

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 notificaiton 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

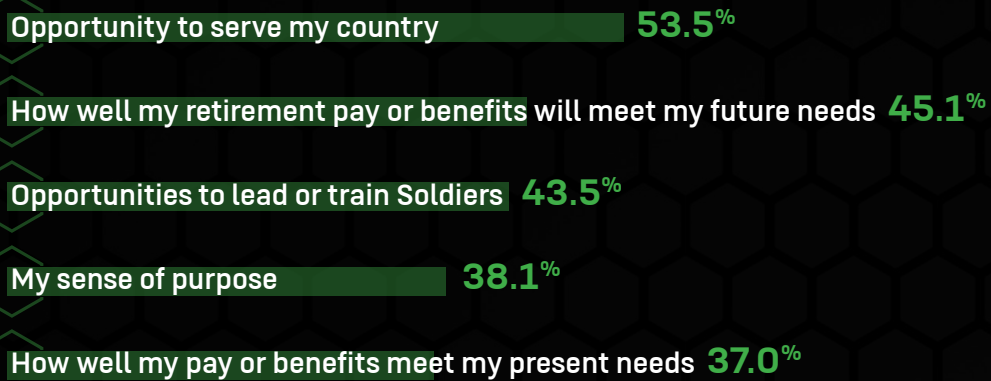
Predictive Retention Toolkit

Department of the Army Career Engagement Survey

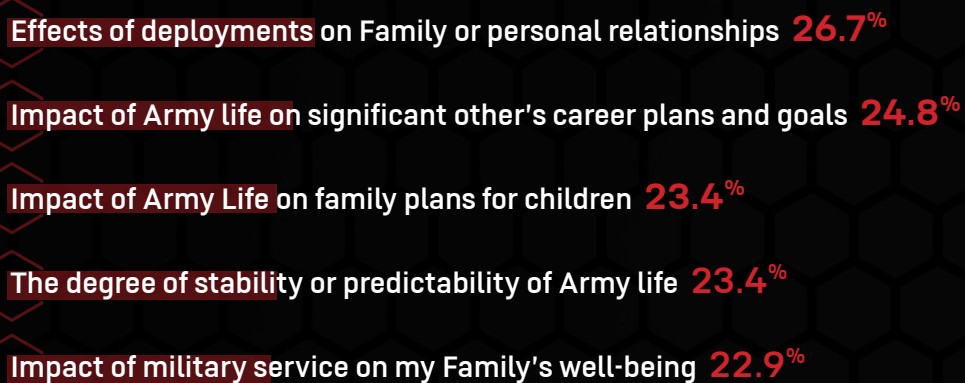
The Department of the Army Career Engagement Survey (DACES) annually assesses aspects of service member retention in order to build awareness on force inclinations, inform retention policy, improve personnel satisfaction, and expand predictive capability for talent management.

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	Office of Talent Mangement for the Surgeon General
Army Analytics Group	Office of the Chief of Army Reserve
Army Digital Media Division	Office of the Chief of Legislative Liaisons
Army Multimedia and Visual Information Directorate	Office of the Chief of Public Affaris
Army Research Institute	Office of the Deputy Chief of Staff of the Army for Personnel
Army Science Board	Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs
Army University	Production Acquisition Division
Centers of Excellence	Research Facilitation Laboratory
Center for Army Profession and Leadership	United States Military Academy
Combined Arms Center	U.S. Army Cadet Command
Colonel Officer Manpower Division	U.S. Army Enterprise Marketing Command
Defense Media Activity	U.S. Army Futures Command
Director of Military Personnel Management	U.S. Army Forces Command
Enlisted Personnel Mangement Division	U.S. Army Garrison, Fort Knox
General Officer Mangement Division	U.S. Army Human Resources Command
Joint Staff J1	U.S. Army Recruiting Command
Mission Command Center of Excellence	U.S. Army Special Operations Command
National Guard Bureau	U.S. Army Training and Doctrine Command
Office of Economic and Manpower Analysis	U.S. Army War College
Office of People Analytics	Countless Units, Soldiers, and Army Civilians
Officer Perosnnel Mangement Division	

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.