- 2) ATMTF does not have access to any raw market data. All processed information and ATAP/ATAF briefs the TF retain are stored on the ATMTF share-drive.

Endstate: ATAF provides a measurable, continuously revalidated data layer for talent attributes to optimize individual preference in support of Army readiness. The framework and its associated KSBs enables senior Army leaders to make strategic talent management choices to ensure personnel are acquired, employed, retained, and developed in support of changing Army MDO requirements.

# **Army Talent Attribute Framework**



# **Problem Statement/Current Challenge(s):**

- No standard lexicon exists in Army regulation or doctrine to communicate, measure, and document talents and talent requirements for the Army
- Most Army service members are unaware of the role of KSBs in developing a common talent management picture for the Army

# **Proposal Description:**

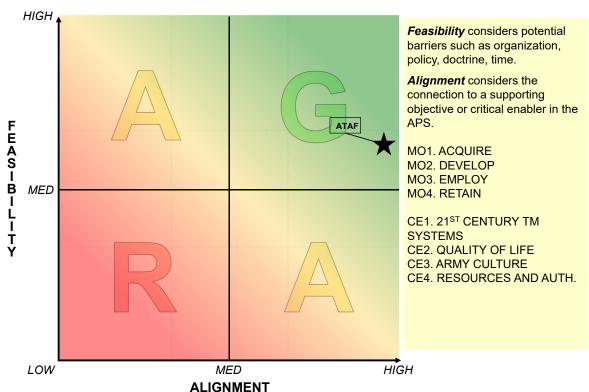
- Using ATAF, identify KSBs for Army service members by AOC, grade, and duty position
- Codify ATAF's three-tiered system of expressing talents into Army regulation and doctrine
- Transition ATAF policy oversight to M&RA; transition strategic implementation to HRC

### **End State:**

- Provide a measurable, continuously revalidated data layer for talent attributes in support of Army readiness
- Enable Army senior leaders in making strategic talent management choices to ensure adequate talent acquisition, employment, retention, and development in support of MDO

# Initiative Feasibility & APS Alignment: Army Talent Attribute Framework





	Evaluation lent Attrib		ework				U.S.ARMY MAN	LEN <sup>-</sup>
Revise/ Reconvene	1	2	3	4	5	6	7	Score
Readiness • Individual Deployability • Unit • Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM readiness. Potential + in unit readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and unit readiness.	Significant impact to Soldier and unit readiness. strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	5.3
Incentive • Retention • Assignment • Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy, program, or authority.	Exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provi <mark>des a significant benefit to talent.</mark>	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant charge to talent retention or utilization of talent across DA.	5.5
Impact •# Pax • Key Talent • Culture (+/-)	No apparent impact.	Marginal number of pax impacted. Does not impact key talent. Culture (-)	Large number of pax impacted. Does not directly address key talent. Culture (-)	Large number of personnel and key(talent) impacted. Culture (+/-)	Marginal total # / significant key talent influenced.	Large total of SM and Talent impacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	6
Resources  DOTMLPF-P Financial (\$) Human Cap. Sponsor	Fails to identify resource requirements. No sponsor identified.	Requires significant DoD level "D-FP" changes. Requires PPBE. No sponsor Id'd. \$\$\$\$	Requires DA level "D-FP" changes. Currently bydgeted. No sponsor Id'd. \$\$\$	Resource requirements require Secretariat authority. No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARSTAF authority. No PBE req'd. Sponsor Id'd. \$	Resource requirements within DA G1's authority. No PPBE req'd. Sponsor Id'd. \$	Limited resources required to reach minimum viable product.	2.8
Stake- holder Support • Culture • Enthusiasm • OTMI load	Stakeholder(s) opposed to the initiative. OTMI in the lead to continue development.			Stakeholder(s) supportive of the initiative. OTMI resources to support development.			Stakeholder(s) enthusiastically support the initiative. Ninimal OTM resources to support development.	4.3
Time • To minimum viable product	No time estimate provided. Unknown.	> 4 years	> 3 years	> 2 years	> 1 year	> 6 months	Implement immediately	4.1
Total Score	Sum all scores to develop an overall Innovation score.  Note: The size of the corresponds to the # of panelists who scored the effort there							28

# **Initiative Binning Structure: ATAF**



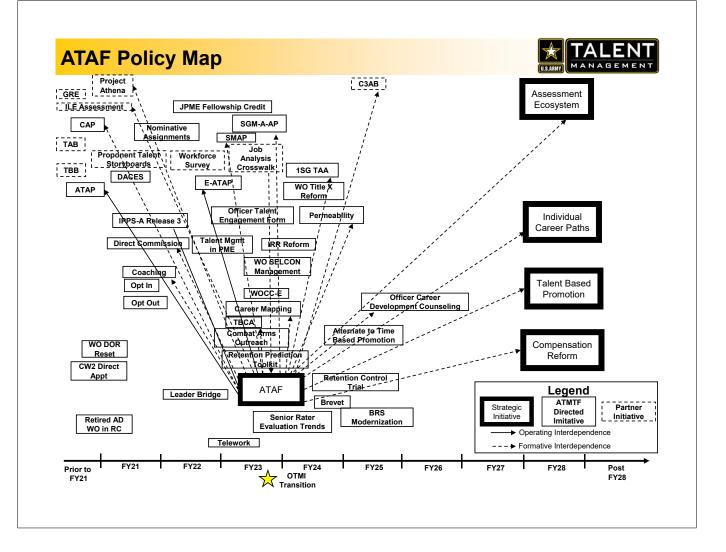
				SYN	CHRONIZE		
DIVEST	TRANSITION	POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION
	Х	Χ		Х	Х	Х	Х
	X	X		×	Χ	X	Х
	X	X		X	Χ	X	X
	X	X		X	Χ	X	Х
	X	X		X	Χ	X	Х
	X						

# Comments:

Transition: G1/M&RA for policy oversight and framework updates w/ ARI; (TBD) HRC for strategic

implementation; CAC as lead agency for annual updates to KSBs by AOC/grade Policy: AR/DA PAM 600-3 updates to facilitate integration into CAC programs Manpower: personnel to manage the program following transition from the ATMTF

Funding: future POM to sustain framework development Data: IPPS-A and assessment ecosystem integration



**TITLE:** Talent Based Career Alignment (TBCA)

### **ALIGNMENT:**

- 1) Major objective(s): Develop (LOE2), Employ (LOE3), and Retain (LOE4)
- 2) Supporting objective(s): N/A
- 3) Critical enabler(s): 21st Century Talent Management System (CE1), Quality of Life (CE2), Army Culture (CE3)

**SEQUENCE:** TBCA supports officer retention and is complementary to all other junior officer retention initiatives. TBCA can be viewed in parallel to the Army Talent Alignment Process (ATAP) as some of the TBCA Assured Mid-Career Pathways (AMCP) are ATAP marketplace positions. For as many positions TBCA removes from future marketplaces it removes an equal number of officers competing in that same future marketplace. TBCA would benefit from the development of a predictive assessment conducted before or during the CCC to support operations during the Identify stage.

# **CURRENT CHALLENGES:**

- 1) Officers cite lack of predictability for themselves and their families as a key factor for why they may leave the Army. In the Army's first DACES 23.4% of respondents said stability/predictability was a very important reason to leave the Army.
- 2) It's difficult to identify the "best" or "most talented" officers attending the CCC due to their limited time of service. This challenge is compounded as the qualifications or metrics used to identify the "best" or "most talented" officer can vary widely by position.
- 3) Officers attending CCC have only a basic understanding of the career path options the Army can offer them after successful completion of their KD assignment. That ignorance is especially true of opportunities outside their basic branch, where there may be options that can capitalize on behaviors, skills, and knowledge they possess but which are less valued in their basic branch. It is important that the Army helps its junior officers understand the full range of career path options available.
- 4) The Army does not have a process in place to proactively identify the unique talents of its junior captains to ensure they are aligned with the Army's talent requirements in senior captain positions. Building such a process would increase the Army's ability to place the right talent in the right place, thus increasing career satisfaction and retention of selected officers. our best Officers.

# PROPOSAL DESCRIPTION:

- TBCA is a CSA directed junior Officer retention initiative. TBCA guarantees high performing junior Captains attending the Captains Career Course (CCC) an AMCP. Prior to graduating CCC, selected Officers know their company-grade KD assignment location through the ATAP and their follow-on assignment secured through TBCA. This provides the selected Officer a greater degree of predictability by setting them on a clear trajectory from the CCC through the next five to seven years of their career. TBCA has three main objectives:
  - a) Allow the Army to retain high performing Officers by providing predictability for them and their families.

- b) Work with junior officers to align them to AMCPs for which they have commensurate behaviors, skills, and knowledge.
- c) Assist Captains with identifying and achieving personal and professional goals.
- 2) AMCPs are post KD assignments available through TBCA. All AMCPs are currently participating on a volunteer basis. Participating in TBCA allows AMCPs the ability to market their pathways to this population and compete for the most talented officers earlier and in a more deliberate manner than they have in the past. There are currently 28 distinct AMCPs participating in TBCA. Examples of AMCPs are:
  - a) Project Warrior
  - b) 75th Ranger Regiment RASP2
  - c) Security Force Assistance Brigades
  - d) JCS / OSD / ARSTAF Intern Program
  - e) Army Congressional Fellowship
  - f) USAREC Company Command
  - g) USMA Junior Rotating Faculty or Tactical Officer
  - h) Transfer to Functional Areas
- 3) TBCA consists of five stages: Inform, Identify, Recruit, Select, and Manage.
  - a) Inform: TBCA informs the target population of the program and the varied post KD opportunities (AMCPs) available to them through various methods: information provided in the CCC's welcome letter; a TBCA introduction brief executed by the ATMTF Director; first class individual engagement with the TBCA team; the application and program guide; as well as an AMCP introduction brief.
  - b) Identify: Executed concurrent to the Inform stage, TBCA identifies overall high performing Officers as well as those who possess KSBs that make them uniquely qualified for a particular AMCP. This is accomplished by taking a more holistic view of an officer starting with their acceptance into college to their performance in the Captains' Career Course. Assessments, OERs, AERs, academic performance, and KSB-Ps are examples of what impacts the AMCP specific OMLs.
  - c) Recruit: General recruiting is conducted through mass briefings and emails. Targeted recruiting is conducted once officers are identified to meet the AMCPs desired hiring criteria. Examples of targeted recruiting are direct engagement from the TBCA team, CCC cadre, and CoE leadership.
  - d) Select: The TBCA team reviews applications based on the AMCP hiring criteria and sends qualified applications to the AMCPs for their consideration. AMCP leadership is the hiring authority. DCS G-1 is the guarantor of the program and signs a slate finalizing the AMCP selections.

e) Manage: Selected Officers will sign a Statement of Understating (SOU) ensuring they fully understand the TBCA details and requirements, such as their AMCP timeline and revalidation criteria. Continued high performance is expected from the selected Officer and each AMCP has identified revalidation criteria specific to their program. Failure to achieve the revalidation criteria could forfeit the Officer's AMCP opportunity. Individual officers will have the option to participate in professional development discussions with the TBCA team. The ATMTF Director sends notification emails to the gaining Brigade Commanders notifying them of the incoming TBCA selected officer. AMCP POCs are encouraged to maintain quarterly contact with the selected officer.

# **INITIATIVE DEVELOPMENT**

- 1) Study: Evaluated the results of the Army's first DACES where 23.4% of respondents said stability/predictability was a very important reason to leave the Army. Identified metrics and resources available to identify high performing and uniquely talented junior officers the Army would like to retain.
- 2) Test: In March 2020 the CSA directed the Army Talent Management Task Force (ATMTF) to pilot the TBCA program. The pilot was executed in three phases at 18 Captain Career Courses from August 2020 through July 2021 (974 CPTs); 111 CPTs applied and 46 CPTs were hired by career path hiring authorities.
- 3) Implement: Then-TMTF Director MG Drew approved a fourth phase and executed to ensure the momentum gained during the original pilot wasn't lost during transition planning. Phase four was conducted at ten CCCs from May 2021 through October 2021 and consisted of 525 Active Duty students. Of that population, 68 applied to the TBCA program, 51 were recommended for AMCP consideration, and 35 were selected for an AMCP.
- 4) Transition: The TBCA transition plan was approved by MG Drew (while ATMTF Director) and has been agreed upon by HRC OPMD Director, COL Johnson. TBCA full execution at all basic branch CCCs is scheduled for OCT22. This will take place after a deliberate transition between ATMTF and HRC. Key to the transition is HRC assigning a dedicated TBCA Action Officer to support the ATMTF led phase five (January 2022 through May 2022). HRC is scheduled to lead phase six (June 2022 through September 2022) with ATMTF TBCA in support.
  - a) Doctrine. DA PAM 600-3 describes "the full spectrum of developmental opportunities an officer can expect throughout a career." The Directorate of Military Personnel Management (DMPM) will begin the revision process for it once AR 600-3 is published (pending legal review since Spring '21). HRC TBCA team will need to incorporate TBCA at the next revision. The TBCA Application, TBCA Program Guide, and AMCP Statements of Understanding should be updated before each new iteration or with major changes to the program.
  - b) Organization.
    - i) HRC OPMD Director, COL Johnson, acknowledged HRC will assume responsibility for TBCA with full implementation scheduled for October 2022. OPMD has already stated the need for additional manning before being able to fully implement the program. Specific details are forthcoming once they conduct an in-depth review of their manning requirements. Initial input from the ATMTF TBCA team is management of this program will require no more than two dedicated action officers with some additional supporting requirements for the career and account managers.

- ii) Proponents currently appreciate their level of engagement in the process. It is recommended they continue to be seen as partners once responsibility is transferred to HRC.
- iii) OPMD will be well-served and in the right place to monitor acceptance into AMCPs that are future market positions (USACC, USAREC, etc). The number of TBCA officers will not exceed future-available billets, but the by-branch availability for those future-market (branch-immaterial) positions will be affected. It is possible that a branch with a large number of TBCA donors to immaterial positions may have few or zero immaterial positions available in that future market. That is especially possible in smaller branches. OPMD already has the capability to monitor this and can adjust TBCA allowances in response.
- c) Training. HRC action officer assuming responsibility of the program and any other yet to be determined sections of HRC that will support TBCA.
- d) Materiel. HRC TBCA team should consider integrating a programmed capability in IPPS-A overtime to allow for better management of the program. A predictive assessment to be conducted before or during the CCC would support operations during the Identify stage.
- e) Leadership & Education. Continued emphasis in Pre-Command Courses (PCC) is necessary to ensure commanders understand the opportunity TBCA presents their young officers. Taking time to ensure commanders understand the program will foster trust in the program. Targeted virtual LPDs should be conducted to inform officers on orders or in their window to attend CCC of TBCA. TBCA should be added to talent management informational briefs at BOLC.
- f) Personnel. During OPMD's assumption of TBCA, special attention should be paid to where efficiencies can be gained in the process given HRC's existing systems and manning.
- g) Facilities. Required to coordinate with CCCs in three time zones. Office space and equipment required to accommodate the HRC assigned TBCA action officers.
- h) Policy. TBCA is, and can continue to be, executed without any additional authorities.
- 5) Oversight: The Army must continually learn from iterations of TBCA and make adjustments to the program as new systems are brought online, new AMCPs become available, and as junior officer feedback is provided. HRC TBCA team should institute a formal process to measure the effectiveness of TBCA on the officer corps. The HRC TBCA team can track the MOEs overtime and report findings to the HRC Commanding General.
  - a) Initial TBCA Measures of Effectiveness
    - i) Allows the Army to retain high performing officers
      - (1) Retain: (Compare TBCA population to larger Army population)
        - (a) Number hired through TBCA
        - (b) Percentage of Officers who stayed in through KD
        - (c) Percentage of Officers who completed their Assured Mid-Career Pathways (AMCP)
        - (d) Percentage of Officers who were promoted to MAJ
      - (2) High Performing: How effective are we at identifying high performing officers and those who will continue to perform at a high level
        - (a) Number of applicants with high percentage of MQs prior to TBCA/KD
        - (b) Percentage of TBCA hires that continue to have high rate of MQs after KD/AMCP

- (i) Percentage compared to their peers
- (c) How many/what percentage were selected to attend resident CGSC
  - (i) Account for specialty career path requirements (Functional Areas, BOPs, etc...)
- (d) How many promoted merit based (MB) to MAJ
- ii) Aligns officers to AMCPs based on their Knowledge, Skills, and Behaviors (KSBs)
  - (1) Number of Officers recruited for AMCPs based on KSBs (verified and self-reported)
  - (2) Number of Officers hired for AMCPs based on KSBs
- iii) Informs officers of career path opportunities earlier and assists captains with identifying and achieving professional goals
  - (1) Number of CCC officers receiving AMCP Introduction brief
  - (2) Number of TBCA applications received
  - (3) Number of CCC officers receiving TBCA "coaching"
  - (4) Number of pathway applications received in the future along the normal timeline
- iv) Retention impact on those Officers who applied but were not accepted into an AMCP
  - (1) Percentage of Officers who left the Army after initial service obligation
  - (2) Percentage of Officers who applied for AMCP-like opportunities again
  - (3) Percentage of Officers who stayed in basic branch and continued service

# **FUTURE MILESTONES:**

- 1) JAN22: HRC AO assigned to TBCA
- 2) JAN22. ATMTF will lead TBCA Phase 5 (JAN-JUN 2022) with HRC in support
- 3) JUN22: HRC will lead TBCA Phase 6 (JUN-OCT 2022) with ATMTF in support
- 4) 1QFY23: HRC begins full TBCA implementation at over 80 CCCs per year.

**DATA:** TBCA seeks to identify overall high performing Officers as well as those who possess KSBs that make them uniquely qualified for a particular AMCP. This is accomplished by taking a more holistic view of an Officer starting with their acceptance into college to their performance in the Captains' Career Course. Assessments, OERs, AERs, academic performance, and KSB-Ps are examples of what impacts the AMCP specific OMLs.

**ENDSTATE:** TBCA retains high performing officers by assisting them with identifying and achieving personal and professional goals, aligning their talents with an AMCP and providing the Officers a greater degree of predictability by setting them on a clear trajectory from the CCC through the next five to seven years of their career.

# **Talent Based Career Alignment**



# Problem Statement/Current Challenge(s):

- Officers cite lack of predictability for themselves and their families as a key factor for why they may leave the Army. In the Army's first DACES 23.4% of respondents said stability/predictability was a very important reason to leave the Army.
- It's difficult to identify the "best" or "most talented" officers attending the CCC due to their limited time of service. This challenge is compounded as the qualifications or metrics used to identify the "best" or "most talented" officer can vary widely by position.
- Officers attending CCC have only a basic understanding of the career path options the Army can offer them after successful completion of their KD assignment. That ignorance is especially true of opportunities outside their basic branch, where there may be options that can capitalize on behaviors, skills, and knowledge they possess but which are less valued in their basic branch. It is important that the Army helps its junior officers understand the full range of career path options available.
- The Army does not have a process in place to proactively identify the unique talents of its junior captains to ensure
  they are aligned with the Army's talent requirements in senior captain positions. Building such a process would
  increase the Army's ability to place the right talent in the right place, thus increasing career satisfaction and retention
  of selected officers.

### **Proposal Description:**

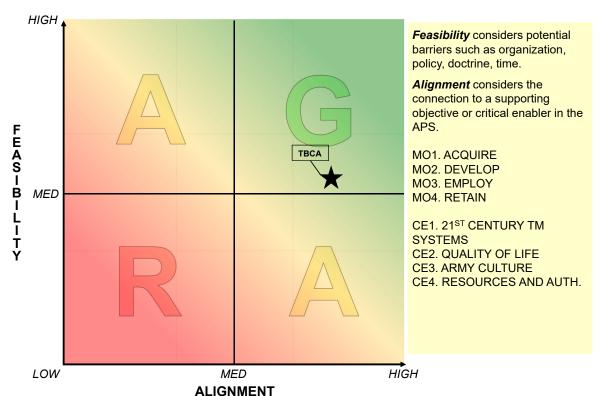
- TBCA is a CSA directed junior Officer retention initiative
- TBCA guarantees high performing junior Captains attending the Captains Career Course an Assured Mid Career Pathway (AMCP)
- TBCA consists of five stages: Inform, Identify, Recruit, Select, and Manage
- AMCPs afforded the ability to market their pathways to this population and compete for the most talented officers earlier and in a more deliberate manner than they have in the past
- Selected officers know their company-grade KD assignment location through the ATAP and their follow-on assignment secured through TBCA

### **End State:**

TBCA retains high performing officers by assisting them with identifying and achieving personal and professional goals, aligning their talents with an AMCP and providing the officers a greater degree of predictability by setting them on a clear trajectory from the CCC through the next five to seven years of their career.

# Initiative Feasibility & APS Alignment: Talent Based Career Alignment





# Initiative Evaluation Rubric Talent Based Career Alignment



	1	2	3	4	5	6	7	Score
Readiness • Individual Deployability • Unit • Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM read ness. Potential + in unit readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and unit readiness.	Significant impact to Soldier and unit readiness. + strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	3
Incentive • Retention • Assignment • Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy, program, or authority.	Exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provides a significant benefit to talent.	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant change to talent retention or utilization of talent across DA.	3.2
Impact • # Pax • Key Talent • Culture (+/-)	No apparent impact.	Marginal number of pax impacted Does not impact key talent. Culture (-)	Large number of pax impacted. Does not directly address key talent. Culture (-)	Large number of personnel and key talent impacted. Culture (+/-)	Marginal total # / significant key talent influenced. Culture (+)	Large total of SM and Talent impacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	4
Resources  DOTMLPF-P Financial (\$) Human Cap. Sponsor	Fails to identify resource requirements. No sponsor identified.	Requires significant DoD level "D-FP" changes. Requires PPBE. No sponsor Id'd. \$\$\$\$	Requires DA level "D-FP" changes. Currently budgeted. No sponsor Id'd. \$\$\$	Resource requirements require Secretariat authority: No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARSTAF authority. No PPBE req'd. Sponsor Id'd. \$	Resource requirements within DA G1's authority. No PPBE req'd. Sponsor Id'd. \$	Limited resources required to reach minimum viable product.	5.3
Stake- holder Support • Culture • Enthusiasm • OTMI load	Stakeholder(s) opposed to the initiative. OTMI in the lead to continue development.			Stakeholder(s) supportive of the initiative. OTMI resources to support development.			Stakeholder(s) enthusiastically support the initiative. Minimal OTMI resources to support development.	4.3
Time • To minimum viable product	No time estimate provided. Unknown.	> 4 years	> 3 years	> 2 years	>1 year	> 6 months	Implement immediately	4
Total Score	Sum all scores to develop an overall Innovation score.  Note: The size of the corresponds to the # of panelists who scored the effort there							

# **Initiative Binning Structure: TBCA**



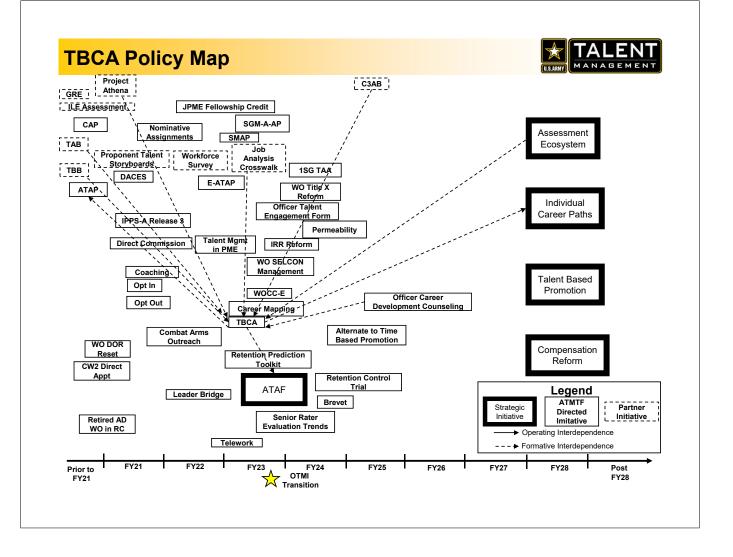
					SYN	CHRONIZE		
	DIVEST	TRANSITION	POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION
ſ		Х	Х		Х	Х		Х
		X	X		X	X		X
		X	X		X	X		X

# Comments:

Transition: ATMTF preferenced 5 team members to be assigned "with duty" at OPMD to execute TBCA and other initiatives

Policy: DA PAM 600-3 revision to include TBCA and its interaction with other talent management initiatives Manpower: Additional manpower required to expand TBCA across all career courses and pursue further innovations for this initiative, especially in Policy, Training, and Leadership/Education

Data Solution: Integration with assessment ecosystem and IPPS-A



**TITLE:** Appointment Permeability

ALIGNMENT: Major Objective 4; Supporting Objectives 1.2, 1.3, 3.1, 4.3

SEQUENCE: N/A

CURRENT CHALLENGES: The CSA defines Permeability as a means to facilitate a continuum of service through the agile transition of Soldiers and Civilians across the Total Force to improve Army readiness and promote a lifetime of service to the nation. One of the ATMTF initiatives to tackle this definition is to address Appointment Permeability. The process of appointing officers is redundant, labor intensive, and lacks transparency resulting in officer availability and retention issues, particularly for officers transferring between components and officers being appointed as Health Professionals. Additionally, current procedures rely heavily on manual processing and analytics, creating potential auditability concerns.

Appointment Process. The appointment of an officer requires the following: 1) Application (new officers only): Each officer must meet all accession standards; 2) Nomination: Each officer must be approved by either the SECDEF or confirmed by the Senate; and 3) each officer must be offered and accept the appointment (official entry date as annotated on the oath of office/DA 71). Each of these steps has multiple stakeholders and owners.

Appointment Definition. An appointment is often referred to as a "scroll." A scroll is a term used to describe an approved military service nomination document required by DoD policy which authorizes an officer appointment and must be completed prior to tending an oath of office. However, a name on an approved scroll IS NOT a mandate to appoint. It is simply the authority to do so.

# Types of Appointments.

- Original: Entry into a service, transfer between services, components, or between special and basic branches, and between Corps within the Army Medical Department (AMEDD).
- Promotion: Appointed to a higher, or in special cases, lower grade.
- Ratification: Required when an officer is appointed without proper authority.

The inefficiencies of officer appointment processing drew the attention of Congress. A 2019 Senate report highlighted concerns about the appointment process and its impact on the force. Subsequently, the Government Accounting Office (GAO) conducted a study in 2019 and found three primary factors influencing appointment timeliness: 1) Appointment approval authority: Whether the appointment requires approval from the Secretary of Defense (SECDEF) or Presidential nomination and Senate confirmation; 2) Permeability. Whether the appointment transfers officers between components and associated approval authority; and 3) Accuracy. Whether the original appointment submission contained errors and therefore, additional time to remediate. Since the GAO study only addressed timeliness at the OSD and Congressional level, OSD commissioned RAND to analyze the business practices of each service and develop recommendations to streamline the appointment process. The study is due August 2020.

In 2018 the Army averaged 34 days to process appointments from the point at which the accessioning source submitted the nomination to approval by the SECDEF. Appointments requiring Presidential nomination and Senate confirmation averaged 84 days. The most time consuming appointments were Health Professions Officers and officers transitioning between components. The 2018 data does not include the time it takes during the application/accession process. One of the

chokepoints identified in the application process was waivers, which can extend the timeline by 30-120 days, depending upon the type of waiver required and the approval authority.

**PROPOSAL DESCRIPTION:** The Army Talent Management Task Force (ATMTF) will utilize three lines of effort to streamline the appointment process:

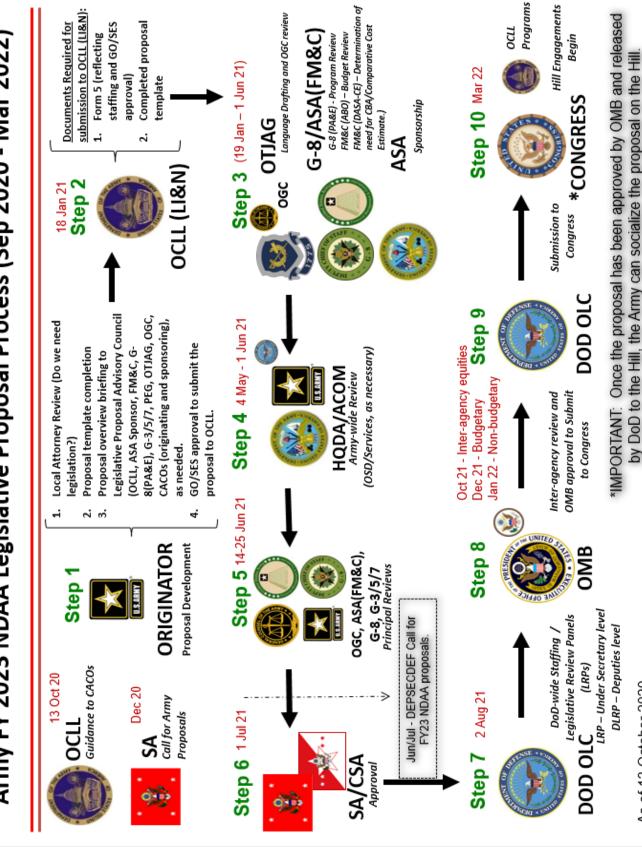
1) Legislative Proposals; 2) Procedural Change; and 3) Automation.

# **PLAN OF ACTION & MILESTONES:**

# Legislative Proposals -

- 1. Develop Concept: The ATMTF submitted two legislative proposals to improve efficiency and processing timeliness annually since the FY21. The first proposal submitted would eliminate the requirement for AMEDD to delineate scrolls by six individual AMEDD Corps. No other service requires separation of basic branch and special branch appointments. This proposal was updated to include the Chaplain's Corps. The second proposal would align Regular and Reserve Component appointment approval authorities, allowing the President alone -- further delegated via an Executive Order to the SECDEF -- to approve Regular Army officer appointments through the rank of LTC. The SECDEF already has the authority to approve Reserve Component appointments through the rank of LTC. This proposal would impact both original appointments and promotions. It would also affect all military services. A third proposal is in the study phase that would alleviate the issues affiliated with Regular Army officers transferring to the Reserve Component who promote while in transition.
- 2. Study: ATMTF coordinated with key stakeholders to identify and pursue procedural changes that will streamline the appointments process, including approval authorities of waivers (particularly age waivers requiring M&RA approval), modification to the appointment format submitted to SECDEF, and elimination of dual appointments for direct commissions (appoint a Regular Army direct commission first in Reserve Component to ensure they are in a duty status as they travel to their first duty station/direct commission course). Additional changes will be identified accordingly.
- 3. Test (Prototype & Pilot): Air Force will pilot a new appointment format to determine if the modified design saves processing time and streamlines the approval process. ATMTF and OTSG will initiate formal review and staffing of documents to eliminate the process of initiating dual appointments for direct commissions and delegate age waiver authority, respectively.
- 4. Implement: Applicable procedural guidance will be codified and stakeholders will be notified of new procedures. Planning team will draft strategic messaging.
- 5. Legislative changes to the law are time intensive and acceptance into the NDAA cycle is based upon the leadership in place at the time of submission. The process is defined below:

# Army FY 2023 NDAA Legislative Proposal Process (Sep 2020 - Mar 2022



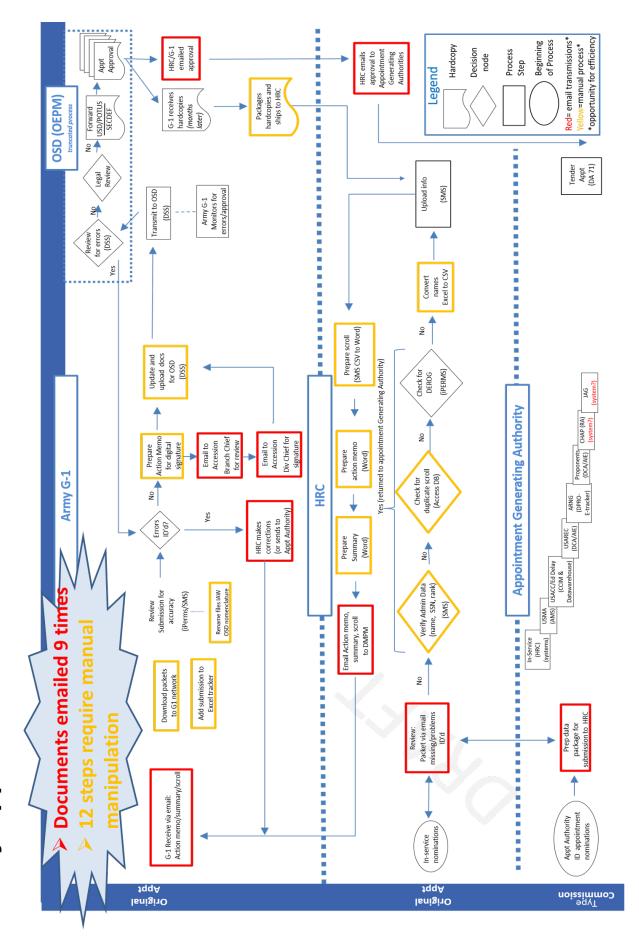
As of 13 October 2020

6. Transition: The legislative proposals required to how appointments are done have cross component implications. Consequently, this portion will more than likely must transition to the Directorate of Military Personnel Management (DMPM) at HQDA. This will ensure that HQDA and continue to coordinate with the other services as the legislative proposals move through Congress.

# **Procedural Changes:**

Phase 1: STUDY. ATMTF coordinated with key stakeholders to identify and pursue procedural changes that will streamline the appointments process, including approval authorities of waivers (particularly age waivers requiring M&RA approval), modification to the appointment format submitted to SECDEF, and elimination of dual appointments for direct commissions (appoint a Regular Army direct commission first in Reserve Component to ensure they are in a duty status as they travel to their first duty station/direct commission course). Additional changes will be identified accordingly. The current process has 12 manual submission manipulations and 9 instances of email traffic which allows for human error and lost data. The following pictorial demonstrates the labor intensive process to appointment approval:

# Army Appointment & Promotion Process 06 & Below



Phase 2: TEST. Air Force will pilot a new appointment format to determine if the modified design saves processing time and streamlines the approval process. ATMTF and OTSG will initiate formal review and staffing of documents to eliminate the process of initiating dual appointments for direct commissions and delegate age waiver authority, respectively.

Phase 3: IMPLEMENTATION. Applicable procedural guidance will be codified and stakeholders will be notified of new procedures. Planning team will draft strategic messaging.

Phase 4: Similar to the Legislative Proposals, it is recommended that supervision of the Procedural Changes transitions to DMPM.

# Automation:

ATMTF is collaborating with key stakeholders to develop an automated system that will provide transparency from the point of accession to approval of an appointment. Currently officer nominations are manually processed and repackaged at three primary intervals throughout the appointment cycle. Multiple systems are used, depending upon the appointment generating authority. There are 45 appointment generating authorities, including the recent addition of 32 proponents now processing direct commissions, making data analytics and auditability difficult.

Phase 1: STUDY. The ATMTF is forming an Army Operational Planning Team to identify requirements to create an appointment module across all appointment generating authorities. This will include review of internal Army accession and scrolling functions, workflow requirements and critical features. Members will include functional and technical managers from across the appointment generating authorities. Each appoint action requires a process map similar to the information below:

Phase 2: TEST. USAREC/Training Doctrine Command (TRADOC) is developing a new accessions system entitled Accessions Information Environment (AIE) to replace the legacy recruiting system, Direct Commission Application (DCA) that will work as a direct interface with IPPS-A. An appointment module will be one phase of the development with a pilot for AMEDD applicants during FY24. Due to the delays in the IPPS-A launch this application is also delayed.

Phase 3: IMPLEMENTATION. The appointment module for USAREC, U.S. Army Cadet Command and Army National Guard pending is review. The program (Wave2) is currently expecting delays with an expected launch during FY24. Due to the delays in the IPPS-A launch this application is also delayed.

Phase 4: TRANSITION. Since the implementation of automation involves multiple major commands throughout the Army and other components, the automation portion of this initiative would have to transition to DMPM as well.

# **MILESTONES:**

# Legislative Proposals:

- SEP 2021 JAN 2022 Phase 1
- o FEB 2022 MAR 2023 Phase 2
- o APR 2023/2024/2025 Phase 3
- N/A Phase 4

# **Procedural Changes:**

- o SEP 2021 JAN 2022 Phase 1
- FEB 2022 MAR 2023 Phase 2
- o APR 2023/2024/2025 Phase 3
- N/A Phase 4

# Automation:

- NOV 2019 OCT 2022 Phase 1 (scope project, secure funding, develop pilot)
- o NOV 2022 MAY 2023 Phase 2 (AMEDD Pilot)
- JUN 2023 DEC 2024 Phase 3
- o JAN 2024 MAR 2026 Phase 4

**ENDSTATE**: Increased timeliness and accuracy of appointments, with emphasis on appointments between components.

- 1. Meet processing timeliness goal of 150 days for SECDEF approval and 210 days for Senate confirmation.
- 2. Automate appointment process to:
  - a. Measure processing time from accession to approval
  - b. Improve transparency
  - c. Facilitate more accurate data analytics
  - d. Provide auditability
- 3. Decrease number of ratification scrolls annually

**PEER REVIEW:** Recommended external stakeholder(s) to provide peer review:

Human Resources Command (accessions, proponents),

DA G-1 (accessions, promotions),

DA Personnel and Resources,

U.S. Army Recruiting Command,

U.S. Army Cadet Command, Office of The Surgeon General,

Chaplain Corps,

Office of The Judge Advocate Corps,
Office of the Chief, Army Reserve, and U.S. Army National Guard.

# **Permeability**



# Problem Statement/Current Challenge(s):

The process of appointing officers is redundant, labor intensive, and lacks transparency resulting in officer availability and retention issues, particularly for officers transferring between components and officers being appointed as Health Professionals. Additionally, current procedures rely heavily on manual processing and analytics, creating potential auditability concerns.

# **Proposal Description:**

The Army Talent Management Task Force (ATMTF) will utilize three lines of effort to streamline the appointment process:

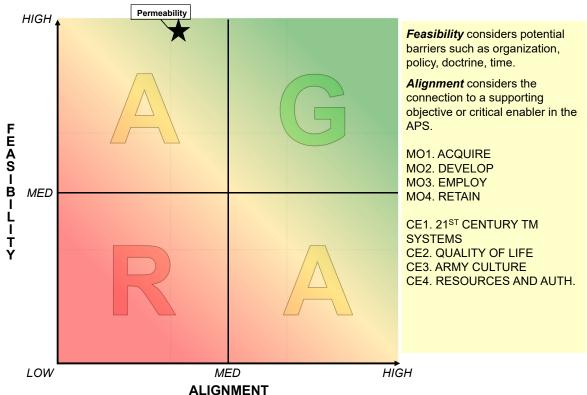
- 1. Legislative Proposals
- 2. Procedural Change
- 3. Automation.

**End State:** Increased timeliness and accuracy of appointments, with emphasis on appointments between components.

- 1. Meet processing timeliness goal of 150 days for SECDEF approval and 210 days for Senate confirmation.
- 2. Automate appointment process to:
  - a. Measure processing time from accession to approval
  - b. Improve transparency
  - c. Facilitate more accurate data analytics
  - d. Provide auditability
- 3. Decrease number of ratification scrolls annually

# Initiative Feasibility & APS Alignment: Permeability





# Initiative Evaluation Rubric Permeability



	1	2	3	4	5	6	7	Score
Readiness • Individual Deployability • Unit • Strategic	Does not increase readiness.	Potential increase to individual SM readiness.	Marginal increase to SM readiness. Potential + in unit readiness.	Increases SM readiness and marginal increase in unit readiness.	Increases Soldier and unit readiness.	Significant impact to Soldier and unit readiness. + strategic readiness.	Radically + to readiness. Significant impact on strategic readiness.	4
Incentive • Retention • Assignment • Alignment	Lacks any apparent incentive. Incentive already in existence.	Marginally improves an existing policy, program, or authority.	Significantly improves an existing policy program, or authority.	exponentially increases the effectiveness of an existing policy, program, or authority.	Creates a new policy, program, or authority that provides a significant benefit to talent.	New program, policy, or improvement that greatly incentivizes talent retention.	Creates a radical and significant change to talent retention or utilization of talent across DA.	2.9
Impact • # Pax • Key Talent • Culture (+/-)	No apparent impact.	Marginal number of pax impacted. Does not impact key talent. Culture (-)	Large number of pax impacted. Does not directly address key talent. Culture (-)	Large number of personnel and key talent impacted. Culture (+/-)	Marginal total # / significant key talent influenced. Culture (+)	Large total of SM and Talent impacted. Culture (+)	Radical impact to how the Army executes TM. Transformational.	2.9
Resources  • DOTMLPF-P  • Financial (\$)  • Human Cap.  • Sponsor	Fails to identify resource requirements. No spinsor identified.	Requires significant DoD level "D-FP" changes. Requires PPBE. No sponsor Id'd. \$\$\$\$	Requires DA level "D-FP" charges. Currently budgeted. No sponsor-let d. \$\$\$	Resource requirements require Secretariat authority. No PPBE req'd. Sponsor ~ \$\$	Resource requirements within ARSTAF authority. No PPBE req'd. Sponsor Id'd. \$	Resource requirements within DA G1's authority. No PPBE req'd. Sponsor Id'd. \$	Limited resources required to reach minimum viable product.	2.8
Stake- holder Support • Culture • Enthusiasm • OTMI load	Stakeholder(s) opposed to the initiative. OTMI in the lead to continue development.			Stakeholder(s) supportive of the initiative. OTMI resources to support development.			Stakeholder(s) enthusiastically support the initiative. Minimal OTM resources to support development.	4.8
Time • To minimum viable product	No time estimate provided. Unknown.	> 4 years	> 3 years	> 2 years	> 1 year	> 6 months	Implement immediately	3,6
Total Score	Sum all scores to develop an overall Innovation score.  Note: The size of the corresponds to the # of panelists who scored the effort there							

# **Initiative Binning Structure: Permeability**



						U.S.ARINT				
			SYNCHRONIZE							
DIVEST	TRANSITION	POLICY	LEGISL- ATIVE PROPOSAL	Military Manpower	Civilian Manpower	FUNDING	DATA SOLUTION			
		Х	Х							
		Х	X							
			X							
						1				

# Comments:

Policy: Permeability should be more broadly defined than the current legislative proposal. Permeability should create mechanisms for a Soldier to seamlessly transfer among assignments in the reserve and active components based on market demands and that Soldier's talents and preferences. The legislative proposal may impact workforce requirements in sponsoring agencies.

Legislative Proposal: The intent of Congress and Army Senior Leaders is to connect permeability to talent management. Development of this initiative requires connecting authorities with talent management practices and metrics.

### **Permeability Policy Map** Project Athena C3AB JPME Fellowship Credit ILE Assessment \_ CAP Nominative Assessment Assignments SMAP Ecosystem Proponent Talent Workforce Analysis Storyboards Survey Crosswalk ТВВ 1SG TAA DACES E-ATAP ATAP Reform Individual Officer Talent Engagement Form Career Paths IPPS-A Release 3 Permeability Talent Mgmt Direct Commission IRR Reform Coaching Management Talent Based Opt In Promotion WOCC-E Officer Career Opt Out Development Counseling Career Mapping TBCA Alternate to Time Combat Arms Based Promotion Outreach WO DOR Compensation Reset Retention Prediction Reform Toolkit CW2 Direct Appt Retention Control ATAF Legend Leader Bridge Brevet ATMTF Partner Initiative Strategic Retired AD WO in RC Senior Rater Imitative Evaluation Trends Operating Interdependence Telework --- ► Formative Interdependence FY22 Prior to FY25 FY26 FY27 отмі Transition

# https://talent.army.mil



