



SECRETARY OF THE ARMY
WASHINGTON

04 JAN 2019

MEMORANDUM FOR

Deputy Under Secretary of the Army, 110 Army Pentagon, Room 3E650, Washington,
DC 20310-0110
Chairman, Army Science Board, 2530 Crystal Drive, Room 7098, Arlington, Virginia
22201

SUBJECT: Request for an Army Science Board Study titled "Reforming Talent Management in the Army"

1. I request that the Army Science Board (ASB) conduct a study titled, "Reforming Talent Management in the Army." The purpose of the study is to improve the Army's ability to recruit, retain, and advance its talent, and to plan for the anticipated demands of the future force. To do so, the Army's personnel system needs a dynamic information management (IM) system that aligns Army force requirements with Soldiers' talents, interests, and career desires. The study team will describe that system, its tools, and procedures to better manage and plan for the Army's most vital resource, its people.
2. The Army's personnel system must adaptively comprehend Army force requirements, current talent assessments, and the individual characteristics of Soldiers. Optimally, the IM system will:
 - a. Maintain the manning of Operating Force units.
 - b. Identify areas requiring greater "bench depth" in the Generating Force.
 - c. Form development opportunities to enhance technical competence.
 - d. Boost the recruitment, motivation, improvement, promotion, and retention of talent.
 - e. Optimize routine assignment processes.
 - f. Identify and plan for specific talent to fulfill rapidly evolving, unique requirements.
3. The ASB study team's tasks will include, but will not be limited to, the following:

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a. Review current and planned Army personnel management systems (e.g., IPPS-A), outside talent marketplace portals, and the best human resource management practices being used in industry, other agencies, and academia to assess their applicability in recruitment, development, position assignment, retention, and planning for the Army.

b. Examine the distinctions of Baby Boomers, Millennials, and Generation Z to understand the unique attributes of Army personnel in each generation. Key to that understanding is an awareness of how generational differences affect leadership, training, motivation, and retention of Soldiers, each of which contribute to the planning for future force needs.

c. Determine how best to scale the personnel IM system to meet Army needs.

d. Describe how to determine the desired attributes (personality, education, experience, etc.) associated with various Army career paths and positions, and how to use this data to develop officers to become qualified for these positions, paying specific attention to positions in the Generating Force.

4. This study will consider only the management of active duty officers in the Army. The study team also will build upon the findings and recommendation of the ASB’s fiscal year 2013 (FY13) study titled “Evaluation of the Army Use of Predictive Data for High Risk Behavior,” and its FY14 study titled “Talent Management and the Next Training Revolution.”

5. The Secretary of the Army is the sponsor of this study. The Assistant Secretary of the Army (Manpower and Reserve Affairs) will assist the study team with accessing information necessary to conduct this study.

6. Provide a briefing with findings and recommendations by 30 September 2019 to the the Chief of Staff, Army and me. The study will operate in accordance with the Federal Advisory Committee Act and DoD Directive 5105.4, “Department of Defense Federal Advisory Committee Management Program.” It is not anticipated that this study will need to go into any particular matters regarding the meaning of United States Code, nor will it cause any member of the study team to be placed in the position of acting as a procurement official that may constitute a conflict of interest.



Mark T. Esper

CF:
(see next page)

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CF:

Chief of Staff, Army

Under Secretary of the Army

Vice Chief of Staff, Army

Assistant Secretary of the Army (Manpower and Reserve Affairs)

Deputy Chief of Staff, G-1

Commander, U.S. Army Training and Doctrine Command