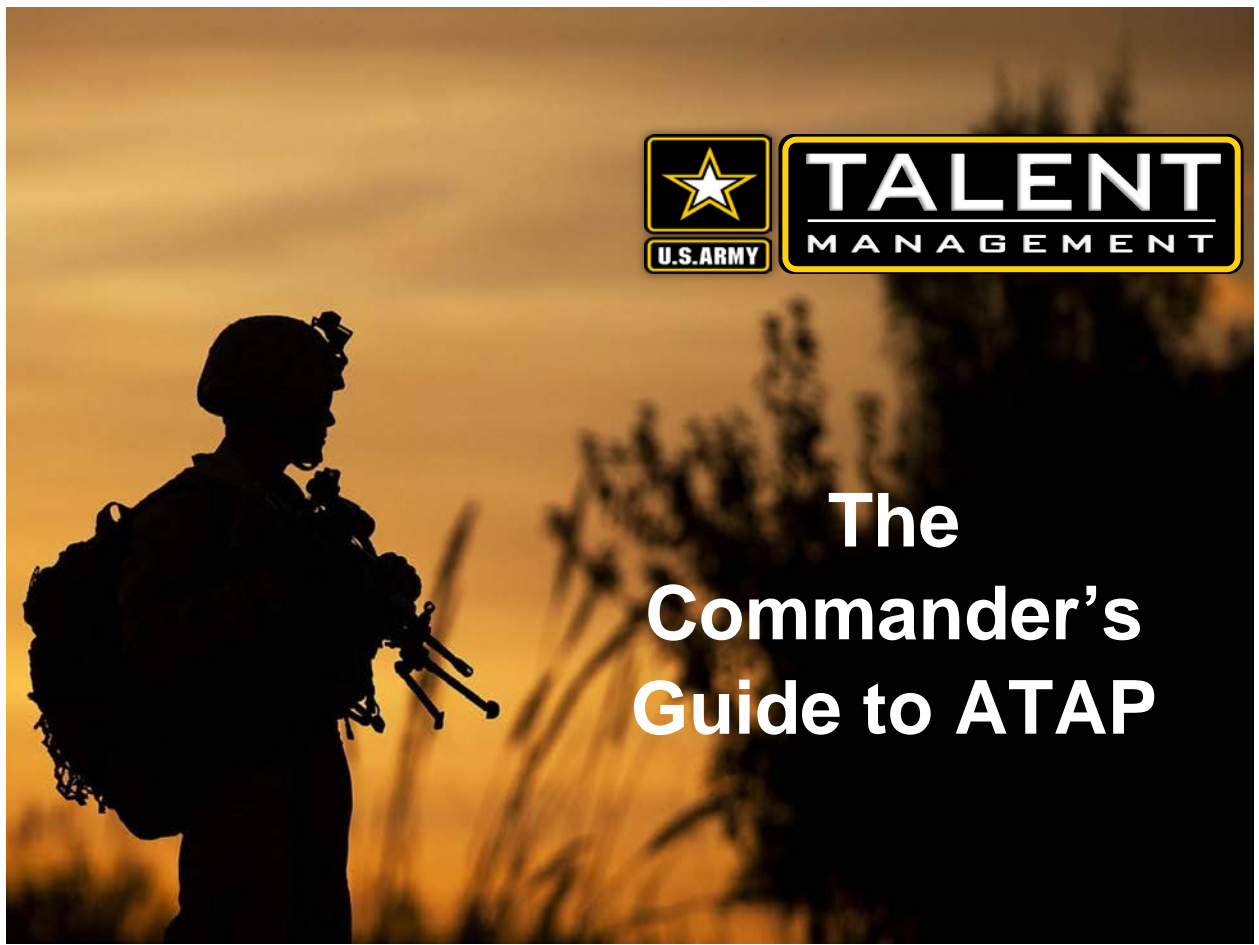




The Commander's Guide to ATAP



Commander's Guide to the Army Talent Alignment Program (ATAP)

I. The Army Talent Alignment Process (ATAP)

- A. What is ATAP?
- B. Benefits of ATAP
- C. Principles and Characteristics of ATAP
- D. The Army Talent Alignment Algorithm (ATAA)
- E. Business Rules
- F. The ATAP Marketplace

II. Commander's Role in ATAP

- A. Phase I: Set the Market
- B. Phase II: Execute the Market
- C. Phase III: Clear the Market

III. Assignment Interactive Module 2 (AIM 2.0)

- A. Unit Information
- B. Market Dashboard
- C. Vacancies and Mission Essential Requirements (MER)
- D. Requisitions

IV. Brevet Promotions

V. Opt-Out Promotion Boards

VI. Conclusion

Appendixes:

I. MOI for ATAP Marketplace Business Rules

II. ATAP – “A Way”

III. Market Place Business Rules and Responsibilities

IV. Points of Contact

V. Useful Links

VI. Position Vacancy Spreadsheet Example

VII: Unit Information

VIII: Market Dashboard – *Courtesy US Army Human Resources Command

IX: Our Vacancies - *Courtesy US Army Human Resources Command

X: Our Requisitions - *Courtesy US Army Human Resources Command

XI: Our Marketplace - *Courtesy US Army Human Resources Command

XII: 4187 Example – Brevet Promotion Nomination

CHAPTER I: The Army Talent Alignment Process (ATAP)

Former Secretary of the Army, Honorable Dr. Esper, on 17May2019: “Commanders now have the authority to attract talent through the Army Talent Alignment Process using the Assignment Interactive Module 2.0 (AIM 2.0). With this authority comes the responsibility for commanders to advertise unit vacancies, interact with potential hires, and signal hiring preferences in AIM 2.0.”

A. What is ATAP?

1. The Army Talent Alignment Process (ATAP) is a decentralized, regulated, market-style hiring system that aligns officers with jobs based on preferences.

B. Benefits of ATAP

1. The Army Talent Alignment Process offers many benefits over the traditional assignment system because ATAP uses more detailed information to match officers to jobs than the traditional system. Furthermore, ATAP empowers individuals and organizations by giving them access to more information to inform their decisions.

2. ATAP provides individual officers greater freedom to choose from a wider variety of assignments which best fit their KSB-Ps, while organizations now have the freedom to search across the entire slate of moving officers to preference the right people for their teams.

3. More benefits of ATAP:

a) Officers

- i. Gain transparency in the assignment process
- ii. Individual preference carries more weight
- iii. Improves officers’ ability to manage their own careers

b) Units

- i. Gain transparency in the assignment process
- ii. Build teams based upon their unique KSBs
- iii. Improves readiness by employing officers’ talents effectively

c) Army

- i. Gains insight into its officers
- ii. Increased ability to impact long-term retention
- iii. Manage talents vs. manage strength
- iii. Manage talent using multiple variables
- iv. Learns about officer preferences

C. Principles and Characteristics of ATAP

1. Six principles and four essential characteristics define ATAP and will produce optimal outcomes for participating units and officers.

a) Principles:

i. Every officer is in ATAP and self-professes their talent information using AIM 2.0.

ii. Every unit is in ATAP, advertises and describes their organizational vacancies, and commanders actively participate in the hiring process using AIM 2.0.

iii. Readiness determines which positions are in ATAP and available for fill.

iv. Every job is filled through ATAP using AIM 2.0; units provide the data to turn a vacancy into a job.

v. Readiness, professional development, and senior leader guidance determine the eligibility rules for assignments.

vi. ATAP operates with increased transparency and, if the market fails, OPMD, HRC clears the market with an emphasis on officer and unit preferences.

b) Characteristics:

i. Thick – contains numerous and proportionate amount of unit positions to officers to produce optimal outcomes for both participants. This creates competition and increases chances for an assignment match.

ii. Fast – ATAP is easy to use, customizable, and filterable, permitting officers and units to quickly sort through hundreds of résumés or job descriptions to focus on the group of candidates or assignments that are most deserving of their attention.

iii. Smart – governed by business rules that provide the right incentives for all participants.

iv. Transparent – participants have access to assignment and candidate information, and understand the business rules that shape how officers match to jobs.

D. The Army Talent Alignment Algorithm (ATAA)

1. ATAP uses a mathematical algorithm called the Army Talent Alignment Algorithm (ATAA) to match officers to vacancies.

2. The ATAA is an iterative method proven to best match preferences between two participants, in this case assignments and officers. The algorithm is designed to match available officers with validated positions.

3. The regulated market opens with officers reviewing unit position vacancies, interacting with a unit POC or the position incumbent to gather more information, and preferencing their desired assignments in rank order.

4. Units assess the résumés of available officers, reach out to officers who may have yet to express interest, conduct interviews, and preference in rank order the officers that applied for the position.

5. HRC will clear ATAP using the ATAA. Assignment cycle 20-02 will digitally pilot the algorithm for certain portions of the market. The algorithm will be manually applied for the remainder of the market.

E. Business Rules

1. Appendix I: MOI for ATAP Marketplace Business Rules provides guidance on business rule implementation for the Summer 20-02 personnel assignment cycle. Commanders must read the MOI to gain a better understanding of Army Senior Leader Guidance regarding ATAP.

2. Appendix III: Marketplace Business Rules and Responsibilities provides a summary of the ATAP Business Rules that (1) govern unit responsibilities, officer responsibilities, and HRC responsibilities; (2) permits the Army to change an assignment even when officer and unit preferences align. Commanders must review the ATAP Business Rules to understand their requirements as well as the requirement of officers in their formation.

3. The business rules incorporate Army requirements, professional development, and Army Senior Leader (ASL) guidance. The rules are presented by phase and provide tasks throughout each phase to guide units and officers on the ATAP Process.

F. The ATAP Marketplace

1. The ATAP process will be executed in three phases:

a) Phase I: Set the Market. This phase begins with identifying unit position vacancies and officers available to move and ends with validating both the unit positions to be filled and the population of officers available. Units will inventory their officers, validate projected position-vacancies, and post detailed position descriptions within AIM 2.0 that describe the KSB desired for the assignments. Officers identified to move will update their résumés in AIM 2.0, describing the unique KSBs they possess. HRC will validate the list of vacant positions in accordance with manning priorities and senior leader guidance.

b) Phase II: Execute the Market. This phase begins when ATAP opens and ends with a predetermined date-time-group published by HRC. ATAP opens with officers reviewing unit position vacancies, interacting with unit POCs or the position incumbent to gather more information, then preferencing their desired assignments in rank order. Units assess available officers' résumés, dialogue with officers who may have yet to express interest, conduct interviews, and preference available officers in rank order.

c) Phase III: Clear The Market. This phase begins with the conclusion of the market and ends with officers receiving their request for orders (RFOs). Officer and unit preferences will be the primary factors to determine assignment matches. Professional development and senior leader guidance will be secondary assignment considerations.

CHAPTER II: Commander's Role in ATAP

Former Vice Chief of Staff of the Army, GEN McConville, on 17May2019: "Commanders bear the responsibility in the Army Talent Alignment Process for attracting and hiring talent for their organizations."

A. Phase I: Set the Market

1. A commander and unit have various roles and responsibilities during the ATAP process. Below you will find a list of recommended actions to complete. Commanders do have the ability to delegate some of these roles throughout the process.

2. A unit commander, Brigade Executive Officer (XO), Brigade S1, or Brigade Strength Manager cannot be solely responsible for preparing a unit to navigate ATAP. While the process may be viewed as time consuming, establishing lines of effort (LOE), task organizing, and taking a team approach to ATAP will pay dividends to the unit. It is highly recommend that units create an internal conference style meeting prior to a manning cycle to maximize efforts for Talent Management. Below is a list of items to assist with framework and meeting development.

a) Task organize. Task organize to maximize the use of new authorities. A perfect example of a new authority is a Brevet Promotion that will be discussed later in the guide.

b) Identify all movers. It is critical to ensure your officers identified to move (OIM) are accurately reflected up front and as soon as possible. This will increase your chances of receiving a backfill during ATAP. Additionally, identifying officers early ensures they are not disadvantaged by entering the market late, which could potentially prevent an officer from receiving a market match.

c) Identify all vacancies. Compete the positions that will actually be vacant. For example: if a commander is outbound, but you have an officer on staff already slated to take that position, compete the staff position to prevent breaking a market match.

d) Determine priority of position vacancies. This is critical when building your manning document. There are a finite number of officers available during an ATAP cycle. You need to prioritize your positions to ensure your unit's must-haves are validated by HRC.

e) Identify desired Knowledge, Skills, Behaviors, and Preferences (KSB-Ps) of inbound officers. This will be the most time consuming process during your unit talent management process. It will likely involve multiple follow-on touchpoints to ensure your team has identified the correct KSB-Ps for your unit's vacancies. Below is a list of suggestions that will maximize time and efficiency.

i. Knowledge management is critical during your talent management process as the data you capture can be re-used in later manning cycles. Maintaining a record of your KSB-Ps, duty descriptions and requirements by position will greatly minimize the time a unit spends on future talent management conferences.

ii. Before the talent management conference, have your officers currently filling the soon to be vacant positions provide a list of KSB-Ps that would have or did make them successful in the position. This will assist units in identifying KSBs necessary to be successful in the position and organization.

iii. Identify what additional duties, military training, licenses and certifications that your unit desires for an officer to fill a specific position. While you may not find an officer that meets all of the requirements, this will help you narrow down your candidate pool.

iv. Provide incumbent or unit point of contact (POC) information. Incumbents provide a great resource to officers in ATAP. They can communicate with potential replacements and translate requirements and expectations to officers interested in assignment to your unit. In cases where an incumbent is not currently in the position to be filled, units can input a unit POC, who can serve the same function of an incumbent.

v. Provide agreed upon unit comments. Unit comments provide organizations an opportunity to highlight specific requirements about a position that they want interested officers to know. This greatly enhances a unit's ability to explain why certain KSB-Ps are required for the position as well as provides a venue for units to highlight items not available in the KSB tabs in AIM 2.0.

3. Commander Solicitation

a) Commander solicitation is highly encouraged during the ATAP process. This can be accomplished in a number of ways. AIM 2.0 provides various venues to units to provide information to prospective officers interested in coming to your organization. Please see recommended methods for successful solicitation below.

i. Upload a command video and welcome letter to AIM 2.0 Unit Page. Ensure your unit website URLs are up to date and working. Provide location and installation resources available to interested officers. Provide links to social media sites for officers to view (can be delegated to unit PAO).

ii. Identify opportunities to dialogue with CCC/ CGSC students. Dialogue and engagement are an important part of ATAP. Visits to locations such as CCC and CGSC provide a face-to-face engagement that could potentially impact officer preferences. Understanding that budgets and timing may not allow for all units to schedule TDY trips, VTC, DCS sessions, and telephonic interviews are also great mediums to reach out to officers moving within the upcoming assignment cycle.

iii. When necessary, develop and advertise incentives available to an officer interested in your unit on your AIM 2.0 unit page. Incentives can be developed with branch proponents and OPMD, HRC to increase interest. Incentives include but are not limited to: brevet promotions, military training (e.g. Pathfinder, Airborne), short command queues, etc.

4. Brigade S1 Preparation

a) Adjust Year Month Available to Move (YMAV) for verified officers identified to move (OIM) as soon as possible. The majority of officers will be identified during the unit's internal conference/ process, but there may always be unexpected movers identified throughout the process. As stated earlier, identifying officers early provides an added benefit for the officer as entering the market late could disadvantage a potential mover. Additionally, providing this information early will assist your HRC account manager in developing his or her plan of action to validate your unit's requirements.

b) Submit Mission Essential Requirements (MER) through ATAP in AIM 2.0.

i. Submission of your MER requirements in ATAP is a multi-faceted process with the implementation and incorporation of KSB-Ps into AIM 2.0. As discussed earlier, identifying information for data fields in AIM 2.0 during the unit talent management conference will greatly assist the Brigade S-1 and Brigade Strength Manager in uploading the information into AIM 2.0.

ii. Fill out information and KSB-Ps for each advertised position. See Tip below.

iii. Rank order all position vacancies to indicate commander's priority to fill. This informs HRC of a commander's requirements list, enabling validation of priority vacancies within a unit. Failure to provide a priority for positions, may result in critical vacancies going unfilled.

TIP: Create a document or spreadsheet with the required data fields in AIM 2.0. Have your talent management team input that information during the talent management process. When the MER opens, S1s and strength managers will be able to copy and paste the following fields: Duty Title, Duty Description, Unit Comments, and Special Remarks. This will save your S1 team significant time during the MER process. KSBs will have to be inputted manually through the KSB tab). An example spreadsheet is available for use in Appendix VI: Position Vacancy Spreadsheet Example.

5. Commander Coaching

a) It is expected that unit commanders coach OIMs on completion of their AIM résumé, career development, and participation in the marketplace. Some suggested topics on commander coaching are provided below. (Brigade Commander can delegate to Battalion Commander)

i. AIM résumé to include formatting, content, observed KSB-Ps.

ii. Career Development to include DA PAM 600-3 requirements and selecting assignments based on an officer's KSB-Ps.

b) For questions that cannot be answered by unit commanders, it is recommended that the officer be referred to their HRC Career Manager.

TIP: When coaching OIMs, it is important they understand the dynamics of the market. OIMs need to preference as early in the market as possible. This ensures units receive feedback that the officer is interested early, which can initiate the dialogue process. The three units that an officer preferences will auto-generate a notification to the unit. It is highly encouraged that officers reach out to units early, if they have not been contacted by a preferred unit.

B. Phase II: Execute the Market

1. After a unit submits its requirements for the upcoming ATAP cycle, HRC will execute their internal processes for validating requirements. Requirements will be validated based on Active Component Manning Guidance (ACMG).

2. Brigade S1/ Brigade XO Screening

a) Once HRC validates unit vacancies, the Brigade XO and Brigade S1 should provide a prioritized list to their Brigade Commander.

b) Prioritizing vacancies will maximize a Brigade Commander's time, as well as the brigade staff's time, when searching for potential candidates interested in the unit.

c) After vacancies have been prioritized, the Brigade S1 should consolidate officer résumés, initiate the brigade's engagement strategy, and reach out to potential candidates for interview scheduling.

d) The Brigade Commander must identify personnel within the brigade who he or she wants to assist in interviews and hiring decisions.

3. Officer Screening and interviews:

a) Field Grade Screening

i. Field Grade screening has typically been a Division-level function supported by Brigade Commanders. Brigade Commanders should seek guidance from the Division Commander on the process for selecting and interviewing field grade officers within their division.

ii. Once the Division Commander gives guidance on field grade screening, candidates should be screened not only through their résumé but also through key word searches of KSB-Ps within AIM 2.0. This will assist commanders in determining and narrowing the pool of potential officers to interview.

iii. Upon completion of interviews, candidates should be scored on suitability and preference of the unit. This information should be shared with interviewed officers, so they can determine the best way to preference in the market. This will help facilitate a match through ATAA and ATAP.

c) Company Grade Screening

i. As commanders compete company grade positions for their organization, it will be useful for commanders and/ or commander's representatives to maintain dialogue with branches at HRC for officers currently

at the captain's career courses or other functional area professional military education (PME) venues. This will greatly assist units in initiating dialogue with potential officers.

ii. Once brigades have a list of candidates, interviewers should reach out to interested candidates for interviews. Upon completion of interviews, candidates should be scored on suitability and preference of the unit. Interviewers should provide candid and honest feedback to the Brigade Commander as well as the interested officer prior to preferencing in the marketplace. This will help facilitate a match through the algorithm and ATAP.

TIP: A strategy for conducting interviews is to take a branch-specific approach to interviewing interested officers. Simply, a logistician interviews logisticians interested in applying to the unit. While branch-specific interviewers are not a requirement, the commander should provide clear guidance on the development of the unit's engagement strategy. The personnel conducting interviews and assisting in hiring decisions need to be trusted agents within the organization capable of providing unvarnished and honest reviews of potential candidates to the commander.

4. Brigade S1 Final Input

a) Upon completion of interviews for potential candidates, the Brigade S1 should provide feedback to officer branches at HRC. Feedback should include rank order of officers the units wish to preference.

b) Preferences should also be inputted into AIM 2.0. This will allow the algorithm to slate officers with units based off their preferences in ATAP.

TIP: DMSL (brigade-level) preferences must be approved by the DML (division-level) Commander prior to submission in AIM 2.0 to ensure concurrence. This step is necessary to support Senior Command Authorities (See Appendix I: MOI for ATAP Market Business Rules).

C. Phase III: Clear the Market

1. Initiate Sponsorship

a) Commanders will ensure that officers inbound to their unit are sponsored in accordance with Army Regulations.

2. Confirm Incoming Officer Data

a) Brigade S1s provide the unit commander with officer data prior to arrival. (e.g. KD Requirements, Joint Data, Personal Considerations (EFMP/ MACP), etc.

3. Brevet Positions

a) Officers assigned through ATAP as incoming to a brevet position cannot be diverted or reassigned by the senior commander (See Chapter IV Brevet Promotions).

CHAPTER III: Assignment Interactive Module 2 (AIM 2.0)

A. Unit Information

1. As stated in Chapter II, dialogue and commander solicitation are an integral part of ATAP. AIM 2.0 provides a capability with the “Our Unit” tab to highlight items a commander feels are important for potential officers to know about his or her organization. Just as an Officer Record Brief (ORB) is an officer’s handshake with a unit, the unit page serves the same function as an initial handshake from a unit to an interested officer.

2. The unit information tab provides the unit with a place to add details about the unit to include but not limited to, the unit’s mission, training/career opportunities, command priorities, locations, organizational structure, skills/ military occupational specialties (MOS) associated with the unit, and key points of contact. The unit can also upload documents or provide links to social media and other websites that can best articulate the nuances of the unit. Please see below for a list of tabs available to a unit to build their unit information page.

a) Unit Details – this tab has a location for unit Point of Contact, Point of Contact Email, and a place holder for the unit URL address the unit’s webpage.

b) Attachment – this section allows a unit to upload a PDF file for officers to download or view. This file can be a unit brief, commander’s philosophy, etc.

c) Mission – this tab provides a free text field for the unit to enter their mission statement.

d) Organization & Higher Headquarters – this text field provides a location to define organizational structure such as task organization of the unit and its higher headquarters.

e) Officer information: this tab has three separate sub-tabs to input information that applies to officers of specific grade fields. The three sub-tabs are:

i. Company Grade Officer Information

ii. Field Grade Officer Information

iii. Warrant Officer Information

f) Additional Unit and Installation Information – This is a text field to provide additional unit information and installation information. Examples include links to the local area, hospital information, housing, etc.

3. See Appendix VII: Unit Information for screen shots of a blank “Our Unit” tab.

B. Market Dashboard

1. Each unit has a market dashboard in AIM 2.0. The market dashboard is a tool that assists unit representatives with tracking inbound/ outbound officers, markets, and the MER.

2. Data within the market dashboard is displayed through interactive bar charts and graphs. Unit representatives can hover over graphs to display information.

3. See Appendix VIII: Market Dashboard for more information.

C. Vacancies and Mission Essential Requirements (MER)

1. The MER is the unit's list of vacancies they want to compete at the HRC Officer Distribution Conference. The MER is maintained by a units strength managers.

2. Units provide input to their MER by adding, deleting, modifying, and prioritizing vacancies. This process assists HRC in adjudication and the distribution process. The MER occurs over a one-month period, usually 60 days before the market opens.

3. To view unit vacancies, strength managers click on the "Our Vacancies" tab within AIM 2.0. (See Appendix IX: Our Vacancies)

4. Strength Managers will enter position information validated during the unit talent management conference. Fields include:

a) Position Information

i. Duty Title – the duty title is the vacant position at the unit.

ii. Duty Description – the duty description is generated and validated during the talent management conference from the respective leadership of the unit or section that owns the billet. The duty description should detail significant duties and responsibilities of the position.

TIP: There is an import function on the screen "Import Position Details," which allows strength managers to use details entered on previous vacancies in AIM.

b) Position Details

i. UIC

ii. Rank/ CONGR

iii. AOC/ MOS

iv. SQI

v. ASI

vi. Paragraph and Line Number

TIP: Incorrect UICs are the leading cause of vacancies competing poorly in the Distribution Conferences.

c) Knowledge, Skills, and Behaviors (KSB)

i. Additional Duty List – units can list additional duty experience they want applicants to have.

ii. Desired Civilian and Military Experience – a list of civilian and military jobs.

iii. Licenses and Certifications – a list of professional licenses and certifications of interest to the unit.

iv. Personal Attributes – characteristics, attributes, and skills the unit desires in an applicant.

v. study knowledge – a list of hobbies, activities, and self-study knowledge that may be of interest to the unit.

TIP: The KSB list is constantly growing. If you do not see a specific item, you can email the Army Talent Management Task Force to request and update to the list. See Appendix IV: Points of Contact for email.

d) The “Unit Comments” section provides a free text box for the unit to communicate position details to prospective candidates. This entry should emphasize information that will attract the right officers and can expound upon the knowledge, skills, and behaviors they should possess to succeed in the job.

e) The “Special Remarks” section is a text box the unit may use to communicate information to HRC about the vacancy and can include additional information such as security requirements, etc. This field can only be viewed by HRC and not a prospective officer.

f) The “Incumbent” section provides a point of contact at the unit that interested officers can reach out to for information. This section also assists assignment officers to ensure they identify the correct population to match to this vacancy.

5. Once all positions have been completed, the strength manager must provide a priority for the position. This will ensure each position is assigned the correct Manning Guidance Code, ensuring the position competes correctly during the distribution conference.

6. It is recommended that unit commanders receive regular updates on the status of their positions. If all fields are completed correctly, the Marketplace Dashboard will reflect the unit’s MER completion percentage.

D. Requisitions

1. Upon completion of the HRC Distribution Conference, all validated requisitions will move to the “Our Requisitions” tab in AIM 2.0. The list can be imported to an excel spreadsheet for unit use.

2. The unit can track requisition status to ensure positions are filled, placed into the market, and have the necessary information. During the market units can update Duty Title, Duty Description, Unit Comments, and Incumbent Information as needed to accurately reflect position details.

3. After a requisition has been filled, units can click on the green icon next to the position to see the officer’s résumé assigned to fill the position.

4. For a visual depiction of the “Our Requisitions” tab please see Appendix X: Our Requisitions.

E. Talent Marketplace

1. The “Talent Marketplace” tab is located below the “Our Requisitions” tab in AIM 2.0. This is the primary tab units will use during the marketplace.

2. The tab displays the following information: validated requisitions, fill forecast, a preference section, and an icon with available officers to fill the position.

a) Validated Requisitions are the requisitions validated for the current market. These requisitions may differ slightly from the requisitions you see in the “Our Requisitions” tab.

b) Fill Forecast indicates the likelihood of a position being filled. (Note: initial market will likely only show “Will Fills.”)

c) The “Preferred” column indicates the unit has preferred at least one officer for the requisition.

d) The blue icon at the far right of each column provides a list of all officers available for a position. Clicking on the icon displays the list of available officers and a set of filters which can be applied. The icon also shows if the officer preferred a unit assignment within their top three (3) or top 10% of their assignment choices. Clicking on the officer’s name provides a baseball card showing specific details about the officer.

3. For additional information on the “Talent Marketplace” tab, please see Appendix XI: Talent Marketplace.

CHAPTER IV: Brevet Promotions

A. Brevet Promotions

1. Army Directive 2019-xx (Temporary (Brevet) Promotion of Officers) -TBP. The Army approved a policy to temporarily promote Army officers to the next rank if they are qualified and selected to fill a position that the Army designates as critical.

2. The Army will pilot brevet promotions by opening 225 positions during the summer 2020 assignment cycle and up to 770 for following cycles. The positions will be included in the market under the Army Talent Alignment Process in AIM 2.0. Officers will have visibility of brevet positions for which they are eligible in their assignment marketplace.

3. A breveted officer would be entitled to the pay and benefits for the higher grade while in a brevet status.

4. The implementation of this new authority moves the Army toward more flexible career paths for its officers and allows the Army to fill critical shortages with officers who possess the right talent.

5. All 1LTs thru LTCs that possess the KSB-Ps appropriate for the designated positions at the next higher grade are eligible for assignment to a designated critical position.

6. All brevet promotions require Senate confirmation (IAW NDAA 2019, Title V, Section 503, § 605(a)).

B. Critical Shortage

1. A critical shortage is any critical position in the Army that is unable to be filled with a volunteer from the desired grade plate who possesses the unique knowledge, skills, and behaviors for that position. The 2019 John S. McCain National Defense Authorization Act (NDAA) authorizes temporary promotion of certain officers when those officers have a skill in which the Army is critically short and are assigned to a critical position.

2. A critical position may serve as an incentive to attract qualified officers of junior grade to compete for hard-to-fill positions and/or positions that require volunteers.

3. A critical position will be validated on the Distribution Requirements List (DRL) at Human Resources Command if the position is, or is projected to be, vacant.

C. Brevet Positions in the Marketplace

1. Unit commanders will identify approved critical position vacancies and then submit the requirements to OPMD, HRC through the MER process.

2. Brevet positions will be identified in ATAP by a standard banner under the unit's "My Vacancies" tab. When brevet positions open, units will see officers at the current position grade and next lower grade.

3. Units will maintain a list of critical positions that are vacant. HRC will advertise brevet critical positions at and below grade for officers to self-nominate.

4. During market opening, units will preference and rank order officers in AIM 2.0 for brevet critical positions.

5. Commanders and units may recommend officers already residing on the installation who are best qualified and possess the KSB-Ps for the critical position. If an officer is not scheduled to move, units must coordinate release from losing unit to gaining unit (cross DML moves must be adjudicated by HRC). The losing unit may not receive a backfill, if the losing unit position is not competed in the ATAP cycle. If unit selects a junior grade officer at the installation, the unit must notify HRC via the submission of the brevet packet (4187) of the intent to fill the brevet position with the officer (See Appendix XII: 4187 Example – Brevet Promotion Nomination). Unit's preference should include a statement on the DA Form 4187 that the desired officer(s) possess the required KSB-Ps to serve in the critical position.

6. Eligible officers must have at least one year remaining time in service to serve in a qualifying position following the date of the commander's recommendation for brevet promotion or from the expected reporting date to the qualifying position, whichever is later.

7. Officers whose projected PCS date precludes eligibility for brevet promotion may request HRC adjustment of availability to meet the one year requirement. Requests for HRC adjustments, with appropriate endorsements by O6 level commanders, shall be forwarded to HRC for consideration.

8. Officers at, and below grade, can self-nominate for a brevet critical position.

9. All officers of junior grade that are matched for a brevet critical position, will be forwarded to the Department of the Army Secretariat for approval. Once a DA selection board has recommended officers for brevet promotion, the officer will be assigned to the critical position.

10. Following the board, officers will be Senate confirmed authorizing the brevet promotion.

11. Officers assigned through ATAP as incoming to a brevet position cannot be diverted or reassigned by the senior commander for the following reasons:

a. Officers will be approved through a centralized selection board to qualify for the brevet promotion position.

b. Following the board, the officers will be Senate confirmed authorizing the brevet promotion.

c. In many cases brevet promotions will be used as incentives to attract officers to hard-to-fill positions.

12. Upon termination or completion of the assigned brevet position, officers will revert to the highest permanent grade held prior to appointment, unless the officer has been selected for permanent promotion to the next grade.

Chapter V: OPT-OUT Promotion Boards

A. Promotion Board (OPT-OUT): Army Directive 2019-30 (approved 01 OCT 2019) implemented the OPT-OUT policy for the February 2020 ACC LTC promotion board. The OPT-OUT policy allows qualified officers to OPT-OUT of their consideration for promotion to complete special assignments, advanced educational opportunities, or pursue required developmental milestones at their current grade.

B. Opt-Out Requirement Terms for Opting Out of Promotion

1. Officers may request to opt-out of promotion consideration under the principal categories established by the new statutory authority, and listed below. These categories are a starting point, and allow flexibility within the category to identify many applicable assignments and experiences.

2. To ensure the best alignment of Army and officer needs, the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) will establish the specific elements that will be weighed when an officer requests to opt-out of consideration.

3. U.S. Army Human Resources Command (HRC) will publish those elements in the initial military personnel message announcing each affected promotion selection board.

4. An officer may opt-out of a promotion board twice at each grade, and the period of such deferral will cover only the next subsequent selection consideration. Requests for additional deferral at the same grade will be managed by exception.

5. Officers have three (3) bases for a request to opt-out. These requests are provided below:

a) When the requesting officer needs to accept or complete an assignment of significant value to the Army. A list of significant assignments will be recommended by the CG of HRC, and approved by the ASA (M&RA).

b) When the requesting officer must complete an ongoing funded resident advanced civilian education program.

c) When the officer must complete a career progression requirement (as defined in DA PAM 600-3 and DA PAM 600-4) that is delayed by either a priority assignment or the civilian education described above.

C. Impacts on ATAP

1. Units may have officers that are considering the opt-out option prior to a promotion board and assignment cycle. This may be due to a variety of reasons, but the most common would likely be not meeting the requisite requirements as outlined in DA PAM 600-3 and DA PAM 600-4 for consideration of promotion to the next grade.

2. Units will assist officers in completing necessary coordination and paperwork for the officer to request opt-out status.

3. After an officer receives an approved request to Opt-Out of the promotion board, units will adjust an officer's YMAV to an anticipated assignment or education program completion date. This is critical for both the unit and HRC to determine available movers for the upcoming ATAP cycles.

4. For officers moving to a utilization position, the officer must contact their HRC assignment officer and/or utilization program director to ensure assignment preferences align with utilization requirements. The officer's ATAP market should include only assignments meeting the requirements of the utilization tour or approved assignments and deferments as defined by utilization waivers. Two examples are provided below.

a) Utilization Requirement: School of Advanced Military Studies (SAMS)
Students will only compete for SAMS utilization assignments.

b) Waiver: SAMS students selected for battalion command will be allowed a waiver to use Battalion Command as their first SAMS utilization.

Chapter VI: Conclusion

A. Closing Comments

1. The purpose of this guide is to provide a foundational knowledge of ATAP for unit commanders. This guide is a living document that will develop overtime and change as ATAP evolves.

2. For organizations to be successful, they must understand ATAP. Commanders must understand their roles and responsibilities as well as the ATAP Business Rules, which provide the foundation.

3. Commanders must coach their officers on ATAP to ensure their success in the market.

4. Finally, ATAP empowers organizations to build strong teams. Organizations now have the power to build their team by preferencing the right officer with the right talents for the assignment.

Memo for see distribution

03 September 2019

Subject: Guidance for Cycle 20-02, ATAP Business Rules

1. The Army Talent Alignment Process (ATAP) is a decentralized regulated assignment marketplace operationalized through the Assignment Interactive Module 2.0 (AIM 2.0). The ATAP incentivizes the exchange of accurate and granular knowledge, skills, behaviors, and preferences (KSB-Ps), improving alignment of the officer talent supply with unit talent demands. ATAP operates most efficiently when adhering to principles and business rules that create the right incentives for all participants.
2. This memorandum provides guidance on business rule implementation for the summer 20-02 personnel assignment cycle. Human Resources Command (HRC), units submitting vacant positions to be filled during the 20-02 cycle, and active component officers who anticipate moving during the 20-02 cycle have responsibilities, within adherence of these rules, to make the market effective at aligning talent.
3. The intent of Army Senior Leaders (ASL) is for the Army to embrace talent management by trusting unit commanders to identify and preference potential candidates and empowering officers to chart their own careers. This will require the Army to challenge legacy personnel management practices and guidance. According to senior leaders:
 - A. **Former secretary of the Army, Honorable Dr. Esper**, on 17May2019:
“commanders now have the authority to attract talent through the Army talent alignment process using the assignment interactive module 2.0 (AIM 2.0). With this authority comes the responsibility for commanders to advertise unit vacancies, interact with potential hires, and signal hiring preferences in AIM 2.0.”
 - B. **Former Vice Chief of Staff of the Army, GEN McConville**, on 17May2019:
“commanders bear the responsibility in the Army Talent Alignment Process for attracting and hiring talent for their organizations. Distribution of our ‘top 10% officers’ based on a single manner of performance score is no longer an HRC responsibility. We must look at talent from multiple dimensions. Talent input for individual officers is self-professed right now. Over time, a series of assessments will be able to validate self-professed knowledge, skills and behaviors that shape preferences. Commanders can help by commenting on self-professed talents on an officer’s OER.”
4. Six principles and four essential characteristics define ATAP and will produce optimal outcomes for participating units and officers. The ATAP business rules incorporate Army requirements, professional development, and ASL guidance.

APPENDIX I: MOI FOR ATAP MARKETPLACE BUSINESS RULES

Future business rules must abide by the principles and contain the essential characteristics.

A. Principles:

- 1) Every officer is in ATAP and self-professes their talent information using AIM 2.0.
- 2) Every unit is in ATAP, advertises and describes their organizational vacancies, and commanders actively participate in the hiring process using AIM 2.0.
- 3) Readiness determines which positions are in ATAP and available for fill.
- 4) Every job is filled through ATAP using AIM 2.0; units provide the data to turn a vacancy into a job.
- 5) Readiness, professional development, and senior leader guidance determine the eligibility rules for assignments.
- 6) ATAP operates with increased transparency and, if the market fails, OPMD, HRC clears the market with an emphasis on officer and unit preferences.

B. Characteristics:

- 1) Thick – contains numerous and proportionate amount of unit positions to officers to produce optimal outcomes for both participants. This creates competition and increases chances for an assignment match.
 - 2) Fast – ATAP is easy to use, customizable, and filterable, permitting officers and units to quickly sort through hundreds of résumés or job descriptions to focus on the group of candidates or assignments that are most deserving of their attention.
 - 3) Smart – governed by business rules that provide the right incentives for all participants.
 - 4) Transparent – participants have access to assignment and candidate information, and understand the business rules that shape how officers match to jobs.
5. The ATAP for the upcoming assignment cycle consists of three (3) distinct phases:

A. Phase I: Set the Market. This phase begins with identifying unit position vacancies and officers available to move and ends with validating both the unit positions to be filled and the population of officers available. Units will inventory their officers, validate projected position-vacancies, and post detailed position descriptions within AIM 2.0 that describe the knowledge, skills, and behaviors (KSBs) desired for the assignments. Officers identified to move will update their résumés in AIM 2.0, describing the unique KSBs they possess. HRC will validate the list of vacant positions in accordance with manning priorities and senior leader guidance.

B. Phase II: Execute the Market. This phase begins when ATAP opens and ends with a predetermined date-time-groups published by HRC. ATAP opens with officers reviewing unit position vacancies, interacting with a unit POCs or the position incumbent to gather more information, then preferencing their desired assignments in rank order. Units assess available officers' résumés, dialogue with officers who may have yet to express interest, conduct interviews, and preference available officers in rank order.

C. Phase III: Clear the Market. This phase begins at the end of phase II and ends with officers receiving their RFOs. OPMD is responsible for matching available officers to validated positions in accordance with the instructions below and in Appendix III. Officer and unit preferences will be the primary factors to determine assignment matches. Professional development and senior leader guidance will be secondary assignment considerations.

6. The ATAP business rules incorporate Army requirements, professional development, and ASL guidance. They should advance the principles and characteristics described above. Although ATAP will incentivize first and regulate as a last resort, the Army always reserves the ability to overrule officer and unit preferences to ensure current and future readiness. When this occurs, HRC will document the assignment deviation along with a justification. Appendix III to this memorandum provides guidance on allowable adjustments to market-based assignment matches. Human Resources Command will capture and publish summary metrics on such adjustments. Army Senior Leaders will review these metrics and update this guidance in June 2020 and then annually thereafter or as necessary.
7. Starting in October 2019, HRC, the Army Talent Management Task Force (ATMTF), and the Office of Economic and Manpower (OEMA) will execute pilots to test the feasibility and evaluate the effectiveness of matching officers to jobs via a market matching mechanism based on officer and unit preferences. HRC, ATMTF, and OEMA will deliver a preliminary report on the lessons learned from these pilots in June 2020.
8. During the 20-02 assignment cycle, HRC will develop and pilot a market matching method that creates assignment matches by aligning officer and unit preferences. This method will rely first on officer and unit preferences to create those matches. HRC will brief ASL in January 2020 on 20-02 market outcomes prior to finalizing summer 2020 assignments. Proponent guidance, performance guidance, and other factors will be secondary considerations in officer assignments. For piloted markets, HRC will brief assignment metrics based solely on officer and unit preferences (COA#1) and modifications to COA#1 that adjust officer assignments to account for secondary assignment considerations (COA#2). For non-piloted markets, HRC will

APPENDIX I: MOI FOR ATAP MARKETPLACE BUSINESS RULES

brief summary metrics similar to the market metrics brief HRC delivered to the ASA (M&RA) on 24 April 2019.

9. Through ATAP, officers will have greater agency in their careers, allowing them to preference an assignment which better matches their unique knowledge, skills, behaviors, and preferences (KSB-Ps). Equally important, organizations can now preference the right officer with the right talents for the assignment. ATAP empowers individuals to make their own choice and allows organizations to build strong teams.

Hon E. Casey Wardynski
ASA M&RA

ATAP – “A Way”

Phase I: Set the Market

Phase II: Execute the Market

Phase I: Set the Market			Phase II: Execute the Market			
ID OIM		MER	HRC Conference	Open Market		Slating
AUG		SEP		OCT	NOV	DEC
UNIT	★ BDE-BN Internal TM Conference:	<ul style="list-style-type: none"> • <i>Task organize to maximize new authority</i> • Identify all movers • Identify all vacancies • Determine priority of position vacancies • <i>Identify desired KSB-Ps of inbound officers</i> 		★ BDE S1/XO Screening:	<ul style="list-style-type: none"> • Prioritize validated vacancies • <i>Identify branch-specific interviewers to assist in hiring decisions</i> • <i>Consolidate Officer résumés and reach out for interview scheduling</i> 	
	★ BDE Commander Solicitation:	<ul style="list-style-type: none"> • <i>Upload Command Video and Welcome Letter to AIM2 Unit Page</i> • Identify opportunities to visit CCC/CGSC • <i>If necessary, develop incentives with branches and OPMD, HRC</i> 		★ BN Commander/FG Screening:	<ul style="list-style-type: none"> • <i>Screen initial candidates based on key word searches in AIM2</i> • Determine which candidates to interview 	
	★ BDE S1 Preparation:	<ul style="list-style-type: none"> • Adjust YMAV for verified OIM • Submit MER through ATAP • <i>Fill out information and KSB-Ps for each advertised position</i> • <i>Rank order all position vacancies to indicate CDR's priorities for fill</i> 		★ BN Commander/CPT Interviews:	<ul style="list-style-type: none"> • Conduct initial interview for incoming CPTs • Determine suitability and score candidates 	
	★ BN Commander Coaching:	<ul style="list-style-type: none"> • Coach OIM on AIM résumé Completion and Career Development 			★ BDE S1:	<ul style="list-style-type: none"> • Provide feedback to Branches • <i>Input CDR's Rank Order of Officer Candidates for each position</i>
				Acronyms: OIM - Officer Identified to Move MER – Mission Essential Requirements	★ DMSL Slate:	<ul style="list-style-type: none"> • DMSL slate will be approved by DML Commander
Officer	★ OIM:	<ul style="list-style-type: none"> • <i>Fill out/Update self-professed KSB-Ps and AIM2 résumé</i> 		★ OIM:	<ul style="list-style-type: none"> • <i>Screen available positions for interest and qualifications</i> • <i>Reach out to Unit POCs and incumbents</i> • <i>Participate in Interviews</i> 	
					★ OIM:	<ul style="list-style-type: none"> • <i>Rank order all available positions</i>

Commanders now have the authority to attract talent through the ATAP – this authority comes with the responsibility to advertise unit vacancies, interact with potential hires, and preference their future team in AIM2. The DMSL slate will be approved by DML Commander.

Appendix A: ATAP Roles and Responsibilities

	HRC	Unit	Officer
General ^{1,2}	<ol style="list-style-type: none"> 1. Talent Management Initiatives 2. Assignments in ATAP 3. Assignment Cycle Timeline 4. Brevet Promotions 5. Slate Adjustment 6. RFO Report Timeline 7. ATAP participation 	<ol style="list-style-type: none"> 1. Diversity and Equal Opportunity 2. KSBS Inform Preferences 3. Missing or Limited Unit Preferences 4. Senior Commander Authorities 	<ol style="list-style-type: none"> 1. Missing or Limited Officer Preferences 2. Promotion Board (OPT-OUT) 3. Personal Data
Phase I Set the Market	<ol style="list-style-type: none"> 1. Identify Supply and Demand 2. Measure Participation 3. Labeling SOP 4. Officer Eligibility 5. Brevet Positions 	<ol style="list-style-type: none"> 1. Unit page in AIM 2.0 2. Advertise Job Vacancies 3. Brevet Positions 	<ol style="list-style-type: none"> 1. Build résumé
Phase II Execute the Market	<ol style="list-style-type: none"> 1. Measure Participation 2. Brevet Positions 	<ol style="list-style-type: none"> 1. Preference Officer Candidates 2. Security Clearance Requirements 3. Brevet Positions 	<ol style="list-style-type: none"> 1. Preference Job Vacancies 2. Brevet Positions 3. Position qualification
Phase III Clear the Market	<ol style="list-style-type: none"> 1. Match Officers to Job According to Preference 2. Security Clearance 3. Proponent Guidance 4. Performance Guidance 5. General Officer involvement 6. General Officer Influence 7. Personal Considerations 8. Brevet Promotions 	<ol style="list-style-type: none"> 1. Initiate Sponsorship 2. Confirm Officer data 	<ol style="list-style-type: none"> 1. Unqualified position 2. Provide updated data

¹Current business rules for assignments remain in effect unless specified in this document.

²Emerging requirements for Readiness may necessitate filing select assignments outside of the ATAP execution timeframe.

General Business Rules:

Purpose: The following is a summary of Army Talent Alignment Process Business Rules that (1) govern unit responsibilities, officer responsibilities, and HRC responsibilities; (2) permits the Army to change an assignment even when officer and unit preferences align. Human Resources Command will capture summary metrics on unit participation, officer participation, and adjustments to preference-based assignment matches for any reasons, including reasons not listed below.

A. **HRC:** HRC is responsible to enable ATAP using AIM 2.0, and measure officer and unit participation.

1. **Incorporate Talent Management Initiatives into ATAP.** HRC will tailor ATAP according to approved Army talent management initiatives that impact officer assignments.
2. **Assignments in ATAP.** HRC will maximize the use of ATAP when filling assignments. Commander, HRC will approve non-marketed assignments by exception only; OPMD will be prepared to provide summary metrics regarding non-marketed assignments to Army Senior Leaders as required. OPMD will ensure officers can view and contact units for non-marketed assignments through AIM 2.0, excluding special missions division assignments that cannot be advertised on unclassified platforms. Below are examples of ATAP assignment exclusions:
 - A. Homebased Advanced Assignment Program (HAAP)
 - B. ACS utilization
 - C. Sequential Assignments (on-post follow-on positions)
 - D. Special Mission Division (SMD) positions
 - E. Application Based Organizations (e.g. USMA, Ranger Regiment, 160th SOAR, AWG, SFAB, etc)
 - F. CSL Commands
 - G. WIAS tasking
 - H. WTU (Warrior Transition Unit) – unit members
 - I. FAO (Foreign Area Officer)
 - J. JAG Corps (Judge Advocate General's Corps)
 - K. Acquisition Corps (all Colonel and critical position Lieutenant Colonels)
3. **Assignment Cycle Timeline.** Publish assignment cycle timeline and MER instruction letter to the field prior to the mission essential requirements (MER) opening in AIM 2.0.
4. **Brevet Promotions.** Army Directive 2019-xx (Temporary (brevet) Promotion of Officers) -TBP. Brevet promotions are a temporary promotion in which officers of junior grade can serve one grade higher, wear the rank, and are paid at the higher grade. Officers revert back to their original grade once they depart the position unless they are promoted or in a promotable status. Brevet promotions require Senate confirmation at the grade of O3-O6 (IAW NDAA 2019, Title V, Section 503, § 605(a)). The brevet promotion program is intended to alleviate

critical shortages to better leverage the talents of junior officers and to incentivize retention of officers in whom the Army has invested for education and experience. The Army is limited to an annual cap of 770 (O3-O6) positions that can be deemed critical. Commanders and officers will interact in the Army Talent Alignment Process (ATAP) to match KSB-Ps for specific positions.

- A. Critical position definition. A position requiring a specific skill or skills essential for unit readiness and/or mission effectiveness and the authority to exercise those skills unconstrained by grade. A critical position may serve as an incentive to attract qualified officers of junior grade to compete for hard-to-fill positions and/or requires volunteers. A critical position will be validated on the distribution requirements list (DRL) at Human Resources Command if the position is, or is projected to be, vacant.
- B. Critical shortage definition. Any critical position in the United States Army that is unable to be filled with a volunteer from the desired grade plate who possesses the unique knowledge, skills, and behaviors for that position.
- C. The Army G1 will provide a list of approximately 200 secretary of the Army approved critical positions to execute during the 20-02 assignment cycle.

5. Slate Adjustment.

- A. No later than (NLT) thirty days following the close of the ATAP market window, HRC will provide performance distribution and summary metric data on the Army talent alignment algorithm (ATAA) slate, highlighting areas of concern.
- B. The ASA (M&RA) either approves the slate or directs changes based on performance distribution guidance or other concerns.
- C. The final slate represents the optimal outcome, adjusted for ASL guidance.
- D. Slating corrections may be required due to unforecasted requirements, EFMP failures, security clearance issues, etc.

6. RFO report timeline. Every effort should be made to ensure officers have greater than 120 days to report from the time of receipt of their RFO. NLT 30 days following the close of the movement cycle (summer cycle NLT brief date is 30 Oct, winter cycle NLT brief date is 30 April), HRC will report summary metrics where this is not the case through the DCS, G-1 to the ASA(M&RA), except for the following: officers moving in the summer cycle before 01 June; officers in the winter cycle moving before 01 January.

7. ATAP participation. If an officer fails to participate in ATAP, the officer will be subject to needs of the Army assignment placement. HRC does not have the authority to change an officer's assignment once designated in ATAP if the officer fails to submit preferences. The purpose of this business rule is to reinforce the criticality of market assignments within ATAP.

B. Unit: Unit participation is critical to the long-term success of ATAP.

- 1. **Diversity and Equal Opportunity.** In the past, leaders trusted the Army to send officers to their units. Now, the Army trusts leaders to preference talented officers for their units. The president of the United States has reposed special trust and confidence upon the officer corps to promote an environment free from personal, social, or institutional barriers that prevent service members from rising to the

highest level of responsibility possible. Effective leaders understand that organizational success depends on the ability of people of all backgrounds to work together. Leaders will preference officers who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued. Leaders will strictly avoid consideration of any factors other than merit, fitness, and capability when preferencing officers for assignment. Unlawful discrimination against persons or groups based on race, color, religion, sex (including gender identity), national origin, or sexual orientation is contrary to good order and discipline and is counterproductive to combat readiness and mission accomplishment. Unlawful discrimination shall not be condoned.

2. **KSBs Inform Preferences.** All units want 'high performing officers,' typically defined by previous performance evaluations. However, both units and the Army benefit when commanders seek officers who are uniquely qualified for the mission. Units that recruit officers who possess the unique KSBs required to succeed in a job vacancy will naturally find more success in ATAP than units who focus exclusively on past performance. HRC will not provide officer performance evaluation data to units.
3. **Missing or Limited Unit Preferences.** HRC will rely on officer preferences and the needs of the Army to assign preferences to units that do not vote on officers through AIM 2.0.
4. **Senior Commander Authorities.** Hiring will occur at the DMSL level. ATAP is binding at the DMSL level for nine months. Hiring slates will be coordinated between DMSL and DML during the set the market and execute the market phases. The DML authority will personally approve the slate. Moves out of the DMSL within the initial nine (9) month time period are authorized only in exceptional circumstances and must be approved by the DML commander (non-transferable). The Army goal for honored matches at the DMSL is 90% for the first nine (9) months of the ATAP produced assignment. The number of broken matches from DMSL will be tracked and justified. If the unit numbers are larger than 10%, they will have to be briefed to ASLs. MACOMs will brief the ASA(M&RA) and CSA NLT 30 days following the close of the movement cycle (summer cycle NLT brief date is 30 OCT, winter cycle NLT brief date is 30 April). (note: for an average BDE with approximately 40-45 movers in a summer cycle, the BDE could break four (4) matches before briefing the ASA(M&RA) and CSA.)
5. **Personal Considerations.** The Army maintains a commitment to families, including commitments that impact officer assignments. ATAP assignments **can** be broken to adhere to the following personal consideration guidance:
 - A. **Exceptional Family Member Program (EFMP).** Ensures that officers have the right services available for their families.
 - B. **Married Army Couples Program (MACP).** Attempts to ensure that dual-military couples have the opportunity to be co-located.

APPENDIX III: MARKETPLACE BUSINESS RULES AND RESPONSIBILITIES

6. **Emergent Conditions.** Many life circumstance are uncontrollable or unforeseen. ATAP assignments **can** be broken to adhere to the following emergent conditions:
 - A. Legal
 - B. Medical
 - C. Flagged for investigation
 - D. OCONUS curtailment
 7. **Unqualified conditions.** ATAP assignments **can** be broken to adhere to the following emergent conditions:
 - A. Failure to complete education prior to assignment
 - B. Misrepresented / falsified KSBs
- C. **Officer:** officer participation in ATAP is critical for collecting granular talent information on the Army's most important resource: people.
1. **Missing or limited officer preferences.** Officers in ATAP who do not submit preferences are at increased risk of being assigned to units for which they are a poor talent fit. HRC will assign officers who do not submit preferences through AIM 2.0 in accordance with the needs of the Army.
 2. **Promotion board (opt-out).** The opt-out policy allows regular Army officers and reserve component officers in an active guard reserve status to request to opt out of consideration by a promotion selection board under certain conditions. It adds flexibility to officer career development by adding time to pursue broadening experiences, education, certifications, all of which enhance career and mission success. Officers who were previously considered for the next grade but not selected for promotion are not eligible to request to opt-out. Officers may request to opt out of promotion consideration under the principal categories established by the new statutory authority, and listed below. These categories are a starting point, and allow flexibility within the category to identify many applicable assignments and experiences. Because the elements and timing of career development are different at each grade, not all the conditions may be valid for each request for consideration. To ensure the best alignment of Army and officer needs, the assistant secretary of the Army (manpower and reserve affairs) (ASA (M&RA)) will establish the specific elements that will be weighed when an officer requests to opt out of consideration. U.S. Army Human Resources Command will publish those elements in the initial military personnel message announcing each affected promotion selection board. Officers may request to opt out of promotion consideration when they meet the established conditions for the affected board. This policy is anticipated to be approved and implemented for the February 2020 ACC LTC promotion board. An officer may request a promotion board opt-out under the following conditions:
 - A. He/she needs to accept or complete an assignment of significant value to the Army. A list of significant assignments will be recommended by the commander, human resources command and approved by the ASA (M&RA);
 - B. He/she must complete an ongoing funded resident advanced civilian education program; or

APPENDIX III: MARKETPLACE BUSINESS RULES AND RESPONSIBILITIES

- C. He/she must complete a career progression requirement (as defined in da pamphlet 600-3 or da pamphlet 600-4) that is delayed by either a priority assignment or the civilian education.
- 3. **Personal data.** In order to maximize matching potential, officers must ensure ATAP reflects the most current personal data. The list below provides examples but is not all inclusive:
 - A. **EFMP:** in accordance with EFMP regulations, data must be updated no less than every thirty six months.
 - B. **MACP:** data must reflect existing marriage status to another service member, if applicable.
 - C. **Joint qualification:** data must reflect current status, if applicable.
 - D. **Security clearance:** security clearance must be valid at least through three months following the reporting date.
 - E. **Medical requirements:** all medical requirements must be updated prior to the opening of the ATAP marketplace.
 - F. **PME:** data must reflect current status.

Phase I: Set the Market:

A. HRC:

1. **Identify supply and demand.** HRC will identify and validate both the unit positions to be filled and available population of officers expected to move in the summer 20-02 assignment cycle.
2. **Measure participation.** Measure the following unit metrics and provide ASL a report describing the ATAP output. In the report, provide a by-name list of units that have not demonstrated sufficient participation in ATAP (for the 20-02 cycle, the report dates are 30 Aug, 15 Sep, and 01 Oct).
MER: the goal is that every position has a staffing entry (keep/delete), and that all of the “keeps” (the positions that units want filled) have a prioritization in terms of active component manning guidance (ACMG), duty title, paragraph and line number, duty description, KSBs, POC and incumbent. The primary metrics for units completing the MER (fed live in AIM 2.0) are:
 - A. Staffing (keep/delete and a rank ordering of importance),
 - B. Clarifying data for the requisition (duty titles, paragraph and line numbers), and
 - C. Position level data (duty description, KSBs, POC, incumbent, etc.)
3. **Labeling sop.** Develop, publish and integrate the assignment labeling SOP.
4. **Officer eligibility.** Allow officers to compete for as many eligible positions as possible; eligibility is to be determined in the broadest possible terms.
5. **Brevet positions.** Identify brevet critical positions that will be vacant based on YMAV. Provide instructions to units to self-nominate an officer(s) on station to fill a critical position in AIM 2.0.

B. Unit:

1. **Unit page in AIM 2.0.** This is the unit’s opportunity to advertise the unit and location to prospective officers and provide a POC for engagement.
2. **Advertise job vacancies.** Units will provide detailed descriptions of job vacancies and unit information through AIM 2.0. It is imperative to provide sufficient detail, particularly vacancy and personnel information as described below:
 - A. Position information: UIC, SQI (special qualification identifier), JDAL position number, grade requirement.
 - B. Vacancy information: unit comments, special remarks (additional requirements not otherwise indicated-i.e. polygraph, security clearance, certifications, interviews, etc), report date.
 - C. Personnel information: input desired KSBs required for the position (i.e. language, military education level, etc).
 - D. Incumbent information: input the incumbent’s name. Recommended to include incumbent’s POC information.

APPENDIX III: MARKETPLACE BUSINESS RULES AND RESPONSIBILITIES

- E. Security clearance information: label positions with required clearance levels (RQPSIR, RQPSST, RQPPSR).
 - F. CMD and KD queue: place wait times for key developmental positions in the related job descriptions.
 - 3. **Brevet positions.** Identify brevet critical positions that could be vacant based on YMAV. Identify officers within the unit (DML or DMSL) that have the KSB-Ps to serve in the critical position if applicable.
- C. **Officer:**
- 1. **Build résumé.** Officers will build résumés and identify KSBs through AIM 2.0. Unit commanders can search all active component officer résumés, to identify and recruit talent to their commands. As such, all officers should complete résumés, even officers not expected to move in the summer 20-02 cycle.

Phase II: Execute the Market:

A. HRC:

1. **Measure participation.** Measure the following unit metrics and provide ASL a report describing the ATAP output. In the report, provide a by-name list of units that have not demonstrated sufficient participation in ATAP.
 - A) Unit AIM 2.0 Information Pages: the primary metrics for measuring unit page completion are:
 - 1) If the unit has information in every portion of the unit page, and
 - 2) How recently the page was updated. (i.e. updated within last three months)
 - B) ATAP participation: the primary metrics for measuring ATAP participation is the breadth and depth of participation.
 - 1) What percentage of ATAP assignments did the unit submit a preference for at least one officer?
 - 2) Of the number of available officers for each assignment, what percentage did the unit submit a preference? A good depth is at least 10% or five officers, whichever is greatest.
 - 3) Record and report the preference number of both the officer and the unit that are matched.
2. **Brevet positions.** Advertise brevet critical positions at and below grade for officers to self-nominate. Maintain a list of critical positions that are vacant.

B. Unit:

1. **Preference officer candidates.** Units will establish a process to search for candidates, review résumés, and conduct interviews. Units are encouraged to preference and rank order at least 10% of available officers, or five available officers, whichever is greater, for each position.
2. **Security clearance requirements.** Ensure officers competing for your unit's vacant position acknowledge the required security clearance requirements, if applicable.
3. **Brevet positions.**
 - A. Preference and rank order officers in AIM 2.0 for brevet critical positions. Preference should include a statement that the desired officer(s) possess the required KSB-Ps to serve in the critical position. Commanders and units may recommend, in AIM 2.0, specific officers already residing on the installation who are best qualified and possess the KSB-Ps for the critical position.
 - B. If an officer is not scheduled to move, and is preferenced by a commander and/or unit to serve in a brevet position, the unit must notify HRC (via the submission of the brevet packet) of the intent to fill the brevet position with the preferenced officer. This notification will inform the HRC linkage of requirements determination and the population of officers eligible to move.

APPENDIX III: MARKETPLACE BUSINESS RULES AND RESPONSIBILITIES

C. Eligible officers must have at least one year remaining to serve in a qualifying position following the date of the commander's recommendation for brevet promotion or from the expected reporting date to the qualifying position, whichever is later. Officers whose projected PCS date precludes eligibility for brevet promotion may request HRC adjustment of availability to meet the one year requirement. Requests for HRC adjustments, with appropriate endorsements by O6 level commanders, shall be forwarded to HRC for consideration.

a. **Officer:**

1. **Preference Job Vacancies.** Officers will interact with desired units regarding position vacancies, provide references as requested by units, and rank order preferences for all available assignments. Only officers who expect to move in the summer 20-02 assignment cycle can preference units through AIM 2.0.
2. **Brevet Positions.** Officers at, and below grade, can self-nominate themselves into a brevet critical position.
3. **Position Qualification.** Officers have an inherent responsibility to only compete for positions for which they are qualified. If an officer happens to obtain a job for which they are not qualified, then the officer will be reassigned in accordance with the needs of the Army and/or the senior commander.

Phase III: Clear the Market:

A. **HRC:**

1. **Match officers to jobs according to preference (ATAA).** OPMD will match officers to jobs according to the instructions below.
 - A. Clear ATAP using the ATAA; digitally piloted for certain portions of the market, and manually applied for the remainder.
 - B. The system will honor 1-to-1 matches unless slate regulation is required.
 - C. Output: HRC will brief ASL (SA, CSA, and ASA (M&RA) on the algorithm pure slate (COA#1), and COA#1 modified to refine ASL and other applicable distribution guidance (COA#2).
2. **Security Clearance.**
 - A. Following the administration of the algorithm, if an officer is matched with a position requiring elevated clearance, then a clearance request is initiated by the officer in coordination with the unit.
 - B. If the security investigation date becomes out-of-tolerance by the report date, then the officer will be reassigned based upon needs of the Army.
 - C. If the officer fails to receive the required clearance level, then the officer will be reassigned based upon needs of the Army and/or the senior commander.
3. **Proponent guidance.** The Army has the strategic goal of creating a professionally- developed officer corps that ensures the future readiness of the force. Under ATAP, proponents have the responsibility to shape officer preferences in accordance with written proponent guidance and officers should consider this guidance when submitting unit preferences. When an officer and unit assignment match does not adhere to this guidance, HRC must carefully consider breaking the match. Algorithm pure slates **cannot** be broken for the following reasons:
 - A. **Key developmental positions.** Specifies the necessary positions, by-grade, for officer development. Examples include company command for engineer captains and operational s3/xo experience for logistics majors.
 - B. **Diversification.** Ensures a bench of balanced officers for future assignments. Examples include the vehicle imperative for the infantry branch and tactical/strategic broadening for the signal branch.
 - C. **Tour Equity.** This guidance attempts to balance operational tour frequency, short tours, and unpopular locations. HRC will **not** break market matches to promote tour equity unless honoring a previous commitment to an officer.
 - D. **Exception – Specialization.** This guidance leverages specific officer skills or areas of expertise (precise KSBs). Examples include airframe SQL, and regional experience for Special Forces and Foreign Area Officers.
4. **Performance Guidance.** The Army has interest in monitoring and adjusting the performance level of officers assigned to certain organizations and positions. Outside of the following exceptions, algorithm pure slates **cannot** be broken in an attempt to spread high performing officers across all formations.
 - A. **Joint Positions.** Require careful assignment considerations because of the requirement for general officers to have joint credit and the limited opportunity in certain branches for assignments that provide joint credit.

- B. **Key Generating Force Positions (OC/T, Instructor, Recruiting Command).** These key positions focus on the recruiting, training, and education of the future force and require careful assignment considerations.
5. **General Officer Involvement.** Current practices sometimes permit general officers to exert influence over the assignment process. Algorithm pure slates **cannot** be broken to adhere to the following general officer involvement:
 - A. **By Name Requests (BNRs).** Increased emphasis on officer and unit preferences should obviate the need for BNRs. After September 2019, HRC will not support BNRs. HRC will document all BNR requests after September 2019 and direct requesters to the AIM 2.0 portal. All positions will be competed in ATAP.
 - B. **Aide-de-Camp and Executive Officer (XO) Requests.** These requests will **not** be supported outside of ATAP after September 2019. All positions will be competed in ATAP.
 6. **GO Influence Over Future Assignments.** These requests occur when leaders contact HRC about placing one of their current officers into a future assignment. Officers can provide a general officer as a reference to the unit. Also, general officers can reach out to units on behalf of an officer. Once an officer's assignment is designated in ATAP, HRC will **not** change the assignment based upon GO involvement. The purpose of this business rule is to prevent black markets forming outside of ATAP.
 7. **Personal Considerations.** The Army maintains a commitment to families, including commitments that impact officer assignments. Algorithm pure slates **can** be broken to adhere to the following personal consideration guidance:
 - A. **Exceptional Family Member Program (EFMP).** Ensures that officers have the right services available for their families.
 - B. **Married Army Couples Program (MACP).** Attempts to ensure that dual-military couples have the opportunity to be co-located.
 8. **Emergent Conditions.** Many life circumstance are uncontrollable or unforeseen. Algorithm pure slates **can** be broken to adhere to the following emergent conditions:
 - A. Legal
 - B. Medical
 - C. Flagged for investigation
 - D. OCONUS curtailment
 9. **Unqualified conditions.**
 - A. Failure to complete education prior to assignment
 - B. Misrepresented / falsified KSBs
 10. **Brevet positions.** All officers of junior grade that are matched for a brevet critical position, will be forwarded to the department of the Army Secretariat for approval. Once a DA selection board has approved the officers for promotion consideration, assign the officer to the critical position.
 - A. In cases where units do not submit preferences for brevet positions, officers of junior grade that possess the KSB-Ps of the critical position will be matched above officers with a critical position grade match.

APPENDIX III: MARKETPLACE BUSINESS RULES AND RESPONSIBILITIES

- B. Officers at grade that are not preferenced by units may serve in a position below grade.

B. Unit:

1. Initiate sponsorship
2. Confirm incoming officer data:
 - A. Proponent data: KD requirements, diversification, specialization
 - B. Joint data
 - C. Personal considerations: EFMP, MACP, etc
3. **Brevet positions.** Officers assigned through ATAP as incoming to a brevet position **cannot** be diverted or reassigned by the senior commander for the following reasons:
 - A. Officers were approved through a central selection board to qualify for the brevet promotion position.
 - B. Following the board, the officers were then senate confirmed authorizing the brevet promotion.
 - C. In many cases brevet promotions were used as incentives to fill low popularity locations or hard to fill positions.

C. Officer:

1. If an officer is preferenced for a position that requires an elevated security clearance from what they currently possess, it is the responsibility of the officer to initiate the clearance request in coordination with the unit. If the officer fails to receive the required clearance level, then the officer will be reassigned based upon needs of the Army and/or the senior commander.
2. Provide update and status of information requested by gaining unit.

Appendix IV: Points of Contact:

Army Talent Management Task Force (ATMTF)

Task Force Email: usarmy.pentagon.hqda-dcs-g-1.mbx.army-talent-management@mail.mil

For ATAP, ATAA, Marketplace and Business Rule Questions, please contact: LTC Robert Gable at robert.j.gable.mil@mail.mil

For KSBs and AIM 2.0 questions, please contact LTC Cayla King at cayla.w.king.mil@mail.mil or MAJ Greg Lockhart at paul.g.lockhart.mil@mail.mil

For Opt-out please contact LTC Sonia Huertas at sonia.i.huertas.mil@mail.mil

For Brevet Promotions, please contact MAJ Marie Hough at marie.j.hough.mil@mail.mil

Human Resources Command (HRC)

For AIM 2.0 Functionality Questions, please contact HRC AIM 2.0 Support:
usarmy.knox.hrc.mbx.opmd-aim-support@mail.mil

HRC OPMD Readiness Division, Plans and Analysis please contact LTC Bryan J. Bonnema, at bryan.j.bonnema.mil@mail.mil

For questions on AIM 2.0 Unit Vacancy and Market Dashboard Questions, Please Contact MAJ Chad Henderson at chad.m.henderson.mil@mail.mil

Appendix V: Useful Links

Website:	URL:
Active Duty Officer Assignment Interactive Module Version 2 (AIM.2)	https://aim.hrc.army.mil/
AIM2 MER Training	https://www.milsuite.mil/book/docs/DOC-584295
AIM2 Marketplace Training	https://www.milsuite.mil/book/docs/DOC-609865
AIM2 KSB-P Training	https://www.milsuite.mil/book/docs/DOC-646048
Army Talent Management Task Force	https://talent.army.mil
Army Talent Alignment Process (ATAP) Video	https://vimeo.com/341854451/8e1f7ed9dc
Maximize the Power of AIM2 KSB-Ps for Your Unit Vacancies	https://www.milsuite.mil/book/docs/DOC-635624
Maximize The Power of AIM2 KSB-P for Your Resume	https://www.milsuite.mil/book/docs/DOC-635623
United States Army Human Resources Command	https://www.hrc.army.mil

Appendix VI: Position Vacancy Spreadsheet Example

Appendix VI: Position Vacancy Spreadsheet Example

Priority	Org	Org 2	Org 3	Incumbent	Email	UIC	MPCAD	AOC/MOS	CONGR	SQJ	Report Date	Duty Title	Duty Description	Nomination Required	Paragraph	Line	Special Remarks
1	Army G1	ATMTF	Assessments	John Smith	john.smith.mil@mail.mil	W4ZZ14	0	01A	H5		20200701	Assessment Team Lead	Team Lead for the Army Talent Management Task Force's Assessments team; responsible for all facets of integrating assessments into the officer personnel management system (coordinating assessment instrument development, funding, policy). Coordinate efforts across multiple stakeholders at the Army enterprise level to link development, research, and implementation; ensuring assessments implementation for desired purpose (diagnostic, developmental, predictive). Works closely with organizational, industrial, and behavioral psychological SMEs in integrating assessments. Leads a team of four field grade officers and works closely with Selections, Development, and Employment efforts within Talent Management portfolios.	No	001	10	Compete H5 Only. Previous BN CDR Experience a Requirement
2	Army G1	ATMTF	Develop	Smith John	smith.john.mil@mail.mil	W4ZZ14	0	01A	H5		20200701	Develop Team Lead	Serves as the Team Lead for the Army Talent Management Task Force's Develop objective; responsible for the development and implementation of new Army policies and programs that support the education, training, and career management of the Army of 2028, including professional development and brokering, professional military education, and flexible talent-based career paths. Coordinates across the Army enterprise to gather information, synchronize planning efforts, and develop execution concepts for the Secretary and Chief of Staff of the Army. Assists in the development and writing of policy for Army-wide implementation. Leads a team of 8 field-grade officers.	No	001	04	Compete H5/ Senior IS

Appendix VI: Position Vacancy Spreadsheet Example

Unit Comments	KSBs - Additional Duties	KSBs- Desired Civilian Experience	KSBs - Licenses and Certifications	KSBs - Study Knowledge	KSBs - Attributes
Previous experience in assessment selection programs desired (ie. SOF/AWG unit experience). Interest in psychology desired. BN CDR Experience required.	N/A	N/A	N/A	Psychology	Adaptive, Agile, Analytical, Astute, Collaborative, Communicator, Cooperative, Creativity, Critical Thinker, Detail Focused, Diplomatic, Flexible, Innovative, Intellectually Curious, Juggling Competing Demands, Multitasking, Openess, Precise, Proactive, Problem Solver, Rapid Learning, Tolerate Uncertainty, Verbal Communication, Visionary
Strong understanding of career management policies required	N/A	N/A	N/A	N/A	Adaptive, Assertive, Collaborative, Communicator, Cooperative, Creativity, Critical Thinker, Detailed Focus, Flexible, Hardworking, Innovative, Openness, Oral Communication, Perceptive, Planning and Organization, Problem Solver, Process or Operationally Disciplined, Relationship Building, Team Oriented, Tolerate Uncertainty, Written Communication

Appendix XII: 4187 Example Brevet Promotion Nomination

PERSONNEL ACTION		
For use of this form, see PAM 600-8; the proponent agency is DCS, G-1.		
DATA REQUIRED BY THE PRIVACY ACT OF 1974		
AUTHORITY:	Title 10, USC, Section 3013, E. O. 9397 (SSN), as amended	
PRINCIPAL PURPOSE:	To request or record personnel actions for or by Soldiers in accordance with DA PAM 600-8.	
ROUTINE USES:	The DoD Blanket Routine Uses that appear at the beginning of the Army's compilation of systems of records may apply to this system.	
DISCLOSURE:	Voluntary; however failure to provide Social Security Number may result in a delay or error in processing the request for personnel action.	
1. THRU <i>(Include ZIP Code)</i> (DML Level Commander)	2. TO <i>(Include ZIP Code)</i> OPMD, US Army Human Resources Cmd Attn: (Specify Assignment Branch) 1600 Spearhead Division Avenue Fort. Knox, KY 40122	3. FROM <i>(Include ZIP Code)</i> (DML or DMSL Level Commander)
SECTION I - PERSONAL IDENTIFICATION		
4. NAME <i>(Last, First, MI)</i>	5. GRADE OR RANK/PMOS/AOC	6. SOCIAL SECURITY NUMBER
SECTION II - DUTY STATUS CHANGE <i>(AR 600-8-6)</i>		
7. The above Soldier's duty status is changed from _____ to _____ effective _____ hours, _____		
SECTION III - REQUEST FOR PERSONNEL ACTION		
8. I request the following action: <i>(Check as appropriate)</i>		
<input type="checkbox"/> Service School <i>(Enl only)</i>	<input type="checkbox"/> Special Forces Training/Assignment	<input type="checkbox"/> Identification Card
<input type="checkbox"/> ROTC or Reserve Component Duty	<input type="checkbox"/> On-the-Job Training <i>(Enl only)</i>	<input type="checkbox"/> Identification Tags
<input type="checkbox"/> Volunteering For Oversea Service	<input type="checkbox"/> Retesting in Army Personnel Tests	<input type="checkbox"/> Separate Rations
<input type="checkbox"/> Ranger Training	<input type="checkbox"/> Reassignment Married Army Couples	<input type="checkbox"/> Leave - Excess/Advance/Outside CONUS
<input type="checkbox"/> Reassignment Extreme Family Problems	<input type="checkbox"/> Reclassification	<input type="checkbox"/> Change of Name/SSN/DOB
<input type="checkbox"/> Exchange Reassignment <i>(Enl only)</i>	<input type="checkbox"/> Officer Candidate School	<input checked="" type="checkbox"/> Other <i>(Specify)</i> Brevet Assignment Nomination
<input type="checkbox"/> Airborne Training	<input type="checkbox"/> Asgmt of Pers with Exceptional Family Members	
9. SIGNATURE OF SOLDIER <i>(When required)</i>		10. DATE (YYYYMMDD)
SECTION IV - REMARKS <i>(Applies to Sections II, III, and V) (Continue on separate sheet)</i>		
1. I nominate the officer in Section I above for assignment to an approved brevet position in the 20-?? assignment cycle. 2. The nominated officer will update his/her ORB and resume in AIM2. 3. Position Details: DML/DMSL: UIC: Paragraph/Line Number: Duty Title: Auth Grade: Auth Skill: KSBS: See attachment 3. I certify, the nominated officer possesses the appropriate Knowledge, Skills, Behaviors & Preferences for this position as well as the potential to successfully perform duties in the next higher grade. 4. I acknowledge that officers approved for appointment in the temporary brevet grade, for which considered, may be promoted on the date they report to a qualifying position or the date of Senate conformation of the appointment, whichever is later. 5. I further acknowledge the command will notify HRC when the officer is removed or reassigned from the brevet position.		
SECTION V - CERTIFICATION/APPROVAL/DISAPPROVAL		
11. I certify that the duty status change <i>(Section II)</i> or that the request for personnel action <i>(Section III)</i> contained herein -		
<input type="checkbox"/> HAS BEEN VERIFIED <input type="checkbox"/> RECOMMEND APPROVAL <input type="checkbox"/> RECOMMEND DISAPPROVAL <input type="checkbox"/> IS APPROVED <input type="checkbox"/> IS DISAPPROVED		
12. COMMANDER/AUTHORIZED REPRESENTATIVE	13. SIGNATURE	14. DATE (YYYYMMDD)

Appendix XII: 4187 Example Brevet Promotion Nomination

15. NAME OF INDIVIDUAL		16. SSN	
ADDENDUM - RECOMMENDATIONS FOR APPROVAL/DISAPPROVAL			
AUTHORITY	a. TO DML Commander	b. FROM DMSL Commander	
c. ACTION: <input type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL			
d. NAME (Last, First, Middle)		e. RANK COL	f. DATE (YYYYMMDD)
g. TITLE/POSITION Brigade Commander		h. SIGNATURE	
i. COMMENTS			
AUTHORITY	a. TO OPMD, US Army Human Resources Cmd Attn: (Specify Assignment Branch) 1600 Spearhead Division Avenue	b. FROM DML Commander	
c. ACTION: <input type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL			
d. NAME (Last, First, Middle)		e. RANK	f. DATE (YYYYMMDD)
g. TITLE/POSITION Commanding General		h. SIGNATURE	
i. COMMENTS			
AUTHORITY	a. TO	b. FROM	
c. ACTION: <input type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL			
d. NAME (Last, First, Middle)		e. RANK	f. DATE (YYYYMMDD)
g. TITLE/POSITION		h. SIGNATURE	
i. COMMENTS			
AUTHORITY	a. TO	b. FROM	
c. ACTION: <input type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL			
d. NAME (Last, First, Middle)		e. RANK	f. DATE (YYYYMMDD)
g. TITLE/POSITION		h. SIGNATURE	
i. COMMENTS			