

Talent Management Concept of Operations for Force 2025 and Beyond



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Foreword

The U.S. Army is world renowned for its ability to develop leaders and produce action-oriented people with valuable skills. This ability produces a competitive advantage for the Nation. For over 30 years, however, the manner in which the Army conducts personnel management has gone largely unchanged while the geopolitical and technological environments have changed with unprecedented speed. Although the Army's industrial-aged personnel management system is adequate today, it will not support the Army's needs in 2025 and beyond. Our senior civilian leaders within the Department of the Army and the Department of the Defense recognize this and are calling for a human capital management transformation that will enable our effort to meet future strategic challenges more effectively. American history is filled with examples of military services ignoring indicators that change was needed, resisting reforms due to parochialism or cultural inertia, and forfeiting the initiative to change voluntarily. At times this has forced civilian political leaders to dictate change. The 1986 Goldwater-Nichols Act is a prime example. The Army can choose to shape and lead the coming transformation in human capital management or it can wait, react, and follow.

For 2025, we must optimize the human performance of every Soldier and Civilian in the Army Total Force and build cohesive teams of trusted professionals who thrive in ambiguity and chaos. To fulfill this mandate, we must also optimize talent management through work force planning and the acquisition, employment, development, and retention of Army Professionals. As we build better teams comprised of the right individuals, we improve the Army. The principles and functions described in this concept of operations are not intended to address symptoms or second-order problems. Instead, they are designed to support a holistic transformation by establishing the foundation required to implement and sustain the policies and practices that will optimize talent management. This includes building an Integrated Talent Management Enterprise with a single leader, or executive integrator, at the flag officer level to ensure unity of effort. The Army requires a comprehensive Talent Management Strategy for Force 2025 and Beyond. This concept of operations will inform the development of that strategy.



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Executive Summary

The strategic environment poses challenges that necessitate organizational change within the Army. The most reliable insurance against an uncertain future is a sustained investment in the human dimension of combat power. Therefore, the Army will optimize the talent management of all Army Professionals and teams for their mutual benefit so they can thrive and win in a complex world.

The fundamental purpose of this concept of operations is to inform the development of an Army Talent Management Strategy by describing the overarching concept of talent management principles and functions. *Talent* is the unique intersection of skills, knowledge, and behaviors in every person. *Talent management* involves integrating various activities to generate a positive, synergistic effect on organizational outcomes and harness individual aptitudes for the mutual benefit of the individual and the organization. **Talent management is a required capability that impacts readiness.**

Present day personnel systems will be inadequate to support *Force 2025 and Beyond*. The FY15 Capability Needs Analysis identified three high-risk capability gaps related to talent management. A comprehensive study by the Army Science Board found that personnel management is distributed, siloed, and lacks unified senior leadership and that workforce planning does not take place beyond the Program Objective Memorandum cycle.

A talent management transformation cannot be derived from the sum of individual initiatives. It requires a holistic, systems approach. The required system must optimize talent management through work force planning and the acquisition, employment, development, and retention of Army Professionals. In order to achieve this vision, the Army Total Force requires an Integrated Talent Management Enterprise that can effectively provide accountability and appropriate authorities, inform resource allocation, and ensure unity of effort in support of talent management principles and functions. This concept of operations sets three goals for talent management transformation:

- a. The Army takes an enterprise approach to talent management with a single authoritative integrator at the executive level responsible for holistic workforce planning and the coordination of talent management functions.
- b. Army talent management principles are embedded within all talent management functions across the Army Total Force and are applied the career lifecycle of all Army Professionals in a manner appropriate to each cohort and career field.
- c. Functional integrators effectively collaborate with all proponents to determine talent management requirements and capability gaps, then facilitate the integration of holistic DOTMLPF-P solutions to close those gaps.

To meet the challenges of 2025, the Army must effectively manage diverse talent for a complex world.

1. Introduction

1.1 Vision

The Army transforms how it acquires, employs, develops, and retains human capital to optimize the talent management of all Army Professionals and teams for their mutual benefit so they can thrive and win in a complex world.

1.2 Purpose

In support of this vision, the U.S. Army Combined Arms Center has developed this *Talent Management Concept of Operations for Force 2025 and Beyond*.

The U.S. Army Operating Concept institutes *Force 2025 and Beyond* (F2025B) as the Army's comprehensive effort for changing and improving land power capabilities in support of the joint force.¹ *The Army Human Dimension Strategy* establishes the development of a F2025B Talent Management Strategy for the Army Total Force as a required key task.² This strategy must establish the talent management principles that will be applied to the core functions of the Army's human capital management enterprise and the career lifecycle of all Army Professionals through a holistic, integrated approach. These core functions are workforce planning, acquisition, development, employment, and retention. This strategy must establish a framework for managing talent management systems and required capabilities. It must identify the ways and means for integrating talent management solutions across doctrine, organization, training, materiel, leadership, personnel, facilities, and policy (DOTMLPF-P) domains. Lastly, an effective talent management strategy must facilitate comprehensive organizational transformation.

“How can we bring in more highly-skilled people and how can we reward those people and promote people not simply on the basis of when they joined but even more and more on the basis of their performance and talent? How can we be that kind of organization?”¹⁰²

*Secretary of Defense
Ashton B. Carter
30 March 2015*

The fundamental purpose of this concept of operations is to inform the development of an Army Talent Management Strategy.

1.3 Scope

As described in TRADOC Pamphlet 71-20-3 *The U.S. Army Training and Doctrine Command Concept Development Guide*, a concept of operations (CONOP) provides context and outlines a broad framework for understanding how to solve an emerging military problem with future capabilities.³

In Chapter 2, this CONOP will outline the compelling reasons why talent management is a required capability by reviewing the needs of the future force. Then in Chapter 3, it will explain why the current system is insufficient to meet these needs by highlighting the findings of several

independent assessments. Chapter 4 will describe a framework for Army talent management based on existing models and literature. Then Chapter 5 will describe the components of an enterprise system for sustaining talent management and addressing the associated gaps in Army capabilities. Finally, Chapter 6 will outline a plan of action for implementation. In short, this CONOP answers five fundamental questions:

- a. Why does the Army need talent management?
- b. Why will the current system be insufficient?
- c. What should Army talent management be?
- d. How should Army talent management function?
- e. What is the way ahead?

This CONOP reinforces continuity of effort by providing an amalgamation of research findings, existing initiatives, and authoritative guidance and then synthesizes them into a useable framework. This CONOP supports:

- *The Army Vision: Strategic Advantage in a Complex World*
- *2014 Army Strategic Planning Guidance (ASPG)*

It is subordinate to:

- TRADOC Pamphlet 525-3-0 *The U.S. Army Capstone Concept (ACC)*
- TRADOC Pamphlet 525-3-1 *The U.S. Army Operating Concept: Win in a Complex World (AOC)*
- TRADOC Pamphlet 525-3-7 *The U.S. Army Human Dimension Concept (AHDC)*

It is informed by:

- *U.S. Army Mission Command Strategy FY 13-19 (AMCS)*
- *Army Leader Development Strategy (ALDS)*
- Army Doctrine Reference Publication 1: *The Army Profession (ADRP1)*

It is nested with:

- *The Army Human Dimension Strategy: Building Cohesive Teams to Win in a Complex World (AHDS)*

2. Strategic Context

2.1 The Strategic Environment



The global security environment is increasingly complex and shaped by several emergent trends: the rise of non-state actors; an increase in hybrid threats; state challenges to the international order; and expanding urbanization.⁴ The acceleration of economic change, shifting generational values, and technological advances are leading to an ever more competitive and interconnected world. Furthermore, progress in cognitive science may revolutionize the way institutions recruit, educate, train, and develop their human capital.⁵ Another important aspect of this environment is fiscal austerity and budget sequestration. Reduced funding for the Army will lead to significant reductions in personnel end-strength, readiness, and investment through 2023.⁶

The threats to U.S. national security we face in this environment are also evolving in unprecedented ways. Now and in the future, a diverse group of adversaries will employ traditional, unconventional, and hybrid strategies that challenge American interests. Threats may emanate from nation states or transnational terrorists, insurgents, and criminal organizations. Enemies will continue to apply advanced as well as simple and dual-use technologies. Enemies will seek to avoid U.S. strengths and disrupt U.S. advantages. Additionally, to accomplish political objectives, enemy organizations may expand operations to the American homeland or subvert our efforts through infiltration. Enemies will operate in cyberspace, leverage social media, and use propaganda and disinformation to rapidly affect public perception.⁷

Taken together, these changes in the strategic environment will increase the value of unique skills and capabilities which span the full range of military operations and challenge previous assumptions that Army forces trained for one set of military missions are adequately trained for all others.⁸ Recent conflicts have reinforced the need to balance the technological focus of Army modernization with an emphasis on the human, cultural, and political continuities of armed conflict.⁹ Therefore, the Army will require enhanced capabilities in the cognitive, physical, and social (CPS) components of the human dimension and must optimize the performance of each Soldier, Civilian, and team. These capabilities are necessary for the future Army to maintain overmatch against its adversaries and win.¹⁰

2.2 Diverse Talent for a Complex World

The nature of the strategic environment requires our Soldiers, Civilians, and teams to possess more nuanced and diverse knowledge, skills, and behaviors (KSBs) than ever before and necessitates optimizing the human performance of Army Professionals in several specific areas.

First, the Nation expects that Army Professionals adhere to the highest standards of conduct in conflict, ensuring ethical and disciplined application of force. They must live the Army Ethic and be professionals of character who are competent and committed.¹¹ Second, decentralized operations in complex environments require adaptive leaders, cohesive teams, and resilient

Soldiers that thrive in conditions of uncertainty.¹² Third, Army Professionals must be able to think broadly about the nature of conflicts and the larger context in which they operate. They need to think critically, developing creative solutions to complex problems.¹³ Fourth, Army Professionals must possess social intelligence and leverage cross-cultural expertise to operate among populations, promote regional security, and be interoperable with other military services, government agencies, and partner nations.¹⁴ Furthermore, the effective practice of Mission Command also requires new and different KSBs be inculcated across the Army Total Force because the mission command philosophy represents an intellectual and cultural shift for the Army.¹⁵



To ensure cohesive teams of Soldiers and Army Civilians practice mission command and produce solutions to complex human problems that are ethically right, tactically sound, and strategically appropriate, the Army must change the way it recruits, trains, educates, and manages its human capital.^{16,17}

2.3 Talent Management Requirements

To meet the demands of the global security environment, the Army's senior leaders have described their vision for the Army of 2025 and beyond and established strategic priorities for the Army of today. Talent management is an implicit component of the ways and means required to achieve this vision and support these priorities. *The Army Vision* states:

Improving our agility begins with **changing how we recruit, develop, manage, and train personnel**. We will need a whole-of-Army recruitment and retention strategy and must commit to personnel policies that better develop and manage Soldiers and Army Civilians in order to optimize individual performance.¹⁸

To support the vision and priorities established by Army leadership, the Army's Training and Doctrine Command (TRADOC) has developed numerous concepts and strategies of which talent management is an integral part. *The Army Human Dimension Concept* focuses on human performance optimization and provides ideas that would help synchronize and integrate personnel policies with training, education, technology, and social science efforts to provide the Army a dynamic competitive advantage.¹⁹ The AHDC identifies 16 key required capabilities. Over half of these required capabilities are related to talent management. These requirements include:

- “Future Army organizations require the capability to **manage individual talent throughout the lifecycle through an integrated approach** leveraging accessions, retention, professional development, and assignment strategies to ensure optimal employment of all members of the Army Profession.”²⁰

- “Future Army organizations require the capability to use **cognitive, physical, and social assessments** that measure abilities and accurately predict future success of members of the Army Profession to implement **enhanced talent management** so the right person receives the right career assignment (to include training and education) at the right time.”²¹
- “Future Army organizations require the capability to **integrate and synchronize** human dimension initiatives (training and education, science and technology, medical, and **personnel policies**, programs, and initiatives) to ensure they are effective and efficient in providing adaptable, trained, and resilient forces that meet the Army's challenges in the future operational environment.”²²

3. Challenges

3.1 The Demand for Talent Management Transformation

The threads of demand for talent management begin with strategic guidance from senior leaders. These threads then run through many of the Army's authoritative concepts and strategies and convey an implicit need to transform the institution accordingly. New and emerging requirements for talent management are based on five factors. They are:

- a. **The Nature of the Strategic Environment.** The challenges and complexity of the future will require the Army to possess a broader range of human capabilities derived from more diverse talent in order to achieve desired strategic outcomes across the panorama of global missions.²³
- b. **Economic and Generational Shifts.** The Army's ability to compete for talent in the labor market will continue to be impacted by economic and societal trends. These include the cost of higher education, the proliferation of social media, the career expectations of Millennials, portability of benefits, and an aging workforce.
- c. **Science and Technology.** New and rapidly advancing technologies (such as those in the cyber domain) require Soldiers and Civilians possess new KSBs. Progress in cognitive, social, and behavioral sciences will generate opportunities such as improved assessment tools for matching aptitude to career fields and building more effective teams.²⁴ Big data presents opportunities for enabling talent management with broader analytical capabilities.
- d. **Values and Culture.** The philosophy of mission command, the Army Ethic, and the Army Profession all have implications for how the Army manages its human capital. First, practicing mission command and upholding the Army Ethic require specific KSBs the Army must be able to assess, measure, and track.²⁵ Second, to perpetuate these behaviors and integrate them into our organizational culture, the human capital management system must incentivize and reward them.
- e. **Fiscal Austerity and Downsizing.** Cyclic expansion and contraction of the military during and after periods of major conflict significantly impact human capital management. First, these fluctuations acutely affect workforce planning and individual career management. Second, when the active component shrinks to 450K in 2017 (a 21% reduction from its post 9/11 high of 570K), the Army will be smaller than at any time since WWII. As resources decrease, complexity and uncertainty in the security environment continue to increase. Under these conditions, the smaller Army of 2025 cannot depend on the law of averages to provide the talent it requires. It will need to manage talent with greater precision and efficiency than in the past.

As a result of these factors, the talent management systems we have today are not adequate to produce or sustain the Army Professionals required for tomorrow.²⁶

The Army Vision states:

Our Army stands at an inflection point. Emerging from fourteen years of war, facing significant budgetary pressures, and confronted with an increasingly complex security environment, we must determine what kind of Army the Nation will need for the future. **Our exclusive use of previous paradigms is insufficient for the task ahead... Instead, we must change and evolve.**²⁷

Consequently, it is much better to conduct analysis now and invest in transformation ahead of need to prevent unforeseen events forcing the Army into a series of uncoordinated, short-term fixes that generate unintended long-term consequences.

3.2 Talent Management Capability Gaps

Talent Management is a required capability that impacts readiness. The requirements for Army Talent Management were established by the AHDC and are outlined in Chapter 2.

The Army Capabilities Integration Center (ARCIC) conducts an annual Capability Needs Analysis (CNA) that helps leaders identify solution approaches to Warfighting Challenges, seize opportunities, and close capability gaps. Required capabilities that the Army does not possess or cannot execute to standard are classified as capability gaps. The CNA prioritizes those gaps based on risk and the benefit new capabilities may provide.²⁸ **The FY15 CNA identified the following high-risk capability gaps related to Talent Management:**

“There is a revolution going on in human resources today and we are not taking part in it. What once worked for us has, in the 21st century, become unnecessarily inflexible and inefficient.”¹⁰³

*Under Secretary of Defense
for Personnel and Readiness
Brad R. Carson
24 June 2015*

- **Talent Management System.** The Army lacks the capability to manage individual talent throughout the career lifecycle of Soldiers and Civilians through an integrated approach of recruiting, accessions, retention, professional development, and assignment strategies to ensure the optimal performance of all members of the Army Profession.²⁹
- **CPS Assessments.** The Army lacks the capability to measure and track cognitive, physical, and social potential and performance indicators throughout the Soldier and Civilian career lifecycle to identify high potential leaders or match personnel to the correct MOS / branch / career program in order to promote individual and team success.³⁰
- **The Army Ethic.** The Army lacks the capability to identify attributes of character and to assess the success of efforts to develop character so that Army Professionals consistently demonstrate their commitment to live by and uphold the Army Ethic throughout a career lifecycle.³¹

Additional capability gaps and systemic problems have been identified in the past year (2014-2015) by analytical efforts outside the CNA. The findings of four other comprehensive assessments are outlined below.

A **2014 Army Science Board** (ASB) study on talent management found the following:³²

- Current Army personnel management is **distributed, siloed, and lacks unified senior leadership**.
- Workforce planning does not occur beyond the Program Objective Memorandum (POM) cycle.
- Talent acquisition does not use common talent assessment protocol across the enterprise system (e.g. West Point, ROTC, Officer Candidate School).
- Performance management is not standardized across the enterprise system (e.g. 360 degree evaluation / counseling not widely adopted).
- An **Integrated Talent Management Enterprise** (ITME) is essential for the Army to create a quality force capable of meeting global challenges with fewer Soldiers.

The Chief of Staff of the Army's (CSA) **2015 Strategic Studies Group** (SSG) reported that traditional ways of developing future leaders to operate at the strategic enterprise level should be reevaluated. The Army must ensure tomorrow's senior leaders (O-6 and above) have been exposed to institutional processes early on in their careers in order to provide them with the requisite business acumen to develop or adopt best in class business practices.³³

A **2015 independent review** of the Army's accessions policy and recruiting strategy for the Director of the Army Staff reported the following findings:³⁴

- Without bold change, recruiting and accessions will cost more in recruiters and dollars while **struggling to compete for necessary talent**.
- Unity of effort is lacking.
- There is no recruiting and accessions strategy for the future.
- Measures focus on annual accessions.
- Reducing first term early attrition from 41% to 31% could save more than \$262M.

The **Office of the Secretary of Defense** (OSD) **Force of the Future** (FotF) "Develop & Utilize" Working Group identified the following problem areas:³⁵

- **Visibility of Talent Requirements.** The requirement for talent (specific KSBs) is poorly defined.
- **Visibility of Talent Available.** The personnel system does not adequately identify the diverse talent inventory resident in the force.
- **Development of Talent.** The military's ability to develop talent is inadequate to meet the emerging requirements of the future force.
- **Matching Talent to Requirements.** The personnel system does not adequately match its talent requirements to its talent inventory to optimize individual and team performance and ensure unit readiness across the force.

3.3 Impediments to Change

Simply identifying requirements, gaps, and solutions is not enough. Solutions to problems must be funded, fielded, and integrated. Therefore, transforming the Army's human capital management system will require overcoming several enduring obstacles to change. They include:

- a. **Bureaucracy.** Current processes, acquisition law, Department of Defense (DoD) regulations, and service parochialism hinder responsive DOTMLPF-P solution development and integration. Technology change is outpacing the ability of the DoD acquisition system to develop and field capabilities.³⁶
- b. **Unity of Effort.** The Army currently lacks a central, integrating authority for the various functions of talent management. Only an executive agent with the necessary resources and authority can coordinate the required actions of multiple stake-owning organizations, synchronize efforts, and generate sustainable reform.
- c. **Culture.** The Army is an institution whose roots of tradition run deep. Changes that affect promotions, pay, assignments, leadership succession, and evaluations impact the careers of everyone and have significant implications for organizational culture. Furthermore, the department generally views talent management capabilities as a cost in a resource constrained environment instead of an investment in human capital necessary to sustain a smaller Army.
- d. **Immediate Needs of the Army.** The demand to fill existing force structure and meet current readiness requirements generates natural tension between short-term necessity and long-term goals. This impacts the Army's ability to properly balance broadening and developmental career opportunities for individuals with the effective employment of their existing talents.
- e. **Existing Statute.** The Defense Officer Personnel Management Act of 1980 (DOPMA), as revised in 1990 and again in 1996, provides Service Secretaries some flexibility regarding the management of promotion zones (Title 10 U.S. Code 623) but they are constrained by time in grade requirements that limit tenure in billets (Title 10 U.S. Code 619).
- f. **Big Data Strategy.** The Army lacks a comprehensive data usage and disclosure strategy for personally identifiable information related to individual talents and medical data related to physical readiness.
- g. **Information Equilibrium.** The level of granularity and detail applied to information regarding talent requirements must match the data available on talent inventory. Maintaining this equilibrium requires data collection on individual KSBs to keep pace with the development of KSB based job descriptions. It further requires unified information technology (IT) solutions using a common lexicon.

- h. Agility and Scale.** The Army Total Force consists of over a million people and Army end-strength expands and contracts based on variables the department cannot control. Therefore, talent management functional solutions must be scalable and workforce planning strategies must include flexibility. Additionally, the inherent nature of warfare demands that numbers – not just talent – remain part of the human capital equation. This perpetuates the natural tension between quantity (personnel inventory requirements) and accuracy (precision talent matching).

4. A Framework for Army Talent Management

4.1 Talent and Talent Management

Among the wide variety of interested scholars, theorists, and practitioners there exists no consensus regarding an operational definition of either *talent* or *talent management*.

The Army's Office of Economic and Manpower Analysis (OEMA) describes *talent* as:

... the unique intersection of **skills, knowledge, and behaviors in every person**. Talent represents far more than the training, education, and experiences provided by the Army. The fullness of each person's life experience, to include investments they've made in themselves, personal and familial relationships (networks), ethnographic and demographic background, preferences, hobbies, travel, personality, learning style, education, and a myriad number of other factors better suit them to some development or employment opportunities than others.³⁷



Furthermore, the talent that the Army seeks to acquire, develop, employ, and retain is talent of value to the Army. From that description of talent, it follows that *talent management* is a deliberate and coordinated process that **aligns systematic planning** for the right number and type of people to meet current and future Army needs **with integrated implementation** so the majority of those people are optimally employed.³⁸

Talent management, also known as *human capital management*, is one component of the broader human capital continuum. For example, the U.S. Office of Personnel Management describes a human capital framework as including five components: strategic alignment, knowledge management, talent management, culture, and accountability. Some academic and business literature indicates a variance in scope between *human capital management* and *talent management* or suggests that one is subordinate to the other, whereas OEMA considers them fundamentally synonymous. Regardless, it is clear these two terms conceptually overlap and are inextricably linked.³⁹

Talent management is transformational in nature and focuses on production value. Its combined elements, entities, and processes are a holistic, complex system and not simply a set of discrete elements unconnected from the whole. Talent management involves integrating various activities to generate a positive, synergistic effect on organizational outcomes and harness individual aptitudes for the mutual benefit of the individual and the organization.

In the Army, those activities support five *core functions* of talent management. They are: (1) workforce planning, (2) acquisition, (3) employment, (4) development, and (5) retention.⁴⁰ These activities and functions describe the *what* of talent management. Of even greater significance, are the essential elements, characteristics, and goals of talent management. These are the *guiding principles* that must be applied to the core functions of the Army's human capital enterprise and the career lifecycle of all Army Professionals. These principles describe the *why* of talent

management. **When taken together, these principles and functions provide a framework for Talent Management.**

4.2 Guiding Principles

The Army has 20 talent management principles that are organized into five categories.

Category	Principle
Talent Management is an Investment	1. Talent Management is an Investment
Effective Talent Management Requires a Systems Approach	2. Internal Synergy
	3. Vertical Consistency
	4. Single Integrator
	5. Senior Leaders <i>Lead Change</i>
	6. Branding
	7. Tailored to Fit the Organization
	8. Balance Completeness with Simplicity
	9. Individualism and Collectivism
Effective Talent Management Must Balance the Needs of the Individuals with the Needs of the Organization	10. Identifying and Leveraging Individual Talents
	11. Diverse Career Portfolios
	12. Optimizing Tenure
	13. Validity and Transparency
Talent Management Must Ensure Job - Person Fit	14. Optimizing All Talent
	15. KSB Driven
	16. Right Person - Right Job - Right Team
	17. Enabling Organizational Agility
The Talent Management System Must Empower Employees	18. Employee Empowerment
	19. Enhanced Employee Self-Awareness
	20. Reward Desired Behavior

a. Talent Management is an Investment. Talent management is not free, but it should be viewed as an investment rather than a cost.⁴¹ The organizational leadership must continuously assess the relevant economies of scale and return on investment (ROI) for the various aspects of the talent management system.^{42,43}

b. Effective Talent Management Requires a Systems Approach.

- (1) **Internal Synergy.** The talent management system must be designed with practices that complement each other (horizontal fit).⁴⁴
- (2) **Vertical Consistency.** Talent management practices and processes must be nested into organizational strategy, values, culture, and operating concepts (vertical fit).^{45,46,47}
- (3) **Single Integrator.** Effective talent management systems require integration to prevent bureaucratic tendencies toward the emergence of silos, independent fiefdoms, and the adherence to calcified procedures that have ceased to be optimal for the organization.

- (4) **Senior Leaders Lead Change.** The organization's senior leaders need to lead the design, implementation, and assessment of the talent management system and any culture change required to sustain it.
- (5) **Branding.** The organization's branding must appeal to those whose talents and skills are required for organizational success. It must also be consistent with its culture, strategy, and operating concepts so employees can perpetuate it.⁴⁸
- (6) **Tailored to Fit the Organization.** There is no such thing as a *talent management silver bullet*. For effective performance, each organization requires a talent management system specifically tailored to its unique situation and needs.⁴⁹
- (7) **Balance Completeness with Simplicity.** The talent management system must balance the requirement for completeness with the need for simplicity. The system must not be so complicated and bureaucratic that leaders and managers cannot fully comprehend it or recognize when it needs to change.⁵⁰

c. Effective Talent Management Must Balance the Needs of the Individuals with the Needs of the Organization.

- (1) **Individualism and Collectivism.** The talent management system must balance the need for talent-based, individualized treatment and career paths of the employees with the need for an organizational culture characterized by team orientation, unit cohesion, and selfless service.
- (2) **Identifying and Leveraging Individual Talents.** The talent management system must possess and utilize the methods, processes, and instruments to accurately identify and assess each individual's talents and interests throughout his or her career, and develop and employ him or her accordingly.⁵¹
- (3) **Diverse Career Portfolios.** The development of diverse career portfolios facilitates the generation and retention of a broad talent pool⁵² and enables organizational agility.⁵³
- (4) **Optimizing Tenure.** The talent management system must account for churn, continuity, and stagnation. The tenure of employees filling unique, critical, or developmental positions must be consistently appropriate. The tenure of senior leaders must be sufficient to bring about organizational transformation.⁵⁴
- (5) **Validity and Transparency.** Criteria and processes for selection, promotion, and placement must be valid and reliable, based upon talent as opposed to time, characterized by transparency,⁵⁵ and be viewed as such by the members of the organization.⁵⁶

d. Talent Management Must Ensure Job - Person Fit.

- (1) **Optimizing All Talent.** To achieve human performance optimization, Talent Management must apply to all of the organization's human capital and all cohorts, not just the organization's top performers.⁵⁷
- (2) **KSB Driven.** The knowledge, skills, and behaviors required by the organization must drive the talent management system.^{58,59}
- (3) **Right Person - Right Job - Right Team.** Effective Talent Management must ensure the organization has the right number of the right people in the right places at the right times doing the right things on the right team. This job - person alignment is measured at a single point in time.⁶⁰
- (4) **Enabling Organizational Agility.** The talent management system must have the ability to continuously assess and detect the need for change and rapidly transition to a more optimal configuration as the strategic environment changes. This organizational agility is measured over spans of time.⁶¹

e. The Talent Management System Must Empower Employees.

- (1) **Employee Empowerment.** Talent management strategies must emphasize and enable employee involvement in their career planning and with employment and development decisions⁶² for the mutual benefit of the individual, the team, and the organization.
- (2) **Enhanced Employee Self-Awareness.** Increased and more accurate employee self-awareness promotes enhanced individual career preferences, goal-setting, and self-improvement efforts.⁶³ The talent management system must hold managers at all levels accountable for ensuring employees receive accurate and timely feedback regarding their talents, behaviors, and performances and include instruments and processes for doing so.
- (3) **Reward Desired Behavior.** The talent management system must effectively incentivize the behaviors and performance espoused by organizational branding and needed for organizational success.^{64,65}

4.3 Core Functions

Army Talent Management involves five core functions. Each core function consists of several related activities or *subordinate functions*. Several subordinate functions are cross cutting and apply to more than one core function. **The two most significant cross cutting activities are assessments and evaluations.**

Assessments are mechanisms for classifying and measuring data (such as data concerning KSBs). Evaluations are a type of assessment that compares data to a standard or variable.

Evaluations are competitive in nature. Most other assessments are not. Assessments support analysis. Evaluations also support judgments. In this context, it is important to point out that *performance* is a KSB output that can be evaluated. The Army's talent management core functions are:

- a. **Workforce Planning.** Workforce planning consists of all activities required to ensure the alignment of talent management outcomes with strategic objectives, shape the integration of all talent management functions, and facilitate linkage with related Department of the Army and generating force activities. Workforce planning subordinate functions include:⁶⁶
 - Strategic Objectives Alignment
 - Cultural Alignment
 - Functional Integration
 - Manage Talent Requirements
 - Manage Talent Inventory
 - Career Path Design
 - Planning, Programming, Budgeting & Execution (PPB&E)
 - Systems for Measurement, Accountability, and Forecasting
 - Change Management

- b. **Acquisition.** Acquisition consists of all activities required to identify and recruit the talent required for the future force, develop that talent for initial entry into the Army, and set conditions for its optimized employment. Acquisition subordinate functions include:⁶⁷
 - Talent Acquisition Planning
 - Demographic Analysis
 - Diversity Management
 - Marketing & Recruiting
 - Initial Entry Assessments
 - Initial Entry Career Field Selection
 - Commissioning Source Activities
 - Onboarding

- c. **Employment.** Employment consists of all activities required to optimize the individual career management of all Army Professionals and employ them based their unique talents to meet current Army needs for the mutual benefit of the individual and the institution. Employment subordinate functions include:⁶⁸
 - Assignments
 - Succession Planning
 - Competitive Selections
 - Assessments & Evaluations
 - Individual Career Management
 - Subsequent Career Field Selections

- d. **Development.** Development consists of all activities required to optimize the assessment-based development of all Army Professionals so that their unique talents may be

employed to meet future Army needs for the mutual benefit of the individual and the institution. Development subordinate functions include:⁶⁹

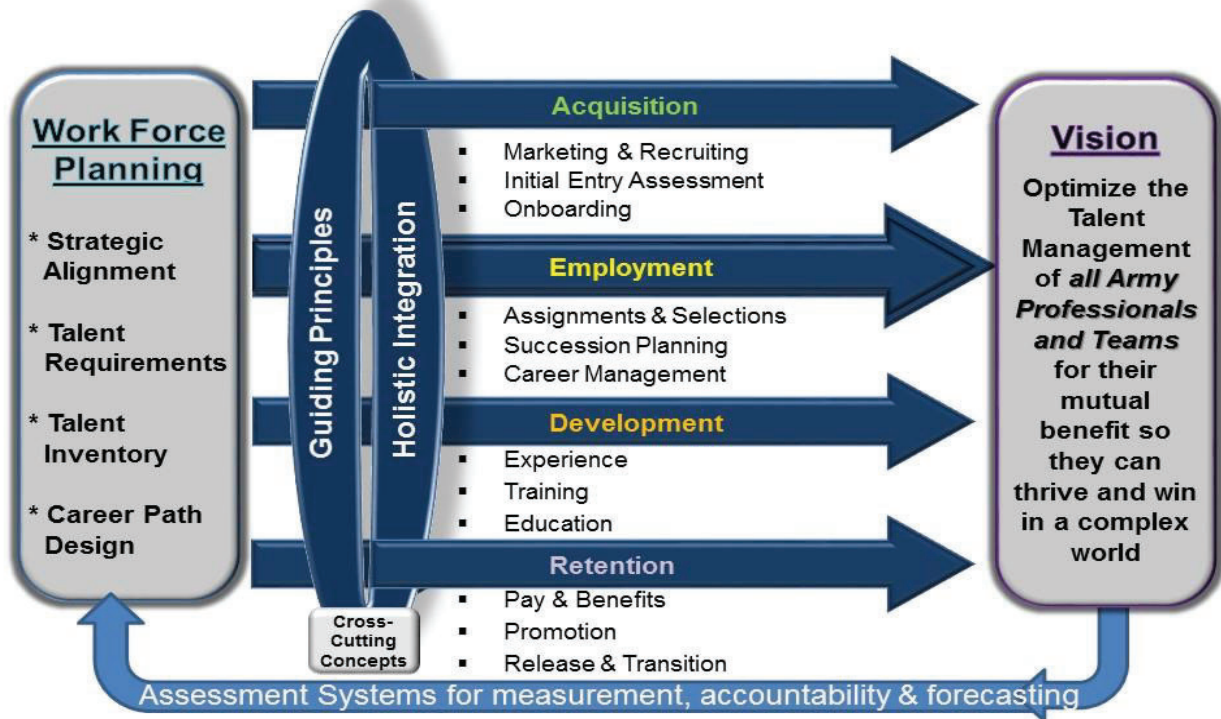
- Training
- Education
- Experience
- Mentoring
- Assessments & Evaluations
- Individual Career Planning

e. **Retention.** Retention consists of all activities required to optimize the performance of the Army workforce by incentivizing Army Professionals and maintain the talent inventory required to meet current and future Army needs. Retention subordinate functions include:⁷⁰

- Pay, Benefits, & Retirement
- Quality of Life Programs
- Performance Management
- Assessments & Evaluations
- Promotions
- Release & Transition
- Individual Career Planning

As depicted in the graphic below, the principles and functions provide a framework for the strategic implementation of talent management across the Army.

Framework for Army Talent Management



5. An Integrated Talent Management Enterprise

5.1 Functional Integrators

As previously cited in Chapter 2, the *Army Human Dimension Concept* established a requirement for the capability to integrate and synchronize human dimension initiatives (including personnel policies) to ensure they are effective and efficient. The *Army Human Dimension Strategy* identifies a key task to, “optimize the efficiency of governance and business practices to accelerate communication, decision making, and DOTMLPF-P integration.”⁷¹ In unison with these goals, the Army Science Board recommended the Army design and implement an Integrated Talent Management Enterprise (ITME) under a single leader. The Army Education Advisory Council (AEAC) endorsed this recommendation in a memo dated 15 July 2015.

Currently, there is a consortium of different agencies and commands that manage and execute talent management functions throughout the Army. Furthermore, there is no authoritative integrator at the executive level responsible for holistic workforce planning, the application of talent management principles across all functions, or the coordination of talent management activities. To generate unity of effort and the synergistic effect on organizational outcomes talent management seeks to achieve, the Army **requires a single leader, or executive functional integrator, at the flag officer level** to take charge. This executive integrator would be responsible for the core function of workforce planning. Each of the other four core functions also require an organizational lead with the responsibility and authority to manage the integration of all activities subordinate to that function across DOTMLPF-P. These *lead functional integrators* (one each for acquisition, employment, development, and retention) will collaborate with the associated community of practice to facilitate holistic DOTMLPF-P integration of those functional activities throughout the Army. Existing force structure could be leveraged to achieve this. Once the functional integrators are identified, an enterprise system for implementation and execution could be developed.

The purpose of this enterprise approach is to generate two critical outcomes. First, research demonstrates that if organizations deliberately “bundle” their strategic human capital practices to ensure they’re mutually reinforcing, they enjoy significantly higher levels of organizational performance.⁷² Second, when talent management practices are designed and implemented to fit in concert with each other (horizontal fit) and to fit with and support the organization’s strategic objectives (vertical fit) they have a much greater positive impact on organizational performance than practices that were each designed by a respective functional manager.⁷³



5.2 Cohort Management

The principles and functions of talent management apply to the Army Total Force, meaning all components (active, reserve, and National Guard) and all cohorts (Civilians, enlisted Soldiers, and every type of officer). They also apply to all civilian career programs, military career fields, and their subordinate branches, functional areas, and military occupational specialties (MOS).



However, the unique characteristics and purpose of each cohort and career field impacts the manner in which the principles and functions of talent management should be applied to their respective populations. Talent management is not a one-size-fits-all concept. Different cohorts and career fields will require a model for operationalizing talent management principles and functions into the career pathways of their various professionals. Every cohort and career field has an authoritative *proponent* which manages its associated requirements, capabilities, and

DOTMLPF-P related activities. Functional integrators must collaborate closely with these proponents to facilitate effective execution of talent management activities across the Army Total Force.

5.3 Decentralized Execution

One of the talent management principles states that if human capital management systems are overly bureaucratic or complex, they lack effectiveness. The majority of talent management activities should not and cannot take place at the departmental or agency level. Decentralized execution of many significant talent management activities inherently takes place at the lowest levels of organizational management within both the operating and generating force. Therefore, leaders and personnel managers in the field are the *practitioners* of talent management. The broader network of talent management practitioners across the Army represent the community of practice that functional integrators must collaborate with in a systematic way. Research demonstrates the degree to which organizations empower subordinate leaders correlates positively with desired organizational outcomes when and only when high levels of selective staffing takes place (e.g. ensuring employee knowledge and behaviors matches the intended results).⁷⁴ This represents the mission command aspect of talent management. The Army must ensure that leaders are both empowered to execute talent management activities at all levels and are properly versed in the principles of talent management. If the proper conditions are set, the potential of every unit and organization in the Army practicing talent management is extremely powerful.

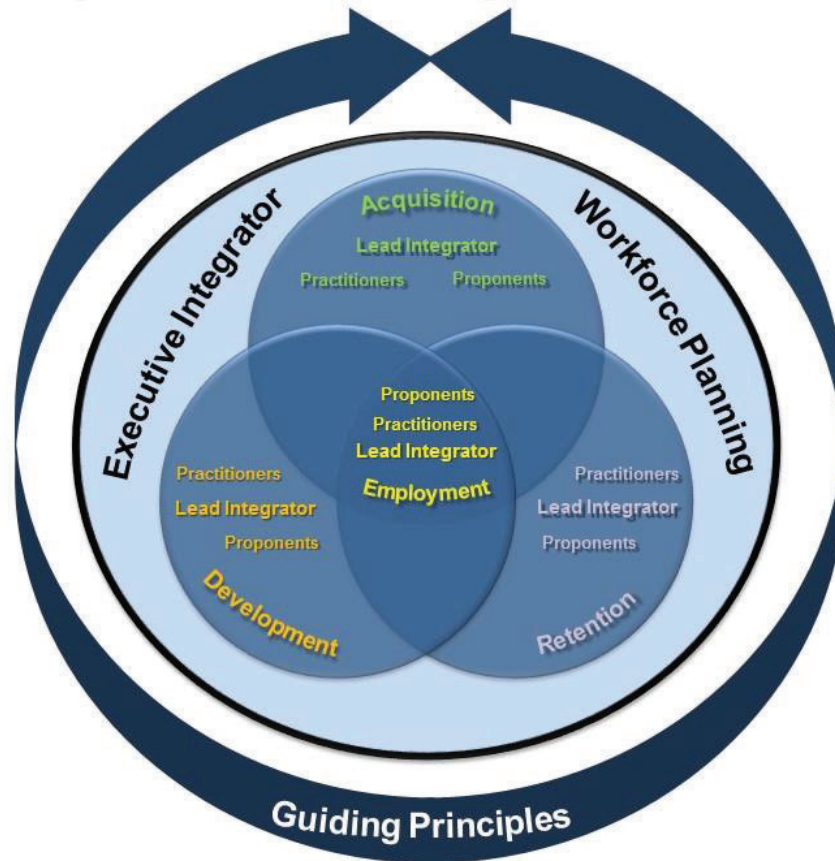
5.4 Risks

A laundry list of talent management solutions and reforms will not be enough. For the whole to be greater than the sum of its parts, the Army requires human capital transformation that addresses principles and functions at the enterprise level. **Without an integrated, holistic approach for transforming human capital management, the Army will risk the following:**

- Numerous disparate, redundant, and conflicting efforts will not be synchronized. This will result in wasted time and money.
- Critical areas will remain unaddressed and the systemic impact of one area upon the others will go unaccounted for.
- There will be funding *haves* and *have-nots* that do not reflect strategic priorities.
- A single, unified profession with permeability between cohorts will not be achieved.

The five functional integrators (one executive and four leads), the proponents for the various cohorts and career fields, practitioners in the field, and other key stakeholders (agencies, commands, departmental staffs, and senior leaders) will form the ITME. As depicted in the graphic below, the ITME provides a sustainable structure for Talent Management across the Army Total Force.

Integrated Talent Management Enterprise



6. Key Tasks for Transformation

The three goals for talent management transformation are:

- a. The Army takes an enterprise approach to talent management with a single authoritative integrator at the executive level responsible for holistic workforce planning and the coordination of talent management functions.
- b. Army talent management principles are embedded within all talent management functions across the Army Total Force and are applied the career lifecycle of all Army Professionals in a manner appropriate to each cohort and career field.
- c. Functional integrators effectively collaborate with all proponents to determine talent management requirements and capability gaps, then facilitate the integration of holistic DOTMLPF-P solutions to close those gaps.

In support of these goals and other desired outcomes, there are 12 key tasks that must be accomplished. These key tasks are:

- a. Appoint an authoritative body with a singular focus, co-led by a military flag officer and a civilian in the senior executive service, to **develop and implement a Talent Management Strategy for the Army Total Force**. There are two suitable, feasible, and acceptable courses of action (COA) available for achieving this.
 - (1) **New permanent force structure.** The CSA's SSG recommended that a periodic, comprehensive, strategic review of the Army's human capital enterprise be executed by a new two-star Human Capital Strategy Directorate in the Office of the Deputy Chief of Staff, G-1.⁷⁵ This entity would be charged with developing and implementing an Army Talent Management Strategy, then transition to its permanent role as the Army's executive integrator for talent management.
 - (2) **Temporary agent for change.** A two-star Talent Management Task Force would be established to develop an Army Talent Management Strategy and supervise the initial execution of its implementation until conditions are set for transfer of oversight. The task force would then conduct transfer of oversight to an appropriate and permanent executive integrator for Talent Management. The F2025B Executive Committee endorsed this COA on 21 August 2015.
- b. Identify the ITME functional integrators and empower them with the appropriate authority and resources to fulfill their responsibilities.
- c. Establish the appropriate relationships and governance required to bring key stakeholders into the ITME.
- d. Develop a broader talent management community of practice beyond the ITME.

e. The functional integrators must:

- (1) Identify, describe, and prioritize the required capabilities for their function.
- (2) Identify and describe the gaps, challenges, and opportunities within their function.
- (3) Propose suitable, feasible, and affordable DOTMLPF-P solutions.
- (4) Identify and describe the required steps to implement the solutions as informed by risk, cost, and additional authority required.
- (5) Manage pathways into the PPB&E process for the solutions.

*Note: Appendix A *Problem Areas* and Appendix B *Promising Leads* are intended to inform this process.

f. All proponents must:

- (1) Identify and describe the KSBs required for the future force within their cohort and career field in conjunction with applicable Army concepts.
- (2) Develop a hybrid model for operationalizing the talent management principles and functions into the career pathways of the various Army Professionals within their cohort and/or career field. These operational models must adhere to the guidelines for career path design established by the executive integrator. These models must also account for periods of normal force generation and periods of persistent conflict.

g. Develop a synchronized approach for researching and establishing individual talent requirements.

h. Collect, interpret, and track a broad set of data on the KSBs of all Army Professionals to support current and future talent requirements.



i. Identify, measure, and track the CPS indicators required to assess performance and potential.

j. Leverage multi-cohort organizations to holistically pilot talent management principles and functions.

k. Implement pilot programs as appropriate throughout the Army for talent management initiatives and DOTMLPF-P solutions.

l. Assess and measure the talent management system's performance.

7. Conclusion

At West Point on 25 February 2011, Secretary of Defense Robert M. Gates asked, “How can the Army break up the institutional concrete - its bureaucratic rigidity in its assignments and promotion processes - in order to retain, challenge, and inspire its best, brightest, and most battle-tested young officers to lead the service in the future?”⁷⁶

To effectively address this enduring challenge, the Army Total Force must build an Integrated Talent Management Enterprise that provides accountability and appropriate authorities, informs resource allocation, and ensures unity of effort in support of talent management principles and functions. A talent management transformation cannot be derived from the sum of individual initiatives. It requires a holistic, systems approach.

The principles and functions themselves provide a framework that can help the Army shape and lead the coming transformation in human capital management. This framework requires a single authoritative integrator responsible for holistic workforce planning and the coordination of talent management functions. Functional integrators collaborate with the proponents for all cohorts and career fields to determine talent management requirements and capability gaps, then bring about effective DOTMLPF-P solutions to close those gaps. Lastly, 12 key tasks must be acted on to achieve transformational goals and produce desired outcomes.

To meet the challenges of 2025, the Army must effectively manage diverse talent for a complex world.

Appendix A: Problem Areas

Appendix A provides a list of talent management problem areas that functional integrators may wish to consider in connection with applicable key tasks identified in Chapter 6. This list is not comprehensive, but is based in part on work done by the OSD FotF initiative.⁷⁷

Talent Requirements

1. The military centralizes the definition of individual talent requirements preventing adaptation to local needs and emerging requirements.
2. The centralized talent definitions are narrowly scoped and non-specific to regional requirements.
3. Billets and position descriptions provide rudimentary information (MOS, grade, rating) but not talent requirements (i.e. skills, knowledge, and behaviors).
4. The manpower, programming, and budgeting processes are neither effective nor timely at predicting emergent talent requirements.
5. The inability to predict future talent requirements creates development gaps and discourages adaptation as conditions change.

Talent Inventory

6. The military personnel system has limited capability to identify, measure, and track the full range of talents resident in the labor force.
7. Skills, knowledge, and behaviors developed outside of a service member's career lifecycle are not systematically tracked and do not inform personnel decisions.
8. Service member talents are not adequately characterized using qualitative and quantitative measurements for personnel management decisions.
9. The military personnel system lacks the ability to find personnel that match emerging talent requirements.

Evaluations, Promotions, and Succession Planning

10. The performance evaluation, promotion, and selection systems measure composite performance through a stack ranking system that compares the relative value of individuals in the organization at that time, without KSB differentiation.
11. The performance evaluation, promotion, and selection systems rely primarily on top-down subjective evaluation of recent performance to determine future potential producing a myopic view of human performance resulting in an assessment void.

12. The evaluation system does not provide adequate mechanisms to differentiate between average performers or recognize high performers who serve institutional needs outside the “command / leadership” track.
13. The current promotion system values time in grade and evaluations but lacks a rigorous assessment mechanism to evaluate future potential.
14. Past performance is insufficient to fully assess future potential.
15. The talent pool available for promotion and succession planning is currently constrained by time in grade, which results in managing populations by cohort year group.
16. The talent pool available for promotion and succession planning is currently constrained by limits on both lateral entry and active component / reserve component (AC/RC) permeability.
17. Current succession management does not ensure appropriate tenure for critical billets.

Assignments, Development, and Career Management

18. Excessive personnel churn makes organizations less productive and is disruptive to individual development and military families.
19. Talent development systems do not consistently use tailored, innovative, or electronically supported learning that is synchronized to job requirements to ensure proper training is delivered at the right time.
20. Rigid career milestones create insufficient opportunities for deep or broad development and disadvantage personnel if milestone timing is disrupted or mismanaged.
21. While authorized in law, service culture often does not value sabbaticals or broadening assignments (civilian education, fellowships, training with industry, joint experience, reserve duty, intergovernmental experience).
22. The military assignment system lacks mechanisms to ensure appropriate follow-on assignments after broadening to ensure a return on investment.
23. The military personnel system off-boards talent when it provides the greatest utility to the force via 20-year cliff vesting and 30-year mandatory retirement.
24. The current up-or-out system does not provide sufficient flexibility to retain service members based on KSBs.
25. The military lacks sufficient funding and is over structured to realize the external educational requirements of the future force.

- 26.** Professional Military Education (PME) programs are not rigorously credentialed nor do they adequately differentiate between students who fail to meet desired outcomes, marginally meet outcomes, or excel at learning outcomes.
- 27.** The current assignment system does not consistently assign personnel based on their specific talents, in part, because current assessment and evaluation systems do not provide optimal, real time information about talents to support best match.
- 28.** The current assignment system lacks transparency and flexibility in matching the talent of individuals to job requirements.
- 29.** Individual talents, beyond those minimally required for a position, are often not considered in the assignment process leading to sub-optimal outcomes for the institution.

Appendix B: Promising Leads

Appendix B provides a list of potential opportunities and solutions (to include current programs and initiatives) that functional integrators may wish to consider in connection with applicable key tasks identified in Chapter 6. Many of these promising leads would require further study to assess their suitability, feasibility, and affordability. The appropriate functional integrator would be responsible for assigning advocacy and establishing time horizons. This list is based in part on work done by the OSD FotF initiative (#1-31) and the CSAs SSG (#32-37) and is entirely pre-decisional.^{78,79,80,81}

- 1. Accession Modernization.** The Accession Modernization Working Group (AMWG) is researching the ability to eliminate paper processing and begin the prescreening of applicants earlier by changing business practices that govern when data is captured and transmitted electronically to accession systems.
- 2. Establish Feedback Loop Between Education, Training, and Military.** Use leadership laboratories of basic training, service academies, and ROTC to establish a baseline of talent measurement for use throughout a career.
- 3. Interest Assessments.** An objective and accurate vocational interest profile developed for each enlisted service applicant.
- 4. Assessment Centers.** Services should have the ability to create a talent assessment and management concept that adequately identifies both KSBs required at each level of the organization, and the KSB resident in the Services for labor force to optimize the matching.
- 5. Pilot Relief from Goldwater-Nichols Requirements.** Develop legislative proposal to allow Services relief from Joint Duty Requirements and Joint Professional Military Education in desired low density, high demand skill areas.
- 6. Transparent Talent Requirements and Job Postings.** Develop an on-line listing of all open military billets/positions that would be accessible to military members up for new assignment.
- 7. Marketplace Job Application Process.** Commands would identify a future billet opening and write a billet description. This opening would be placed on an online “marketplace” for advertisement.
- 8. Market Driven Approach to Assignments.** Develop an alternative assignment system that increases the amount of information on both talent requirements and talent inventory.
- 9. Blind Selection Boards.** Test the selection board process in multiple Services... Initially board the selection group per Service policy. During the next board cycle, redact all identifying information of the Service member (name, sex, photo, race, creed, etc.) and re-board. Compare and analyze the results.

- 10. Extended Careers / Eliminate Up-or-Out.** Eliminate mandatory age restrictions and high-year tenure allowing each Service to tailor their force to match their requirements. Allow personnel to serve as long as they physically meet standards and the Service has a need for their expertise. Eliminate up-or-out and make promotion optional.
- 11. Manage Tenure / Reduce Churn.** Bin jobs as developmental (requiring rotation) or elemental (long-term stability encouraged) to reduce churn.
- 12. Officer Promotion Alternatives.** This initiative would allow officers who lagged their peers in traditional experience due to prolonged education or other factors (pregnancy/childbirth; participating in lengthy career broadening experiences; etc.) to temporarily withdraw from promotion consideration.
- 13. Flexible Careers.** Develop flexible career paths that focus on event driven decision points without rigid milestone timelines (e.g. compete for command after completing the required prerequisites vs. when a cohort year group is in the zone).
- 14. Lateral Entry.** Expand the capability to access individuals across a wide range of grades.
- 15. Enterprise Permeability.** Obtain statutory authority, if required, develop policies, procedures and information technology (IT) architecture that will support a business enterprise process for on and off boarding active duty military Service members to the Reserve Components and reduce barriers to permeability between the military and civilian cohorts.
- 16. Portability of Benefits and Skill Sets.** Portable benefits and skill sets will enable permeability between the civilian and military with the federal government. For example, the Thrift Savings Plan (TSP) is a portable benefit. Medical, dental, retirement, leave, and life insurance are examples of other benefits where portability would enhance permeability.
- 17. Identify Positions for Civilianization.** Using the annual inherently governmental and commercial activities (IG/CA) data set and authoritative manpower systems to identify billets designated for military performance that do not have a demonstrated military essentiality.
- 18. Expanded Talent Pool.** Formally create a technical specialist track with separate compensation and personnel policies to realize potential of highly capable enlisted/warrant force.
- 19. Increase Female Enlisted Accessions.** The DoD should continue to place emphasis on attracting, recruiting, and retaining women to work in career fields / MOS in which women are under-represented.

- 20. Attract Female Science Technology, Engineering, Math (STEM) Talent.** Pilot a program that improves ability to harvest the rich talents of women in STEM programs from high school and the two and four year collegiate system.
- 21. Advancing Diversity in Technical Fields.** Address the absence or growth of diversity and inclusion in the future force.
- 22. Increase Number of Officers with the Technical Degrees.** Create a program across the services that incentivizes college students who are obtaining degrees in technical fields needed in the services to go to Officer Candidate School (OCS) upon graduation. Create an initiative to expand the high school Junior ROTC curriculums to include technical courses for students to grow the technical base that will migrate to ROTC at the college level.
- 23. Identify Service Member Preferences for Pay & Benefits.** Commission a study or survey to collect data on service member preferences for pay and benefits. The homogeneity in the compensation system means it pays service members, directly or through in-kind benefits, for things they do not really value, and fails to provide them with things that may be more meaningful to them than money.
- 24. Properly Price Retired Pay and Health Accruals.** Price retired pay and retired health accruals (over 65) correctly so that junior personnel are not vastly overpriced and mid-career personnel vastly underpriced.
- 25. Differentiated Pay Table.** Determine the extent to which special and incentive (S&I) pay has resulted in permanent wage differences across occupations and assess whether making such differentials explicit would improve retention and decrease redundancies among S&I pays.
- 26. Lucrative Signing Bonuses.** Offer lucrative signing bonuses to attract individuals with highly specialized skills and talents.
- 27. Provide Market-Based Pay to Recruits.** Recruit highly skill individuals into the military at a grade and salary level commensurate with their existing private sector jobs. In addition to direct accessions, the department could offer bonuses and special pays to offset these individuals' salaries to attract them to the military.
- 28. Tours in Industry and National Security (Broadening Sabbatical).** Positively select high-potential officers for 2-3 year tours with industry. Instead of current fellowship programs which ask for volunteers and nominations, presupposing "release from community track" by personnel managers, have branch/community leaders choose officers who are coming up on their minimum service requirement to serve in these positions with industry. At the same time, using talent management firms which are not prime contractors for DoD, provide 2-3 year opportunities to serve on major joint or Service staffs in positions of responsibility.

- 29. Increased Opportunities for Graduate Education (Broadening Sabbatical).** Expand fully-funded, in-residence graduate degree opportunities at civilian institutions. Services will identify proven operators to represent DoD at our nation's top institutions and bring knowledge and expertise back to the Services. Branch and community leaders select their best prior to reaching minimum service requirement, based on performance and potential.
- 30. Off-Board Unneeded Talent with More Agility.** Provide authorities to break enlistment contracts more quickly for due cause as well as making room for talent pool additions. Provide authorities to abrogate minimum service obligation / minimum service requirements.
- 31. Connecting with America to Increase Awareness of Military Service.** The tools available to close the widening civil-military gap are marketing, the youth development programs, and the community outreach programs.
- 32. Social Performance Requirements.** Identify the social performance requirements needed for mission success and articulate the impact of social domain capabilities. Leverage social performance requirements to shape all phases of the talent management lifecycle.
- 33. Profile High Performers.** Develop profiles of high performing individuals to inform deliberate and robust succession planning.
- 34. Critical Non-Cognitive Skills.** Identify critical non-cognitive skills (a prime example is *grit*) and leverage this understanding to enhance selection, assignment, and training of the force.
- 35. Non-Cognitive Assessments (TAPAS).** The Army Research Institute (ARI) will establish a baseline to begin universal administration of non-cognitive assessments (e.g., Tailored Adaptive Personality Assessment System [TAPAS]) designed to capture social / interpersonal aptitudes and abilities. Establish a baseline of data to enable further / future research, and to better understand gaps in social capability.
- 36. Additional Skill Identifiers (ASI) for Unique Experiences.** Many broadening experiences are vital to the interests of the Army and operational missions provided an opportunity for officers to develop new skills. For example, Cultural Support Team / Female Engagement Team experiences required officers to develop and demonstrate skills related to the engagement warfighting function. To ensure that these experiences are valued and to enable future talent matching, the Army should codify the resulting skills through ASIs. This concept can be applied to other valuable assignment experiences, such as a Combat Training Center (CTC) Observer/Controller Trainer (O/CT), that develop skills directly applicable to other assignments.
- 37. Data-Driven Approach to Functional Area Transfers.** Functional area proponents, with the advice of OEMA, should establish specific desired attributes for each functional area. Captains interested in voluntary transfer to a functional area should take a battery of

assessments to determine, based on these defined attributes, in which functional areas they might serve well. In the long term, all captains should take this assessment battery to inform them of where they might be best able to contribute to the Army.

- 38. Language Capability / Requirement for Officers.** Provide a system whereby commissioned officers learn and maintain a second language. Cadets and candidates would be provided the resources to acquire an approved second language based on Army needs and the individual's aptitudes. Cadets and candidates would achieve a minimum Defense Language Proficiency Test (DLPT) score of 1/1/1 reading/listening/speaking prior to commissioning. Prior to consideration for promotion to Major, officers in designated branches/functional areas/career fields would be required attain a 2/2/2 rating in their language.
- 39. Structured Development World Traveler Program.** Select high potential officers for 6 month to 1 year tours to travel the world. Branch / organizational leaders select appropriate officers approaching completion of their minimum service requirement to spend time in a region of the world for the purpose of learning and understanding local social, economic, and cultural issues. The region must be linked to strategic value / relevance and the officer's individual aptitudes. This program could be built on a framework similar to existing programs such as the Olmstead Scholars program, minus the fully funded education.
- 40. Enhanced Accessions.** OEMA has implemented a pilot program at West Point to enhance the accessions process by providing Cadets with targeted, individual feedback regarding their own knowledge, skills, and behaviors and how they align with those required by the various branches. This feedback has been found to have a strong impact on Cadet preferences for branch selection. U.S. Army Cadet Command will pilot a similar program beginning AY16-17 and OCS will follow.
- 41. Big Data.** Solutions for *big data* include information technology capable of managing voluminous amounts of structured and unstructured data that has the potential to be mined for information. The Army should more fully develop and strengthen the inclusion of Human Capital Big Data within the existing DoD/DA strategy. Many big data issues are extensions of current data use issues and the existing framework must be expanded to encompass human capital specific issues.
- 42. People Analytics.** People Analytics refers to the application of predictive analytics to talent management functions. Using algorithmic assessments to determine a workers' potential is new and not much hard data yet exist demonstrating its effectiveness. However, when combined with big data solutions, the potential for People Analytics to empower talent management practitioners by delivering real-time objective data to the point of need is significant.
- 43. Big Data Analytics to Generate Recruiting Leads.** Develop a common application/database that expands on the work already accomplished by JAMRS (Joint Advertising Marketing Research and Studies database) to add additional elements such as

data from SAT/ACT, DEERS, ASVAB, social media, census data, etc. with the objective of identifying quality leads for recruiters.

- 44. Integrated Personnel and Pay System-Army (IPPS-A).** IPPS-A is the Army's future web-based human resources record system. Still under development, IPPS-A will standardize, streamline, and integrate Soldier personnel and pay processes and data across the Army Total Force. The phased release of IPPS-A is underway and projected to be complete no earlier than FY18. When fully implemented, IPPS-A will create one comprehensive personnel and pay record for each Soldier, link personnel and pay transactions to improve timeliness and accuracy, and make data base use more simple and accessible. However, IPPS-A was not originally conceived nor is currently designed to support managing the comprehensive data on individual knowledge, skills, and behaviors required for precision talent management. The IPPS-A Requirements Traceability Matrix (RTM) is currently being revised to include talent management capabilities. Future versions of IPPS-A could then leverage PeopleSoft to incorporate talent management functionality into the system. This has the potential to create a unified human capital information system for collecting, organizing, and delivering critical personnel data to the point of need in support of talent management decisions.
- 45. Evaluation Entry System (EES).** With the introduction of the new Officer Evaluation Report (OER) in 2014, the Army stood up an IT system consisting of two web-based applications called the Evaluation Entry System and the Evaluation Reporting System (ERS). EES allows OERs to be accessed, filled-out, and managed on-line through a unified data repository. ERS allows human resource practitioners to data mine OERs in support of human capital management functions.
- 46. Green Pages.** Green Pages was developed by OEMA as a web-based, social media tool (similar to LinkedIn) that would establish a searchable repository of data related to individual professional experience, skills, education, training, certifications, and licenses. It was originally intended to support the unique needs of the Engineer Branch, but can be applied to many other military career fields. Green Pages could be leveraged as an interim solution to fill the current IPPS-A talent management gap.
- 47. The Army Career Tracker (ACT).** The Army Career Tracker is a web-based tool for career management developed by TRADOC's Institute for NCO Professional Development. ACT provides Army personnel (enlisted, officer and civilian cohorts) a system to manage their professional development and to monitor progress toward training, education, and career goals. ACT interfaces with more than a dozen source systems in providing data such as assignment history, training history, education history, and certifications.
- 48. WholeSoldier.** WholeSoldier is a multi-attribute performance appraisal system designed to support counseling, assessments, talent management decisions and decision analysis, and predict performance potential.

- 49. 360 Degree Assessments.** The Army's existing web-based Multi-Source Assessment and Feedback (MSAF) 360 and Commander 360 tools could be leveraged to achieve greater self-awareness, enhance performance counseling, and facilitate more frequent and accurate assessments.
- 50. Army University.** Develop civilian-recognized credentialing, certifying, and licensing for Army education and training to provide clear, objective evidence of an individual's competence, thus improving individual capabilities while in the Army and improving their ability to transition into quality employment after their service.
- 51. Cyber Branch.** The recent establishment of a Cyber Branch provides a unique and timely opportunity to pilot talent management reforms and initiatives. Building a new branch that requires highly technical and specialized KSBs will require the Army to directly compete with the private sector for talent. Lateral entry, flexible career timelines, individualized career management, and management by work roles / proficiencies are a few examples.
- 52. Civilian Workforce Transformation (CWT).** Established in 2010, this program is chartered to offer recommendations for modifying the Army's civilian workforce management to better attract and retain top talent and prepare the civilian workforce to succeed in leadership positions. CWT addresses the functions of *hiring, management, training, and sustainment*. Initiatives include a formal Civilian Education System and a Supervisor Development Course, 31 distinct Career Programs for managing occupational specialties and mapping professional development, and the Emerging Enterprise Leader (EEL), Enterprise Talent Management (ETM), and Senior Enterprise Talent Management (SETM) programs. Any comprehensive, holistic talent management program for the Army Total Force must leverage and incorporate CWT.
- 53. DOPMA Reform / Relief.** DOPMA was a major revision to Title 10 of the United States Code and serves as the legal basis for the personnel management of the officer corps. It forms the foundation of the officer promotion and centralized selection system. It establishes time in grade requirements that impact promotion eligibility and limit tenure (Service Secretaries have some flexibility regarding the management of promotion zones). Legislative reform or relief would likely target Sections 616 and 619 of Title 10.
- 54. Military Compensation and Retirement Modernization Commission (MCRMC).** The MCRMC made 15 recommendations to Congress in January 2015 regarding military pay and retirement, health benefits, and quality of life. Among their recommendations was a blended retirement plan that leverages both defined benefits and defined contributions with more available options for service members to choose from.

Appendix C: Linkage to Concepts and Strategies

Talent management is an implicit component of the ways and means required to support the Army's strategic priorities and an integral part several key concepts and strategies. The purpose of Appendix C is to provide additional context regarding these linkages.

The Army Strategic Planning Guidance establishes five strategic priorities for the Army Total Force. The first priority is, “**Adaptive Army Leaders for a Complex World**,” and identifies their required KSBs as, “morals, ethics, individual toughness, fighting spirit, intellectual capacity, tactical competence, technical proficiency, and strategic perspective.”⁸² This implies the Army must be able to assess, measure, and track these nine KSBs. In support of this priority, the ASPG describes several key tasks that must be accomplished. They include the following:

- “**Recruit, Identify, and Develop Talent Informed by Long-Range Trends**... recruit and develop the talent, both physically and intellectually, in the quality and quantity that will support the leader base of the future force...”⁸³
- “Educate Leaders for an Uncertain Future... [so they are] capable of applying not only tactics, but far more importantly, the appropriate operational art, informed by strategy, to attain the policy goals that govern military action.”⁸⁴
- “Train Leaders and Provide Them with Relevant Experience... through traditional assignments and broadening opportunities...”⁸⁵
- “Reinforce the Army Profession in the 21st Century... eliminating toxic leadership... [and] retain professional leaders who demonstrate the resilience, values, trust, and skills to build a self-policing organization...”⁸⁶

Another priority is, “**The Premier All Volunteer Army**,” meaning, “a professional force composed of the highest quality Soldiers and Civilians dedicated to the Army for the long term.”⁸⁷ In support of this priority, the ASPG describes several key tasks that must be accomplished. They include the following:

- “Improve Programs Supporting Soldiers, Civilians, Families and Wounded Warriors... Quality of Life (QOL) for its Soldiers and families as a critical factor in maintaining the all-volunteer force...”⁸⁸
- “Safeguard the Nation’s Trust in a Professional Army... support Soldiers, Civilians and families through appropriate compensation [and] sustainable benefits...”⁸⁹
- “**Optimize Soldier and Civilian Acquisition, Management, and Development**... remove obstacles to effective personnel management...”⁹⁰

The Army Operating Concept introduces Army Warfighting Challenges (AWFCs) as an analytical framework for integrating force modernization efforts. AWFCs are enduring, first-order problems, the solutions to which improve the combat effectiveness of the current and

future force.⁹¹ Talent management has crosscutting effects impacting multiple AWFCs and is specifically framed by four of them. They are:

- “#4. **Adapt the Institutional Army**... maintain an agile institutional Army that ensures combat effectiveness of the total force... ensures QOL for Soldiers and families, and possesses the capability to surge or expand the active Army.”⁹²
- “#9. **Improve Soldier, Leader, and Team Performance**... develop resilient Soldiers, adaptive leaders, and cohesive teams committed to the Army Professional Ethic that are capable of accomplishing the mission...”⁹³
- “#10. **Develop Agile and Adaptive Leaders**... develop agile, adaptive, and innovative leaders who thrive in conditions of uncertainty and chaos...”⁹⁴
- “#19. **Exercise Mission Command**... understand, visualize, describe, and direct operations consistent with the philosophy of mission command... across the range of military operations.”⁹⁵

The Army Human Dimension Strategy brings together multiple Army efforts and reframes those efforts within the context of the emerging requirements described in the AOC. Implementation of the AHDS is essential to the *Force 2025 and Beyond* initiative. Two key concepts underpin this strategy. First, the Army must develop cohesive teams of trusted professionals that thrive in ambiguity and chaos. Second, the Army must optimize the performance of its diverse talent through better assessments of individual potential, customized learning programs, and tailored career management.⁹⁶

The AHDS outlines 13 supporting objectives. **Supporting objective 3.1 is talent management.** To achieve this objective the Army must, “recruit, assess, develop, and manage Soldiers and Army Civilians throughout their lifecycle, with increased focus on individual competencies and attributes, to build effective teams and meet Army needs.”⁹⁷ Additionally, the AHDS identifies 40 key tasks (10 of which support talent management). These key tasks include:

- “3C. **Organization and Structure.** Optimize the efficiency of governance and business practices to accelerate communication, decision making, and DOTMLPF-P integration.”⁹⁸
- “3D. **Talent Management Strategy.** Develop a F2025B Talent Management Strategy that establishes the talent management principles that will be applied to the core functions of the Army's human capital management enterprise and the career life cycle of all Army Professionals through a holistic, integrated approach.”⁹⁹
- “3E. **Talent Acquisition.** Develop a synchronized approach for researching and establishing individual talent requirements and strategies for acquiring the individuals with the necessary talent to meet those requirements.”¹⁰⁰

- “3F. **Talent Employment.** Optimize the assessment-based employment and career path of all Army Professionals to ensure their diverse individual knowledge, skills, and attributes match Army needs.”¹⁰¹

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