



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.

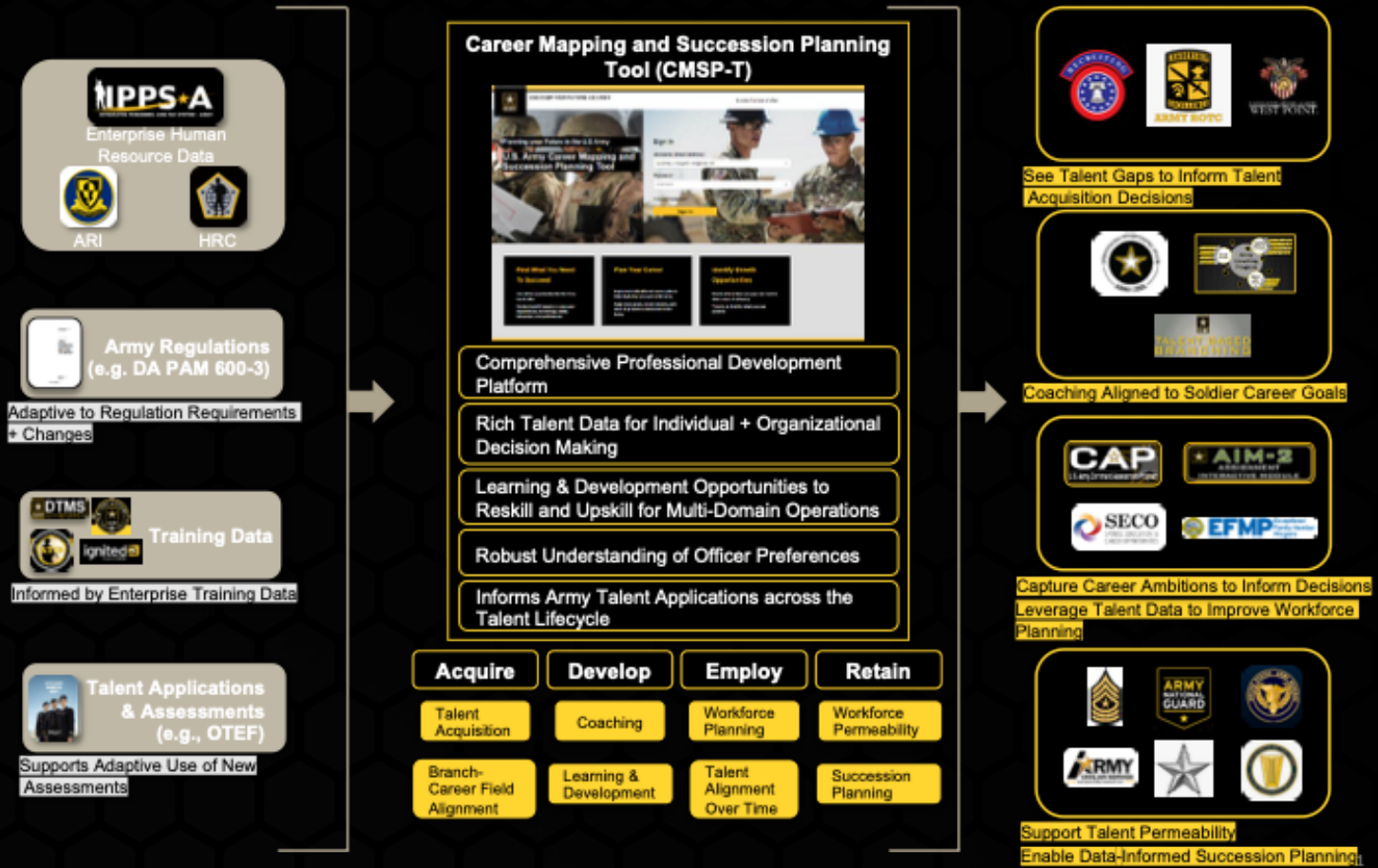
EATAP is currently being spearheaded by Human Resources Command.



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
- 

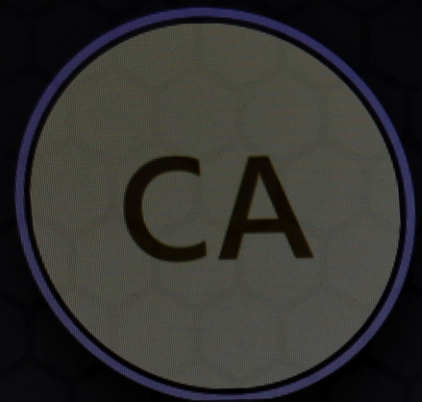
The pandemic created a natural experiment for distributed work (e.g. telework or remote work). Pre-pandemic, there were limited opportunities for Army personnel to telework.

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

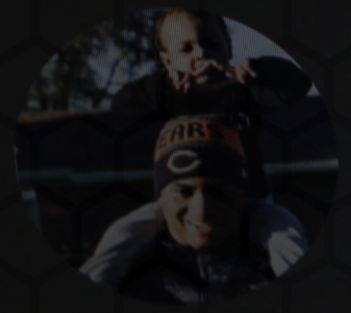
The Army Talent Management Task Force is examining potential policy changes that can be recommended to provide a distributed work policy that applies to Army service members.

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

Recording has started



007 230 (USARMY 516 SIG BDE (USA))



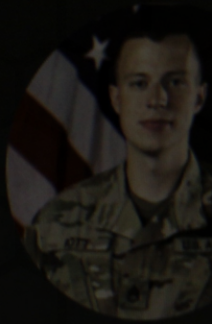
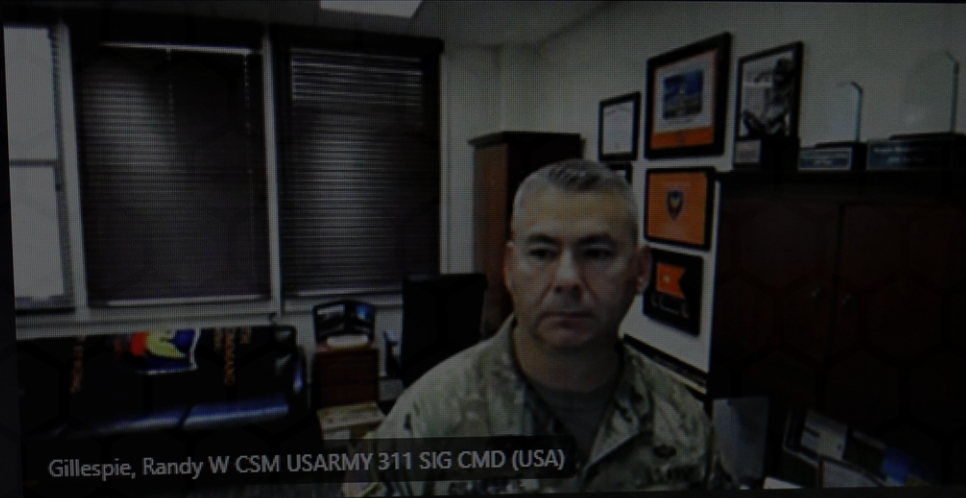
007 230 (USARMY 516 SIG BDE (USA))

Distributed Work

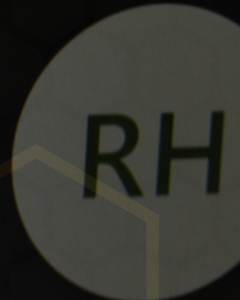
Meeting in General

Request control

ed. This meeting is being recorded. By joining, you are giving consent for this meeting to be recorded. [Privacy policy](#)



Hancock, Roger W Jr SSG USARMY 528 SUST BDE (USA)



Hancock, Roger W Jr SSG USARMY 528 SUST BDE (USA)



Hancock, Roger W Jr SSG USARMY 528 SUST BDE (USA)

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.

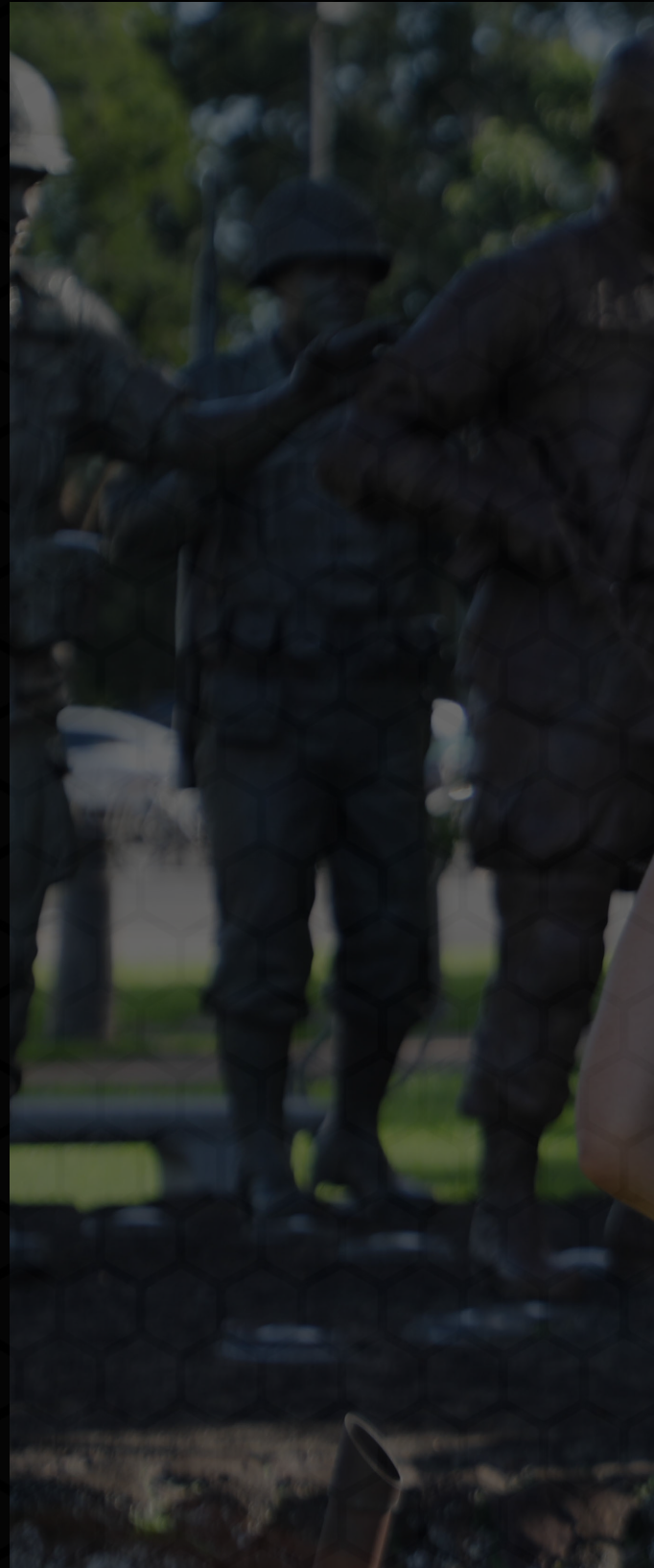
60 of 74

Officers Approved & Senate Confirmed

as of 30 Sept. 2021

There are four primary steps of the Brevet Promotion Process:

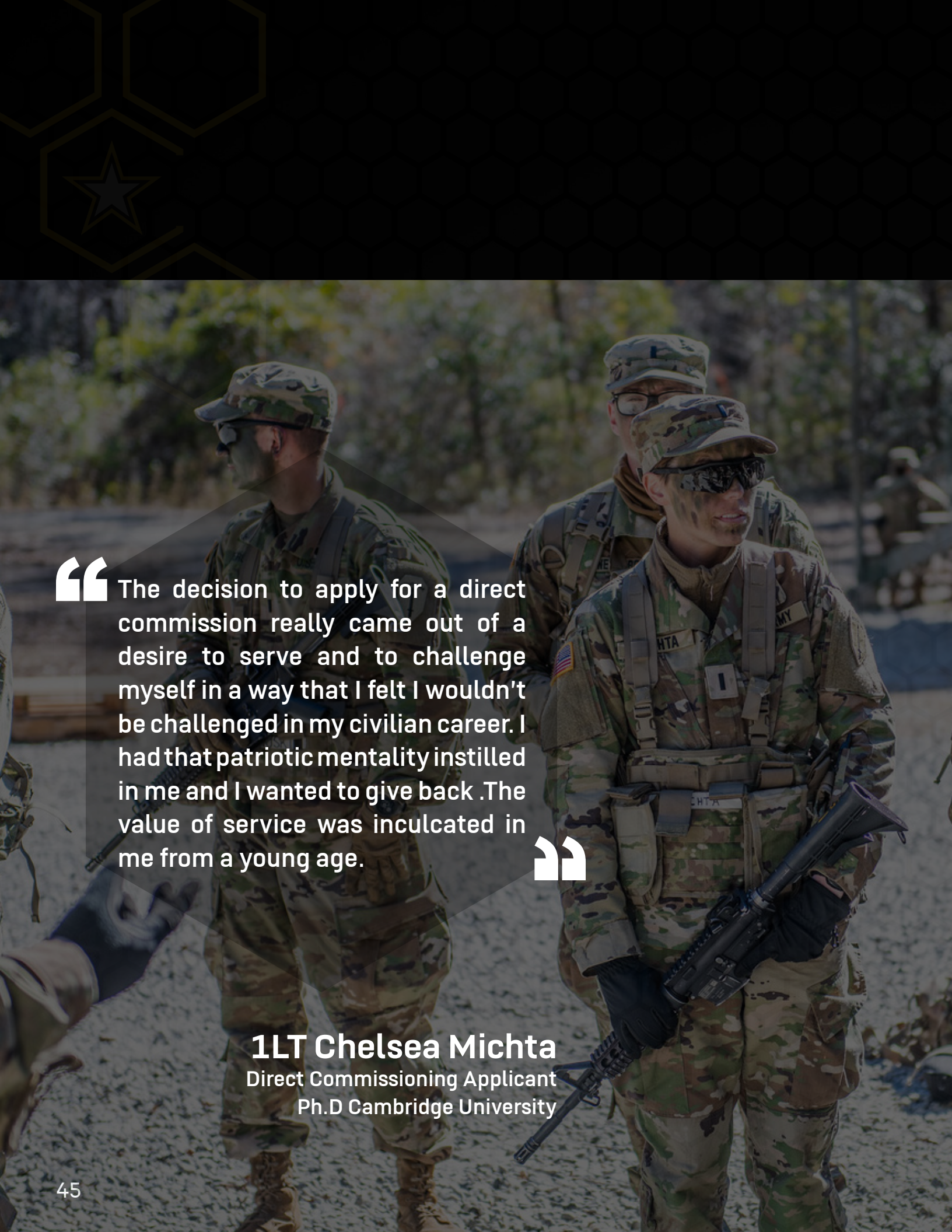
- 1** Commands submit their Critical Position billets for SecArmy Approval.
- 2** Positions are competitively competed for in the ATAP Marketplace as well as within the Commands.
- 3** If Officers of a junior grade are selected for approved Critical Positions, they are nominated for that position.
- 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 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.

