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SUBJECT: HEADQUARTERS, DEPARTMENT OF THE ARMY (HQDA) EXECUTE ORDER (EXORD) 145-19 IMPLEMENTATION OF THE ARMY TALENT ALIGNMENT PROCESS//

(U) REFERENCES:

REF//A/ (U) WARNING ORDER TO HQDA EXORD 145-19 IMPLEMENTATION OF THE ARMY TALENT ALIGNMENT PROCESS, 29 JUL 2019

REF//B/ (U) HQDA EXORD 070-19 ISO FY19-20 ACTIVE COMPONENT MANNING GUIDANCE (ACMG), 24 JAN 2019

REF//C/ (U) AR 614-100 (OFFICER ASSIGNMENT POLICIES, DETAILS, AND TRANSFERS), 25 JAN 2019

REF//D/ (U) 2019 DYNAMIC ARMY RESOURCING PRIORITY LIST (CLASSIFIED), 05 MAY 2019

REF//E/ (U) AR 525-29 (FORCE GENERATION, SUSTAINABLE READINESS), 14 MAR 2019

REF//F/ (U) AR 570-4 (MANPOWER MANAGEMENT), 08 FEB 2006

REF//G/ (U) ARMY VISION, 2018

1. (U) SITUATION. THE ACTING SECRETARY OF THE ARMY DIRECTS ACTIVE COMPONENT (AC) UNITS AND OFFICERS TO PARTICIPATE IN THE ARMY TALENT ALIGNMENT PROCESS (ATAP) VIA THE ASSIGNMENT INTERACTIVE MODULE 2.0 (AIM2). THE ARMY IS TRANSITIONING FROM AN OFFICER DISTRIBUTION SYSTEM TO AN OFFICER ALIGNMENT PROCESS THAT INCORPORATES TALENT MANAGEMENT PRINCIPLES. THE ATAP EMPLOYS A REGULATED TALENT MARKETPLACE TO IMPROVE THE ALIGNMENT OF OFFICER KNOWLEDGE, SKILLS, BEHAVIORS, AND PREFERENCES (KSB-P) WITH UNIT REQUIREMENTS.

2. (U) MISSION. UPON OPENING OF THE SUMMER 2020 MISSION ESSENTIAL REQUIREMENTS (MER), ALL AC OFFICER ASSIGNMENTS FROM 2ND LIEUTENANT TO LIEUTENANT COLONEL WILL BE EXECUTED THROUGH THE ATAP IOT ALIGN OFFICER TALENT IAW ACTING SECARMY GUIDANCE.

3. (U) EXECUTION.

3.A. (U) INTENT. EXECUTE THE ATAP IMPLEMENTATION IAW CSA'S PRIORITIES AS ARTICULATED BY HQDA DEPUTY CHIEF OF STAFF (DCS), G-3/5/7, AND IN CONJUNCTION WITH THE APPROVED END STRENGTH (PUBLISHED ANNUALLY IN THE NATIONAL DEFENSE AUTHORIZATION ACT).

3.A.1. (U) KEY TASKS.

3.A.1.A. (U) DISTRIBUTE PERSONNEL IAW ARMY PRIORITIES (ARMY SENIOR LEADER GUIDANCE/DYNAMIC ARMY RESOURCING PRIORITY LIST/ACMG).

3.A.1.B. (U) BUILD FLEXIBILITY INTO THE ASSIGNMENT CYCLE BY ADHERING TO AND SUPPORTING ALL FORCE STRUCTURE AND AUTHORIZATION CHANGES, UNIT CONVERSIONS, AND UNIT MOVES THAT CONTINUE TO IMPACT THE DISTRIBUTION CYCLE.

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3.A.1.C. (U) EMPLOY EFFECTIVE COMMUNICATION WITH UNITS AND OFFICERS/WARRANT OFFICERS AT ALL LEVELS.

3.A.1.D. (U) ACCURATELY IDENTIFY AND MAINTAIN ACCOUNTABILITY OF OFFICERS IDENTIFIED TO MOVE (OIM) TO SET CONDITIONS FOR THE ENTIRE DISTRIBUTION CYCLE.

3.A.1.E. (U) BUILD AND PRESERVE THE HIGHEST LEVEL POSSIBLE OF UNIT AND SERVICE-LEVEL READINESS, WHILE MINIMIZING RISK TO MEET OPERATIONAL DEMANDS.

3.A.1.F. (U) INFORM AND TRAIN COMMANDERS AND SUPERVISORS, THEIR DELEGATES, AND MOVING OFFICERS ON THEIR RESPECTIVE ROLES AND RESPONSIBILITIES WITHIN THE ATAP SYSTEM.

3.A.2. (U) END STATE. A 21ST CENTURY TALENT MANAGEMENT SYSTEM THAT MEETS READINESS REQUIREMENTS, INCENTIVIZES OFFICER AND UNIT PARTICIPATION, AND REGULATES OFFICER AND ASSIGNMENT ALIGNMENT UTILIZING THE ATAP.

3.B. (U) CONCEPT OF THE OPERATION. THE ATAP CONSISTS OF THREE PHASES.

3.B.1. (U) PHASE I: SET CONDITIONS FOR THE ATAP. PHASE I BEGINS UPON THE PUBLICATION OF THE WARNO (29JUL2019) AND ENDS WITH THE U.S. ARMY HUMAN RESOURCES COMMAND (HRC) OFFICER PERSONNEL MANAGEMENT DIRECTORATE (OPMD) DIRECTOR'S APPROVAL OF THE BASE DISTRIBUTION PLAN.

3.B.1.A. (U) KEY TASKS (COMMANDERS AND SUPERVISORS, ARMY COMMANDS, ARMY SERVICE COMPONENT COMMANDS, AND DIRECT REPORTING UNITS (DISTRIBUTION MANAGEMENT LEVEL (DML) AND DISTRIBUTION MANAGEMENT SUB-LEVEL (DMSL)).

3.B.1.A.1. (U) DIRECT REPORTING UNITS IDENTIFY AND VALIDATE MOVING OFFICERS DURING THE UPCOMING ASSIGNMENT CYCLE. UNITS MUST ENSURE THE YEAR/MONTH AVAILABLE TO MOVE (YMAV) IS CORRECT/UPDATED IN THE TOTAL OFFICER PERSONNEL MANAGEMENT INFORMATION SYSTEM (TOPMIS). TOPMIS IS THE SYSTEM OF RECORD FOR UNIT STRENGTH PROJECTIONS. CONTACT ACCOUNT MANAGERS/CAREER MANAGERS TO CORRECT YMAVS.

3.B.1.A.2. (U) IAW HRC MOVEMENT CYCLE TIMELINES, DIRECT REPORTING UNITS COMPLETE THE MISSION ESSENTIAL REQUIREMENTS (MER) AND PRIORITIZE VACANCIES USING AIM2. THIS IS THE COMMAND'S VOICE IN DETERMINING HOW IT REACHES ACMG.

3.B.1.A.3. (U) IN CONJUNCTION WITH THE MER, UNIT COMMANDERS AND SUPERVISORS WILL ENSURE ALL OPEN VACANCIES IN THEIR ORGANIZATION ARE LISTED WITH UPDATED JOB TITLES, DUTY DESCRIPTIONS AND KSB-P FOR EACH VACANCY USING AIM2. THIS PROVIDES JOB LEVEL DETAIL TO ADVERTISE THE UNIT'S REQUIREMENTS AND PROVIDE THE ARMY TALENT REQUIREMENT DATA TO FACILITATE TALENT ALIGNMENT.

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3.B.1.A.4. (U) UNIT COMMANDERS WILL ENSURE UPDATES ARE COMPLETE TO UNIT PAGES USING AIM2. THIS IS THE UNIT'S OPPORTUNITY TO ADVERTISE THE UNIT/LOCATION TO PROSPECTIVE OFFICERS AND PROVIDE A POINT OF CONTACT FOR MARKET ENGAGEMENT.

3.B.1.A.5. (U) UNIT COMMANDERS AND SUPERVISORS WILL DIRECT ALL OFFICERS UPDATE RÉSUMÉS AND ADD SELF-PROFESSED KSB-P TO THEIR AIM2 PROFILE (COMPREHENSIVE LIST OF KSB-P IS AVAILABLE AT <https://www.milsuite.mil/book/docs/DOC-635623>).

3.B.1.A.6. (U) DIRECT REPORTING UNITS IDENTIFY, MONITOR, AND ACCOUNT FOR ALL STRUCTURE CHANGES THAT WILL IMPACT WITHIN THE CYCLE AND ADD REQUIREMENTS TO THE MER. ALSO COMMUNICATE THESE CHANGES TO YOUR ACCOUNT MANAGER.

3.B.2. PHASE II: EXECUTE MARKET. PHASE II BEGINS (O/A 01OCT) WITH ASSIGNMENT MARKETS OPENING AND INCLUDES OBTAINING OFFICER AND UNIT PREFERENCES AND ENDS WITH THE CLOSING OF MARKETS (O/A 30NOV).

3.B.2.A. (U) KEY TASKS (COMMANDERS, ARMY COMMANDS, ARMY SERVICE COMPONENT COMMANDS, AND DIRECT REPORTING UNITS (DML/DMSL)):

3.B.2.A.1. (U) DIRECT REPORTING UNITS REVIEW OFFICER AND SEEK DESIRED TALENT REFLECTED IN THE ALIGNMENT OF UNIT AND OFFICER KSB-P.

3.B.2.A.2. (U) USING AIM2, UNIT COMMANDERS PREFERENCE OFFICERS FOR EACH VALIDATED REQUIREMENT NUMERICALLY FROM NUMBER ONE UNTIL LIST EXHAUSTION TO DEMONSTRATE THE COMMAND'S PRIORITIES. THIS ALLOWS CAREER MANAGERS OPTIONS IF THE MOST DESIRED OFFICER(S) ARE SLATED AGAINST DIFFERENT ASSIGNMENTS.

3.B.2.A.3. (U) DIRECT REPORTING UNITS CONTACT OFFICERS WHOSE SELF-PROFESSED KSB-P ALIGN WITH UNIT DESIRED KSB-P; CONDUCT INTERVIEWS, IF DESIRED.

3.B.2.A.4. (U) HRC CAREER MANAGERS DIRECT MOVING OFFICERS TO SUBMIT PREFERENCES USING AIM2 AS WELL AS HIGHLIGHT THE ABILITY TO EXECUTE UNIT INTERACTION WITH INCUMBENTS (CURRENT ASSIGNMENT HOLDER) AND LEADERSHIP OF PROSPECTIVE UNITS THROUGH AIM2 ASSIGNMENT INFORMATION BUTTON.

3.B.3. (U) PHASE III: CLEAR THE MARKET. PHASE III BEGINS WITH HRC-OPMD CAREER MANAGERS FACILITATING MARKET CLEARANCE WITH THE SLATING OF OFFICERS BASED ON OFFICER AND UNIT PREFERENCES, AND ENDS WHEN ALL OIMS ARE ON ASSIGNMENT.

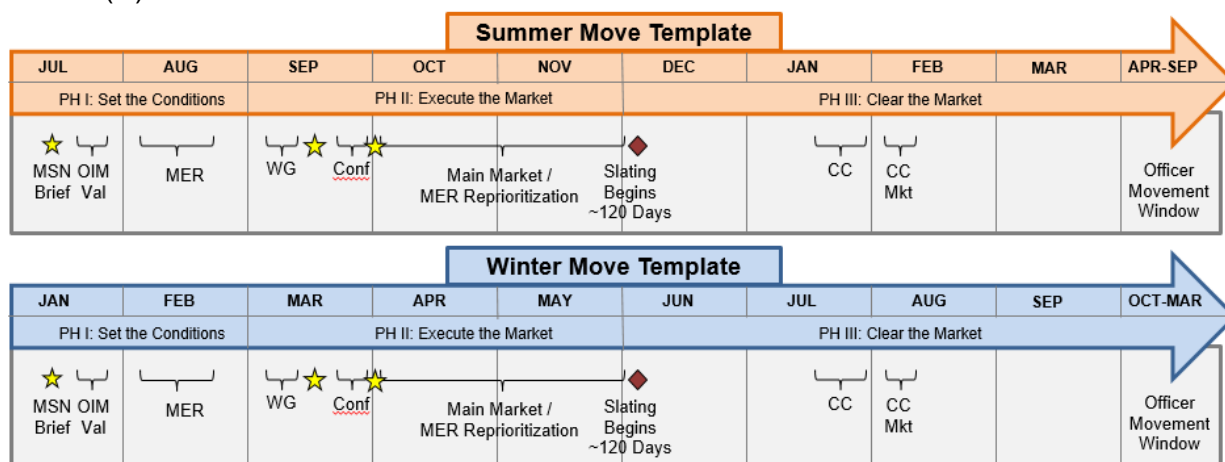
3.B.3.A. ATAP USES A MATHEMATICAL ALGORITHM CALLED THE ARMY TALENT ALIGNMENT ALGORITHM (ATAA) TO MATCH OFFICERS TO VACANCIES. THE

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ALGORITHM WILL MATCH AVAILABLE OFFICERS WITH VALIDATED POSITIONS. THE ATAA IS AN ITERATIVE METHOD PROVEN TO BEST MATCH PREFERENCES BETWEEN TWO PARTICIPANTS, IN THIS CASE ASSIGNMENTS AND OFFICERS. THE REGULATED MARKET OPENS WITH OFFICERS REVIEWING UNIT POSITION VACANCIES, INTERACTING WITH A UNIT POC OR THE POSITION INCUMBENT TO GATHER MORE INFORMATION, AND PREFERENCING THEIR DESIRED ASSIGNMENTS IN RANK ORDER. UNITS CAN ASSESS THE RÉSUMÉS OF AVAILABLE OFFICERS, CAN REACH OUT TO OFFICERS WHO MAY HAVE YET TO EXPRESS INTEREST, CONDUCT INTERVIEWS, AND WILL PREFERENCE IN RANK ORDER THE OFFICERS THAT APPLIED FOR THE POSITION. (SEE ANNEX D).

3.B.3.B (U) CYCLE TIMELINES:



3.B.3.C. (U) KEY TASKS (ARMY COMMANDS):

3.B.3.C.1. (U) HRC CAREER MANAGERS SLATE OFFICERS IAW ATAP.

3.C. (U) TASKS TO ARMY STAFF, AND SUBORDINATE UNITS.

3.C.1. (U) HQDA DCS, G-3/5/7.

3.C.1.A. (U) IN COORDINATION WITH HQDA DCS, G-1, PUBLISH THE ATAP EXORD AND ALL FRAGOS, AS REQUIRED.

3.C.2. (U) HQDA DCS, G-1.

3.C.2.A. (U) MAINTAIN, PUBLISH, AND SERVE AS THE PROPONENT OF THE ATAP.

3.C.2.B. (U) UPDATE CORRESPONDING REGULATIONS, POLICIES, AND DIRECTIVES IAW ATAP GUIDELINES.

3.C.2.C. (U) ENSURE THE ATAP SUPPORTS AND MEETS THE ARMY'S READINESS OBJECTIVES.

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3.C.3. (U) COMMANDER, HRC.

3.C.3.A. (U) HRC-OPMD.

3.C.3.A.1. (U) PUBLISH CYCLE TIMELINE/MER INSTRUCTION LETTER TO THE FIELD PRIOR TO THE MER OPENING IN AIM2.

3.C.3.A.2 (U) CAREER MANAGERS VALIDATE OIMS WITH THE FIELD AND CORRECT YMAVS, AS NEEDED.

3.C.3.A.3 (U) ACCOUNT MANAGERS INSTRUCT UNITS ON CONSTRUCTION OF THE MER AND PRIORITIZATION.

3.C.3.A.4. CAREER MANAGERS PUT ALL VALIDATED REQUIREMENTS (POSITIONS) AND ALL MOVING OFFICERS INTO THE MARKETPLACE.

3.C.3.A.5. (U) CAREER MANAGERS SHAPE OFFICER AND UNIT PREFERENCES PRIOR TO MARKETS CLOSING TO ACHIEVE TALENT AND PREFERENCE ALIGNMENT.

3.C.3.A.6. (U) CAREER MANAGERS DIRECT MOVING OFFICERS TO LIST PREFERENCES USING AIM2 AND SEEK UNIT INTERACTION WITH INCUMBENTS AND LEADERSHIP OF PROSPECTIVE UNITS.

3.C.3.A.7. (U) HRC-OPMD WILL MEASURE UNIT METRICS IN AIM2 AND PROVIDE ARMY SENIOR LEADERSHIP (ASL) A REPORT ACCOMPANYING THE MARKETPLACE SLATE. THE REPORT WILL PROVIDE A BY-NAME LIST OF UNITS THAT HAVE NOT DEMONSTRATED SUFFICIENT PARTICIPATION IN THE MARKET.

3.C.3.A.7.A. (U) DURING THE MER: THE GOAL IS THAT EVERY POSITION HAS A STAFFING ENTRY, AND THAT ALL OF THE "KEEPS" (THE POSITIONS THAT UNITS WANT FILLED) HAVE A PRIORITIZATION IN TERMS OF ACMG AND REFLECT APPROPRIATE POSITION LEVEL DETAIL. THE PRIMARY METRICS FOR UNITS COMPLETING THE MER (FED LIVE IN AIM2) ARE:

3.C.3.A.7.A.1. (U) STAFFING ENTRY (KEEP/DELETE AND A RANK ORDERING OF IMPORTANCE).

3.C.3.A.7.A.2. (U) CLARIFYING DATA FOR THE REQUISITION: DUTY TITLES, PARAGRAPH AND LINE NUMBERS.

3.C.3.A.7.A.3. (U) POSITION LEVEL DATA: DETAILED DUTY DESCRIPTION, KSB-P, UNIT POC AND INCUMBENT INFORMATION.

3.C.4. (U) COMMANDERS OF DML AND DMSL LEVEL UNITS.

3.C.4.A. (U) IDENTIFY AND VALIDATE MOVING OFFICERS DURING THE UPCOMING ASSIGNMENT CYCLE. UNITS MUST ENSURE THE YEAR/MONTH AVAILABLE TO MOVE (YMAV) IS CORRECT/UPDATED IN THE TOTAL OFFICER PERSONNEL MANAGEMENT

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INFORMATION SYSTEM (TOPMIS). TOPMIS IS THE SYSTEM OF RECORD FOR UNIT STRENGTH PROJECTIONS. CONTACT ACCOUNT MANAGERS/CAREER MANAGERS TO CORRECT YMAVS.

3.C.4.B.(U) IAW HRC MOVEMENT CYCLE TIMELINES, DIRECT REPORTING UNITS COMPLETE MISSION ESSENTIAL REQUIREMENTS (MER) AND PRIORITIZE VACANCIES USING AIM2. THIS IS THE COMMAND'S VOICE IN DETERMINING HOW IT REACHES ACMG.

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3.C.4.D. (U) UNIT COMMANDERS AND SUPERVISORS WILL ENSURE UPDATES ARE COMPLETE TO UNIT PAGES USING AIM2. THIS IS THE UNIT'S OPPORTUNITY TO ADVERTISE THE UNIT/LOCATION TO PROSPECTIVE OFFICERS AND PROVIDE A POINT OF CONTACT FOR MARKET ENGAGEMENT.

3.C.4.E. (U) UNIT COMMANDERS AND SUPERVISORS WILL DIRECT ALL OFFICERS UPDATE RÉSUMÉS AND ADD SELF-PROFESSED KSB-P TO THEIR AIM2 PROFILE (COMPREHENSIVE LIST OF KSB-P IS AVAILABLE AT <https://www.milsuite.mil/book/docs/DOC-635623>).

3.C.4.F. (U) UNITS REVIEW OFFICER RÉSUMÉS AND SEEK DESIRED TALENT REFLECTED IN THEIR KSB-P.

3.C.4.G. (U) USING AIM2, UNIT COMMANDERS PRIORITIZE THEIR REQUIREMENTS NUMERICALLY FROM NUMBER ONE, UNTIL LIST EXHAUSTION TO DEMONSTRATE THE COMMAND'S PRIORITIES.

3.C.4.H (U) UNITS CONTACT OFFICERS THAT MATCH DESIRED KSB-P AND CONDUCT INTERVIEWS, IF DESIRED.

3.C.5. (U) ARMY TALENT MANAGEMENT TASK FORCE (ATMTF).

3.C.5.A. (U) DEVELOP BUSINESS RULES GOVERNING THE ATAP. (SEE ANNEX A).

3.C.5.B. (U) DEVELOP BREVET PROMOTION BUSINESS RULES. COORDINATE WITH PROPONENTS/INSTALLATIONS PARTICIPATING IN THE FIRST ITERATION TO DEVELOP A LIST OF CRITICAL POSITIONS OF IMPORTANCE TO THE ARMY'S CURRENT AND FUTURE MISSIONS FOR SECARMY APPROVAL. THE FIRST ITERATION FOR BREVET PROMOTION AUTHORITY IS SCHEDULED FOR THE SUMMER 2020 (20-02) ASSIGNMENT CYCLE. (SEE ANNEX B).

3.C.5.C. (U) CONDUCT AN ANALYSIS TO ASCERTAIN THE TYPE OF CAREER COUNSELING CAPABILITY AND CAPACITY THE ARMY REQUIRES TO IMPLEMENT TALENT MANAGEMENT PRINCIPLES. (SEE ANNEX C).

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3.C.5.C.1. (U) FOCUS OF ANALYSIS:

- TYPE OF CAREER COUNSELING REQUIRED (MASTERS DEGREE, BACHELORS DEGREE, ADDITIONAL DUTY)
- TYPE OF COUNSELOR DESIRED (MILITARY, GOVERNMENT SERVICE CIVILIAN, CONTRACTOR)
- TARGET POPULATION AND TIMELINE FOR ENGAGEMENT

3.C.5.C.2. (U) ANALYSIS PARTICIPANTS:

- ATMTF (ASSESSMENTS, DEVELOP, RETAIN, DATA/AI)
- HUMAN RESOURCES COMMAND
- OFFICE OF ECONOMIC AND MANPOWER ANALYSIS
- COMBINED ARMS CENTER
- ARMY RESEARCH INSTITUTE
- SOLDIER SUPPORT INSTITUTE
- WEST POINT DEPARTMENT OF BEHAVIORAL SCIENCES AND LEADERSHIP

3.D. (U) COORDINATING INSTRUCTIONS.

3.D.1. (U) EFFECTIVE DATE. HQDA EXORD 145-19 IS EFFECTIVE IMMEDIATELY.

3.D.2. (U) ATAP BUSINESS RULES WILL PROVIDE GUIDANCE ON IMPLEMENTATION FOR THE SUMMER 20-02 PERSONNEL ASSIGNMENT CYCLE. THE INTENT OF ARMY SENIOR LEADERSHIP (ASL) IS FOR THE ARMY TO EMBRACE TALENT MANAGEMENT BY TRUSTING UNIT COMMANDERS TO SELECT THEIR PEOPLE AND EMPOWERING OFFICERS TO CHART THEIR OWN CAREERS. THIS WILL REQUIRE THE ARMY TO CHALLENGE LEGACY PERSONNEL MANAGEMENT PRACTICES AND GUIDANCE. THERE ARE SIX PRINCIPLES AND FOUR ESSENTIAL CHARACTERISTICS THAT DEFINE ATAP AND WILL ALLOW THE REGULATED MARKETPLACE TO PRODUCE OPTIMAL OUTCOMES FOR PARTICIPATING UNITS AND OFFICERS. (SEE ANNEX A)

3.D.2.A. (U) PRINCIPLES:

3.D.2.A.1. (U) EVERY OFFICER IS IN ATAP AND SELF-PROFESSES THEIR TALENT INFORMATION USING AIM2.

3.D.2.A.2. (U) EVERY UNIT IS IN ATAP, ADVERTISES AND DESCRIBES THEIR ORGANIZATIONAL VACANCIES, AND COMMANDERS ACTIVELY PARTICIPATE IN THE HIRING PROCESS USING AIM2.

3.D.2.A.3. (U) READINESS DETERMINES WHICH POSITIONS ARE IN ATAP AND AVAILABLE FOR FILL.

3.D.2.A.4. (U) EVERY JOB IS FILLED THOUGH ATAP USING AIM2; UNITS PROVIDE THE DATA TO TURN A VACANCY INTO A JOB.

3.D.2.A.5. (U) READINESS, PROFESSIONAL DEVELOPMENT, AND ARMY SENIOR LEADER GUIDANCE DETERMINE THE ELIGIBILITY RULES FOR ASSIGNMENTS.

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3.D.2.A.6. (U) ATAP OPERATES WITH INCREASED TRANSPARENCY AND, IF THE MARKET FAILS, OPMD, HRC CLEARS THE MARKET WITH AN EMPHASIS ON OFFICER AND UNIT PREFERENCES.

3.D.2.B. (U) CHARACTERISTICS:

3.D.2.B.1. (U) THICK – CONTAINS NUMEROUS AND PROPORTIONATE AMOUNT OF UNIT POSITIONS TO OFFICERS TO PRODUCE OPTIMAL OUTCOMES FOR BOTH PARTICIPANTS. THIS CREATES COMPETITION AND INCREASES CHANCES FOR AN ASSIGNMENT MATCH.

3.D.2.B.2. (U) FAST – UTILIZES A SYSTEM THAT IS EASY TO USE, CUSTOMIZABLE, AND FILTERABLE, PERMITTING OFFICERS AND UNITS TO QUICKLY SORT THROUGH HUNDREDS OF RESUMES OR JOB DESCRIPTIONS TO FOCUS ON THE GROUP OF CANDIDATES OR ASSIGNMENTS THAT ARE MOST DESERVING OF THEIR ATTENTION.

3.D.2.B.3. (U) SMART – GOVERNED BY BUSINESS RULES THAT PROVIDE THE RIGHT INCENTIVES FOR ALL PARTICIPANTS.

3.D.2.B.4. (U) TRANSPARENT – PARTICIPANTS HAVE ACCESS TO ASSIGNMENT AND CANDIDATE INFORMATION, AND UNDERSTAND THE BUSINESS RULES THAT SHAPE HOW OFFICERS MATCH TO JOBS.

3.D.2.C. (U) HIRING WILL OCCUR AT THE DMSL LEVEL. ATAP IS BINDING AT THE DMSL LEVEL FOR NINE (9) MONTHS. HIRING SLATES WILL BE COORDINATED BETWEEN DMSL AND DML DURING THE SET THE MARKET AND EXECUTE THE MARKET PHASES. THE DML AUTHORITY WILL PERSONALLY APPROVE THE SLATE. MOVES OUT OF THE DMSL WITHIN THE INITIAL NINE (9) MONTH TIME PERIOD ARE AUTHORIZED ONLY IN EXCEPTIONAL CIRCUMSTANCES AND MUST BE APPROVED BY THE DML COMMANDER (NON-TRANSFERABLE). THE ARMY GOAL FOR HONORED MATCHES AT DMSL IS 90% FOR THE FIRST NINE (9) MONTHS OF THE ATAP PRODUCED ASSIGNMENT. THE NUMBER OF BROKEN MATCHES FROM DMSL WILL BE TRACKED AND JUSTIFIED. IF THE UNIT NUMBERS ARE LARGER THAN 10%, THEY WILL HAVE TO BE BRIEFED TO THE ASA(M&RA) AND CSA. (NOTE: FOR AN AVERAGE BDE WITH APPROXIMATELY 40-45 MOVERS IN A SUMMER CYCLE, THE BDE COULD BREAK FOUR (4) MATCHES BEFORE BRIEFING THE ASA(M&RA) AND CSA.)

3.D.3. (U) BREVET PROMOTIONS: THE BREVET PROMOTION PROGRAM IS INTENDED TO ALLEVIATE CRITICAL SHORTAGES OF OFFICERS WHILE LEVERAGING THE TALENTS OF JUNIOR OFFICERS. (SEE ANNEX B).

3.D.3.A. (U) THE ARMY INTENDS TO LIMIT BREVET PROMOTIONS TO AN ANNUAL CAP OF 770 (O3-O6) POSITIONS THAT HAVE BEEN DEEMED CRITICAL. THE ARMY G1 WILL PROVIDE A LIST OF APPROXIMATELY 200 SECRETARY OF THE ARMY APPROVED CRITICAL POSITIONS FOR SUMMER 20-02 MOVEMENT CYCLE. (SEE APPENDIX 1 TO ANNEX B).

3.D.3.B. (U) COMMANDERS AND OFFICERS WILL INTERACT IN THE ATAP TO DEMONSTRATE KSB-P FOR SPECIFIC POSITIONS FROM THE INDIVIDUAL OFFICER

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PERSPECTIVE, AND TO INDICATE OFFICERS WHO ARE BEST QUALIFIED AND A BEST FIT FOR BREVET PROMOTION FROM THE COMMANDER'S PERSPECTIVE.

3.D.3. (U) CAREER COUNSELING: CAREER COUNSELING IS A MULTI-DISCIPLINED TALENT MANAGEMENT PRACTICE FOCUSED ON INDIVIDUAL DEVELOPMENT, TALENT OPTIMIZATION AND EMPLOYMENT OF ARMY OFFICERS. CAREER COUNSELORS ALSO ENABLE THE ARMY TO ALIGN TALENT AND ENSURE SUPERIORITY FOR THE FUTURE FIGHT. (SEE ANNEX C).

3.D.3.A. (U) CAREER COUNSELING WILL BE A PRINCIPAL INSTRUMENT IN FACILITATING ARMY ORGANIZATIONAL CULTURE CHANGE, AND TALENT MANAGEMENT INTEGRATION. THE DISCIPLINE OF CAREER COUNSELING WILL ENABLE THE ARMY TO ILLUMINATE TALENT, AND SUBSEQUENTLY OPTIMIZE TEAM BUILDING WITH PEOPLE ANALYTICS, IN A DATA-RICH ENVIRONMENT.

3.D.3.B. (U) ARMY CAREER COUNSELING PRINCIPLES:

- SHIFTS TO AN INDIVIDUAL FOCUS RATHER THAN THE HISTORIC INSTITUTIONAL FOCUS
- INFORMED BY ASSESSMENT DATA WITH CONTEXT PROVIDED BY PSYCHOLOGICAL EXPERTISE
- OFFICER CONTROLS WHO GETS TO SEE THE DATA
- THE ARMY OWNS THE ANONYMOUS AGGREGATE DATA FOR TREND ANALYSIS AND INFORMED DECISION MAKING BY ASL.

3.D.4. (U) TRAINING.

3.D.4.A. (U) AIM2 MER TRAINING. HRC-OPMD WILL CONDUCT TRAINING FOR AC UNIT STRENGTH MANAGERS ON THE AIM2 MER AHEAD OF IT OPENING. HRC WILL PUBLISH A STRATCOM MESSAGE WITH A LINK FOR SESSION TIMES AND ACCESS INFORMATION. <https://www.milsuite.mil/book/docs/DOC-584295>.

3.D.4.B. (U) AIM2 KSB-P TRAINING. ATMTF WILL CONDUCT AIM2 KSB TRAINING WITH S1/G1 STRENGTH MANAGERS AHEAD OF THE MER. ATMTF WILL PUBLISH A STRATCOM MESSAGE WITH A LINK FOR SESSION TIMES AND ACCESS INFORMATION. ATMTF WILL CONDUCT TRAINING VIA DCS AT <HTTPS://CONFERENCE.APPS.MIL/WEBCONF/ATMTFEMPLOY> VISIT THE FOLLOWING LINK FOR MORE INFORMATION AND PRODUCTS **MAXIMIZE THE POWER OF AIM2 KSB-P FOR YOUR RESUME** <https://www.milsuite.mil/book/docs/DOC-635623>.

OR MAXIMIZE THE POWER OF AIM2 KSB-P FOR YOUR UNIT VACANCIES
<https://www.milsuite.mil/book/docs/DOC-635624>.

3.D.4.C. (U) AIM2 MARKETPLACE TRAINING. HRC-OPMD WILL CONDUCT TRAINING FOR AC UNIT STRENGTH MANAGERS ON THE AIM2 MARKETPLACE AFTER THE MER. HRC WILL PUBLISH A STRATCOM MESSAGE WITH A LINK FOR SESSION TIMES AND ACCESS INFORMATION. <https://www.milsuite.mil/book/docs/DOC-609865>.

3.D.4.D. (U) AIM2 MARKETPLACE 101. PROVIDES SIMPLE INSTRUCTIONS AND TIPS TO MAKE THE MOST OF AIM2 INCLUDING HOW TO FILTER INFORMATION, FIND GOOD POINTS OF CONTACT FOR BOTH OFFICERS AND UNITS, AND SHARE SPECIAL

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ASSIGNMENT CONSIDERATIONS WITH YOUR ASSIGNMENT OFFICER. VISIT THE FOLLOWING LINK FOR VIDEO:

[HTTPS://AIM.HRC.ARMY.MIL/PORTAL/OFFICER/PORTAL.ASPX](https://aim.hrc.army.mil/portal/officer/portal.aspx)

3.D.4.E. (U) ATAP. PROVIDES AN INTRODUCTION TO THE ATAP AND THE ARMY'S GOAL OF INTRODUCING A DECENTRALIZED MARKET-STYLE APPROACH TO HOW THE ARMY ALIGNS OFFICERS WITH JOBS BASED ON PREFERENCES. VISIT THE FOLLOWING LINK FOR VIDEO: [HTTPS://VIMEO.COM/341854451/8E1F7ED9DC](https://vimeo.com/341854451/8E1F7ED9DC)

3.D.5. (U) HRC-OPMD WILL MEASURE UNIT METRICS IN AIM2 IN THE FOLLOWING WAYS:

3.D.5.A. (U) UNIT AIM2 INFORMATION PAGES. THE PRIMARY METRICS FOR MEASURING UNIT PAGE COMPLETION ARE; 1) IF THE UNIT HAS INFORMATION IN EVERY PORTION OF THE UNIT PAGE; AND 2) HOW RECENTLY THE PAGE WAS UPDATED. UNIT METRICS STATUS WILL BE CONVEYED TO ARMY SENIOR LEADERSHIP.

3.D.5.B. (U) MER. THE PRIMARY METRICS FOR UNITS COMPLETING THE MER (FED LIVE IN AIM2) ARE; 1) STAFFING; 2) CLARIFYING DATA FOR THE REQUISITION (DUTY TITLES, PARAGRAPH AND LINE NUMBERS); AND 3) JOB-LEVEL DATA (DUTY DESCRIPTIONS, KSB-P, AND INCUMBENT). THE GOAL IS THAT EVERY JOB HAS A STAFFING ENTRY, AND THAT ALL THE JOBS UNITS WANT FILLED) HAVE A PRIORITIZATION IN TERMS OF ACMG, DUTY TITLE, PARAGRAPH AND LINE NUMBER, DUTY DESCRIPTION (AT LEAST ONE SENTENCE LONG), KSB-P, AND INCUMBENT.

3.D.5.C. (U) MARKET PARTICIPATION: THE PRIMARY METRIC FOR MEASURING MARKET PARTICIPATION IS THE "BREADTH" OF PARTICIPATION: ON WHAT PERCENT OF MARKETED ASSIGNMENTS DID THE UNIT SUBMIT A PREFERENCE FOR AT LEAST ONE OFFICER? THE GOAL IS 100 PERCENT. THE SECONDARY METRIC FOR MEASURING MARKET PARTICIPATION IS THE "DEPTH" OF PARTICIPATION: ON WHAT PERCENT OF AVAILABLE OFFICERS FOR EACH ASSIGNMENT DID THE UNIT SUBMIT A PREFERENCE? A GOOD DEPTH IS 10 PERCENT OF AVAILABLE OFFICERS. ADDITIONALLY, HRC WILL TRACK UNIT RANK ORDERING OF THE OFFICERS IT POSITIVELY PREFERENCES (AS PART OF BREADTH AND DEPTH).

4. (U) SUSTAINMENT. N/A.

5. (U) COMMAND AND SIGNAL.

5.A. (U) THE HQDA DCS, G-1 DIRECTOR, MILITARY PERSONNEL MANAGEMENT IS DESIGNATED AS THE LEAD AGENCY FOR HQDA EXORD 145-19 (FY19-20 ATAP).

5.A.1. (U) THE HQDA DCS, G-1 (DAPE-MPE) IS THE PROPONENT FOR HQDA EXORD 145-19 (FY19-20 ATAP).

5.A.2. (U) HRC IMPLEMENTS PROPONENT POLICY FOR THE HQDA DCS, G-1.

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5.B. (U) THE HQDA DCS, G-3/5/7 IS THE PROPONENT FOR ARMY MANNING PRIORITIES AND OPERATIONAL MISSION REQUIREMENTS AND SERVES AS THE OVERALL EXCEPTION AND WAIVER AUTHORITY FOR ANY PRIORITIZATION CHANGES.

5.C. (U) POINTS OF CONTACT FOR THIS MESSAGE:

5.C.1. (U) HQDA DCS, G-1: LTC CAYLA W. KING, DAPE-TMT, COMM: 703-695-3340, EMAIL: CAYLA.W.KING.MIL@MAIL.MIL; AND MAJ PAUL G. LOCKHART DAPE-TMT, COMM: 703-695-3190, EMAIL: PAUL.G.LOCKHART.MIL@MAIL.MIL

5.C.2. (U) HQDA DCS, G-3/5/7 (DAMO-FM): MR. DANIEL EGBERT, DAMO-FMD, COMM: 703-693-3241, EMAIL: DANIEL.J.EGBERT3.CIV@MAIL.MIL; AND MR. GREGORY WICK, DAMO-FMF, COMM: 703-693-2979, EMAIL: GREGORY.J.WICK.CIV@MAIL.MIL.

5.C.3. (U) HQDA DCS, G-3/5/7 (DAMO SS): LTC MARCUS MOSS, DAMO-SSG, COMM: 703-545-1665, EMAIL: MARCUS.L.MOSS.MIL@MAIL.MIL.

5.C.4. (U) HRC OPMD: LTC BRYAN J. BONNEMA, OPMD OFFICER READINESS DIVISION, PLANS & ANALYSIS, AHRC-ORD-P, COMM: 502-613-6483, EMAIL: BRYAN.J.BONNEMA.MIL@MAIL.MIL.

5.C.5. (U) HRC G-3/5: LTC JACOB A. (ANDY) BLANTON, HRC G-3/5 READINESS, AHRC-PLR, COMM: 502-613-4414, EMAIL: JACOB.A.BLANTON2.MIL@MAIL.MIL; AND MR. BRIAN D. SLACK, HRC G-3/5 READINESS, AHRC-PLR, COMM: 502-613-4207, EMAIL: BRIAN.D.SLACK.CIV@MAIL.MIL.

6. (U) THE EXPIRATION DATE OF THIS MESSAGE IS 30 SEPTEMBER 2020.

OFFICIAL

CHARLES A. FLYNN
LIEUTENANT GENERAL, GS
DEPUTY CHIEF OF STAFF, G-3/5/7

ATTACHMENTS:

ANNEX A – MEMORANDUM OF INSTRUCTION (MOI) FOR ATAP MARKETPLACE BUSINESS RULES

APPENDIX 1 TO ANNEX A – MARKETPLACE BUSINESS RULES AND RESPONSIBILITIES

ANNEX B – BREVET PROMOTIONS (TBP)

APPENDIX 1 TO ANNEX B – APPROVED LIST OF CRITICAL POSITIONS FOR BREVET PROMOTION (TBP)

ANNEX C – CAREER COUNSELING (TBP)

ANNEX D – ARMY TALENT ALIGNMENT ALGORITHM (ATAA) GUIDELINES (TBP)

