



Army Talent Innovation Directorate (ATID)



ARMY TALENT
INNOVATION
DIRECTORATE

The Army Career Mapping & Succession Planning CASCOS Kick-Off

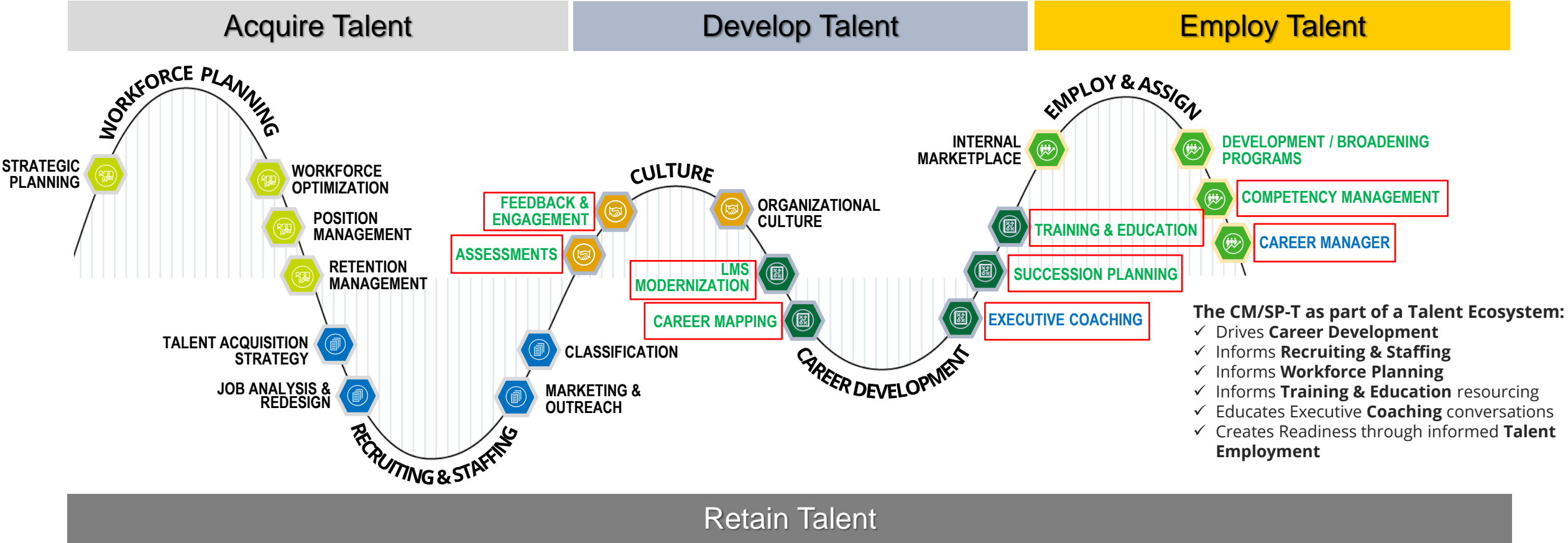
Army Career Mapping and Succession Planning Tool

OCTOBER 30, 2024

The Army's People Strategy requires a 21st Century Talent Management Suite of Capabilities



Career Mapping and Succession Planning are two areas within the broader Talent Lifecycle that significantly impact multiple elements across the Talent Ecosystem. A mature and thriving Talent Ecosystem **requires a cohesive and complementary strategy** supported by modern, data-informed, and integrated Talent systems.



The CM/SP-T as part of a Talent Ecosystem:

- ✓ Drives **Career Development**
- ✓ Informs **Recruiting & Staffing**
- ✓ Informs **Workforce Planning**
- ✓ Informs **Training & Education** resourcing
- ✓ Educates Executive **Coaching** conversations
- ✓ Creates Readiness through informed **Talent Employment**

The CM/SP-T Operationalizes the Army People Strategy and the Army Talent Attribute Framework (ATAF)

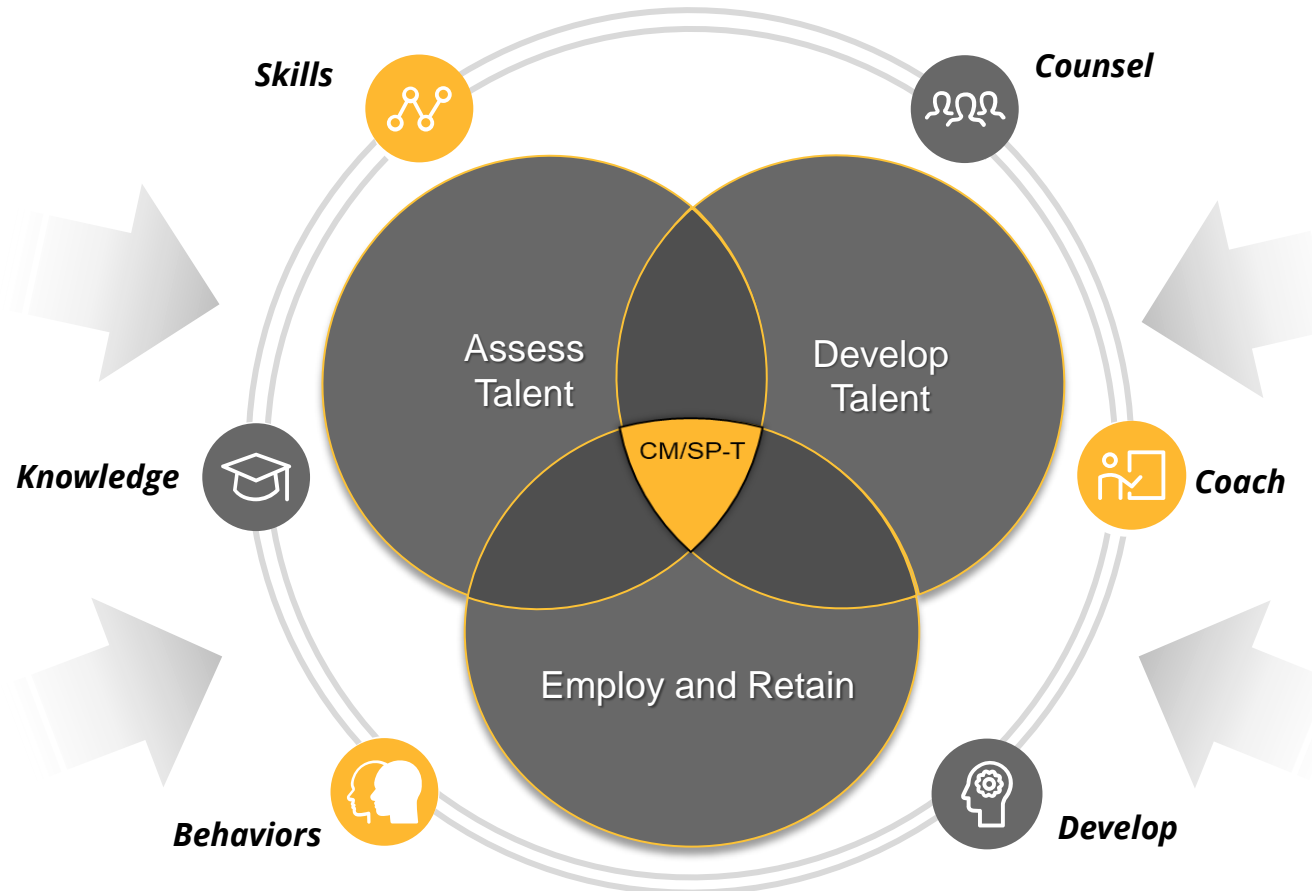


Modern talent management **systems require advanced people analytics**, statistical analyses, organizational research, and **comprehensive assessments** to provide leaders with the necessary evidence and perspective **for better decision-making** aligned with strategic goals. **Continuous investment in new methods and technologies is essential for the Army to innovate at the speed of change**, despite the challenges posed by current program funding cycles. ~ Army People Strategy

Assist with the expansion & adoption of the ATAF

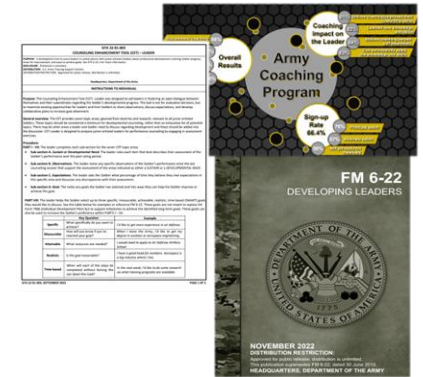


Integrate Soldier data from HRC into the tool and provide new talent data to career managers within HRC



CM/SP-T provides a Talent Common Operating Picture and promotes a type of Shared Understanding for talent across the Army

Support the integration of coaching, counseling, and leader development resources into the tool



Incorporate TRADOC, Combined Arms Center & Center of Excellence training/resources into the tool



CENTERS OF EXCELLENCE
 Aviation
 Cyber
 Fires
 Medical
 Intelligence
 Maneuver
 Maneuver Support
 Mission Command
 NCO Leadership
 Space and Missile Defense
 Special Operations
 Sustainment



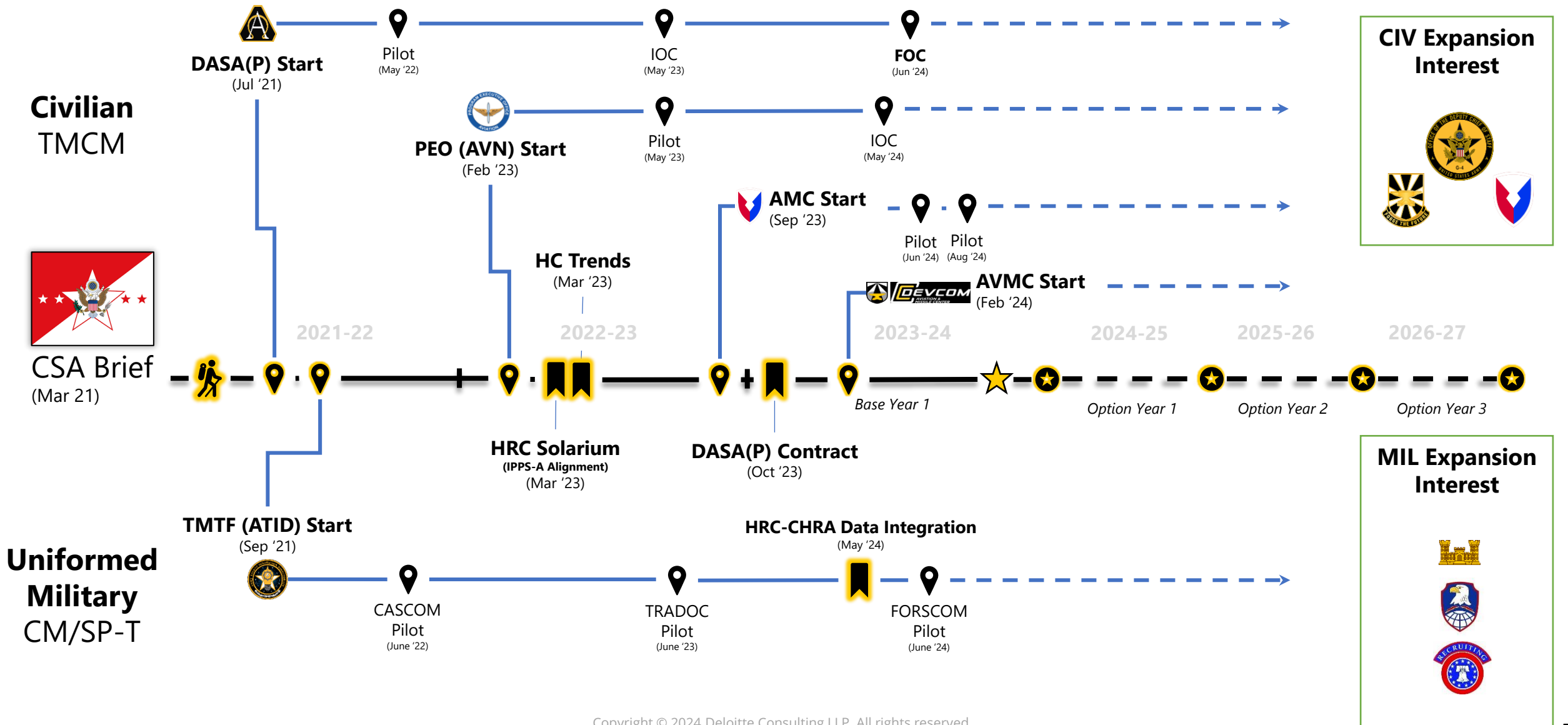
CM/SP-T Work to Date



U.S. ARMY

Agile Implementation of Career Mapping in the U.S. Army

In support of the Army Military and Civilian People Strategies, the CM/SP-T and DA Civilian TMCM capabilities have demonstrated steady growth across multiple organization types and workforces, including GS, Wage Grade, and Soldiers.



CM/SP-T HISTORIC TIMELINE



Talent Management CM/SP-T Multi-Phased Approach

Program Activity		OPMD Cycle 22-02		OPMD Cycle 23-01		OPMD Cycle 23-02		OPMD Cycle 23-01		OPMD Cycle 23-02		OPMD Cycle 24-01	
FY	FY21	FY 22				FY23				FY 24			
	BY				OY1				DASA-P Sole Source Contract				
Quarter	Q4	Q1	Q2	Q3	R1 Q4	Q1	R2 Q2	Q3	Q4	Q1	R3 Q2	Q3	Q4
	Phase 1: Global Assessment		Phase 2a: Preferences & Requirements Development		Phase 2b: Career Mapping Pilot Leveraging MVP		Phase 2c/2d: Career Mapping Pilot Leveraging MVP Cont.		Phase 3: Scale MVP and Data Integration				
	Jul 21 – Jan 22 <ul style="list-style-type: none">• Build initial competency model & mapping algorithm		Jan 22 – Jul 22 <ul style="list-style-type: none">• Competency alignment• Preferences identification• Succession planning discovery• Initiate MVP development		Jul 22 – Dec 22 <ul style="list-style-type: none">• Implement MVP enhancements• Create Supervisor and Coaching User Guide Outline• Initiate Leader Dashboard Module• Test MVP Enhancements & Leader Dashboard		Jan 23 – Jun 23 <ul style="list-style-type: none">• Pilot enhanced MVP• Implement Training & Learning links• Integrate Leader Dashboard in the MVP• Initiate 01A competency modeling design• Identify HR & talent management systems required to transition into IOC		Oct 23 – Sept 24 <ul style="list-style-type: none">• Task 1: Integrate with Army Systems of Record and Army Assessments• Task 2: Conduct Logistics Branch Competency Modeling for Additional Career Field Positions• Task 3: Conduct a Pilot of the CM/SP-T• Task 4: Prioritize and Configure Select CM/SP-T Enhancements• Task 5: Design Soldier Career Timeline Report• Task 6: Provide OCM Support for Pilot• [O] Task 7: Identify and Incorporate additional Branches and/or Functional Areas and associated Proponent(s) into the CM/SP-T• [O] Task 8: Move CM/SP-T into a Production Environment• [O] Task 9: Provide Hyper Care / Tool Support of CM/SP-T• [O] Task 10: Additional enhancements to CM/SP-T & Talent Management Support• [O] Task 11: Explore integration with the Army Integrated Marketplace (AIM)• [O] Task 12: Explore the Configuration of Enterprise Level Capabilities				

Phase 1 Deliverables:
1 – POAM
2 – Skills Matrix Report

Phase 2a Deliverables:
3 – Competency Survey
4 – Summary Out-Brief
5 – Succession Planning Wireframe
6 – MVP Configuration Output

Phase 2b Deliverables:
7 – MVP in ServiceNow (w/ User Guide)
8 – MVP Recommendations Report 2b

Phase 2c Deliverables:
9 – Training Materials & Interventions
10 – Leader Dashboard
11 – MVP Recommendations Report 2c
12 – IOC Production Readiness Plan

Phase 3 Deliverables:
1 – POAM
2 – Additional Positions Skills Matrix
3 – Pilot Results Outbrief
4 – CM/SP-T Enhancements Recommendation Report



Release of Minimum Viable Product (MVP)

Base Year Accomplishments: Career Mapping / Succession Planning-Tool



Base Year Accomplishments

In partnership with ATID, HRC, TRADOC, and FORSCOM elements, the Career Mapping and Succession Planning Tool (CM/SP-T) Team established **a connection between the e920 database and CHRA ServiceNow Environment**, added an **additional 52 Logistics positions**, and conducted **multiple FORSCOM pilots**. The team collected valuable feedback and designed a Solider Career Timeline setting the conditions for an enhanced user experience.

Accomplishments

Data Integration	<ul style="list-style-type: none">• Validated .mil user integration in CHRA ServiceNow• <i>Secured stakeholder approval and data governance</i>• <i>Implemented data integration from e920 & CHRA warehouses</i>	Pilot CM/SP-T	<ul style="list-style-type: none">• Validated the effectiveness of the CM/SP-T to create new talent data, counsel, and gain organizational insights
Competency Modeling	<ul style="list-style-type: none">• Added 52 additional positions into the tool• <i>Validated positions with experts and incumbents; streamlined competency model development</i>	Soldier Career Timeline (SCT)	<ul style="list-style-type: none">• Designed and validated the value of a data-based career timeline for professional development and career counseling conversations
Configure Enhancements	<ul style="list-style-type: none">• Improved system usability and functionality• <i>Enhanced Soldiers experience & overall tool intuitiveness</i>	Organizational Change Management	<ul style="list-style-type: none">• Delivered targeted on-site training to 200+ Soldiers and Leaders, and measured user feedback to enhance tool adoption• <i>Executed OCM Strategy with stakeholder and leadership alignment for CM/SP-T adoption</i>

Base Year CM/SP-T Pilot

2024 Pilot Purpose and Priorities



2024 Pilot

In partnership with ATID, HRC, TRADOC, and FORSCOM elements, the Career Mapping and Succession Planning Tool (CM/SP-T) Team executed an expanded pilot in 2024. The pilot tested the **integration of the Army's Human Resources System of Record, enabling real-time access to Soldier data**, and explored the **effectiveness of targeted feedback, counseling, and career development sessions** for Soldiers.



BY Pilot Accomplishments

- **Validated the connection** between Army Military and Civilian Human Resources Systems of Records and set conditions for future talent data exchange.
- **Validated expanded logistics positions and career pathways** with leaders from 2LT to BG, while nesting within organizational demands of multiple FORSCOM units across Sustainment echelons (from platoon through Corps level).
- **Engaged leaders and Soldiers for feedback** on the CM/SP-T's utility within active duty FORSCOM units and **collected recommendations** for improvements, revisions, and enhancements.



Demo



CM/SP-T Way Ahead

Option Year 1 Key Tasks



Summary

The Option Year 1 Tasks seek to improve existing capabilities, expand the number use cases, and **create future value for the Army at the enterprise level**. We will **engage key leaders to gain and sustain buy-in**, ensuring alignment with strategic objectives of the Army.



Task 7: Automation of Military and Civilian Talent Data Connections

- Collaborate with CHRA and HRC to discover appropriate mechanisms to establish a sufficient and automated data exchange



Task 8: Revise the Career Pathing Page and Develop an MVP of the Soldier Career Timeline

- Use feedback from Base Year Pilots to revise, enhance, and pilot the updated Career Pathing Page
- Complete the development and integration of the Soldier Career Timeline into the CM/SP-T and deliver an MVP (**Deliverable 8.5**)



Task 9: Design and Pilot a Career Manager Capability

- Gather Requirements and create a design for a career manager capability within the CM/SP-T
- Develop an MVP and Pilot with HRC Career Managers (**Deliverable 8.6**)



Task 10: Conduct Expanded Pilots of the CM/SP-T

- Increase the number and range of users in the CM/SP-T by conducting Pilots with HRC Career Managers, TRADOC, and a FORSCOM based Talent Leader (**Deliverable 8.7**)



Task 11: Revise and Integrate Select Enhancements

- Utilizing feedback from base year revise, assess, develop, pilot, and integrate select enhancements to the CM/SP-T



Task 12: Transition & Expansion Strategy

- Develop a transition and expansion strategy that supports the eventual adoption of the CM/SP-T as a Program of Record (**Deliverable 8.8**)



Task 13: Senior Leader Talent Management Capabilities

- Design, develop, and pilot a Talent Management capability to assist organizational leaders in manage large populations of senior talent (**Deliverable 8.9**)

OY1 Recommendation: Expanded Pilots

Summary

In OY1, we recommend creating capacity and value for the “enterprise Army” by piloting the CM/SP-T with identified stakeholder groups across HRC, TRADOC, and FORSCOM.

	HRC Pilot	TRADOC Pilot	FORSCOM Pilot
Objective	Conduct a pilot within a given career field that provides relevant information to inform the integration of a career manager capability and talent oversight.	Conduct a pilot within a given career field that provides relevant information to inform the configuration of certain program of instruction dynamics and longitudinal assessment of talent.	Conduct a pilot within a given career field that provides relevant information to inform the configuration a local talent management capacity and improved counseling capabilities.
Tentative Pilot Timeline	~ Duration: 2-4 WEEKS	~ Duration: 2-4 WEEKS	~ Duration: 1-3 MONTHS
Activities	<ul style="list-style-type: none"> • Coordinate with SMEs at HRC: Incorporate key insight from career managers to input into the tool • Design & Develop: Build Career manager functionality within the tool • Identify Pilot Groups: Select pilot population • Communicate & Conduct Training Sessions: Implement training sessions for the pilot groups • Conduct Pilot • Monitor & Collect Data 	<ul style="list-style-type: none"> • Coordinate with SMEs: Gather key insights from TRADOC SMEs • Identify Pilot Groups: Select specific groups within the career field that will participate in the pilot • Develop Assessment Criteria: Establish clear criteria and metrics for evaluating the effectiveness • Communicate & Conduct Training Sessions: Implement training sessions for the pilot groups • Conduct Pilot • Monitor & Collect Data 	<ul style="list-style-type: none"> • Identify Pilot Units: Select specific units within the career field that will participate in the pilot • LOGBOD Pilot Participation • Define Pilot Objectives: Clearly outline the objectives of the pilot (i.e. Talent Management Capabilities) • Expand, Communicate & Implement Pilot: Roll out the pilot program • Conduct Pilot • Monitor & Collect Data
Reports	Pilot Findings & Out brief		

Asks...



From CASCOM...

- Who can we partner with to expand our Training Interventions at within CASCOM and TRADOC
- Who can we partner with to expand and refine our current competency modeling
- Who can we partner with at CASCOM to identify students prior to beginning Logistics PME



Closing Comments