



OBJECTIVE
ASSESSMENTS



10x
CHANGE

PROFESSIONAL
DEVELOPMENT

JOB
PLACEMENT

Annual Report 2020-2021



Annual Report 2020 - 2021

Talent wins. Winning matters.





Introduction

The Army People Strategy (APS) and accompanying civilian and military implementation plans communicate the Army's efforts to deliberately manage the talents of its Soldiers and Civilians.

The Army Talent Management Task Force (ATMTF) serves as an innovation arm to support the APS's vision of acquiring, developing, employing, and retaining the diversity of Soldier talent needed to achieve Army readiness.

The lessons learned through the execution of the implementation plan point to eight major initiatives that support a 21st Century Talent Management System for a multi-domain ready Army in 2035. These guide innovation efforts toward the most impactful reforms and serve as focus-points to understand how incremental innovations support the larger framework of talent management.

These innovations are layered across three aimpoints that we see along the path to a talent management system for a multi-domain ready Army.

The first aimpoint is the ATMTF's transition in the summer of 2023. At this aimpoint, it is critical that systems are in place to acquire talent data and frameworks are available to leverage talent data.

The second aimpoint is 2028 when the Army Modernization Strategy forecasts a multi-domain capable Army. With a firm foundation of acquiring talent data, at this aimpoint the Army is able to leverage talent data to meet Army requirements.

The final aimpoint is 2035 when the Army Modernization Strategy forecasts a multi-domain ready Army. By 2035, the foundation of acquiring and leveraging talent data permits the Army to implement tenure/stabilization and succession planning to enable strategic leadership.

The development of a 21st Century Talent Management System rests on the innovations to acquire talent data, leverage talent data, and enable strategic leadership.

Fully realized, talent management enables the Army to man its formations with multi-domain ready forces with a permeable talent alignment process that promotes individual and organizational readiness. Individuals are assigned, advanced, and compensated within this process based on their relative value to the Army determined through knowledge, skills, and behaviors (KSBs) and market demands in addition to the traditional reliance on evaluation reports.

Effectively, the Army possesses the "policies, programs, and processes that recognize and capitalize on the unique knowledge, skills, and behaviors possessed by every member of the Army team, allowing us to employ each to maximum effect."

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Major Milestones

August
2018

NDA FY19 granted DoD 9 new personnel management authorities, the most comprehensive reform of the officer personnel systems since the Officer Personnel Act of 1947

October
2019

Army People Strategy published

January
2020

2nd Annual Army Talent Management Planning Conference expands to 43 initiatives

750 officers participate in the inaugural Battalion Command Assessment Program FY21 (BCAP21)

May
2021

Army Directive 2021-19 published authorizing Special Forces to grant a direct appointment for qualified senior NCO to Chief Warrant Officer 2

First pilot of Best Fit Assessment for Majors

April
2021

1SG TAA Pilot with 15 participants from the 1st Infantry Division at Fort Riley, Kansas

February
2021

NCOs participate in the ASK-EM pilot

The Career Intermission Program (CIP) became a permanent program and expanded to include NCOs in the grades of E5 through E8

July
2021

1SG TAA pilot with Senior NCOs from the 10th Mountain Division at Fort Drum, New York

September
2021

Army Directive 2021-28 published authorizing the appointment of retired Active Duty warrant officers to Reserve or National Guard without waiver requirement

October
2021

Army Directive 2021-31 published directing date of rank reset for Aviation warrant officers after completing qualification training

CAP23 expands to assess candidates, including BCAP, LTC/GS-14 Acquisition Leaders & Division Chaplains

May
2020

Army launches Department of the Army Career Engagement Survey (DACES)

July
2020

Army implements Assignment Selection Key - Enlisted Management (ASK-EM) to establish an enlisted job marketplace

September
2020

319 officers participate in the inaugural Colonels Command Assessment Program FY22 (CCAP22)

October
2020

Army Talent Alignment Process marketplace opens for Summer 2021 assignment cycle

December
2020

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

November
2020

Acquisition Leader Assessment Program (ALAP) & Sergeant Major Assessment Program (SMAP) conduct non-binding pilots during BCAP22

Army awards first brevet promotions

707 officers participate in the second Battalion Command Assessment Program FY22 (BCAP22)

November
2021

CAP23 expands to assess candidates, including CCAP, Medical Colonel's, COL/GS-15 Acquisition Leaders & Chaplain COLs

Diversity Equity & Inclusion Combat Arms Outreach Engagement Team Pilot concludes

First DACES Annual Report published

December
2021

Army Talent Management Task Force hosts partnership conference, prioritizing 29 initiatives focused toward Aimpoints in 2023, 2028 and 2030

TALENT FRAMEWORK

Key Initiative 1

The Language of Talent

Knowledge, Skills, and Behaviors
communicate self-professed and
assessed talents (talent supply)
and signal talents required for
optimal performance (talent
demand)

Army
Talent
Attribute
Framework

Talent
Management
in Professional
Military
Education

Army Talent Attribute Framework

The Army Talent Attribute Framework (ATAF) provides a standard language to communicate, measure, and document the talents and talent requirements essential to enable 21st Century talent management for the Army.

ATAF will empower individuals' preferencing in the Army's assignment marketplace by allowing them to both optimally align their existing talents and help them understand how duty assignments can build the KSBs they need for success in their career.

Through analysis by branch proponents, job analysis surveys, and task crosswalks, the ATMTF plans to establish baseline KSBs for each branch, functional area, AOC, MOS, rank, and position.





- In November 2021, the ATAF Job Analysis Survey went out to Active Duty Officers and Warrant Officers. (Outreach to 50-70k)
- In 2QTR, FY22, the ATAF Job Analysis Survey will be sent out Army-wide to Active Duty Non-Commissioned Officers. (Outreach to 123k)
- Job analysis provides bottom-up reporting from the workforce on what KSBs are critical for success in a duty position

The ATAF consists of 7 Talent Domains, 43 Talents & 195 KSBs

Leadership

- Consensus Building
- Encourages subordinates to exercise initiative, accept responsibility and take ownership
- Improves The Organization
- Inspirational Leader
- Leads By Example
- Motivating Others
- Organizational Perspective
- Peer Leadership
- Shared Leadership

Management

- Delegating
- Project Manager
- Resource Management
- Task Planning & Management
- Time Management

Performance Management

- Encourages Fairness and Inclusiveness
- Enforces Standards
- Monitoring
- Providing Feedback
- Improves Unit Performance
- Recognizes and Rewards Good Performance

Sustains Climate & Morale

- Balances Mission and Welfare of Followers
- Sustains a Climate of Trust
- Warrior Ethos

Training and Developing Others

- Assesses Developmental Needs of Others
- Mentoring
- Creates a Learning Environment
- Instructing
- Training and Developing Others

Cultural Awareness

- Cross-Culturally Fluent
- Cultural Awareness
- Cultural / Interpersonal Adaptability
- Maintains Relevant Geopolitical Awareness

Social Skills

- Interpersonal Relationship Building
- Interpersonal Tact
- Perspective Taking
- Social Perceptiveness

Teamwork

- Conflict Management
- Cooperation / Teamwork
- Coordination
- Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps
- Team Building
- Team Development
- Team Orientation
- Team Planning
- Coordinating Multiple Groups

Budget & Finance

- Financial Management

IT Programs and Systems

- Advanced Computer Skills
- Basic Computer Skills
- Software Development
- Web Development
- Cyber Knowledge
- Information & Systems Security
- Systems Architecture & Engineering
- Data Science
- Database Programming & Engineering
- Innovating Technology
- Knowledge Management
- Technologically Adept

Math & Science

- Advanced Mathematics
- Basic Mathematics
- General Science
- Mathematical Reasoning
- Mathematics Knowledge
- Science Methods

Mechanical & Electrical

- Auto and Shop Information
- Basic Electronics Knowledge
- Basic Mechanical Knowledge
- Inspecting Equipment, Objects, Structures, or Materials
- Machine / Equipment Installation
- Mechanical Comprehension
- Mechanically and Technologically Savvy

Multi-Domain Collaboration

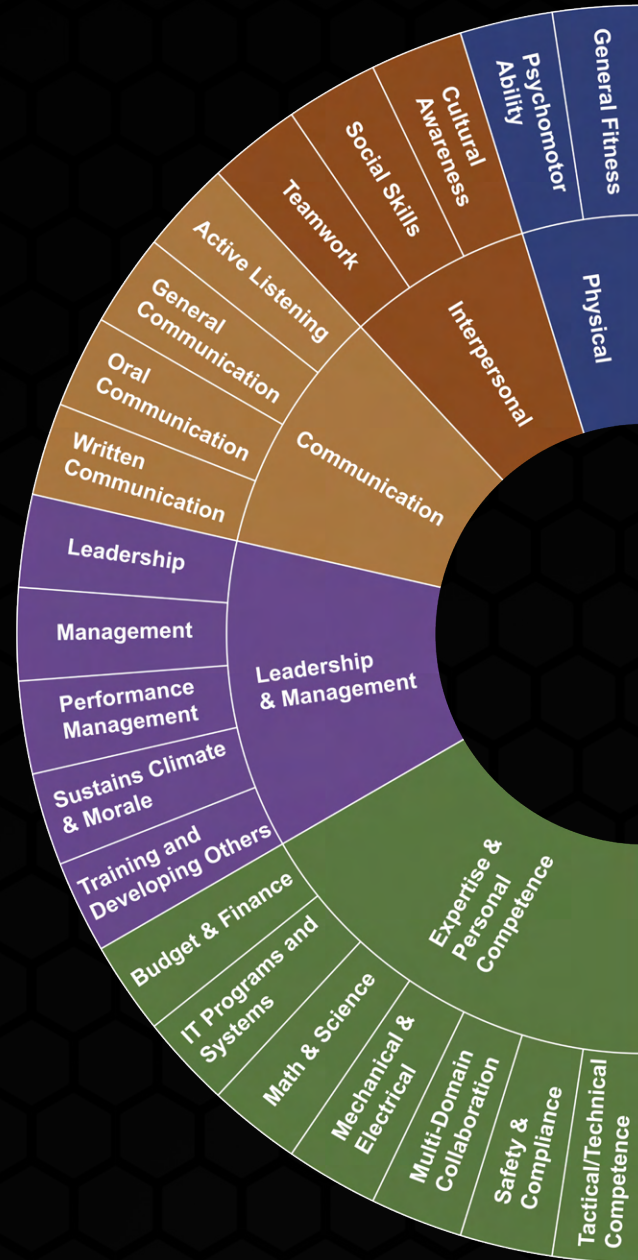
- Interdisciplinary
- Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective
- Working In Multidisciplinary Contexts
- Working With The Public

Safety & Compliance

- Evaluating Compliance
- Process-Disciplined
- Quality Control Analysis
- Safety Compliance

Tactical/Technical Competence

- Knowledge of Combined Arms Operations
- Knowledge of Process and Procedures
- Knowledge of System Inter-Relations
- MOS / Branch-Specific Knowledge and Skill
- Functional Area / Occupation-Specific Knowledge and Skill
- Proficiency with Mission Systems
- Soldier Common Task Knowledge and Skills
- Specialized Expertise



Active Listening

- Active Listening

General Communication

- Communication Ability
- Communicator
- Encourages Discourse
- Intercultural Communication
- Language Learning Ability

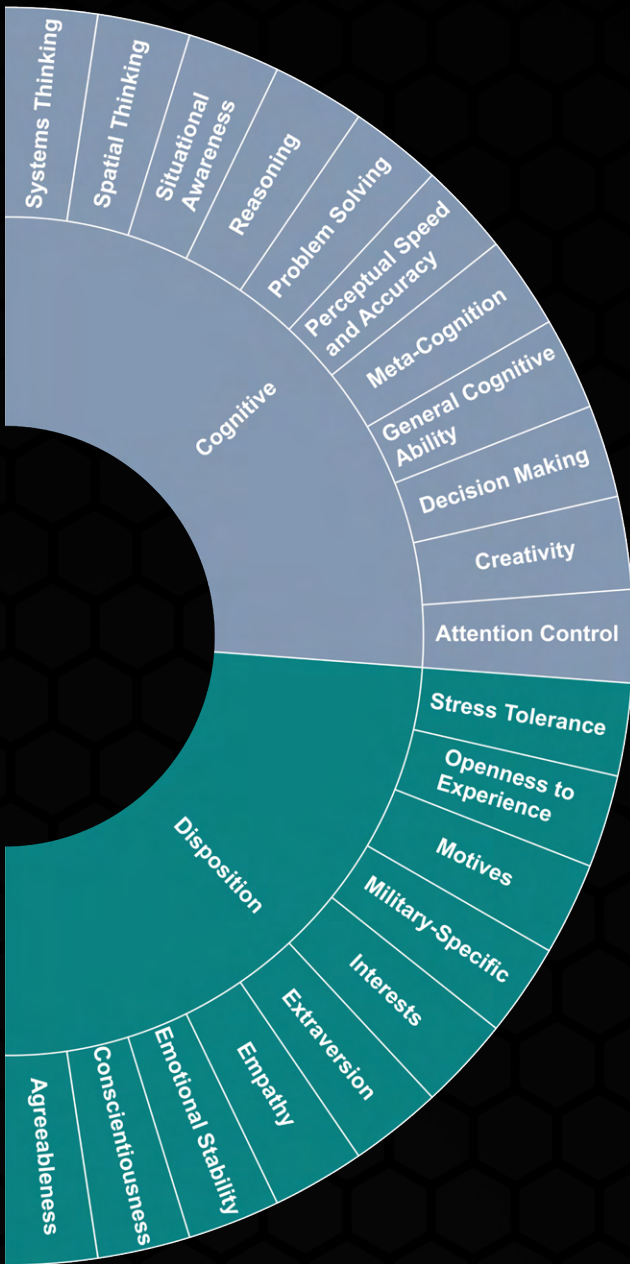
Oral Communication

- Oral and Non-Verbal Comprehension
- Oral Communication Skill

Written Communication

- Reading Comprehension
- Written Communication

ATAF The Army's Common Language for Talent



Attention Control

- Attentiveness
- Focus
- Problem Sensitivity

Creativity

- Cognitive Flexibility
- Creative Problem Solving and Innovation

Decision Making

- Decision Making
- Mental Agility
- Sound Judgement

General Cognitive Ability

- General Cognitive Aptitude
- Information Ordering
- Memory
- Multi-Tasking
- Perceptive
- Processes Information and Data
- Spatially Intelligent

Meta-Cognition

- Analyzes and Organizes Information to Create Knowledge
- Awareness of Cognitive Biases
- Reflective Thinking

Perceptual Speed and Accuracy

- Pattern Recognition
- Perceptual Speed and Accuracy
- Response Orientation

Problem Solving

- Problem Solver
- Structured Problem Solving
- Troubleshooting
- Unstructured Problem Solving

Reasoning

- Active Learning
- Analytical Thinking
- Analyze Data or Information
- Assessing and Mitigating Harm
- Critical Thinking
- Interdisciplinary Reasoning
- Quantitative Reasoning
- Verbal Reasoning

Situational Awareness

- Situational Awareness

Spatial Ability

- Spatial Orientation
- Spatial Visualization

Systems Thinking

- Strategic Thinking
- Systems Thinking

Agreeableness

- Affiliation
- Consideration
- Cooperation
- Humility
- Selflessness

Conscientiousness

- Achievement Orientation
- Dependability
- Detail-Focus & Precise
- Discipline
- Introspective
- Non-Delinquency
- Orderliness
- Persistence
- Prudent Risk-Taker
- Self-Management
- Virtue

Emotional Stability

- Adjustment
- Emotional Control
- Even-Tempered
- Hostility to Authority
- Machiavellianism
- Optimism
- Resilience
- Self-Control

Empathy

- Empathy

Extraversion

- Assertiveness
- Attention Seeking
- Enthusiasm
- Initiative
- Sociability

Interests

- Artistic Interests
- Conventional Interests
- Enterprising Interests
- Interest in Leadership
- Investigative Interests
- Realistic Interests
- Social Interests

Military-Specific

- Army Self-Efficacy
- Army Values
- Commitment to Serve
- Military and Professional Bearing
- Warrior Ethos / Service Ethos

Motives

- Autonomy
- Learning Orientation
- Locus of Control
- Self-Efficacy

Openness to Experience

- Curiosity
- Innovative
- Intellectual Efficiency
- Tolerance
- Tolerance for Ambiguity
- Adaptability

Stress Tolerance

- Stress Tolerance

Talent Management in Professional Military Education

The Army People Strategy Military Implementation Plan (APS MIP) emphasizes that “The art and science of talent management is incorporated into Army [Professional Military Education (PME)], thus building short and long term readiness while promoting a culture of lifelong leader development.” Consequently, the Army must educate Officers, Warrant Officers, and Non-Commissioned Officers at echelon about talent management during PME courses and select initial military training.

The Army Talent Management Task Force (ATMTF) aims to work with respective human capital enterprise partners to ensure talent management in PME is developed and tailored to the requirements facing our Leaders, Soldiers, and DA Civilians. The integration of talent management will expand throughout PME courses and venues to provide the force with the ability to understand talent management concepts, its facilitation, and its impacts to career development.

The APS MIP states that “over the past 70 years, the Army has made significant transformation in shifting from simply “distributing personnel” to aligning personnel based upon the emergent 21st century talent management system.

Transitioning from a data-poor, industrial age personnel system to a data-rich, information age talent management system impacts units and People at every grade and across multiple echelons. Programs and initiatives that enable talent management, such as the Army Talent Alignment Process (ATAP) marketplace and the Command Assessment Program (CAP), create an impetus for a program of instruction for talent management in PME that provides Leaders and Soldiers with relevant understanding about how the Army enhances readiness by maximizing human potential.



ASSESSMENTS

Key Initiative 2

**Talent
Assessment
Strategy**

Create Talent Data

Periodic assessments over a lifetime of service enable the Army to acquire granular and valid talent data

**Best
Fit
Assessment
for
Majors**

**Command
Assessment
Program**

**Army
Coaching
Program
Executive
Coaching**

**First
Sergeant
Talent
Alignment
Assessment**

**Career
Course
Cognitive
Assessment
Battery**



Talent Assessments Strategy

The Talent Assessments Strategy (TAS) addresses the need to better synchronize, sustain, and maximize the benefits of assessments for the Soldier and the Army.

With assistance from scientists at the Army Research Institute and collaboration from partners at TRADOC and HRC, the TAS is projected for a July 2022 release.

The TAS will be a foundational document, which helps to guide the development of a sustainable ecosystem of assessments that takes place during a Soldier's career. It will identify the critical time periods and situations in which assessments will be required or available through a Soldier's career to: track professional growth and development; make critical career decisions; or assist individuals in moving forward along their chosen career paths.

In addition, it will encompass existing assessments across the Officer, Warrant Officer, and Enlisted cohorts including, accessions and initial entry screening, major developmental assessments, and critical leadership gateway assessments, such as the Command Assessment Program (CAP).

Finally, the TAS will guide the creation and use of additional assessments by highlighting both the current assessments in use or development, as well as gaps that are not yet addressed. It will also inform where and when predictive, diagnostic, or developmental assessments are required for each of the gaps.

There is lots of exciting and important work ahead to build a sustainable ecosystem of assessments that better informs the Army's 21st Century Talent Management Enterprise. This work will take time to properly align and resource but when complete will enhance the Army's greatest strategic asset—our People—giving us the competitive advantage needed in an era of constant conflict to deter, fight, and win against our nation's adversaries in multi-domain operations.

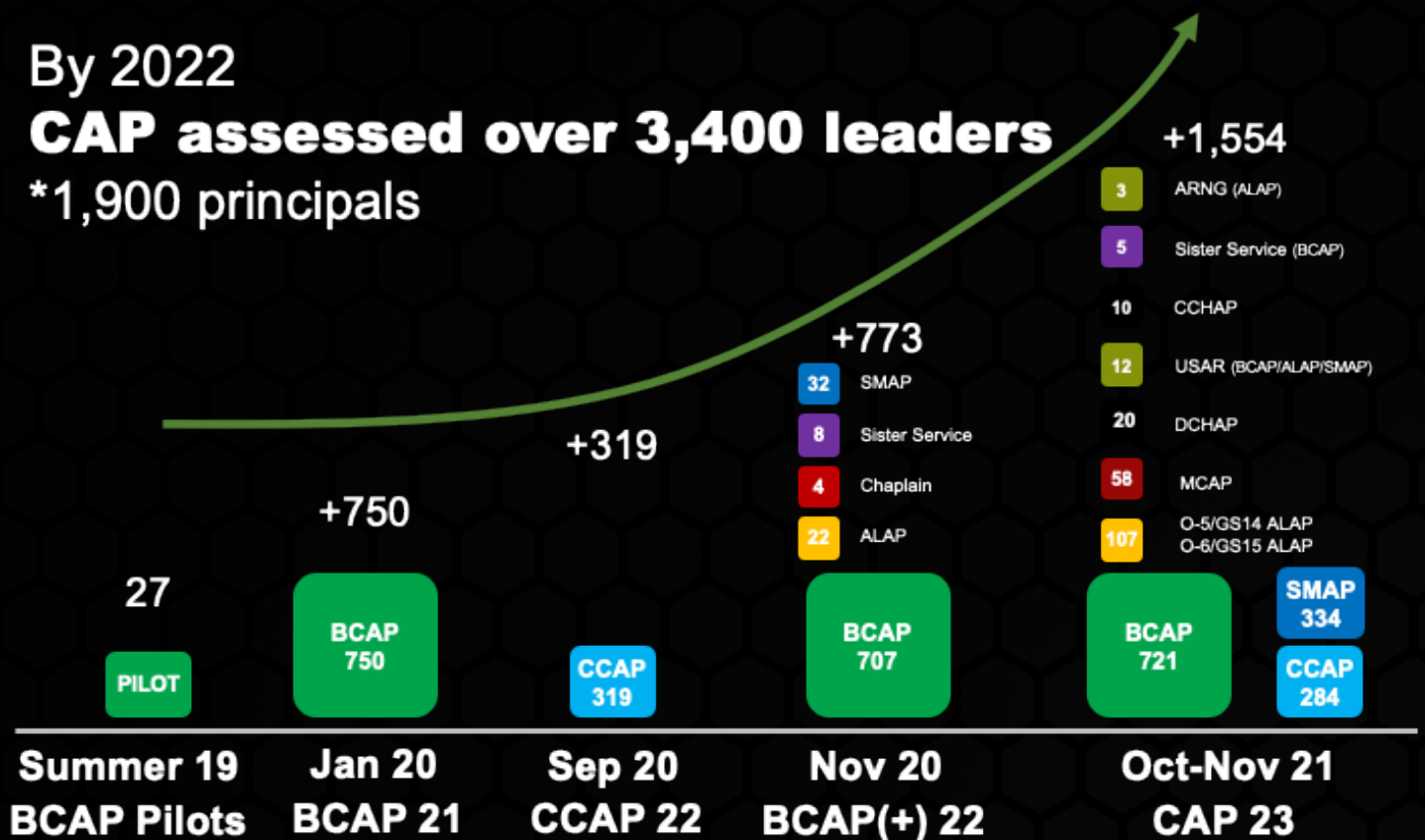
Command Assessment Program

The mission of the Command Assessment Program (CAP) is to run a world class, fair, consistent, and safe program to assess commanders and key leaders to serve in centrally-selected leadership positions for the US Army. CAP enables the Chief of Staff of the Army to centrally select leaders using more relevant data and an understanding of how leaders achieve results.

By 2022

CAP assessed over 3,400 leaders

*1,900 principals



Annual projected CAP throughput is roughly ~ 2,000 candidates. . . with the potential to expand.

CAP complements the legacy Centralized Selection List (CSL) process by incorporating additional relevant information about a leader's psychometric assessments, cognitive and non-cognitive abilities, written and verbal communication skills, peer and subordinate feedback, and physical fitness.

CSL Board

Phase 1

Assess one talent Vector
1980 - 2019



Command Assessment Program

Phase 2

Assess multiple talent vectors
2020 & beyond



Height/Weight is screening event only

Panel considers all assessment results

CSL Approval

Phase 3



PRODUCES:

Performance Score
& Invitation to CAP



PRODUCES:

Additional Scored
Variables & Readiness
for Command



PRODUCES:

Centralized Selection
List & Slating



Screening Event



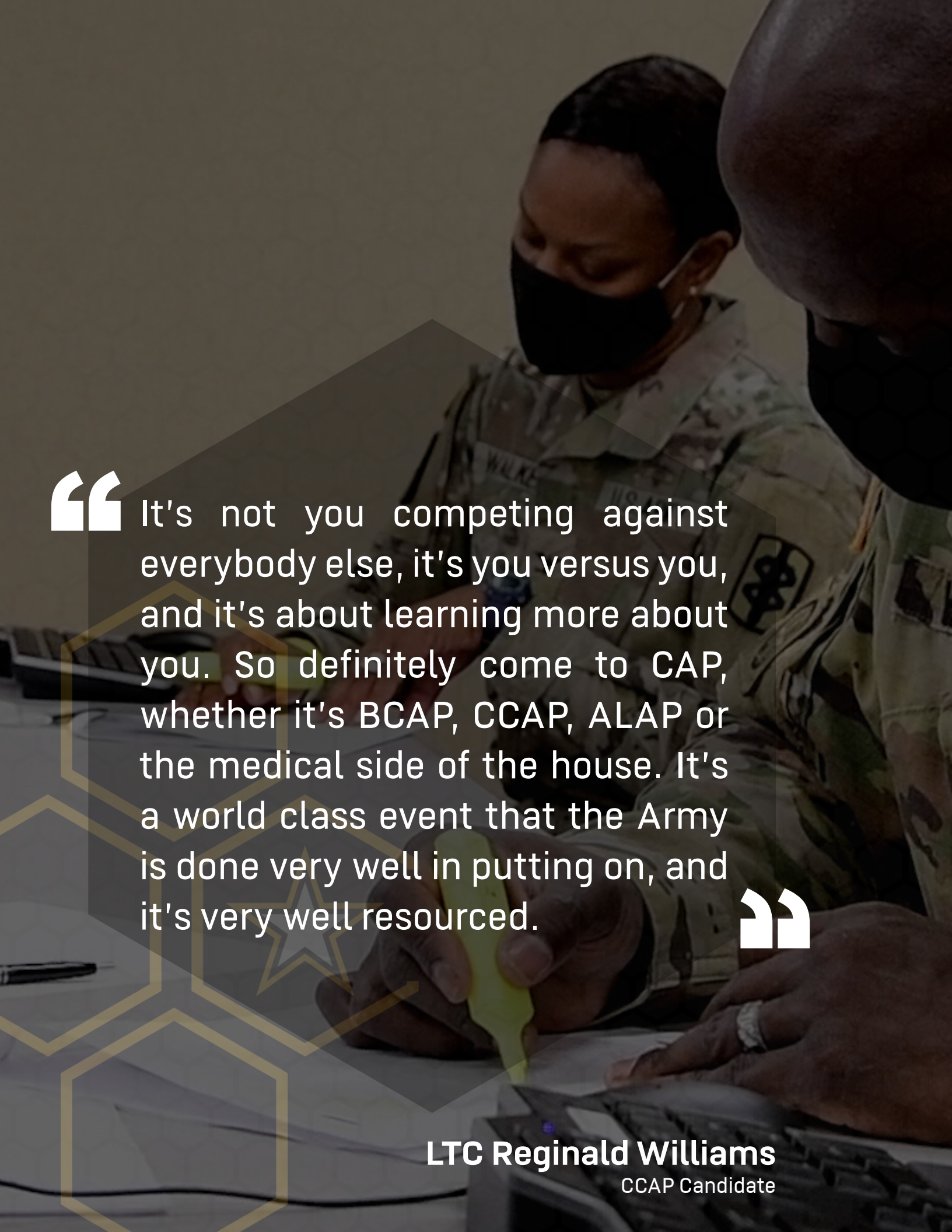
Scoring Event



Informing Event

Senior leader insights (i.e., evaluations) remain critical to informing decisions about future commanders and key leaders (i.e., most heavily weighted variable).

CAP provides additional candidate insights important for decision makers.



“ It's not you competing against everybody else, it's you versus you, and it's about learning more about you. So definitely come to CAP, whether it's BCAP, CCAP, ALAP or the medical side of the house. It's a world class event that the Army is done very well in putting on, and it's very well resourced. ”

LTC Reginald Williams
CCAP Candidate



CAP Statistics

The basic principle of CAP is to capture more relevant information about our Officers and Sergeants Major to make better decisions about who we select for Command, key staff, and BDE-level CSM positions.

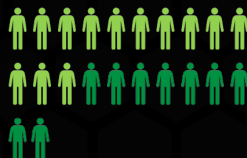
Although the manner of performance score continues to represent the largest weight for how CAP candidates are assessed, the additional data collected at CAP has resulted in some shifts to Leader rankings on the order of merit list. Notably, there are changes to CSL principals who would have been designated as principals using the legacy approach.

CCAP23

Invitation List



Centralized Selection List



BCAP23

Invitation List



Centralized Selection List



COL | Army Competitive Category

284 Officers attended

101 Remained Principals

11 Alternates moved up

24 Not Yet Ready for Command

LTC | Army Competitive Category

721 Officers attended

306 Remained Principals

40 Alternates moved up

28 Not Yet Ready for Command

- 10 Invitation Principal Candidates
- 10 Invitation Alternate Candidates
- 10 Opted-out of Attending
- 10 Found Not Yet Ready for Command

Peer & Subordinate Feedback



94,193
responses
majority
overwhelmingly
Positive

Looks for

- Leader attributes
- Competencies
- Counterproductive & Ineffective leadership traits

SMAP23

Brigade CSM

328 Candidates attended
71 Opted Out
52 Found Not Yet Ready for CSM
130 Slots available

MCAP23

Medical COL*

57 Officers attended
13 Remained Principals
9 Not Yet Ready for Command
18 Slots available

ALAP23

Acquisition Leaders | LTC / GS-14*

106 Candidates attended
 62 Mil / **44** Civ
16 Opted-Out
9 Found Not Yet Ready for Command
54 Slots available

ALAP23

Acquisition Leaders | COL / GS-15*

52 Candidates attended
 24 Mil / **28** Civ
8 Opted-Out
9 Found Not Yet Ready for Command
29 Slots available

DCHAP23

Division Chaplain*

20 Officers attended
5 Found Not Yet Ready for Command
7 Slots available

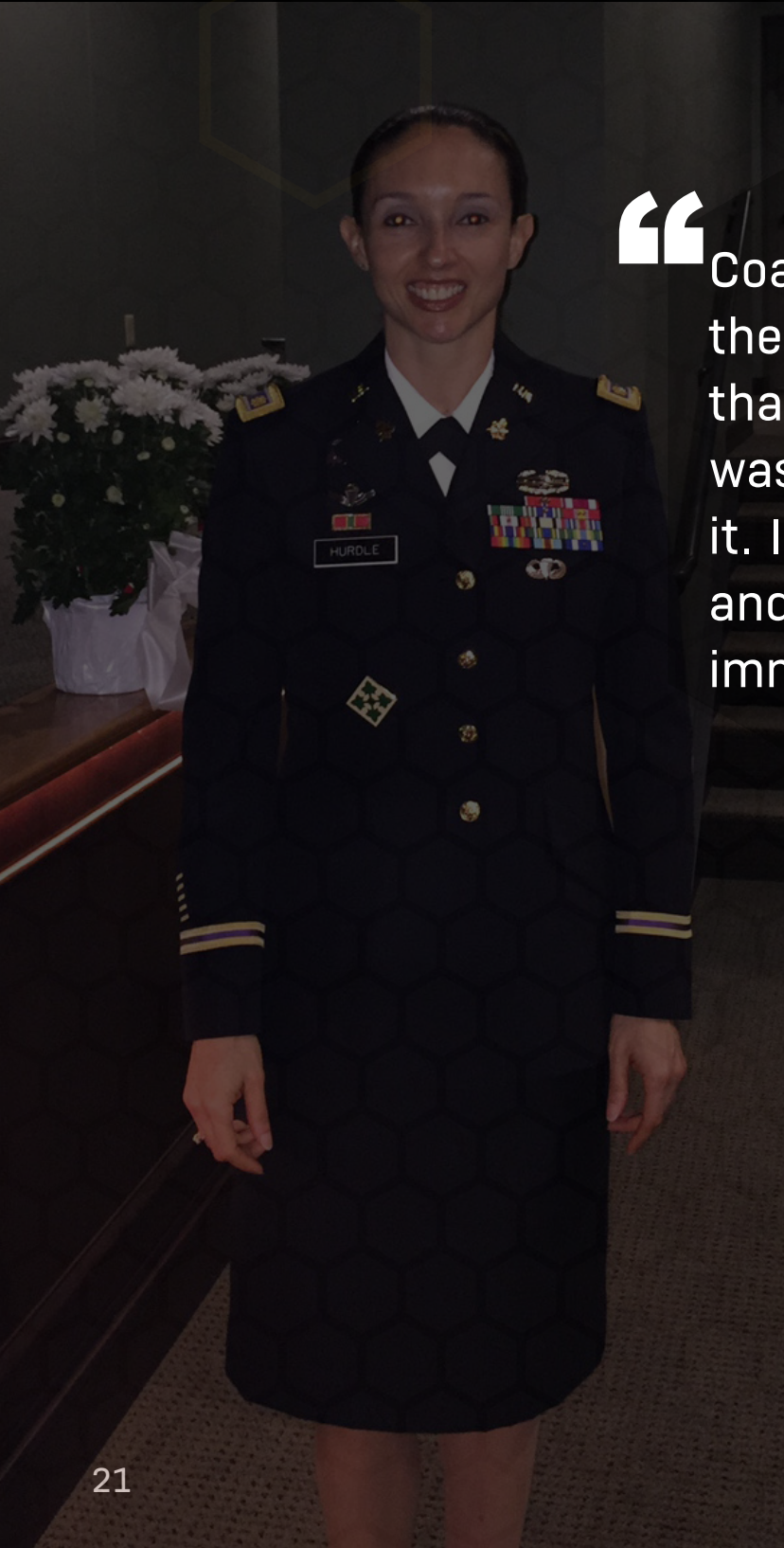
CCHAP23

Chaplain COL*

10 Officers attended
3 Found Not Yet Ready for Command

*The first time this group was assessed was during CAP 23.

Army Coaching Program Executive Coaching



“

Coaching gave me the time and the sessions to choose the path that I needed, and my coach was there to help me navigate it. I absolutely adore my coach and think that I'm benefiting immensely from the coaching.

”

LTC Audrey Hurdle

2 x BCAP Candidate

2 x Army Coaching Program participant

Battalion Command Selectee

The Army Coaching Program (ACP) addresses shortfalls in traditional leader development processes with Executive-level Coaching through external contracted coaches.

ACP-Executive Coaching Features

Executive Coaches Provide:

- ◆ Non-attributional sounding boards for individual development
- ◆ Aide in understanding assessments as the Army moves towards a culture of assessments
- ◆ Unbiased, professionally trained coaches (certified to meet the International Coaching Federation standard)

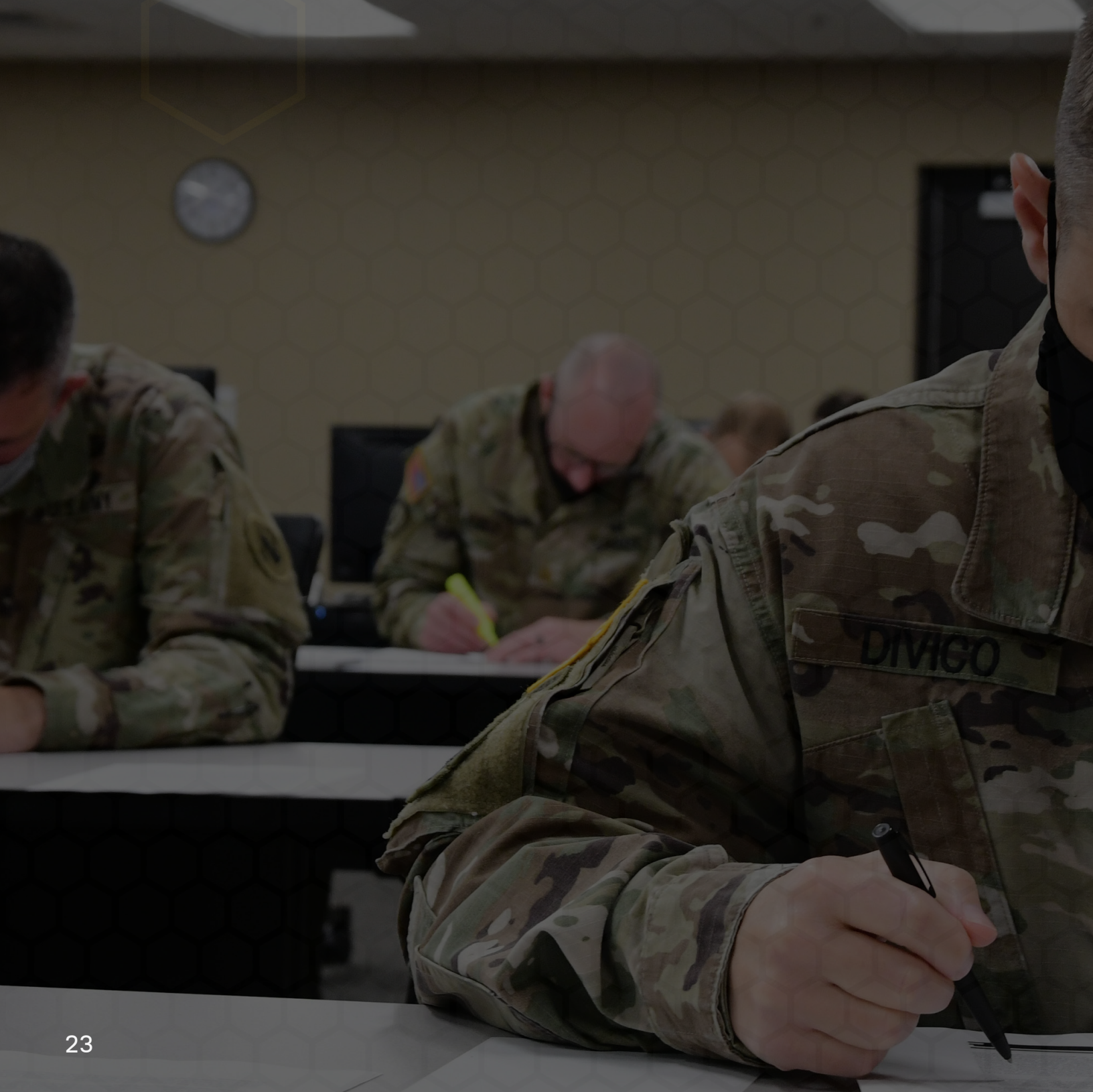
86%

Participants recommend ACP
& express overall satisfaction

80%

Participants say ACP helped
them with their current role

Based on research, the benefits of coaching individuals and teams include higher engagement, retention, organizational performance, and productivity, self-awareness, increased focus on mission and organizational objectives, improved creativity, learning, leadership capacity, self-efficacy, and better relationships between People and departments.



Best Fit Assessment for Majors

The Best Fit Assessment for Majors (BFAM) is currently being revised to nest under the Army Talent Attribute Framework and reflect the KSBs in demand for Major positions in the marketplace. The revised instrument will provide a validated assessment of a Majors proficiency in these KSBs and optimize talent alignment in the marketplace.



Career Course Cognitive Assessment Battery

Career Course Cognitive Assessment Battery (C3AB) prototype as a self-development tool concluded in September 2021 after 1,200 Officers completed the assessment. Currently, the assessment is pending a revision following the completion of a job analysis survey required to gather the necessary data to update the assessment and align it with the Army Talent Attribute Framework (ATAF).

The job analysis survey is projected to be complete at the end of May 2022. Thereafter, the assessment will be revised and relaunched in the Fall of 2022. Captains Career Course students currently take the C3AB on a voluntary basis while the research continues on the validity of the assessment as a predictive tool. Initial research is projected to conclude in December 2023 and the assessment will become mandatory for all CCC students in January 2024.





1SG Talent Alignment Assessment

The 1SG TAA is a decentralized “job placement” tool designed to give leaders additional relevant, objective data when assigning First Sergeants and other critical senior NCO positions. It is designed to ensure Army organizations are aligning the right NCO with the right job at the right time.



It is executed at the division or installation level, and currently consists of multiple assessments designed to give slating officials additional holistic Soldier data to inform slating for 1SG billets.

In 2021, three pilots were conducted. The first pilot was conducted at Fort Riley, Kansas with the 1st Infantry Division. The next one occurred at Fort Drum, New York with the 10th Mountain Division. And the final assessment for the year was done at Fort Carson, Colorado with the 4th Infantry Division. There were 65 candidates who participated during FY21.

Additional pilots are scheduled for FY22.



TALENT MARKETS

Key Initiative 3

Real-Time Data on Supply & Demand

Individuals and organizations reveal talent data in talent markets

Career Mapping
Succession Planning
Tool

Army Talent
Alignment
Process

Army Coaching
Program
Internal Coaching

Enlisted Talent
Market

Distributed Work

Army Talent Alignment Process

The Army Talent Alignment Process (ATAP) is a decentralized, regulated, market-style hiring system that aligns Officers with assignments based on preferences shaped by the unique KSBs of each Officer and the KSBs desired by commanders for their available assignments.



ATAP Marketplace Phases

ATAP occurs in three phases:

- ◆ **Phase I | Set the Market**

The Army indicates Officers identified to move (OIM), and determines mission essential requirements (MER) in accordance with the Active Component Manning Guidance

- ◆ **Phase II | Execute the Market**

Participating Officers and units view each other's information, conduct interviews, and preference assignment vacancies and Officers for assignments.

- ◆ **Phase III | Clear the Market**

The Army Talent Alignment Algorithm (ATAA) matches OIMs and units based upon their preferences.

69%

Officers obtained a
Top-3 Preference
in movement cycle 22-02

83%

Officers obtained a
Top-10 Preference
in movement cycle 22-02





Enlisted Talent Market



The Enlisted Army Talent Alignment Process (EATAP) aims to create an Enlisted marketplace similar to the ATAP used by Officers and Warrant Officers. The Enlisted market will enable senior Non-Commissioned Officers and units to leverage KSBs and preferences for optimal alignment of talent across the Army.

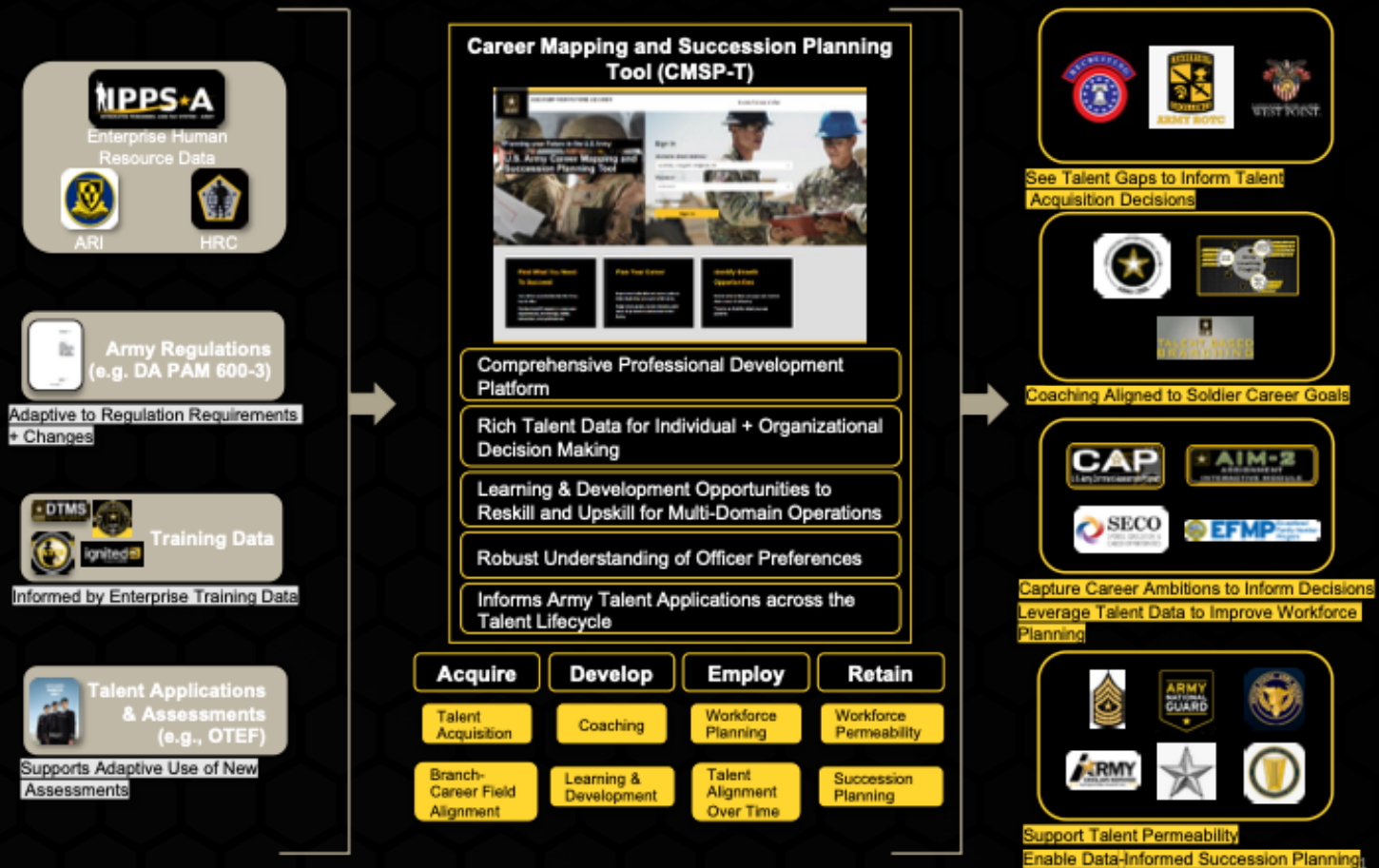
EATAP is currently being spearheaded by Human Resources Command.



Career Mapping & Succession Planning Tool



The CMSP- T incorporates inputs from Army enterprise systems of record and regulations and gives Soldiers the ability to map their careers and identify development opportunities, while supporting the Army's ability to Acquire, Develop, Employ and Retain their best Talent.




The Career Mapping and Succession Planning Tool (CMSP-T) informs career development and marketplace employment decisions for both individuals and hiring authorities, and to integrate platform with Army systems (i.e., Integrated Personnel & Pay System-Army (IPPS-A), talent applications, and assessment data).

In August 2021, ATMTF partnered with the Logistics proponents—Combined Arms Support Command (CASCOM) and Army Logistics University (ALU)—to develop this project. In 2022, CMSP-T will be tested and piloted with participants at the Logistics Captains Career Course.

CMSP-T aims to operationalize ATAF as a proof of concept through the application of an interactive career mapping capability based on a competency alignment algorithm that will leverage KSB data. This algorithm will show a dynamic comparison of the KSBs possessed by individuals to the minimum KSB requirements needed to effectively execute follow-on/future job assignments.

Army Coaching Program Internal Coaching






ACP-Internal Coaching builds upon the success of ACP-Executive Coaching as the ACP expands the Army's pool of coaches. The ACP-Internal Coaching features the training and credentialing for a cadre of Department of the Army (DA) internal coaches. DA-internal coaches can assist junior leaders as they map out, refine, and own their career and development.

These coaches include Officers, Non-Commissioned Officers, and DA-civilians who meet the requirements for one of the Army Coach Personal Development Skill Identifiers (PDSI), which were based upon the International Coaching Federation standards.

ACP PDSIs

The Army established the following Army Coaching PDSIs in 2021:

- ◆ A3B | Army Coach
 - ◆ A4B | Army Leader Coach
 - ◆ A5B | Army Executive Certified Coach
 - ◆ A6B | Army Master Coach
- 

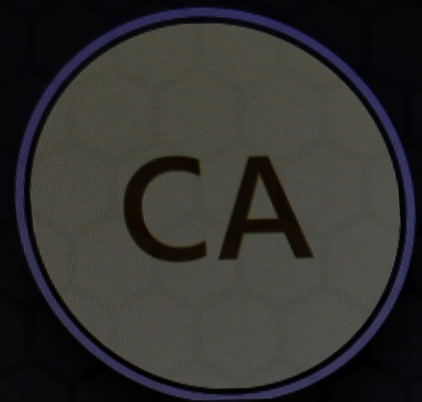
The pandemic created a natural experiment for distributed work (e.g. telework or remote work). Pre-pandemic, there were limited opportunities for Army personnel to telework.

The Army can increase its access to talent and increase career flexibility by formalizing a distributed work policy.

The Army Talent Management Task Force is examining potential policy changes that can be recommended to provide a distributed work policy that applies to Army service members.

This policy would provide guidance and authorities to local commanders, tailoring the DoD guidance to the Army mission.

⚠ Recording has started

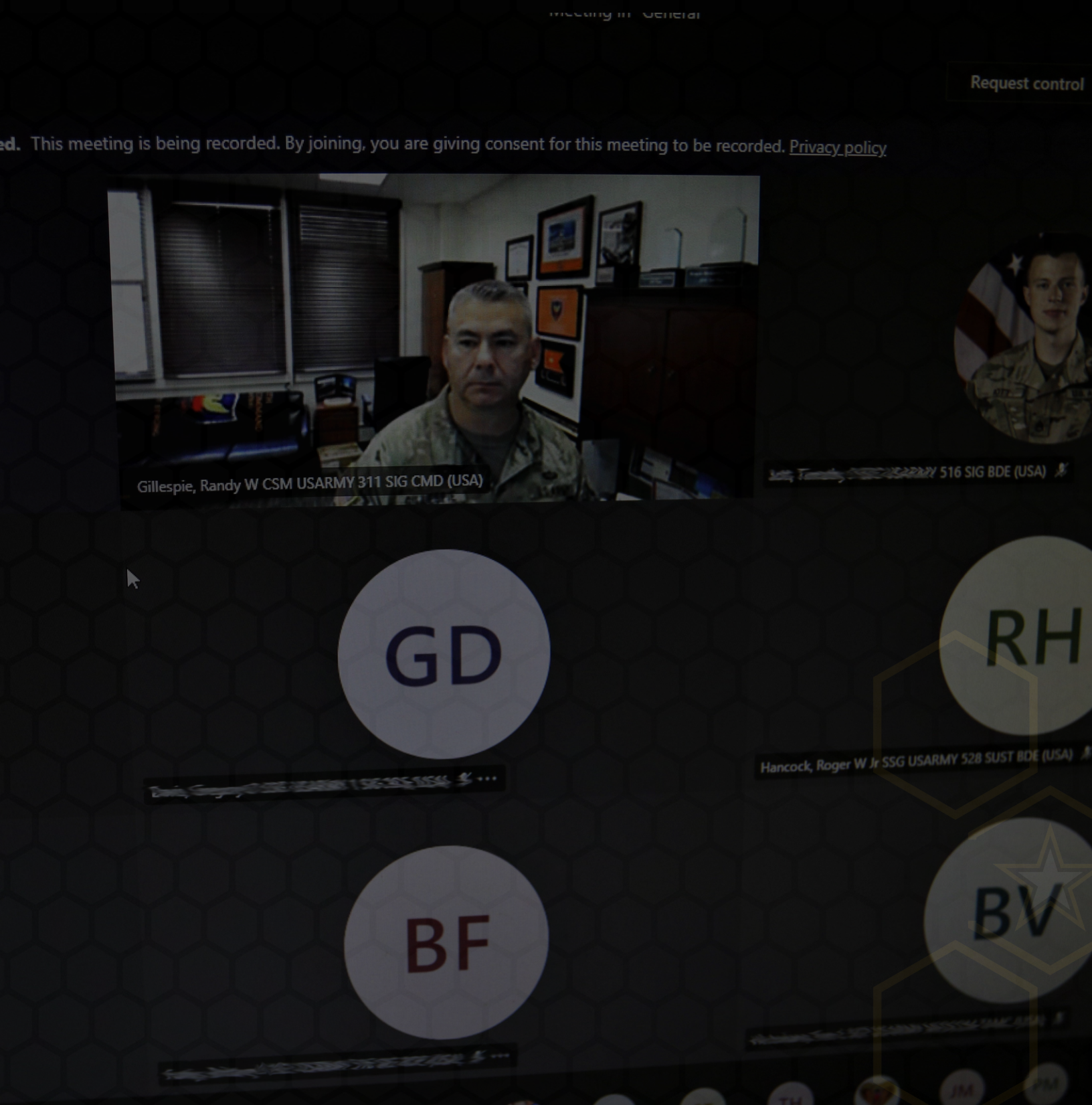


107.255 (USARMY 516 SIG BDE (USA))



107.255 (USARMY 516 SIG BDE (USA))

Distributed Work



TALENT BASED PROMOTIONS

Key Initiative 4

Comprehensive Assessment of an Officers Potential

Promotion results from talent alignment between abilities and position requirements through the inclusion of talent data alongside evaluations

**Brevet
Promotions**

**Talent
Based
Career
Alignment**

**Direct
Commission**

**Warrant
Officer
Initiatives**

Brevet Promotions

Brevet promotions alleviate critical shortages of Officers to better leverage the talents of Junior Officers and incentivize the retention of Officers in whom the Army has invested for education and experience. For FY21, Senate confirmed 60 Officers for Brevet Promotions.

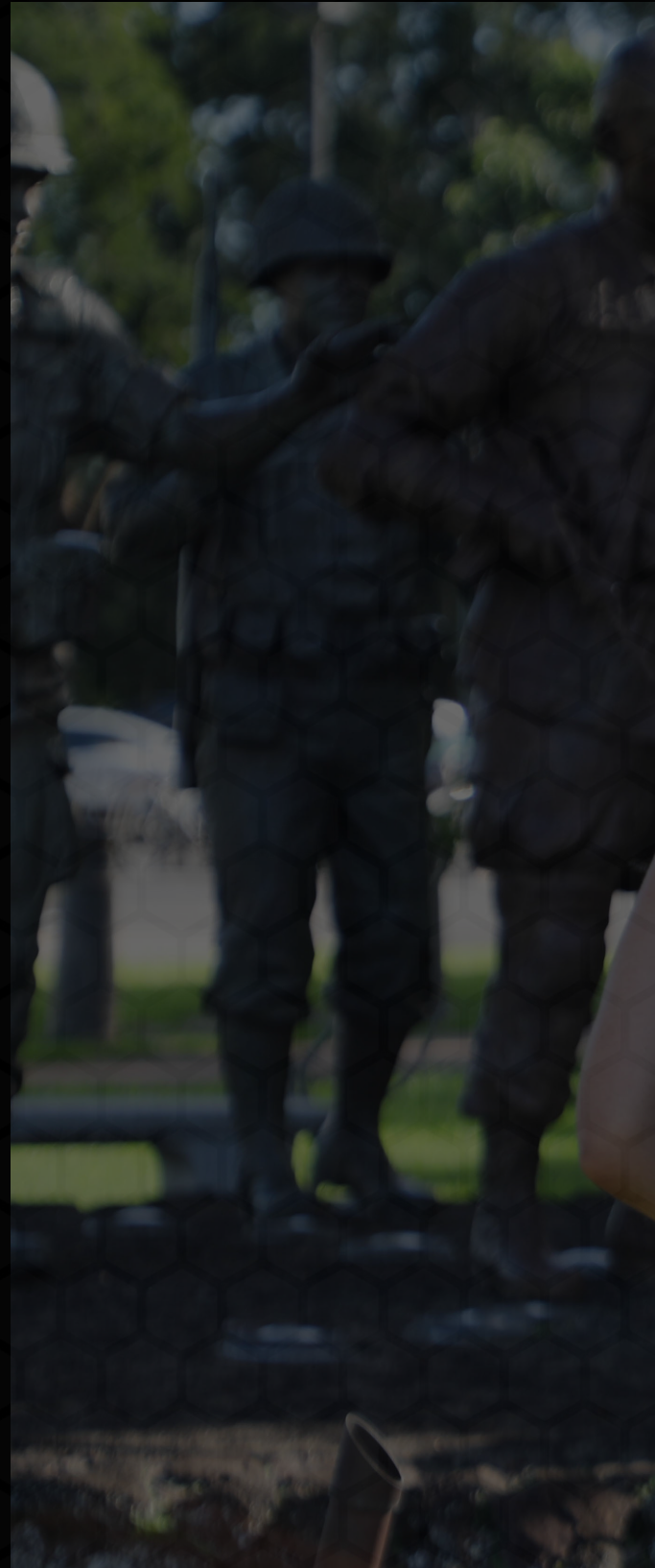
60 of **74**

**Officers Approved &
Senate Confirmed**

as of 30 Sept. 2021

There are four primary steps of the Brevet Promotion Process:

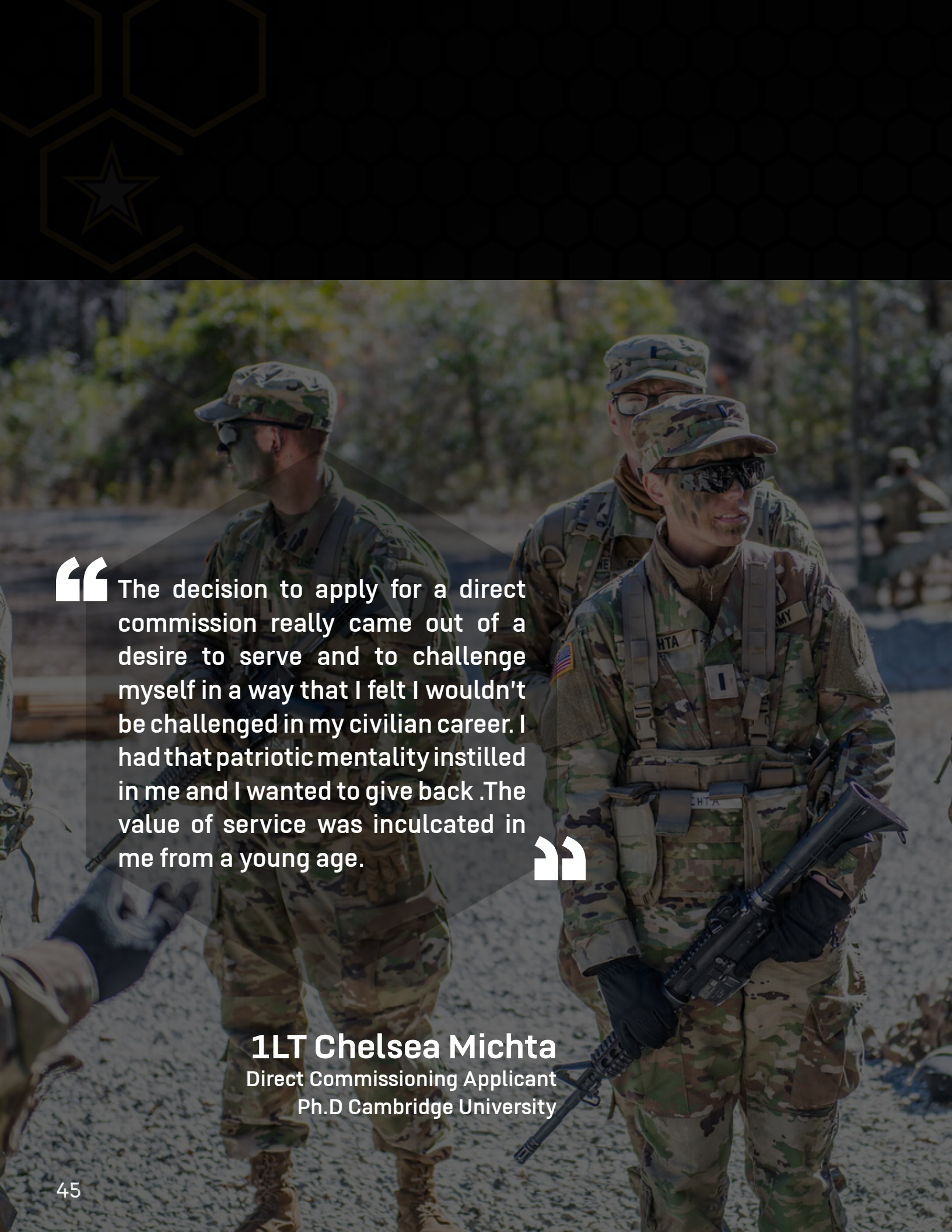
- 1** Commands submit their Critical Position billets for SecArmy Approval.
- 2** Positions are competitively competed for in the ATAP Marketplace as well as within the Commands.
- 3** If Officers of a junior grade are selected for approved Critical Positions, they are nominated for that position.
- 4** A General Officer Review Panel approves nominations and submits for Senate confirmation. Once confirmed, the junior grade Officer is temporarily appointed to that higher grade if they serve in that billet, and will receive all the pay and benefits that go along with that grade.





“ Always be positive. That's the number one thing. Always give that word of inspiration because it has a dramatic effect across the formation. That positivity, with a smile on your face, can ripple across the formation. That attitude can have more of a [positive] effect than People realize. ”

COL Joshua Gaspard
Selected for Brevet Promotion



“ The decision to apply for a direct commission really came out of a desire to serve and to challenge myself in a way that I felt I wouldn't be challenged in my civilian career. I had that patriotic mentality instilled in me and I wanted to give back .The value of service was inculcated in me from a young age.

”

1LT Chelsea Michta

Direct Commissioning Applicant
Ph.D Cambridge University

Direct Commission



The Direct Commission program is an opportunity for all branches and functional areas to expand their grasp for talent beyond the “grow-from-within” concept by using precision talent management.

The National Defense Authorization Act of 2019 (NDAA 2019) gave the military services the authorization to direct commission Officers up to the rank of Colonel.

With this new authority, the Army has developed direct commissioning paths for each job field.

The various career fields have specific requirements that are considered for determining suitability and grade of the direct commissioning applicants.

Over 50,000 People visited the Army Talent Management website to learn about and apply for a direct commission through the program. As of a result, over 100 applicants made it through initial screening in 2021.



Talent Based Career Alignment

Selection Board Results

PHASE I AUG 20 - FEB 21

Maneuver LG AD FA

270 Career Crs Students

22 Applicants

10 Selectees

PHASE II OCT 20 - APR 21

SC CY EN CM

130 Career Crs Students

6 Applicants

2 Selectees

PHASE III JAN 21 - JUL 21

Maneuver FA LG MI
AG CM EN MP SC

574 Career Crs Students

83 Applicants

34 Selectees

PHASE IV MAY 21 - OCT 21

Maneuver FA LG MI
AG CM EN MP SC

525 Career Crs Students

68 Applicants

35 Selectees

AMCP Options

PROGRAMS

- Army Congressional Fellowship
- JCS/OSD/ARSTAF Internship
- MG James Wright MBA Program
- Army Strategic Intelligence Recruiting
- Project Warrior
- Aviation Center of Excellence: Aviation CP Instructor Pilot Program
- United States Military Academy
 - Eisenhower Leader Development Program (TAC Officer)
 - Faculty (Behavioral Sciences & Leadership)
 - Chemistry
 - Civil/Mech Engineering
 - English & Philosophy
 - Mathematical Science
 - Physics & Nuclear Engineering

ORGANIZATIONS

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

FUNCTIONAL AREA TRANSFERS

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

Talent Based Career Alignment (TBCA) seeks to retain high performing Officers by assisting them with identifying personal and professional goals, aligning their talents to Assured Mid-Career Pathways (AMCP), and providing Officers a greater degree of predictability by setting them on a clear career trajectory from the Captains Career Course to Intermediate Level Education.

TBCA is a recognition that not every Captain is the same. Therefore, the Army must compete to retain the most talented Officers before they make a decision to pursue employment opportunities elsewhere. This program enables career flexibility by leveraging exceptionally talented Junior Officers' desires to use and develop their talent attributes while gaining experience at preferred assignments.



Warrant Officer Initiatives

Warrant Officer talent management is extremely important, especially because this group is such a small percentage of the total Army force and it provides a significant value in terms of technical expertise across multiple career fields.

INITIATIVES COMPLETED IN 2021

In 2021, there were three notable improvements to the way in which the Army manages Warrant Officer talent that were codified via army directives.

Special Forces Direct Appointment to CW2

In recognizing specific experience and credentials among select Special Forces Warrant Officer candidates, Army Directive 2021-19 was published to allow qualified individuals direct appointment to the rank of Chief Warrant Officer Two. Five Special Forces Warrants that graduated in May 2021 were appointed directly as Chief Warrant Officer 2s.

Regular Army Warrant Officer Retirement to Army Reserve

To leverage the vast experience of the Army's Warrant Officers and support the requirements of the Total Army, Army Directive 2021-28 was published in July 2021. This directive permits Retired, Regular Army Warrant Officers to serve in the National Guard or Army Reserve.

Aviation WO1 DOR Reset

Army Directive 2021-31 was published in September 2021, to increase developmental time for Regular Army Warrant Officer One aviators by a Date of Rank reset upon graduation.



INITIATIVES PENDING IN 2021

There are currently a few Warrant Officer initiatives pending development and approval. Each of these initiatives aims to:

- 1 Update the Warrant Officer Management Act (WOMA) of 1991
- 2 Identify talent management gaps, such as merit based promotions
- 3 Support flexibility and timely improvements to talent management

Title 10 Reform

- ◆ Updates the WOMA 1991
- ◆ Delegates authority to each service secretary of concern
- ◆ Acknowledges differences between military service departments

Warrant Officer Selective Continuation (SELCON)

- ◆ Study how Center's of Excellence can proactively manage skill requirements
- ◆ Study "precision retention" versus "aggregate strength retention"
- ◆ Study notification of eligibility

Warrant Officer Competitive Category

- ◆ Expand Warrant Officer selection boards to consider more than the current two categories (i.e., aviation Warrant Officers and technical Warrant Officers)
- ◆ The current system doesn't delineate the diverse fields of technical service Warrants. Warrant Officers from all career fields, except aviation (e.g., Special Forces, Human Resources, Legal, Cyber, etc.), are evaluated together in the same category

INDIVIDUAL CAREER PATHS

Key Initiative 5

TALENT DEVELOPMENT & EMPLOYMENT FOCUS

Officers have more flexibility to choose when they compete for key developmental opportunities and some options to serve in other components if their talent attributes meet align with mission demands.

Opt-in / Opt-Out

Permeability

**IRR
Mobile
Application**



Opt-In / Opt-Out

The Army has implemented policy that moves in the direction of flexible career paths by giving Officers the option to opt-in or opt-out of promotion boards. This new initiative is aligned with the Army People Strategy and implements a change in the way we manage talent through the promotion process.

Opt-In

The Army allows Officers from Captains to Lieutenant Colonels to opt-in to promotion boards before their promotion zone. This provides Officers more flexibility in when they are considered for promotion and creates efficiencies in executing promotion boards.

Opt-Out

Allows Officers from Captains to Lieutenant Colonels to opt-out of promotion boards to create more time for developmental experiences at the current grade.

Reserve Component Opt-Out

Allows Reserve Component Officers from Captains to Lieutenant Colonels to opt-out of promotion boards to create more time for developmental experiences at the current grade.

Permeability

Permeability is 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.

The ATMTF has submitted two legislative proposals to improve efficiency and processing timelines.

Legislative Proposals

- Proposal to eliminate the requirement to delineate scrolls by six individual Army Medical Detachment (AMEDD) Corps
- Proposal to align Regular Army and Reserve Component appointment approval authorities

An additional proposal is in study to alleviate issues affiliated with Regular Army Officers transferring to the Reserve Component who promote while in transition.





IRR Mobile Application

In 2021, the Army piloted a mobile application aimed at improving communication with Inactive Ready Reserve Soldiers (IRR) and create a greater understanding among human resource professionals of what talent is available among the IRR.

IRR Mobile APP features

The application aims to provide IRR Soldiers the ability to:

- Muster virtually through the app
- Easily access IPPS-A
- View a digital IRR Handbook
- Locate and receive contact information for Career Counselors
- Task a self-assessment that provides feedback to improve training across the Army
- View a newsfeed from Human Resources Command
- Provide feedback on the application to add or improve features

MODERNIZING INCENTIVES

Key Initiative 6

MONETARY & NON-MONETARY INCENTIVES

Total rewards system linked to Army requirements with incentives informed by data and labor market conditions

Department of the Army Career Engagement Survey

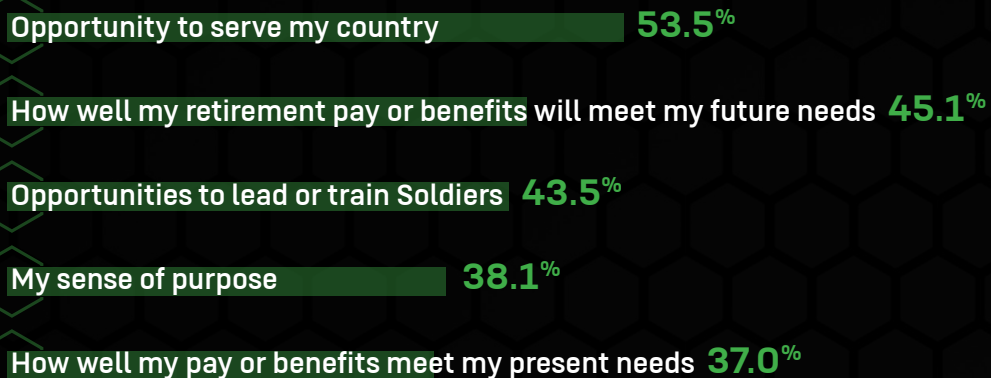
Predictive Retention Toolkit

Department of the Army Career Engagement Survey

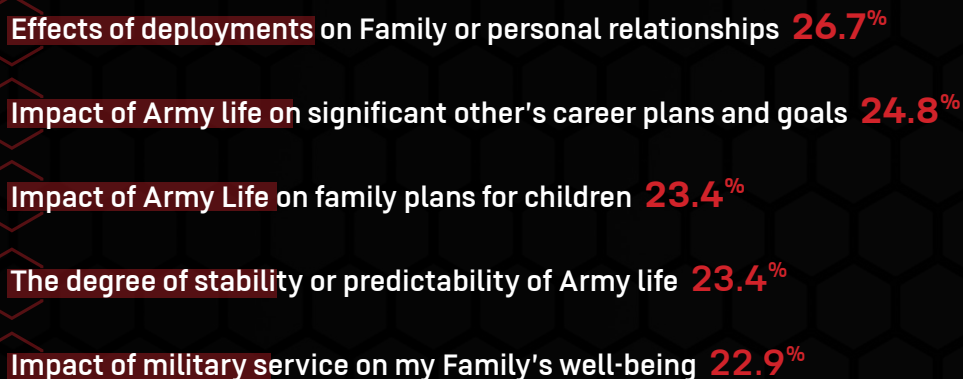
The Department of the Army Career Engagement Survey (DACES) annually assesses aspects of service member retention in order to build awareness on force inclinations, inform retention policy, improve personnel satisfaction, and expand predictive capability for talent management.

The first annual report was released in the fall of 2021. Here are some of the notable take-aways.

Top 5 Extremely Important Reasons to STAY



Top 5 Extremely Important Reasons to LEAVE



The Army updated DACES for the second year of collection in order to make it easier for Service Members to complete the survey. DACES 2.0 is shorter than the initial version and it is now hosted on a commercially-accessible website which enables Service Members to access it from any device on any network. Several branch-specific questions were added in as well.

As of 17 March 2022, over 95,000 active duty Service Members have completed DACES. DACES responses within the first two weeks surpassed old Army exit survey total responses collected over 18 months.





Predictive Retention Toolkit

Understanding our People is extremely important for effectively managing a quality talent pool. One initiative currently under development is the Predictive Retention Toolkit (PRT), which offers a set of tools, using predictive models, to identify populations likely to attrit, populations highly desirable to retain, and identify specific incentives with proven success at retaining those individuals.

Included in PRT is a couple models and a trial.

Performance Prediction Model—Army

- Currently in development.
- Goal is to develop a way for the Army to identify indicators of performance and skills, and predict who the Army should retain.

Retention Prediction Model—Army (RPM-A)

- Creates highly accurate attrition prediction at the individual level.
- Goal is to integrate into IPPS-A, Vantage, and/or other business intelligence visualizations.

Retention Control Trial (RCT)

- Upcoming trial during FY22 designed to target specific Officer populations with a variety of retention incentives.
- The goal of the trial is to gain a clear assessment of the effectiveness of several retention incentives for retaining high-potential junior Officers, using RPM-A to determine prior likelihood of attrition for comparison.

EVOLVING INITIATIVES

MENTORSHIP, EVALUATIONS, DIVERSITY EQUITY & INCLUSION

Several initiatives require further development and are earmarked for transition to a more suitable partner.

**Combat
Army
Outreach
Engagement
Team**

**Diversity
Equity &
Inclusion
in Talent
Management**

Combat Arms Outreach Engagement Team

The Combat Arms Outreach - Engagement Team (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. Branch proponents are currently conducting similar programs and lessons learned will be shared with TRADOC.

Diversity, Equity & Inclusion in Talent Management

Diversity, equity, inclusion, accessibility, and respect are ingrained in all Army Talent Management Task Force efforts and initiatives. An integral part of our work is to ensure that there is a strong culture of diversity, high levels of trust, and fair and equitable processes. Ensuring that there are no barriers to diversity ensures that the U.S. Army acquires, develops, employs, and retains diverse, talented Soldiers who view problems from different perspectives, shaped by varied life experiences.





Acronyms

1SG TAA - First Sergeant Talent Alignment Assessment

ACP - Army Coaching Program

ACTI - Army Comprehensive Talent Interview

ALAP - Acquisition Leader Assessment Program

AMCP - Assured Mid-Career Pathway

AOC - Area of Concentration

APS - Army People Strategy

ATAA - Army Talent Alignment Algorithm

ATAF - Army Talent Attribute Framework

ATAP - Army Talent Alignment Process

ATMTF - Army Talent Management Task Force

BCAP - Battalion Command Assessment Program

BFAM - Best Fit Assessment for Majors

C3AB - Career Course Cognitive Assessment Battery

CAO-ET - Combat Arms Outreach - Engagement Team

CAP - Command Assessment Program

CCAP - Colonel Command Assessment Program

CCHAP - Colonel Chaplain Assessment Program

CIP - Career Intermission Program

CMSP-T - Career Mapping & Succession Planning Tool

CSL - Centralized Selection List

DACES - Department of the Army Career Engagement Survey

DCHAP - Division Chaplain Assessment Program

DEI - Diversity, Equity, and Inclusion

EATAP - Enlisted Army Talent Alignment Process

ETM - Enlisted Talent Management or Enlisted Talent Marketplace

IPPS-A - Integrated Personnel & Pay System - Army

IRR - Inactive Ready Reserve

KSB - Knowledge, Skills, Behaviors

MCAP - Medical Colonel Assessment Program

MOS - Military Occupational Specialty

PRT - Predictive Retention Toolkit

OML - Order of Merit List

PDSI - Personal Development Skill Identifier

Predictive Retention Toolkit

RCT - Retention Control Trial

RPM-A - Retention Predictive Model - Army

SMAP - Sergeant Major Assessment Program

TAS - Talent Assessment Strategy

TBCA - Talent Based Career Alignment



Acknowledgements

Changing the Army is a team effort, which depends upon the efforts and resources of many organizations beyond the the Army Talent Management Task Force. The Task Force members extend their gratitude and appreciation to the constructive contributions of our partners who have endeavored with us to bring about “10X Change” for our Army.

75th Innovations Command

Army Analytics Group

Army Digital Media Division

Army Multimedia and Visual Information Directorate

Army Research Institute

Army Science Board

Army University

Centers of Excellence

Center for Army Profession and Leadership

Combined Arms Center

Colonel Officer Manpower Division

Defense Media Activity

Director of Military Personnel Management

Enlisted Personnel Management Division

General Officer Management Division

Joint Staff J1

Mission Command Center of Excellence

National Guard Bureau

Office of Economic and Manpower Analysis

Office of People Analytics

Officer Personnel Management Division

Office of Talent Management for the Surgeon General

Office of the Chief of Army Reserve

Office of the Chief of Legislative Liaisons

Office of the Chief of Public Affairs

Office of the Deputy Chief of Staff of the Army for Personnel

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

Production Acquisition Division

Research Facilitation Laboratory

United States Military Academy

U.S. Army Cadet Command

U.S. Army Enterprise Marketing Command

U.S. Army Futures Command

U.S. Army Forces Command

U.S. Army Garrison, Fort Knox

U.S. Army Human Resources Command

U.S. Army Recruiting Command

U.S. Army Special Operations Command

U.S. Army Training and Doctrine Command

U.S. Army War College

Countless Units, Soldiers, and Army Civilians

About the Army Talent Management Task Force

The Army Talent Management Task Force (ATMTF) was founded by then LTG James McConville, chief of Army personnel.

In 2019, as the 44th Chief of Staff of the Army, GEN McConville announced the Army People Strategy which provides the vision and mission for the Army to “acquire, develop, employ, and retain the diversity of Soldier and Civilian talent needed to achieve Total Army readiness.”

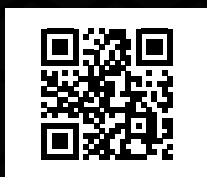
Since its inception the ATMTF was designed to innovate and rapidly implement personnel form initiatives [in partnership with various Human Capital Enterprise organizations, including Manpower and Reserve Affairs, Training and Doctrine Command, Deputy Chief of Staff G-1, Human Resources Command, Directorate of Manpower and Personnel Readiness, and the Reserve Component through the study, test (i.e., pilot/prototype), implement, transition, and track (STITT) methodology.

As it prepares to evolve into the next phase of its existence, the Task Force continues to work with partners and stakeholders Army-wide to innovate and implement initiatives, programs, and policies that enable 21st century talent management.



Talent wins. Winning matters.





Talent wins. Winning matters.