THE ARMY PEOPLE STRATEGY

OCTOBER 2019

> *"Winning matters, and People are my number one priority. People are our Soldiers – Regular Army, National Guard and Reserve - their Families, Civilians, and Soldiers for Life – Retirees and Veterans. We win through our people, and people will drive success in our Readiness, Modernization and Reform priorities. We must take care of our people..."*

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- General James McConville, 40th Chief of Staff, Army

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The Army's People

- **Soldiers** *from the Total Army – Active, Guard, and Reserves who form cohesive teams that are trained, disciplined and fit, and can win on the battlefield.*

- **Families** *that have quality services that enable them to be ready for any mission their Soldiers are called upon to accomplish.*

- **Army Civilians** *who form the institutional backbone of the Army and are an integral part of the Army enterprise.*

- **Soldiers for Life** *- our Retirees and Veterans whose service we honor and ask that they continue their mission to hire fellow veterans and inspire young Americans to serve.*

I. INTRODUCTION –The Total Army must remain ready as the world's premier combat force. That readiness relies upon people. After all, equipment does not learn, understand, innovate, build cohesive teams, or exercise judgment – people do. Human capabilities such as resiliency, critical thinking, comfort with ambiguity, and the ability to accept prudent risk and adjust rapidly all define our profession.

The *Army People Strategy* describes how we will shift from simply "distributing personnel" to more deliberately managing the talents of our Soldiers and Civilians. This means creating a 21st century talent management system with policies, programs, and processes that recognize and capitalize the unique knowledge, skills, and behaviors possessed by every member of the Army team, allowing us to employ each to maximum effect.

Recognizing that our Soldiers and Civilians should have the best quality of life possible, Army Senior Leaders are also prioritizing improvements in our housing and barracks, healthcare, childcare, spouse employment and permanent change of station moves.

The Army Mission is unchanged: To deploy, fight, and win our Nation's wars by providing ready, prompt, and sustained land dominance by Army forces across the full spectrum of conflict as part of the Joint Force.

The *Army People Strategy* mission and vision are clear – *The Total Army will acquire, develop, employ, and retain the diversity of Soldier and Civilian talent needed to achieve Total Army readiness.* Our vision is to build cohesive teams for the Joint Force by maximizing the talents of our people, the Army's greatest strength and most important weapon system.

The *Army People Strategy* is foundational to the readiness, modernization, and reform efforts described in the *Army Strategy.* With the right people, in the right place, at the right time, our Army will successfully deploy, fight, and win in multi-domain operations (MDO) and excel in support of the Joint Force. It is our people who provide us with an enduring advantage to remain the world's most ready, lethal, and capable land combat force.

II. **STRATEGIC ENVIRONMENT** –The *National Defense Strategy* and the *Army Strategy* both point out that the global security environment is increasingly complex and shaped by several emergent trends.

A. **Threat Trends** – In the past, the Army has enjoyed a competitive advantage over any potential adversary in capital, technology, and people. More recently, however, near-peer, revisionist great powers such as China and Russia have improved their large-scale ground combat capabilities by increasing their capital expenditures and reducing the technology gap, leaving people as our enduring strategic advantage. Additionally, new challenges to the international order, regional state adversaries and their proxy networks, terrorists, trans-national criminal organizations, and state and non-state cyber hackers are all threats we must be prepared to face simultaneously across multiple domains.

B. **Non-threat Trends** – Shifting generational values and technological advances are changing the very nature of work itself. In the last 50 years, the American labor market, where the Army competes for talent, has also changed. The information-age economy demands a far higher share of "knowledge workers," people who add value and increase productivity through creative thinking and innovation. The limited supply of these workers has made talent poaching standard practice among American companies. As a result, the era when bosses unilaterally made employment decisions is over. Today's knowledge workers value steady employability more than steady employment, and the modern labor marketplace makes it possible for them to change firms repeatedly in pursuit of greater job satisfaction and personal fulfillment.

To compete in this high-demand, high-skill labor market, American employers have reinvented their people practices. Today's highly successful businesses abandoned industrial-era labor management practices long ago. They moved to

talent management, which, rather than treating people as interchangeable parts, leverages the unique productive capacities of each person. The Army is doing the same to remain competitive in the domestic labor market.

C. <u>**Assumptions**</u>

    1. The United States Army will remain an all-volunteer military force.

    2. The Army budget will be predictable, adequate, sustained, and timely through 2028.

    3. Global demand for U.S. military presence will remain stable to 2028.

    4. Intense competition for resources, both fiscal and human, will remain a significant challenge.

    5. The Army will increasingly operate with joint, inter-agency, and multi-national partners.

    D. <u>**Risk**</u> – The Army must make people the centerpiece of its competitive advantage by prioritizing human capital investment or risk losing its overmatch capabilities to potential adversaries.

III. <u>STRATEGIC APPROACH</u> – Talent management is transformational, increasing organizational agility, focusing on productivity, and manifests as **readiness** and **lethality**. It also integrates **all** people practices, generating a positive effect on organizational outcomes and leveraging each individual's **knowledge, skills, behaviors**, and **preferences (KSB-Ps)** for the mutual benefit of the Army and the individual. Lastly, this approach supports *Army Strategy* **LOE 3, Reform**, which calls for a talent management-based personnel system.

To achieve our vision of cohesive teams for the Joint Force, the *Army People Strategy* pursues four Strategic Outcomes, supported by four Critical Enablers, along four Lines of Effort: **Acquire**, **Develop**, **Employ**, and **Retain Talent**.
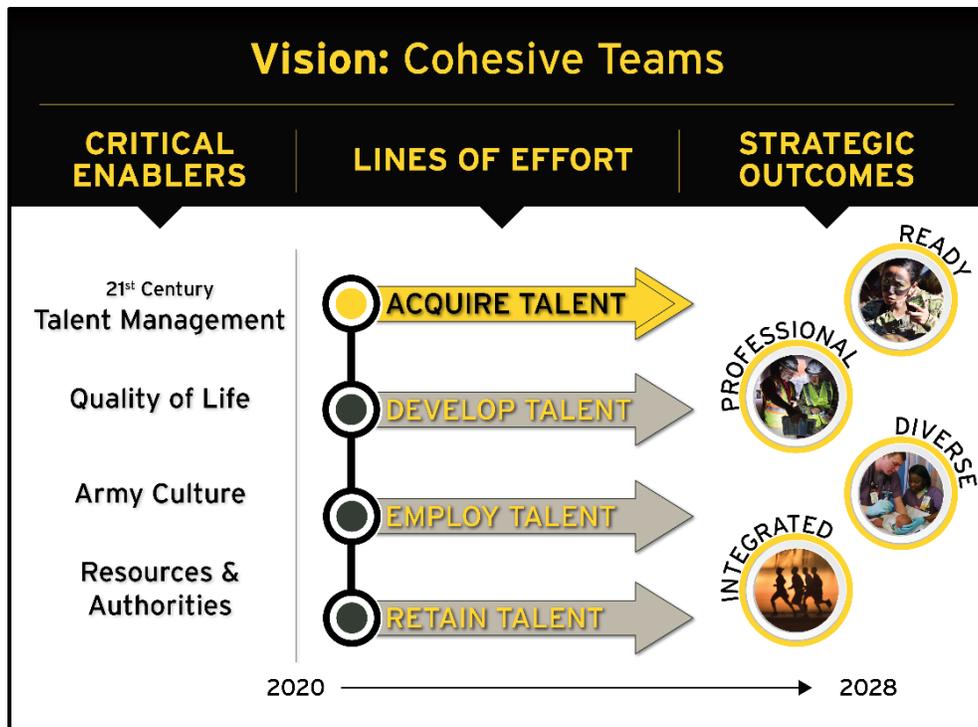
Figure 1. Strategic Approach through 2028

A. **Strategic Outcomes** – By 2028 our desired end-state for each outcome is:

1. **Ready** – The Army uses a range of technologies, incentives, programs, and policies to identify the talents of its people and the talent demands of its organizations in timely, accurate, and granular detail. It applies data-driven analytical tools to its talent employment and development efforts. This data drives a dynamic and accurate long-term workforce planning system which reduces talent gaps and increases overall Army readiness. It also enables the Army to rapidly build appropriately talented special mission teams - **cohesive teams** that are **trained, disciplined, and fit to win**.

2. **Professional** – The Army is a profession, a highly expert, certified, and credentialed force resulting from years of increasingly rigorous training, education, and leader development. Its people treat one another with dignity and respect, retaining the **trust** and confidence of both the American people and each other. Army professionals are people of character, presence, and intellect, committed to reflective practice and continuous learning. They share a powerful and enduring identity as lifelong members of the Army team.

3. **Diverse** – The Army is committed to equality of opportunity, providing all of our talented people with fulfilling and rewarding professional careers. As an

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inclusive and representative American institution, we ensure that our people possess a diversity of *talent* – knowledge, skills, behaviors, and preferences – drawn from all corners of our country and its vibrant, diverse population.

4. **Integrated** – The Army has overcome legal, cultural, and technological barriers to fully **harmonize** the efforts and capabilities of its Total Force: Active, Guard, Reserve Soldiers, and Civilians. This transformation has dramatically increased workforce permeability between the Active, Guard, and Reserve, between Soldiers and Civilians, to the benefit of both the Army and its people.

B. **Lines of Effort** – The following Lines of Effort (LOEs) organize our movement towards our Strategic Outcomes. Each disaggregates into three supporting objective areas, providing a framework for the alignment of specific initiatives in follow-on implementation plans.

1. **Acquire Talent (LOE 1) – Lead Integrator: TRADOC / USMA (Military), Army G-1 (Civilian).** Identify and recruit the diverse military and civilian talents needed to organize, train, and equip a force ready for prompt and sustained ground combat. Creating a robust pipeline of new talent into the Total Army is our main effort through 2028 because it will ensure that we have the breadth and depth of talent needed for the MDO-capable force of 2035 envisioned by the *Army Strategy.* The Army must place a greater emphasis on acquiring the right people through better screening and assessments allowing us save and reinvest valuable resources by reducing attrition. To guarantee innovation and accessions of the right talent, we must align talented accessions leaders and instructors to our generating force and incentivize them accordingly.

   a. **Market** – Employ innovative new techniques to increase awareness of the breadth of Army service opportunities and to shape preferences, targeting efforts against specific and diverse talent pools in the American labor market where critical talent is most likely to reside.

   b. **Recruit** – Screen and select potential Soldiers and Civilians who actively respond to Army marketing efforts and seek service with the Army.

   c. **Onboard** – Vet new Soldiers and Civilians to maximize their productivity and establish the terms of their initial service with the Army.

2. **Develop Talent (LOE 2) – Lead Integrator: TRADOC.** In collaboration with each Army professional, identify employment, education, and training

opportunities which will extend their talents, close talent gaps, and maximize their contributions to the Total Army. The Army must ensure it continually develops its Soldiers and Civilians, not only to place them in positions of greater responsibility but also to ensure their fluency with emerging technology. Furthermore, the Army must ensure it has systems in place to understand and appreciate the talents of Soldiers and Civilians. This enables the Army to not only maximize an individual's talents, but also to target his or her development as needed.

a. **Educate** – Revise the current system of progressive, continuous, and deliberate professional military and civilian education, to include advanced civil schooling. Incorporate a culture of talent assessments into our military and civilian educational and leader development efforts. Educate Army human resources professionals and senior leaders in the art and science of talent management.

b. **Train** – Develop and implement new tools, methods, and processes to enhance individual talents for the benefit of the Army and the individual. Invest in the development of Army leaders and supervisors who will provide purpose, motivation, and direction to meet our MDO-capable force objectives by 2035.

c. **Credential** – Increase the rigor associated with the training and education of Army professionals, aligning credentialing and certification more closely with demonstrated and measurable expertise rather than time in grade, service or position.

3. **Employ Talent (LOE 3) – Lead Integrator: Army G-1.** Maximize the engagement and contribution to readiness of Soldiers and Civilians by aligning their unique talents against organizational talent demands, to the benefit of the Army, the organization, and the individual.

a. **Identify** – Leverage technology and comprehensive assessments to assess individual knowledge, skills, and behaviors to maximize human potential and output.

b. **Align** – Provide Soldiers and Civilians with positions that unleash their passions and talents, maximizing performance and productivity in both the operating and generating forces. Create dynamic feedback mechanisms to measure the effectiveness of talent alignment efforts, identify Soldier and

Civilian talent gaps, and refine Army developmental programs to close those gaps.

    c. **Advance** – Create talent-focused individual career paths for every member of the Army team. Select Soldiers and Civilians for new or specialized work based upon their demonstrated and assessed talents, regardless of pay grade or time in service. Adjust their compensation accordingly.

4. **Retain Talent (LOE 4) – Lead Integrator: Army G-1.** Identify individuals with in-demand talents and engage them with a mix of compensation and opportunities, to include migration across Army workforce positions (permeability).

    a. **Engage** – Authentic leader engagement is critical to developing cohesive teams and maximizing performance. Counseling demonstrates the leader's investment in the development of a subordinate. Ensure formal career counseling to each Army professional at key crossroads in his or her career.

    b. **Compensate** – To complement the shift to a 21st century talent management system, explore new authorities to create appropriate tailored compensation packages that ensure Soldiers and Civilians are valued based on their responsibility, authority, and skills.

    c. **Transition** – Encourage service across the Total Force and create permeability to move between components when it benefits the Army and the individual. Among those choosing to depart, transition them in a way that reinforces a powerful and enduring identity as lifelong members of the Army team, whether as civilian alumni of Army service or as "Soldiers for Life."

C. **LOE Implementation Priority** – We will proceed along all four LOEs simultaneously, but our implementation priority and main effort through 2028 is *LOE 1, Acquire Talent*, with an emphasis upon innovative new marketing, recruiting, and onboarding of our multiple cohorts (Total Army officers, enlisted, and civilians). This directly supports the *Army Strategy's* priority through 2022 – *LOE 1, Build Readiness*, which calls for Total Army end strength growth, reductions in non-deployable rates, improvements in talent alignment, and improved training outcomes.

Acquiring the right talent is the most strategic activity we can engage in to support the *Army Strategy,* as it has a positive effect across all other LOEs. Acquiring the right talent directly improves the lethality and readiness of our military and civilian workforces while reducing attrition and behaviors inconsistent with the Army Culture and Values. This results in cost reductions related to support and improvement programs. Acquiring the right talent allows us greater flexibility to employ our people against uncertain future requirements and burnishes the Army's reputation, creating a cycle that makes it easier to attract talented people tomorrow. Lastly, it increases the likelihood of retaining talent, particularly when sound accessions programs are linked to targeted retention initiatives.

D. **Critical Enablers** – The *Army People Strategy* relies upon four Critical Enablers (CE) to set the conditions for movement along its LOEs. CEs are cross-cutting in nature and disaggregate into supporting objective areas. They are:

1. **21st Century Talent Management System (CE 1) – Lead Integrator: ASA (M&RA), in coordination with Army G-1 and TRADOC.** Modern talent management systems demand: 1) mature people analytics with data infrastructure and reporting; 2) statistical analyses, model-building, and data science techniques; 3) organizational research that employs scientific methods to develop and deploy leading edge approaches to solving Army people challenges, and; 4) diagnostic, developmental, and predictive assessments of our Soldiers and Civilians to gain critical talent management information. A mature people analytics capacity provides leaders with the evidence and cross-functional perspective needed to make better talent management decisions in alignment with the Army's strategic goals. It also allows them to measure and evaluate the impact of their decisions in terms of program effectiveness and cost efficiency. To deliver these benefits, however, the Army's talent management system requires ongoing investment in new methods and technologies to innovate at the speed of change, which can outpace current program funding cycles.

   a. **Design** – Employ leading-edge research, analysis, studies, and science and technology (RASS&T) across all *Army People Strategy* Lines of Effort to support the design of innovative people programs, assessments, and policies**.**

   b. **Build** – Create systems and instruments that leverage technology and safeguard personal information. Configure the Integrated Pay and Personnel System - Army (IPPS-A) as the Army's talent management

information system of record and employ existing IT systems as a bridging strategy (e.g. the Assignment Interactive Module or "AIM 2.0" for Army officers). Prototype and release the Accessions Information Environment (AIE) to improve Army data management and analytics support of new accessions. Create an assessment infrastructure that meets Army needs.

c. **Pilot** – Test and evaluate new technologies, analytic methods, and assessments that result in improved talent management practices. Conduct phased releases of IPPS-A, AIE and assessment programs with high payoff test populations. Implement lessons learned throughout successive piloting enroute to final operating capability.

d. **Scale** – Use scientific findings and analyses to deliver innovative, useful products to key stakeholders at scale. Contingent upon piloting results, scale IPPS-A and AIE to their final operating capabilities, ensuring end-to-end (E2E) visibility and data interoperability between the two. Capitalize on the existing strengths of the military and civilian education systems to ensure a career approach to assessing the Total Army workforce.

e. **Analyze** – Extract maximum benefit from the volume, velocity, and variety of talent data captured by IPPS-A, AIE, the future Defense Civilian Human Resource Management System (DCHRMS), and talent assessments by conducting and employing rigorous statistical analyses, data modeling, and data-driven organizational research to continuously improve Army people programs and policies.

2. **Quality of Life (CE 2) – Lead Integrator: AMC/Army G-9, in coordination with appropriate HQDA officials and Army Commands**. Review the full range of Army care, support, and enrichment programs, with an initial focus upon: **Housing and barracks**; **Healthcare**; **Childcare**; **Spouse Employment**, and; **Permanent Change of Station (PCS) moves**. Rapidly identify gaps and make improvements. Effective, efficient, and well-executed quality of life programs increase health and wellbeing. They reduce stress, absenteeism, disengagement, rework and retraining expenses, driving down overall labor costs and increasing Total Army readiness. Exceptional Soldier and Civilian support programs also engender trust between the Army and its professionals, simultaneously improving talent acquisition and retention efforts. Given the demands made upon our military and civilian professionals, we owe them the best workforce support services possible.

a. **Care** – Provide targeted Holistic Health and Fitness (H2F) support to ensure the wellness of our military and civilian workforces. Focus on both work risks (i.e. occupational hazards) and individual risk factors (e.g. tobacco use, diet) to improve overall physical and mental resiliency. Program areas include but are not limited to: medical care facilities; medical insurance; health savings and flexible spending accounts; health and nutrition education; health risk assessments; social and environmental supports; workplace safety and related programs (such as ADA compliance), and; outdoor recreation, sports, and fitness resources.

b. **Support** – Deliver an effective and carefully targeted mix of programs, services, and policies that increase diversity, equality of opportunity, and inclusion, reduce barriers to long-term wellness, and increase emotional and financial well-being. Program areas include but are not limited to: labor relations and employer support; awards and recognition; legal services; relocation or transition services; housing; child and youth services; Army Community Services; spouse employment; life and disability insurances; thrift savings plans, and blended retirement plan.

c. **Enrich** - Deliver an effective and carefully targeted mix of recreational, cultural, and self-developmental resources that complement those available in their community and increase the quality of life for Army Soldiers, Civilians, and their families. Program areas include but are not limited to: cultural awareness events and celebrations; religious services and support; libraries and education centers; craft and automotive centers; entertainment, dining, and shopping facilities; and vacation and travel services. Identify individuals with in-demand talents and engage them with an integrated mix of compensation and opportunities.

3. **Army Culture (CE 3) – Lead Integrator: TRADOC.** Culture consists of the foundational values, beliefs, and behaviors that drive an organization's social environment, and it plays a vital role in mission accomplishment. Culture changes constantly to remain in alignment with an organization's strategy and mission - no organization has the same culture it did a generation ago. In the 21st century, the question for leaders is not whether culture should change, but *how* it should change.

Army culture is grounded in our values of ***Loyalty, Duty, Respect, Selfless Service, Honor, Integrity*** and ***Personal Courage***. These values are time-tested and provide our culture with a rock-solid foundation. As an American

institution, however, the Army faces many of the same culture challenges as the rest of our Nation: sexual assault, sexual harassment, discrimination, extremism, and suicide. If permitted to persist in the Army, these behaviors can break trust within Army teams – from squads to major commands. They affect team cohesion as well. That is why we must **define**, **drive**, and **align** our culture with our vision of **cohesive teams**.
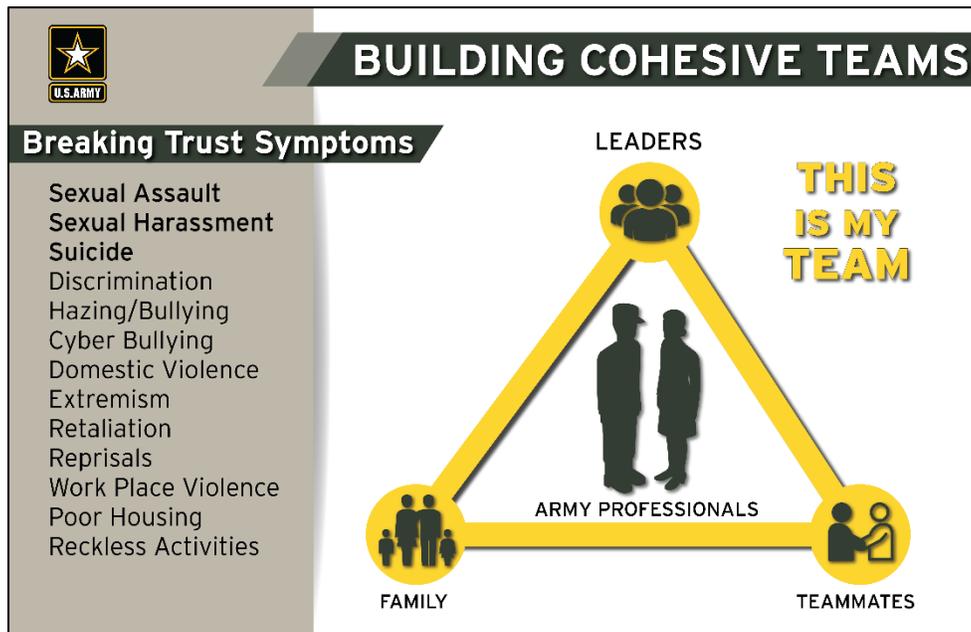

Figure 2. Building Cohesive Teams

a. **Define** – Build upon the positive and powerful aspects of current Army culture, creating a people-focused Army culture that destroys harmful behaviors and builds trust across our formations. Amplify the positive behaviors that align with our vision of cohesive teams: civility and positive relationships; diversity, equity and inclusion; honor and respect; empathy; and care for Soldier and Civilian well-being. Incorporate new cultural elements to meet the challenges of the Information Age. These include (but are not limited to) inquiry and innovation; intellectual flexibility; knowledge sharing; systems thinking; and continuous learning.

b. **Drive** – Leaders drive change in culture by clearly defining it, communicating it openly and effectively, inspiring others, and modeling it conspicuously and authentically.

c. **Align** – Constantly check and recheck Army culture for alignment with the *Army Strategy*. Strategy-culture misalignment results in mission failure. Conduct periodic organizational cultural assessments and integrate all

people data to dynamically assess, realign, and redefine Army culture as our strategy and mission demand.

4. **Resources and Authorities (CE 4) – Lead Integrator: ASA (M&RA).** In coordination with appropriate HQDA officials and Army Commanders, identify the costs to improving all people programs, policies, and systems and link those investments to Army readiness, modernization, and reform. Consistent with existing policies and practices, seek and prioritize funding for all people initiatives within the appropriate DOTMLPF-P areas, to include personnel science and technology (S&T) funding. Determine the return on investment for all people programs with the goal of maximizing effectiveness and discontinuing unsuccessful programs. Lastly, seek the rewrite of any laws and regulations as needed to support the objectives of this strategy.

   a. **Fund** – Prioritize long-term human capital investment to meet MDO-capable force requirements at the individual, team, unit, and Army command levels. Benchmark from the Army's oversight approach to future materiel solutions and information technology systems such as IPPS-A. Just as we take a long view of combat system life-cycle investments, we must do the same with people life-cycle investments, which are increasingly technical and data-driven.

   b. **Adjust** – Seek changes to DoD regulations or statutes as needed to improve Soldier and Civilian talent management.

   c. **Review** – Revise all Army regulations and policies as needed to support this strategy.

E. **Governance** – The Total Army People Enterprise serves over 3.5 million people: nearly one million Active, Guard and Reserve Soldiers, 295,000 Army Civilians, over 1.3 million family members, nearly 900,000 retired Soldiers and over 100,000 surviving spouses. To provide oversight and direction for the Total Army People Enterprise, a governance body will prioritize all Army People management efforts. The governance chair is the Assistant Secretary of the Army, Manpower and Reserve Affairs ASA(M&RA) who, in close coordination with the CG TRADOC; CG AMC; DCS G-1; DCS G-3/5/7; DCS G-9 and other critical governance members, will meet periodically to synchronize and prioritize Army People management and funding decisions for consideration by Army Senior Leaders. Both the military and civilian implementation plans will include specific governance structures for each LOE and CE. This will ensure that the objectives of the Army People Strategy are understood at all levels, inform the development

of weapons and training systems, and are appropriately integrated into the Planning, Programming, Budgeting, and Execution (PPBE) process, including the Manning (MM), Training (TT), Equipping (EE), and Installation (II) Program Evaluation Groups (PEGs).

F. **Implementation** – The *Army People Strategy* covers fiscal years 2020 to 2028, and its desired outcomes will be realized by complementary military and civilian implementation plans. Each plan will: nest implementation objectives and tasks with this strategy's Lines of Effort; identify lead organizations and high-level outcome metrics for each; incorporate appropriate experimentation and piloting of new innovations, and; analyze performance outcome metrics to support biennial implementation plan updates for ASA (M&RA) approval. Initial plans will focus on fiscal years 2020-2022 for funding and execution, and 2023-2028 for planning and budgeting. **Near-term priorities (FY 2020-2022) are:**

1. Improve Quality of Life programs for both Soldiers and Civilians based on the Army senior leaders prioritizing 1) Housing and barracks, 2) Healthcare, 3) Childcare, 4) Spouse Employment, and 5) Permanent Change of Station Moves. Supports *CE 2 Quality of Life.*

2. The Army Enterprise Marketing Office will transform all marketing communications, technologies, and operations, ensuring we attract the military and civilian talent needed to remain the world's premier combat force. Supports *LOE 1.a. Market.*

3. Reform accession activities based on an end-to-end evaluation of Total Army accession and retention programs. Develop and implement programs, policies, and systems to attract and align new Soldiers and Civilians with best-fit jobs across the Army, which will reduce attrition throughout the enterprise. Lastly, conduct AIE design, prototyping, and phased releases. Supports *LOE 1.b. Recruit.*

4. Fully resource IPPS-A on schedule, bring the Assignment Interactive Module 2.0 to full operating capability for military personnel, and prepare for Defense Civilian Human Resource Management System (DCHRMS) deployment in FY2020, leveraging its data capabilities to improve Army Civilian talent alignment. Supports *LOE 3.b. Align.*

5. Research, design, and pilot a suite of talent assessments for Soldiers and Civilians for future scaling. Supports *CE 1.c) Pilot* and *1.d) Scale.*

6. For Army Civilians, develop and implement programs, policies, and systems that leverage new authorities to reduce hiring time and improve talent acquisition. Supports *LOE 1.c. Onboard.*

IV. <u>CONCLUSION</u> – The *Army People Strategy* represents a commitment to innovation and thoughtful leadership in the realm of people management. It articulates what we must do to **win – Winning Matters!** Army readiness, modernization, and reform efforts must be supported by a 21st century talent management system and essential quality of life enhancements, fundamentally improving the way we manage our center of gravity – people.

The *Army People Strategy* provides the guidance, framework and conceptual basis for follow-on implementation plans. These plans, which will be time and data-driven, will identify gaps, implement solutions to close those gaps, and measure improvements so that we can assess our progress and build upon it in thoughtful and effective ways.

This strategy will do more than move us from the industrial to the information age It will help maintain and extend the Army's overmatch capabilities. It guides us to a future in which our Soldiers and Civilians are powerfully bonded to one another in cohesive teams, enjoy a far greater range of professionally rewarding opportunities, are better supported and developed, collaborate both in person and virtually, and are proud members of the most satisfied and engaged large federal workforce in the nation.

Leaders always seek improvement, improvement requires change, and successful change requires each of us to contribute our talents to the effort.
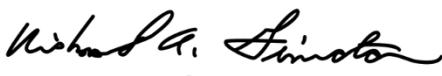
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