Army Talent Management Task Force Fourth Annual Planning Conference

Delivering Talent Management

5-7 April 2022

Army Talent Management Task Force
Fourth Annual Planning Conference
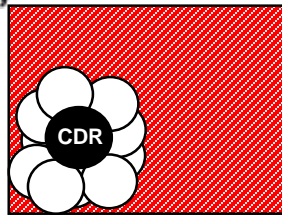
Delivering Talent Management
5-7 APR 22

Director, ATMTF
BG Brett T. Funck

What Does the Future OE Demand?

Narrow Talent Requirements

Land Combat

Specific Organizational Capability

Commanders, Executives, Advisors, and Technical Experts

Individual Talent Supply

A known or certain mission allows organizations to **narrowly focus**

CDR

Looks, Thinks, & Acts Alike
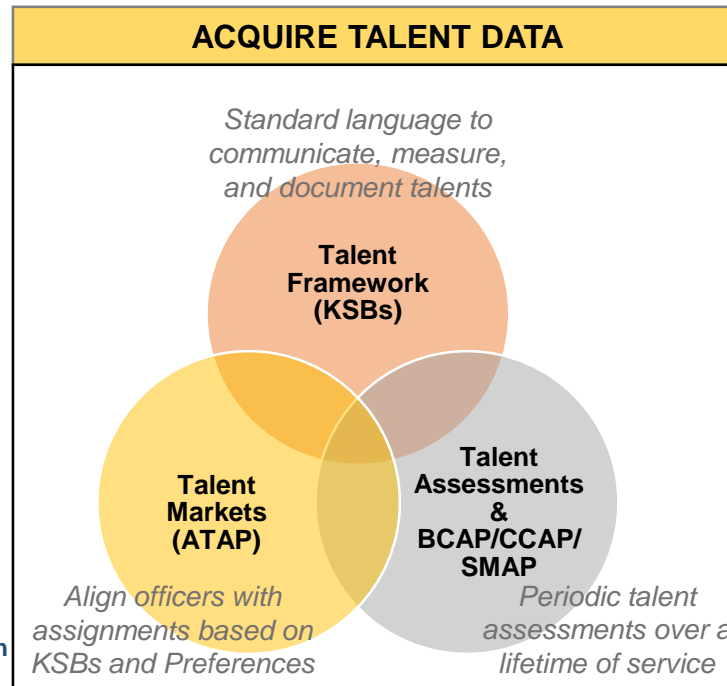Increases risk in an uncertain environment

The Army's decisive advantage is its Soldiers and Leaders. Continuous investment in Talent Management innovation advances our competitive edge in an unpredictable environment.
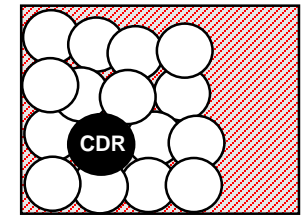
ACQUIRE TALENT DATA

Standard language to communicate, measure, and document talents

Talent Framework (KSBs)

Talent Markets (ATAP)

Talent Assessments & BCAP/CCAP/ SMAP

Align officers with assignments based on KSBs and Preferences

Periodic talent assessments over a lifetime of service

Future Talent Requirements

Cyber   Robotic   Kinetic   Assistance
Media   Counter-terror   Diplomatic

Organizational Adaptability

Commanders, Executives, Advisors, and Technical Experts

Individual Talent Supply

A unknown and uncertain future requires a **wider distribution** of talents

CDR

Diverse Array of Thoughts, Experiences, Perspectives, & Backgrounds
Minimizes risk in an uncertain environment

YG 2006	2016 (ILE for YG'06)	2022 (1st BCAP for YG'06)	2027 (1st CCAP for YG'06)	2035

Iraq & Afghanistan Focused
- *Fixed Mindset (Certainty)*
- *Commanders and leaders surrounded by similar subordinates*
- *Train for Certainty*

CAP assists in finding more self-aware officers who, once in command, have the ability to leverage the market to select a more diverse array of talents and experiences (KSB-Ps) in their subordinates.

Multi-Domain Focused
- *Growth Mindset (Uncertainty)*
- *Commanders and leaders surrounded by a diverse array of talents and experiences*
- *Educate for Uncertainty and Train for Certainty*

ATMTF Aimpoint Framework

TALENT MANAGEMENT — U.S. ARMY

A 21st Century Talent Management System

By 2035, the Total Army has a permeable talent alignment process that promotes individual stability and predictability, while maintaining organizational readiness

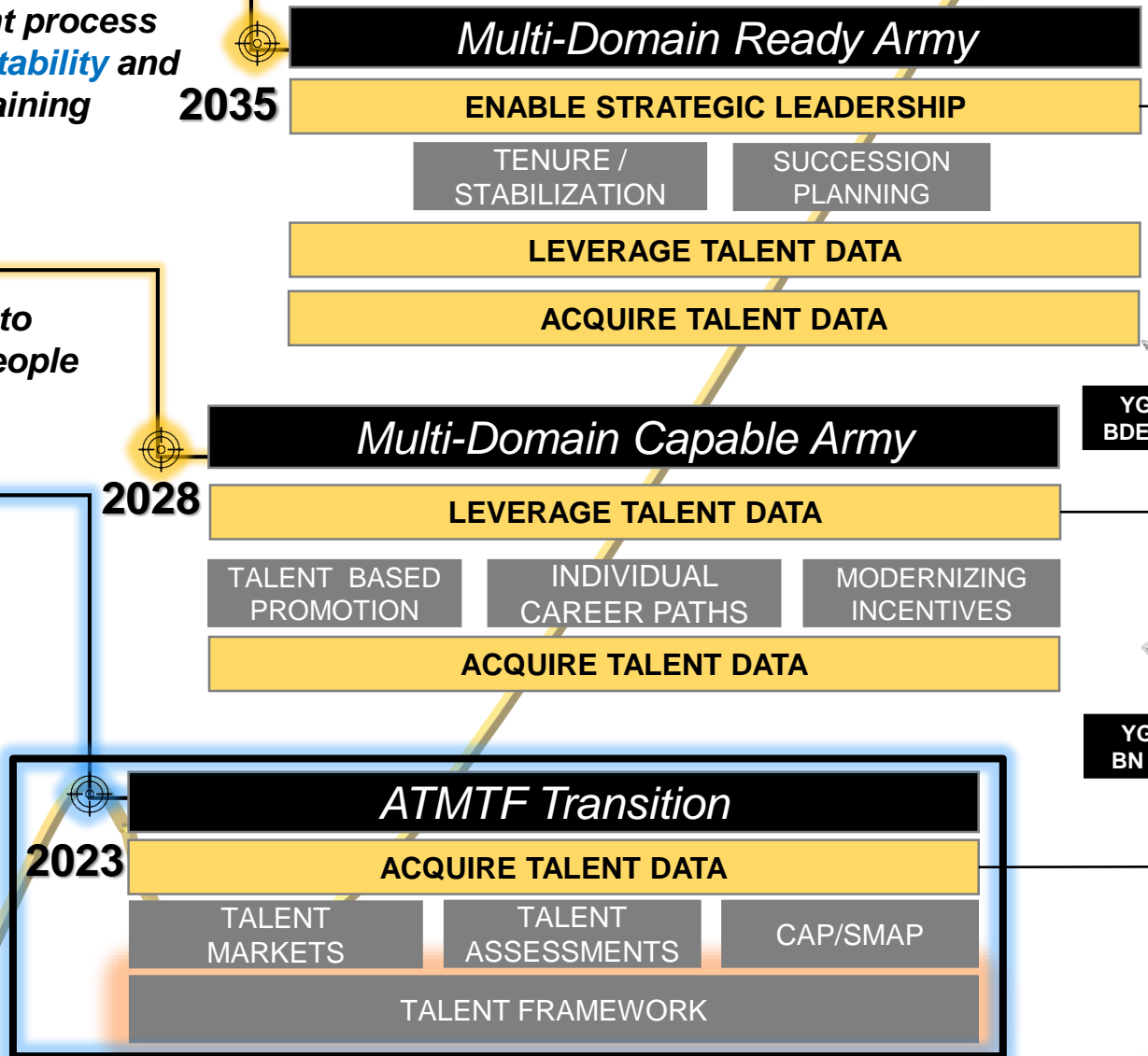### 2035 — Multi-Domain Ready Army

ENABLE STRATEGIC LEADERSHIP

- TENURE / STABILIZATION
- SUCCESSION PLANNING

LEVERAGE TALENT DATA

ACQUIRE TALENT DATA

Leverage granular talent data to acquire the right number of people and employ them optimally

2028 — Multi-Domain Capable Army

LEVERAGE TALENT DATA

- TALENT BASED PROMOTION
- INDIVIDUAL CAREER PATHS
- MODERNIZING INCENTIVES

ACQUIRE TALENT DATA

YG '06 BDE CMD

CONSOLIDATE GAINS: *prioritize current aimpoint initiatives*

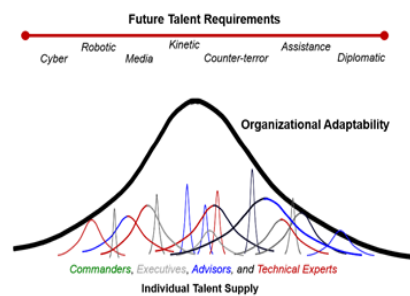**SUPPORT ASL PRIORITIES:** *synchronize key initiatives that support ASL priorities*

TRANSITION: *handover supporting initiatives to HCE stakeholders*

2023 — ATMTF Transition

ACQUIRE TALENT DATA

- TALENT MARKETS
- TALENT ASSESSMENTS
- CAP/SMAP

TALENT FRAMEWORK

YG '06 BN CMD

- 1st CCAP for YG '22
- 1st BCAP for YG '22

Future Talent Requirements
Cyber · Robotic · Media · Kinetic · Counter-terror · Assistance · Diplomatic

Organizational Adaptability

Commanders, Executives, Advisors, and Technical Experts
Individual Talent Supply

Predictive Assessment

Mature Assessments Ecosystem (A, B, C, D)

Predictive Assessment

ACQUIRE TALENT DATA
Standard language to communicate, measure, and document talents

- Talent Framework (KSBs)
- Talent Markets (ATAP) — *Align officers with assignments based on KSBs and Preferences*
- Talent Assessments & BCAP/CCAP/SMAP — *Periodic talent assessments over a lifetime of service*

2022

Talent Based Branching

4

Operationalizing Talent Management

Study/Test/Pilot/Innovate
- Modernizing Incentives (CM/SP; PRT/RCT) (APS)
- Stability & Predictability (CSA)
- Permeability (CSA)
- IRR Application (CSA)
- Assessment Strategy/Ecosystem (+BFAM)
- Evaluation Reform

Requires ongoing ATMTF innovation and synchronization IOT achieve the complementary effects of Aimpoint 23 and 28 key initiatives

Talent Management Initiatives
- Career Mapping/Succession Planning Tool (APS)
- Predictive Retention Toolkit (APS)
- Retention Control Trial (APS)
- DACES (APS)
- Officer Assessments (APS)
- IRR Reform (APS)
- Army Talent Attribute Framework (ATAF) (APS)
- Talent Management in PME (SA)
- Direct Commission (CSA)
- Diversity Efforts (SA/CSA)
- Talent Based Career Alignment (CSA)
- ATAP (Market) (SA/CSA)
- 1SG TAA (SMA)
- Brevet Promotions (NDAA)
- Opt-Out of Promotion Boards (NDAA)
- Opt-In to PSBs (APS)
- Army Coaching Program (APS)
- WO SELCON Management (APS)
- WO - Competitive Category (APS)
- CO-grade Officer Retention (APS)
- CAP/SMAP (CSA/SMA)
- Data Workforce Talent Management (SA)
- Software Factory (SA)
- Career Intermission Program (CIP) (CSA)
- WO - Date of Rank Reset (CSA)
- WO - CW2 Direct Appointment (CSA)
- WO - Retired AD in RC (CSA)
- NCO ATAP/Market (SMA)
- 40 Year MRD Extension (NDAA)
- Repeal of Age Limit (NDAA)
- Federal Recognition (NDAA)
- Merit Based Promotions (NDAA)
- Talent Based Branching (APS)
- Career Developmental Counseling (APS)

CSA Priorities
- **Stability**
- **Predictability**
- **Permeability**
- **Talent-based Promotion and Pay**
- **IRR Visibility**

Transition/Implement/Track
- **Talent Management in PME (SA)**
- **Direct Commission (CSA)**
- **Diversity (Combat Arms Outreach) (SA/CSA)**
- **Talent Based Career Alignment (CSA)**
- **ATAP (Market) (SA/CSA)**
- **1SG TAA (SMA)**
- **Brevet Promotions (NDAA)**
- **Opt-Out of Promotion Boards (NDAA)**
- **Officer Assessments (C3AB & BFAM) (APS)**
- **Army Talent Attribute Framework (ATAF) (APS)**
- **DACES (APS)**
- **Army Coaching Program (APS)**
- **Opt-In to PSBs (APS)**
- **WO SELCON Management (APS)**
- **WO - Competitive Category (APS)**
- CAP/SMAP (CSA/SMA)
- Data Workforce Talent Management (SA)
- Software Factory (SA)
- *Career Intermission Program (CIP) (CSA)
- *WO - Date of Rank Reset (CSA)
- *WO - CW2 Direct Appointment (CSA)
- *WO - Retired AD in RC (CSA)
- *NCO ATAP/Market (SMA)
- *40 Year MRD Extension (NDAA)
- *Repeal of Age Limit (NDAA)
- *Federal Recognition (NDAA)
- *Merit Based Promotions (NDAA)
- *Talent Based Branching (APS)

Divest
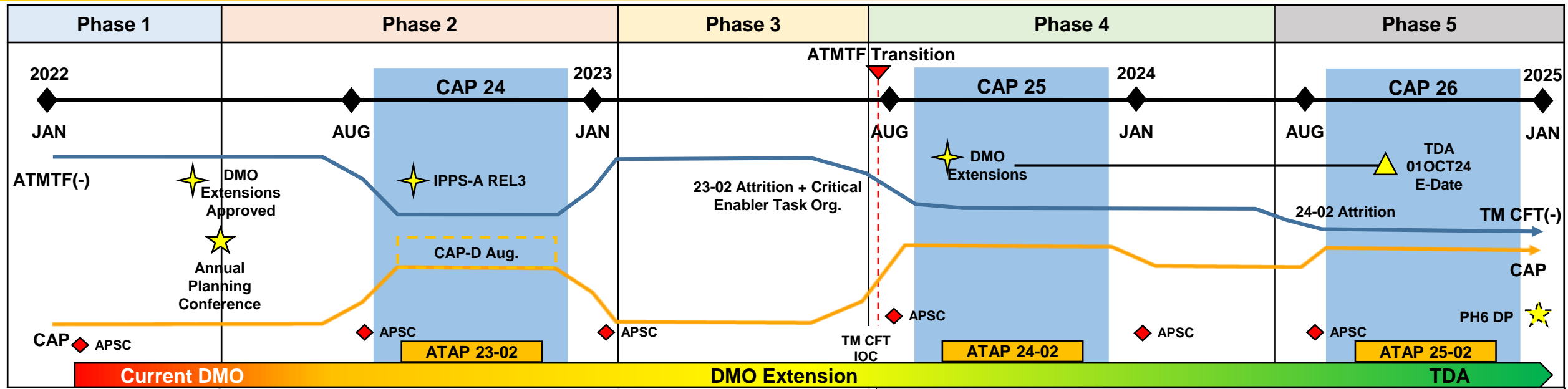- Career Developmental Counseling (APS)

Transition Opportunities

TRADOC
- Officer Assessments (C3AB) (APS)
- Diversity (Combat Arms Outreach) (SA/CSA)
- Army Talent Attribute Framework (ATAF) (APS)
- Talent Management in PME (SA)
- Direct Commission (CSA)

M&RA/G1
- Army Coaching Program (APS)
- Army Talent Attribute Framework (ATAF) (APS)

NCOLCOE/Senior Mission Commander
- 1SG TAA (SMA)

HRC
- Opt-Out of Promotion Boards (NDAA)
- Opt-In to PSBs (APS)
- ATAP (Market) (SA/CSA)
- Talent Based Career Alignment (CSA)

DMPM
- DACES (APS)
- Brevet Promotions (NDAA)
- Army Talent Attribute Framework (ATAF) (APS)

Research Agency
- WO SELCON Management (APS)
- WO Competitive Category (APS)

* = Implemented ATMTF initiatives tracked for situational awareness

5

Delivering Talent Management

Phase 1 | **Phase 2** | **Phase 3** | **Phase 4** | **Phase 5**

2022 — JAN — AUG — CAP 24 — 2023 — JAN — ATMTF Transition — AUG — CAP 25 — 2024 — JAN — AUG — CAP 26 — 2025 — JAN

ATMTF(-)

DMO Extensions Approved

IPPS-A REL3

23-02 Attrition + Critical Enabler Task Org.

DMO Extensions

TDA 01OCT24 E-Date

Annual Planning Conference

CAP-D Aug.

24-02 Attrition

TM CFT(-)

CAP

PH6 DP

CAP — APSC

APSC — ATAP 23-02

APSC

TM CFT IOC

APSC — ATAP 24-02

APSC

APSC — ATAP 25-02

Current DMO | DMO Extension | TDA

ATMTF Priority Initiatives:

1. Direct Comm. — (TRADOC)
2. DACES — (DMPM)
3. Opt In/Out — (HRC)
4. CA Outreach — (TRADOC)
5. Brevet Prom. — (DMPM)
6. 1SG TAA — (Senior Mission CDR)
7. ATAF — (M&RA/DMPM & TRADOC)
8. ACP — (M&RA/G1)
9. TM in PME — (TRADOC)
10. TBCA — (HRC/OPMD)
11. WO Comp. Cat. — (Research Agency)
12. WO SELCON — (Research Agency)
13. C3AB — (TRADOC)
14. ATAP — (HRC – ATMTF retains Governance)
15. CAP/SMAP (+ Executive Coaching)
16. Stability
17. Permeability
18. Modernizing Incentives (CM/SP; PRT/RCT)
19. WO Title X
20. Assessment Strategy/Ecosystem (+BFAM)
21. Evaluation Reform
22. Remote Work

6 Transition Phases

Phase 1: DEC 21 – APR 22, Planning, validation, & approval of ATMTF initiatives & future force structure
Phase 2: MAY 22 – FEB 23, Aimpoint Initiative Handover, CAP 24, & transition planning
Phase 3: MAR 23 – JUL 23, Final Aimpoint Initiative Handover & ATMTF transition to TM CFT
Phase 4: AUG 23 – JUL 24, TM CFT IOC, DMO Extensions, CAP 25, & development of perm. structure
Phase 5: AUG 24 – JAN 25, Permanent structure approved, TM CFT FOC, CAP 26
Phase 6: Conditions-based DP to revalidate Command & Control relationships

6

1. Consolidate gains and synchronize with our Talent Management partners across the Human Capital Enterprise (HCE)

2. Communicate & collaborate how initiatives transition across the HCE over time

3. Gain CSA's endorsement of the following:
   a. Talent Management initiative transition plans
   b. Future Talent Management innovation opportunities
   c. Permanent Talent Management force structure solution

Our goal is transparency, common understanding, and clear direction for all working to deliver a 21st Century Talent Management System.

Army Talent Management Task Force
Fourth Annual Planning Conference

Delivering Talent Management
5-7 APR 22

Agenda and Daily Deliverables

5 April 2022

TALENT MANAGEMENT
U.S. ARMY

DELIVERING TALENT MANAGEMENT

Tues – 05 APR 22 *Day One: Working Groups*	Wed – 06 APR 22 *Day Two: Aimpoint Outbriefs*	Thurs – 07 APR 22 *Day Three: ASL Outbriefs*
Synchronize POAMs →	Initial Outbriefs →	Senior Leader Outbriefs

Time	Tues – 05 APR 22	Wed – 06 APR 22	Thurs – 07 APR 22
0800	Conference Registration (0800-0900)	Conference Registration (0800-0900)	Conference Registration (0800-1000)
0900	Opening Plenary (0900-0945)	Aimpoint Working Groups (0900-1130)	
1000	Aimpoint Working Groups (1000-1130)		
1100			Day Three Opening– BG Funck (1030-1045)
			★1 Aimpoint 23 Outbrief (1045-1145)
1200	Lunch (1130-1300)	Lunch (1130-1300)	★2 Aimpoint 28 Outbrief (1200-1300)
1300	Aimpoint Working Groups (1300-UTC)	Aimpoint 23 Outbriefs to TMTF Director and Partner Organizations (1300-1430)	★1 Concurrence on receiving organization(s) and deliberate handoff requirements for *near-term* Aimpoint 23 initiatives
1500		Aimpoint 28 Outbriefs to TMTF Director and Partner Organizations (1500-1630)	★2 Concurrence on receiving organization(s) and deliberate handoff requirements for *near-term* Aimpoint 28 initiatives
1800			
1900			*All Attendees*
			Director/Deputy Session
2000			*ASL Forum– (INVITATION ONLY)*

Tues – 05 APR 22
Day One: Working Groups

0900-0945	**Opening Plenary**
1000-1130	**CR24: CAP24 ACFT ETP**
1000-1130	**CR18: AP23 Plenary**
1000-1130	**CR19: AP28 Plenary**
1200-1400	**CR18: AP23, KSB FM (ATAF Army Directive)**
1300-1530	**CR13: AP23, ACP**
1300-1500	**CR14: AP23, C3AB**
1300-1500	**CR19: AP28**
1500-1700	**CR14: BFAM+**
1300-1700	**CR24: CAP 24 ACFT ETP**

Wed – 06 APR 22
Day Two: Aimpoint Outbriefs

0900-0930	**CR18 ATAF Wrap**
0930-1100	**CR18 TM in PME**
0900-1000	**CR14 C3AB Wrap**
1000-1100	**CR14 BFAM+**
0900-0930	**CR13 ACP Wrap**
0900-UTC	**CR24 CAP 24 Assessment Review**
1300-1430	**Aimpoint 23 Outbriefs to TMTF Director and Partner Organizations**
1500-1630	**Aimpoint 28 Outbriefs to TMTF Director and Partner Organizations**

Day 3 ASL Sessions are designed to:
1) Gain CSA concurrence on the transition plans for ATMTF initiatives at Aimpoints 2023 and 2028
2) Highlight future talent management innovation opportunities

Acquiring Talent Data Major Initiatives (Aimpoint 2023)

DP1: Concurrence on receiving organization(s) and deliberate handoff requirements for _near-term_ initiatives

Leveraging Talent Data Major Initiatives (Aimpoint 2028)

DP2: Concurrence on receiving organization(s) and deliberate handoff requirements for _near-term_ initiatives

Day 3 Aimpoint Decision briefs include:
1) Outbriefs from ATMTF Aimpoint teams and receiving stakeholder reps
2) Linkages to CSA TM priorities
3) Conditions for initiative handover:
   a)   Detailed timeline and key milestones for initiative handover (POAM)
   b)   Intermediate/Supporting conditions for DPs (GO/NO-GO criteria)
   c)   Friction points and risk
4) Opportunities for ASL engagement (ie. Legislative Proposal endorsement, major Army policy revisions)
5) DRAFT language for EXORD development

APC Day 1 & 2 Objectives

5 APR (Day 1) Objectives: Plenary Session & Working Groups

- *Plenary Session*
    1) CSA's pre-recorded opening comments
    2) Inform audience on ATMTF Aimpoint Framework and Operational Approach
    3) Identify and explain APC deliverables and daily expectations

- *Working Groups*
    1) Build upon partnered work completed since DEC 21 Partnership Conference
    2) Refine partnered POAMs, conditions, and friction points
    3) Develop DRAFT EXORD language
    4) Develop Day 2 & 3 Aimpoint briefings

6 APR (Day 2) Objectives: Working Groups & Initial Aimpoint Outbriefs

- *Working Groups* (same as above)

- *Initial Aimpoint Outbriefs*
    1) Outbriefs from ATMTF Aimpoint teams and receiving stakeholder reps
    2) Linkages to CSA TM priorities
    3) Conditions for initiative handover:
        a) Detailed timeline and key milestones for initiative handover (POAM)
        b) Intermediate/Supporting conditions for DPs (GO/NO-GO criteria)
        c) Friction points and risk
    4) Opportunities for ASL engagement (ie. Legislative Proposal endorsement, major Army policy revisions)
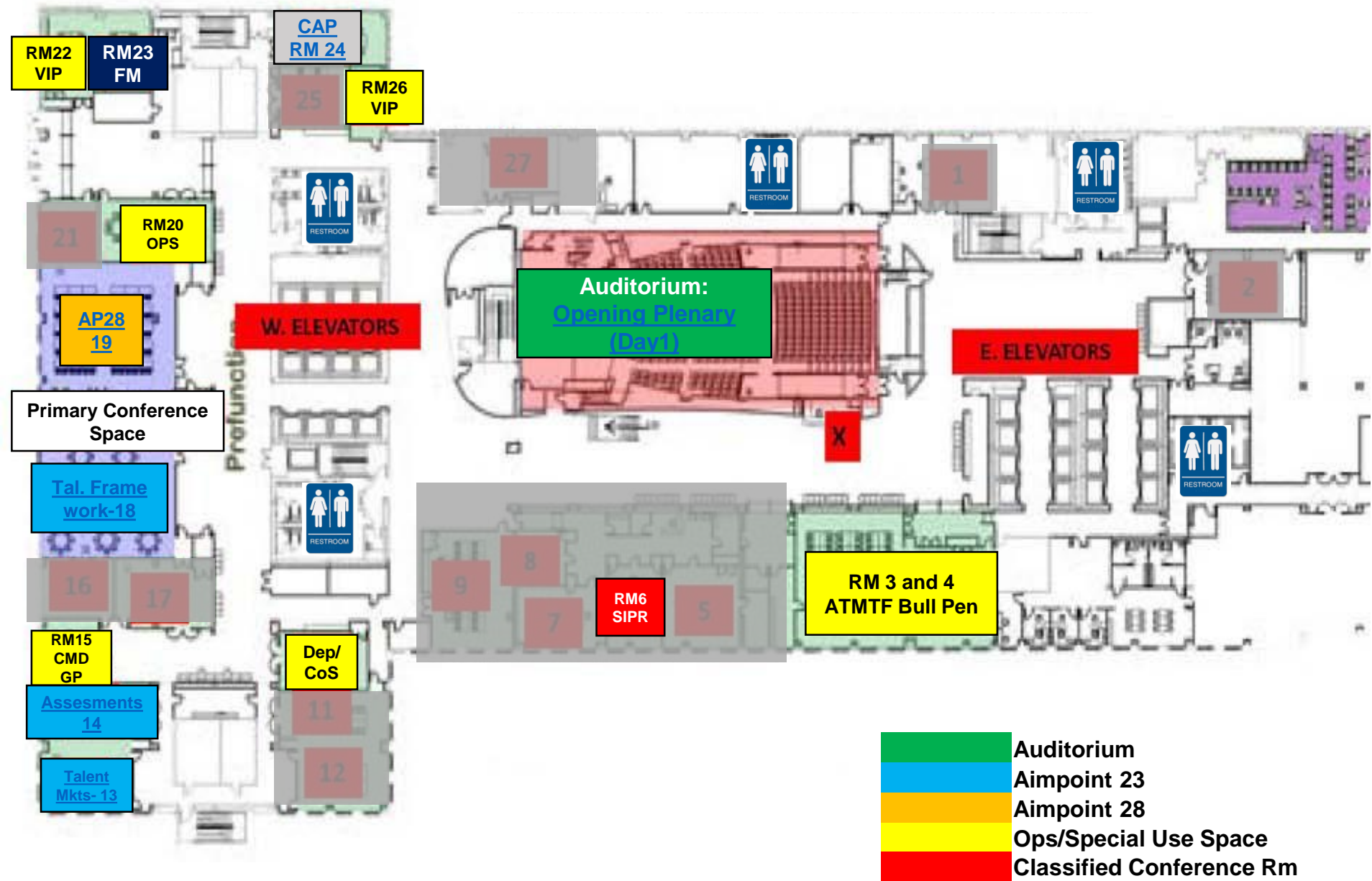   5) DRAFT language for EXORD development

Aimpoint Working Groups

Organized into two primary working groups

- ***Aimpoint 2023 – COL Michael Kuzara & COL Jeff Lucas (Rm 18)***
    1) Talent Framework
    2) Talent Markets
    3) Assessments

- ***Aimpoint 2028 – COL Jimmy Blain & COL Dennis Snelling (Rm 19)***
    1) Talent-Based Promotion
    2) Individual Career Paths
    3) Modernizing Incentives

Key Enabler Support

- ***Operations – COL James Simpson (Rm 20)***
- ***DE&I – COL Chris Barnwell***
- ***Force Management – COL Chip Horn***
- ***Legal – COL Phylisha South***
- ***Enlisted TM – LTC(P) Joe Weinburgh***
- ***Analytics – LTC (P) Kris Saling***
- ***PAO – MAJ(P) Joey Payton***
- ***Warrant Officer – CW5 Rick Knowlton***

Mark Center Level B1 Floorplan

RM22 VIP

RM23 FM

CAP RM 24

RM26 VIP

25

27

1

RM20 OPS

21

AP28 19

Primary Conference Space

W. ELEVATORS

Auditorium: Opening Plenary (Day1)

E. ELEVATORS

2

X

Tal. Frame work-18

16

17

8

9

RM6 SIPR

7

5

RM 3 and 4 ATMTF Bull Pen

RM15 CMD GP

Dep/ CoS

Assesments 14

11

Talent Mkts- 13

12

🟩	**Auditorium**
🟦	**Aimpoint 23**
🟧	**Aimpoint 28**
🟨	**Ops/Special Use Space**
🟥	**Classified Conference Rm**

U.S. ARMY TALENT MANAGEMENT

Talent Wins!