U.S. ARMY

TALENT MANAGEMENT

OBJECTIVE ASSESSMENTS

ATAF

OPT-OUT

CAP

C3AB

ATAP

DEI

BFAM

WO TM

TM IN PME

CMSP-T

PRT RCT

DACES

DISTRIBUTED WORK

OPT-IN

BREVET

DIRECT COMMISSION

ACP

TBCA

1SG TAA

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."

Contents

Talent wins. Winning matters.

Major Milestones

August 2018
NDAA 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 Managment 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

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

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

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

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

October 2021
CAP23 expands to assess candidates, including BCAP, LTC/GS-14 Aquisition 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 Assesment 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 Aquisition 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 Initative 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.

Proponent Analysis

Establish Knowledge, Skills & Behaviors

Job Analysis Survey

Task Crosswalk

Job Analysis aims:

- 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

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
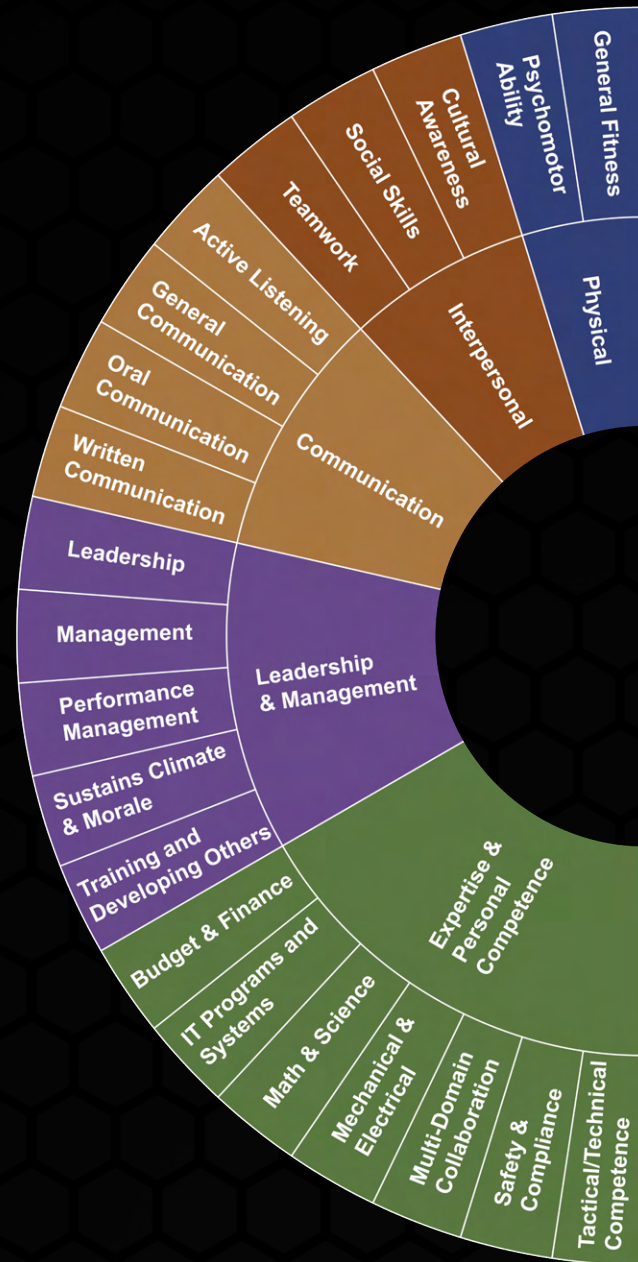
Active Listening

- Active Listening

General Communication

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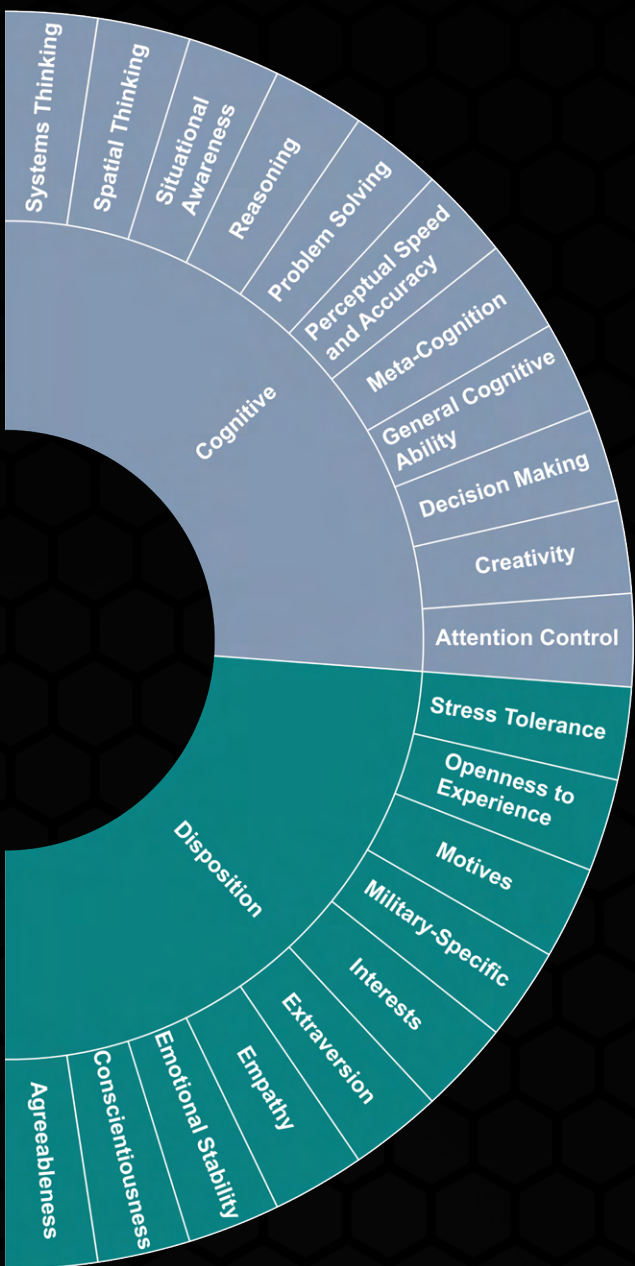- Language Learning Ability

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

General Fitness
- Body-Kinesthetic
- Health and Fitness Orientation
- Physical Endurance
- Physical Strength
- Physically Fit
- Swimming

Psychomotor Ability
- Balance
- Control Precision
- Coordination
- Reaction Time

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 Managment 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 Initative 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.
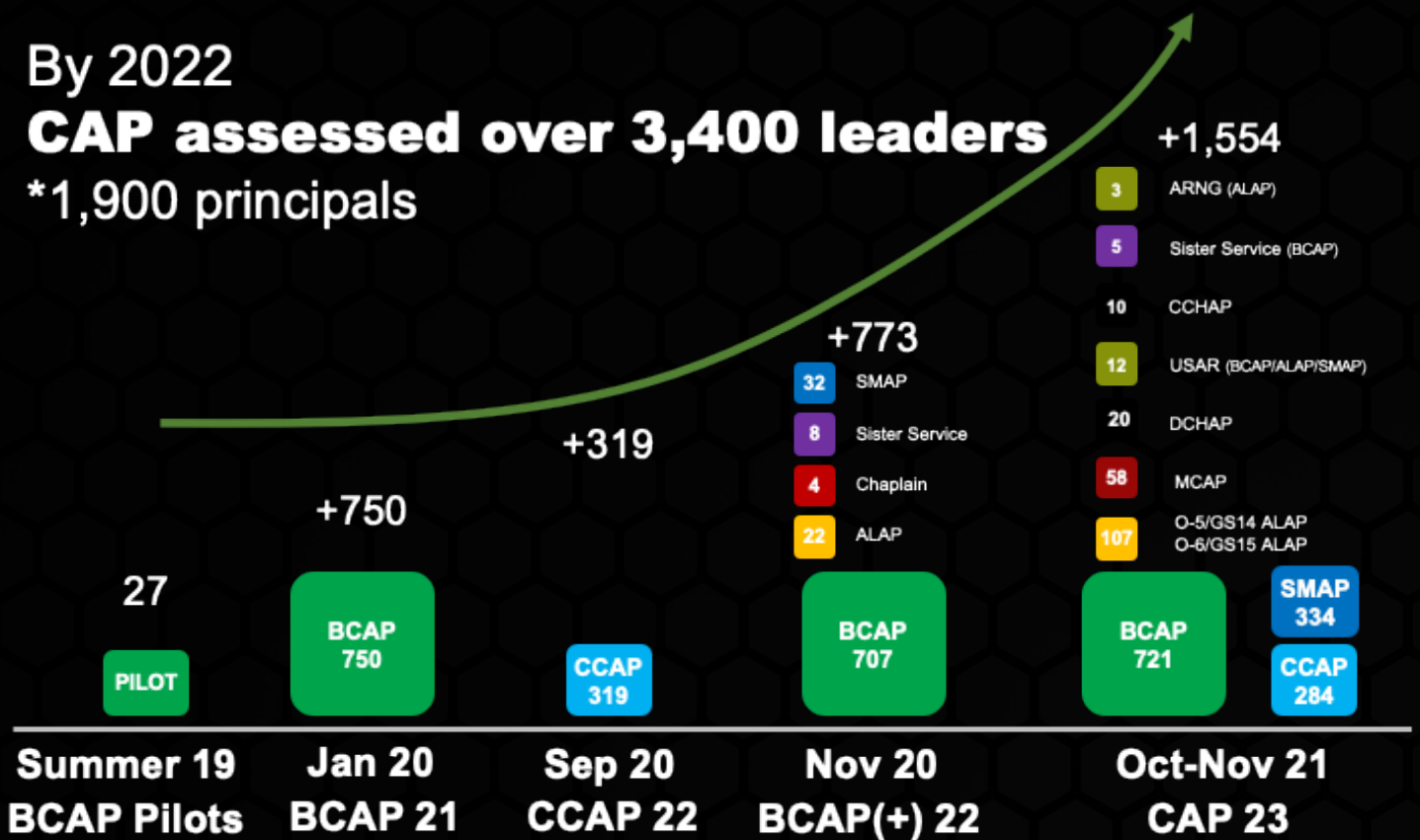
Command Assessment Program

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

+1,554

3	ARNG (ALAP)
5	Sister Service (BCAP)
10	CCHAP
12	USAR (BCAP/ALAP/SMAP)
20	DCHAP
58	MCAP
107	O-5/GS14 ALAP O-6/GS15 ALAP

+773

32	SMAP
8	Sister Service
4	Chaplain
22	ALAP

+319

+750

27

PILOT

BCAP 750

CCAP 319

BCAP 707

BCAP 721

SMAP 334

CCAP 284

Summer 19 BCAP Pilots	Jan 20 BCAP 21	Sep 20 CCAP 22	Nov 20 BCAP(+) 22	Oct-Nov 21 CAP 23

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

CSL Board

+

Command Assessment Program
Phase 2
Assess mulitple talent vectors
2020 & beyond

Psychometric & Potential

Verbal Communication Evaluation

Operational Psychological Interview

Written Communication Assessments

Peer Feedback

Height/Weight & Physical Fitness

Height/Weight is screening event only

Subordinate Feedback

Observed Behavior Exercise

Army Comprehensive Talent Interview

Panel considers all assessment results

=

CSL Approval
Phase 3

PRODUCES:
Performance Score & Invitation to CAP

+

PRODUCES:
Additional Scored Variables & Readiness for Command

=

PRODUCES:
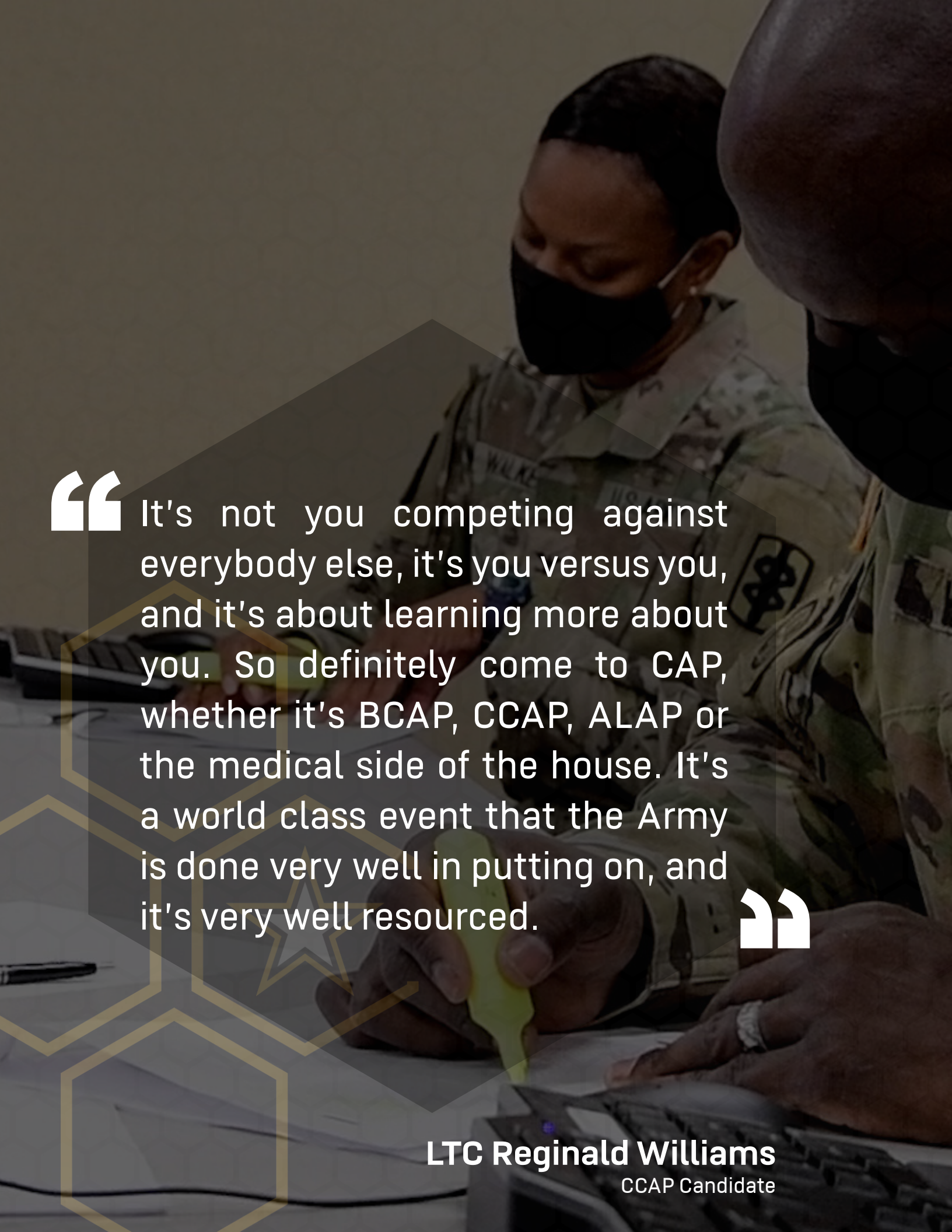**Centralized Selection List & Slating**

⬡ 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 collectected 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**
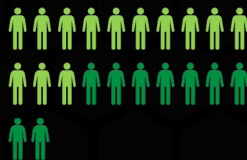
BCAP23

Invitation List   **Centralized Selection List**

COL | Army Competetive Category

284 Officers attended

101 Remained Principals

11 Alternates moved up

24 Not Yet Ready for Command

LTC | Army Competetive Category

721 Officers attended

306 Remained Principals

40 Alternates moved up

28 Not Yet Ready for Command

10 Invitation Principal Candates

10 Invitation Alternate Candidates

10 Opted-out of Attending

10 Found Not Yet Ready for Command

Peer & Subordinate Feedback

94,193
responses
m a j o r i t y
overwhelmingly
Positive

Looks for
- Leader attributes
- Comptetencies
- 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
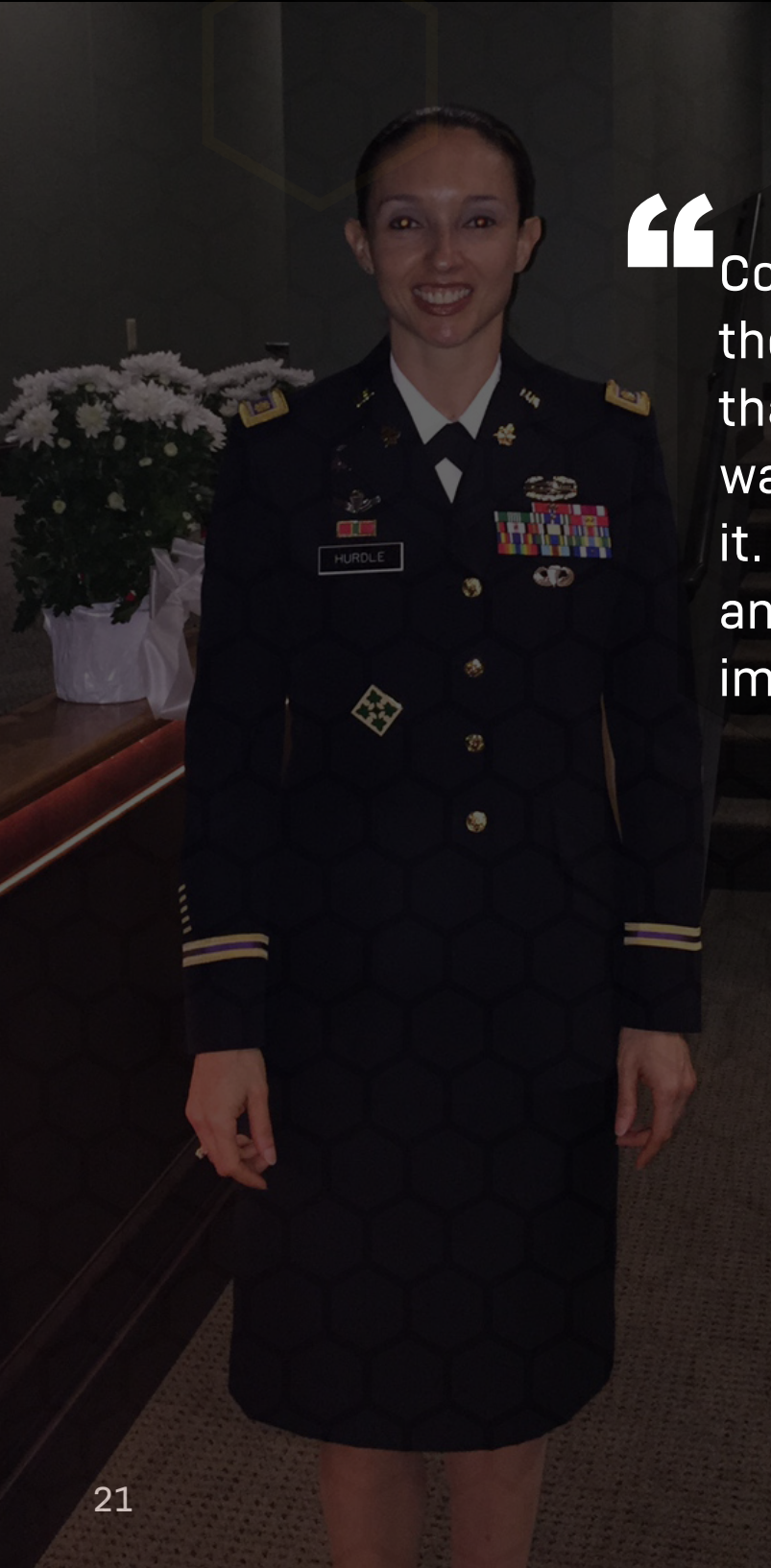**7** Slots available

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 particant
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.
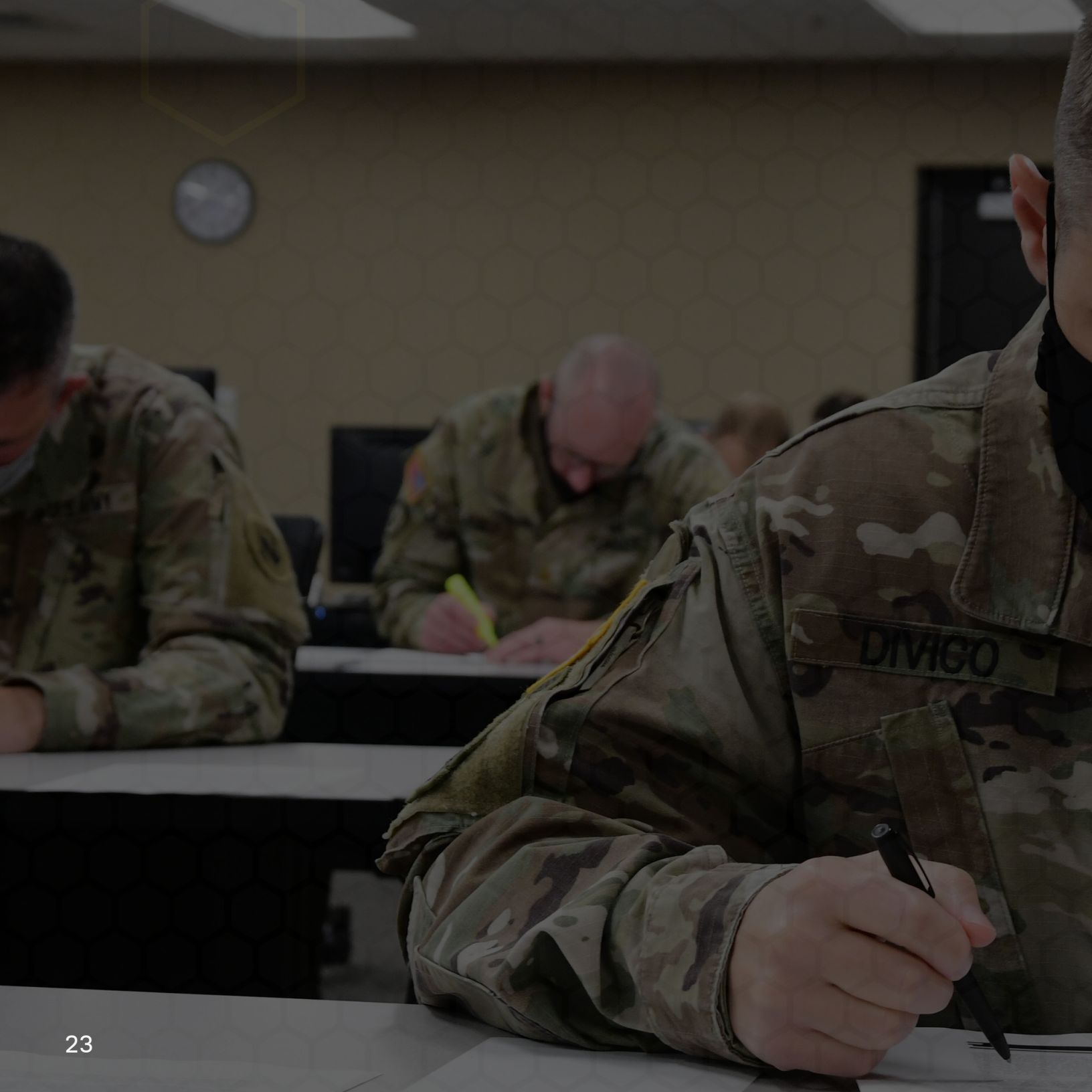
Best Fit Assessment for Majors

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.