ARMY TALENT MANAGEMENT TOOLKIT (JANUARY 2020)

Tools to facilitate leader professional development and increase awareness of Army Talent Management initiatives
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Website:  [https://talent.army.mil](https://talent.army.mil)

Includes embedded informational videos, current initiatives and FAQs, research documents, links to news articles, and an email where you can contact the Army Talent Management Task Force.

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**Army Talent Alignment Process Updates**

The Army Talent Alignment Process (ATAP) is a decentralized, regulated, market-driven hiring system that aligns officers with occupations based on performance. By October 2019, the majority of active-duty officers and units will participate in the ATAP for their summer 2019 assignments.

Officers use AM 2.0 to access the ATAP until it becomes available in the Integrated Personnel and Pay System—Army (IPPS-A).

- Officer preferences are shaped by their unique Knowledge, Skills, and Abilities (KSAs).
- ATAP’s management of all participating units and officers can see each other’s Unit commanders and human resource managers should describe the unique requirements of available jobs and determine potential candidates.

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**Army Talent Alignment Process Articles and Resources**

- Army Talent Alignment Process (ATAP) Guide
- [IPPS-A](https://ipps-a.army.mil)
- [AM 2.0](https://www.army.mil)
- Commander’s Guide to ATAP
- Officers Guide to ATAP
Podcasts:

**War on the Rocks: The Army’s New Approach to People**
December 16, 2019
Host Ryan Evans, founder, CEO, and editor-in-chief of War on the Rocks spoke with Maj. Gen. J.P. McGee, who leads the Army’s Talent Management Task Force. McGee gives us a deep look inside his team’s efforts, to include a new battalion commander selection process that could lead to a cascade of personnel reforms. If you’re in the Army, know anyone in the Army, or are interested in the power of personnel policies, you won’t want to miss this.

**Thought Leaders: Talent Management Part 1**
September 23, 2019
Colonel (Retired) Daniel Roper, host of Thought Leaders, interviews MG JP McGee, Director of the Army Talent Management Task Force. Their discussion addresses the security environment characterized by the 2018 U.S. National Defense Strategy and its implications for how the Army must manage its most important asset – its people. MG McGee describes the profound changes the Army is making to its industrial-age personnel system to best leverage the knowledge, skills, behaviors, and preferences of its officers and its noncommissioned officers. This initiative is foundational to everything that the Army is doing in terms of modernization including Multi-Domain Operations, Army Futures Command, and Talent Management.

**Army Real Talk: Talent Management Part 2**
October 14, 2019
Host Nzinga A. Curry, Director of the Institute of Land Warfare at AUSA, along with co-host LTC Eugene Irby, AUSA's U.S. Army Fellow, revisit the topic of Talent Management as a follow-up to Army Matters’ 23 September interview with MG JP McGee on the topic. A group of Army Talent Management Task Force (ATMTF) experts, LTC Lucas Hightower, LTC Cayton Johnson, MAJ Greg Lockhart and MAJ Maria Hough, provide a deep dive into talent management initiatives, including assessments like the GRE, brevet and merit-based promotions, the Battalion Commanders Assessment Pilot (BCAP), and the new Army Talent Management Process (ATAP).
Videos:

**Battalion Commander Assessment Program** *(8 minutes)*
December 23, 2019
This new program is a series of in-person assessments designed to enhance the Army’s selection of battalion commanders. It includes measurements of physical fitness, written and oral communication ability, and cognitive and non-cognitive skills.

**Army Talent Alignment Process (ATAP) by the Numbers** *(8 minutes)*
December 16, 2019
The first iteration of the Army Talent Alignment Process (ATAP) closed on December 6, 2019. This video shows the initial numbers at market closure about the ATAP, what happens next, and when people can start receiving orders.

**Cultural Lines of Defense Against Change** *(10 minutes)*
October 16, 2019
Dr. Leonard Wong, U.S. Army War College, speaks on the implications for making changes in the Army at the Association of the United States Army (AUSA) 2019 Contemporary Military Forum on Army Talent Management.

**Army Talent Management Leader Professional Development Briefing** *(1 hour, 21 minutes)*
October 21, 2019
The U.S. Army Talent Management Task Force conducted a leader's professional development (LPD) briefing to the HQDA Staff Officers and their supervisors on Army Officer Talent Management initiatives and the Army Talent Alignment Process (ATAP). This LPD informed the Army Staff on the need for personnel management reform and on-going efforts to develop, test, and implement talent management initiatives such as flexible career paths, opt-out of promotion, merit-based promotions, brevet promotions, direct-commissioning, and the Battalion Commander Assessment Program.

**AUSA ILW Breakfast** *(38 minutes)*
November 14, 2019
MG JP McGee, the Director of the Army Talent Management Task Force, provides an overview of Army Talent Management initiatives at the 319th Institute of Land Warfare Breakfast. MG McGee takes questions at the 30-minute mark.

**Army Talent Alignment Algorithm** *(8 minutes)*
The Army Talent Alignment Process (ATAP) uses a mathematical algorithm to match soldiers to available positions. The Army calls this algorithm the Army Talent Alignment Algorithm (ATAA), and uses it to match soldiers to their most preferred assignment.
Army Talent Alignment Process (3 minutes)

The Army Talent Alignment Process (ATAP) matches officers with organizations based on their Knowledge, Skills, Behaviors, and Preferences (KSB-Ps). Officers use the Assignment Interactive Module 2.0 (AIM 2.0) program to build a detailed résumé, listing their unique KSBs while organizations list their specific job requirements. Officers can apply for jobs which best align with their unique KSB-Ps and organizations can preference the right person for the job. This transparent, data-rich approach to the assignment process enhances Army readiness by providing Army units the right talent, at the right time, on time, over time.

Army Talent Management (4.5 minutes)

Short version (2 minutes)

The Army is adapting its officer management systems to a talent-based approach that optimizes recruiting, accessions, job experiences, professional and personal development, education, coaching, and retention through deliberate alignment with an individual’s talents and preferences. Talent Management is how the Army acquires, develops, employs, and retains its greatest asset -- its people -- to enhance readiness and maximize human potential.

AUSA Annual Meeting Videos:

ILW Contemporary Military Forum: Army Talent Management in 2028 (1 hour, 46 minutes)

October 16, 2019
This panel discussion, moderated by LTG Thomas Seamands (Army G-1), features MG JP McGee (Director, Army Talent Management Task Force), Dr. Leonard Wong (US Army War College), MG Joseph Calloway (Commander, US Army Human Resources Command), SGM Wardell Jefferson (Army G-1 SGM), and Ms. Charlene Thomas (Chief Human Resources Officer, United Parcel Service). The panel examines the future goals for Army Talent Management, challenges in implementing Talent Management, and best Talent Management practices from the private sector.

Army Talent Alignment Process Warrior’s Corner Day 2 (1 hour, 16 minutes)

October 15, 2019
MG JP McGee and COL Michael Kuzara walk the audience through the Army Talent Alignment Process (ATAP) and the Assignment Interactive Module (AIM) 2.0 program. Any officer PCSing in the next assignment cycle should watch this video to familiarize themselves with this process.
STAND-TO!

Army Officer Talent Management

Authority for Army Officers to Opt-out of Promotion Boards

Army Talent Alignment Process

Army Officer Merit Promotions

Battalion Commander Assessment Program
Articles:

New!

**Battalion commanders are the seed corn of the Army**

*Almost half of officers match to their top job choice under new Army system*

**Talent Management: General**

*‘War for Talent’ to be factor in future fights, says task force director*

*Leaders discuss talent management plans as new system moves forward*

**Revolution in the Army?**

*McGee: Army in a ‘War for Talent’*

*Army Will Stop Treating Troops as ‘Interchangeable Parts’: Gen. McConville*

*Here’s What UPS, Google, and a Symphony Orchestra Taught the US Army About Finding the Right Officers for the Job* (Registration Required)

**Army Talent Alignment Process**

*Army Launches “Transparent” Assignments Process*

*One officer’s experience with the Army Talent Alignment Process*
Talent Based Branching

**West Point Grads Get Assignments Through New Branching System**

Data/Artificial Intelligence

**Army’s New Personnel Strategy Will Be Reliant on Data to Make Change**

Battalion Commander Assessment Program

**Army announces new battalion commander selection program**

**How the Army picks battalion commanders could get a major overhaul by next year**

Talent Management for Warrant Officers

**Warrant officer talent management front and center at annual meeting**

International Talent Management

**Army, international partners discuss talent management**
Senior leaders are saying:

"If people are our most important weapon system, we cannot be an industrial-age Army," he said. "We cannot treat everyone as if they are interchangeable. We want to make sure we manage the knowledge, skills and behaviors to get the right person in the right job at the right time." – GEN James C. McConville, Chief of Staff of the Army

“We equip people, we don't man equipment, and that philosophy will not change. And to ensure we recruit and retain the right people for the army, we are also implementing a 21st century talent management system, a system that allows us to see the tremendous and diverse talents in our force and employ them in a way that improves the overall readiness and lethality of the Army.” – GEN James C. McConville, Chief of Staff of the Army

“Our efforts so far have been focused on leaders, specifically officers, but I want to be very clear that the 21st century talent management and taking care of people extends to all of our people. We’ll manage the talents of all of our people, not just a select few.” – GEN James C. McConville, Chief of Staff of the Army

"The way the Army maintains its competitive advantage is by maximizing the potential of every soldier that we have.” – MG JP Mc Gee, director of the Army Talent Management Task Force

"In the business world, people will say very explicitly that they are in a war for talent. They don't say they are in a competition. It's not a game for them. It's a war for talent because it's life or death in terms of whether or not their company's going to survive. I think the Army needs to adapt that mindset as well.” – MG JP Mc Gee, director of the Army Talent Management Task Force

Assessments

“We’re also putting in place a comprehensive assessment program that will measure our people’s knowledge, their skills, and attributes at key points in their careers to help us manage their talents. I’m talking about a program where we measure cognitive and non-cognitive abilities through a variety of measures to get a better picture of the skills in our force.” – GEN James C. McConville, Chief of Staff of the Army

“Right now, we spend more time and money on selecting a private to be in the Ranger Regiment than we do on selecting what I would argue is one of the most consequential leadership positions in the Army, our battalion commanders.” – GEN James C. McConville, Chief of Staff of the Army
"We’re considering expanding assessments to our sergeants major and brigade-level commands in the future based on what we learn in January. We’re also looking at a full life cycle of assessments that generally aligns with professional military education gates, and we’ll see where we go from there.” – GEN James C. McConville, Chief of Staff of the Army

Army Talent Alignment Process

"Units down to the brigade level have now been given a hiring authority. They can see every candidate for these jobs. The new system encourages discussion between an officer and unit to determine the right match.” – MG JP McGee, director of the Army Talent Management Task Force

“It is a tremendous gift that [the Army] has provided to commanders. They have the authority to hire their own people and build their teams.” – MG JP McGee, director of the Army Talent Management Task Force

Battalion Commander Assessment Program

“Battalion commanders are the seed corn for the Army’s future strategic leaders. They are the leaders from which we select most future colonels and general officers. They will one day lead the Army and make decisions that directly impact American national security.” – GEN James C. McConville, Chief of Staff of the Army

“We can do better and must do so in order to win on the future battlefield. It is our sacred obligation to ensure our soldiers are led and cared for by the best leaders in the Army. The way we live up to that obligation is by building on the centralized selection process.” – GEN James C. McConville, Chief of Staff of the Army

“We are building new units, transforming the way we train, and adapting the way we acquire, develop, employ, and retain talent — all in the broader context of modernization. And it is this larger context that we are using as a lens to evaluate our people processes, including how we select battalion commanders.” – GEN James C. McConville, Chief of Staff of the Army
Tools:

The Commander’s Guide to the Army Talent Alignment Process

The Officer’s Guide to the Army Talent Alignment Process

Army Talent Management FAQs

Army People Strategy