MANAGING TALENT OF THE ALL-VOLUNTEER FORCE 2025 AND BEYOND

A thesis presented to the Faculty of the U.S. Army Command and General Staff College in partial fulfillment of the requirements for the degree

MASTER OF MILITARY ART AND SCIENCE
General Studies

by

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Fort Leavenworth, Kansas
2018

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# Abstract

It has only been these last few years that the term, talent management, has been acknowledged by our senior leaders. In 2015 the Human Dimension Capabilities Development Task Force published a White Paper on talent management. In 2016 the U.S. Army Talent Management Strategy was published. During the 2017 AUSA conference the Secretary of the Army stated, Talent Management is our top priority. During this same time Integrated Personnel and Pay System an online Human Resources system that will provide integrated personnel, pay and talent management capabilities has been developed and is said to be fully functional by 2019. These strides to change with society demonstrate a culture of continuous learning and of transformation from simply distributing personnel to more deliberate managing the talents of our Soldiers. This document examined the talent management policies and process of Google, Ford Motor Company and the U.S. Army to identify recommendations on the way forward for the development of talent management in the U.S. Army to be able to optimize on the talents of every Soldier, so they can thrive and win in a complex world.

# Subject Terms

Talent Management; Generational Theory; All-Volunteer Force
Name of Candidate: MAJ Sarah D. Cordova

Thesis Title: Managing Talent of the All-Volunteer Force 2025 and Beyond

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Robert F. Baumann, Ph.D.

The opinions and conclusions expressed herein are those of the student author and do not necessarily represent the views of the U.S. Army Command and General Staff College or any other governmental agency. (References to this study should include the foregoing statement.)
ABSTRACT

MANAGING TALENT OF THE ALL-VOLUNTEER FORCE 2025 AND BEYOND, by MAJ Sarah D. Cordova, 78 pages.

It has only been these last few years that the term, talent management, has been acknowledged by our senior leaders. In 2015 the Human Dimension Capabilities Development Task Force published a White Paper on talent management. In 2016 the U.S. Army Talent Management Strategy was published. During the 2017 AUSA conference the Secretary of the Army stated, Talent Management is our top priority. During this same time Integrated Personnel and Pay System an online Human Resources system that will provide integrated personnel, pay and talent management capabilities has been developed and is said to be fully functional by 2019. These strides to change with society demonstrate a culture of continuous learning and of transformation from simply distributing personnel to more deliberate managing the talents of our Soldiers. This document examined the talent management policies and process of Google, Ford Motor Company and the U.S. Army to identify recommendations on the way forward for the development of talent management in the U.S. Army to be able to optimize on the talents of every Soldier, so they can thrive and win in a complex world.
ACKNOWLEDGMENTS

This thesis was inspired by my time spent as an Operations Officer for the Portland, OR Military Entrance Processing Station and as the Bravo Company Commander at 30th AG Reception Battalion at Fort Benning, GA. The years serving in these positions provided me a front row seat to the future of our Army. To all the young men and women who continue to volunteer to serve this great nation, I am humbled to serve alongside each and every one of you. Thank you!

I would most importantly like to thank my thesis committee; for believing in my topic and in me to get this finished before graduation. Dr. Long your dedication to not just the profession of arms but to the individual student here at the Command and General Staff College is greatly appreciated and will not be soon forgotten. To my classmates of Staff Group 15D for your support not just on the accomplishment of my thesis but all year long, I would not have made it without you, love and respect to the best staff group of 2018.
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CHAPTER 1
INTRODUCTION

The United States Army today is widely known to be among the finest and most effective warfighting forces in the world. Hundreds of countries around the world seek training from the US Army. After over a decade in conflict, Army units at all levels are led by men and women with high levels of experience, professionalism, and talent. However, there are real reasons for the Army to step back and take a critical look at its processes and policies by which it recruits, develops, employs, evaluates, promotes, and retains its Soldiers, civilians, and leaders.

―U.S. Army Mission Command Center of Excellence,
White Paper: Talent Management in the Army

Background

The purpose of the study is to research what should be the high priority topics for further investigation when considering a holistic review of the U.S. Army Talent Management Policy. Only since about 2013, the U.S. Army has been using the term talent management, and in 2016 published the U.S. Army Talent Management Strategy (ATMS). During the 2017 AUSA Conference in Washington DC, the secretary of the U.S. Army stated talent management is the first and foremost the leadership issue and begins at the top. Serving as an Operations Officer at the Portland, OR Military Entrance Processing Station (MEPS) and as a commander at 30th AG Reception Battalion at Fort Benning, GA, I grew very concerned about the ability for the United States to maintain an all-volunteer force (AVF). I did not believe that the United States would be able to maintain an AFV based the quality (Medical/Health issues and ASVAB scores) of applicant arriving at MEPS or the lack of dedication and discipline of the new Trainees arriving at Fort Benning, GA, for Basic Training. During the Force Sustainment Course
here the Command and General Staff Officer College (CGSOC), I took the opportunity to recommend solutions to maintain an AFV, based on my understanding of talent management as seen in Appendix A. Concerns about the future of the U.S. Army also stimulate from reports such as the one below that aired on FOX business in December of 2015 stating that after the Paris attack, the Millennial Generation is unwilling to serve in the military, although they do support sending ground troops to fight ISIS (Figure 1). The Reporter claims that they would rather stay home and play video games while someone else goes to war.  

Purpose

This is an exploratory qualitative investigation into the implications of applying the emerging principles of modern talent management to current U.S. Army Human Resource practices. It will compare and contrast current U.S. Army practices with a
mainstream academic talent management model, and the current methods of two large representative corporations. This case-study research fills a gap in the scholarly literature on talent management in the U.S. Army. The generational theory was used to simplify a starting point for this research. The millennial generation currently has no end dates, and the U.S. Army recruits ages 17-24, making them useful for this initial analysis for the future of the AVF. The research concludes by recommending changes that can assist the U.S. Army to manage the talent of Soldiers and Civilians who operate in the complex world of a multi-domain battlefield while fulfilling the U.S. Army’s needs. This plan was developed through an analysis of internal and external studies, and by assessing the differences between each organization’s implementation of talent management.²

Problem Statement

The U.S Army’s separate systems for recruiting, accessing, developing, evaluating, promoting and assigning Soldiers has become fragmented over time through the normal evolution of separate systems within a large bureaucracy.

Identification of the Problem

Without a single, enterprise-level integrated system for managing talent, the U.S. Army runs the severe risk of misusing its most precious assets: the skills, knowledge, and capabilities of its people. The lack of a holistic policy for the whole organization that delineates responsibilities at echelon for all leaders, and which is supported by the tools

needed to make appropriately nuanced decisions for the good of the organization and its people is a problem that must be solved by senior leaders.

**Significance of the Problem**

In a world in which technology acts as a great leveling force among global militaries, the effective and efficient use of people is essential for establishing and maintaining a competitive advantage. Failure to do this puts us at significant risk in supporting the national defense. The results of this study identify possible high priority topics for further investigation when considering a holistic review of the ATMS. This study adds to the literature on talent management in the U.S. Army and can serve to assist future research on talent management and the millennial generation serving in the U.S. Army.

**Research Questions**

Primary question:

What should be the high priority topics for further investigation when considering a holistic review of the U.S. Army Talent Management Policy?

Secondary questions:

What is the U.S. Army doing to improve talent management to recruit and retain the best of the best?

Has the millennial generation impacted the U.S. Army’s talent management process to be able to sustain the AVF?
Scope and Delimitations

This study assesses the feasibility and suitability of the talent management model specifically for its use in maintaining an AVF. It aims to what should be the high priority topics for further investigation when considering a holistic review of the U.S. Army Talent Management Policy. The case studies examine the talent management systems and processes used at both Ford Motor Company and Google. Ford Motor Company was chosen because of its similarities with the U.S. Army, for instance regarding the maturity of the organization. The company was founded in 1903 and grew to have a global impact, currently being the world’s fifth-largest automaker. These similarities require unique talent and the ability to retain and develop leaders from within the organization. Google was chosen because of its high-tech demands and ability to attract the new generations of available employees. These characteristics are what the U.S. Army hopes to achieve with such changes as cyber command and the new retirement system, both of which are desirable incentives for the millennial generation. This study reviews talent management at a macro-level and does not cover talent management concerning promotions or evaluations.

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Research Methodology

This research adopts a case-study research method. Case studies are a “useful method for conducting qualitative research for problem areas that are human-centric, dynamic, volatile, and contain a mix of stakeholders, interests, variables and information concepts that demand a deep understanding of context to produce informed policy choices.”\textsuperscript{5} This research focuses on policies and processes of talent management, and on the effects, it can be expected to have on the AVF for the year 2025 and beyond.

Assumptions

It is important for the U.S. Army’s initial entry criteria to remain the same in the foreseeable future, lowering or raising the standard will change the talent dynamic of the population currently serving in the military. Changing the initial entry criteria will also change the available population that is able to join the military, which was used to help identify the problem. This is a reasonable assumption based on the time it takes to change policy.

The U.S. Army will make no changes to its talent management strategy during the time of this study. The talent Management strategy must not change because it is the basis of this study. In chapter 4, I will analyze the U.S. Army talent management strategy and the Bersin talent management model. This is a reasonable assumption based on the time allotted for this study.

The American population will continue to want and support an AVF. This is not necessarily a reasonable assumption since we cannot predict human behavior. It is likely because since 1998 the military has been number one on the Gallup’s confidence in institutions list. However, this is important and necessary because this research was founded on the importance of the AVF.

Finally, no major conflicts, such as WWII, will take place and therefore not change the western way of war. If a major conflict was to break out during the time of this research, and we would need more service members, the draft could be put into effect. If the draft initiated it would void the importance of not just the AVF, but also the management of talent. Although this may not be a reasonable assumption based on human behavior, it is likely because of the current stability of our government, and military leadership.

Limitations

This study is primarily limited by the constraints associated with being a student researcher in the CGSOC. The subject of talent management has been studied numerous times over the past years by both military and civilian organizations, as well as academics. Its breadth is so vast that a longer in-depth study is required to truly do it justice, rather than one pursued in a short, 10-month period. Due to this, a macro-level evaluation of talent management was performed topic in its entirety, rather than conducting an in-depth analysis. Additionally, this study is limited by the availability of

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translated or published resources. Close-hold and pre-decisional information are not included in this research.

**Definition of Terms**

**Generation Theories**: According to the German sociologist Karl Mannheim fresh contact theory young people learn essential values from their parents and local communities. As each new generation experiences the world, they come to view society differently than the previous generation. Each cohort will share similar core ideals and hold these values through their lifetime. According to his social location theory, these shared elements create a generational connection or consciousness that influence the individual’s attitude, values, and views which are shared by that generation.\(^7\)

**Millennial Generation**: According to an in-depth analysis by the Media Insight Project, a collaboration between The Associated Press-NORC Center for Public Affairs Research and the American Press Institute, suggests that millennials fall into four distinct categories. This paper refers to millennials as The Unattached: These are younger Millennials, age 18-24, who get their news and information mostly by just bumping into it. They tend to have not yet started families or established careers. Their online lives are spent mainly keeping up with their social circles, schooling, or first-time job hunts. Few of them follow current events or news-you-can-use. Still, the news is not entirely

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irrelevant to this group. Half of this group still keeps up generally with what is going on in the world, and many investigate opinions contrary to their own on social media.\(^8\)

**Talent Management:** According to the U.S. Army Talent Management Strategy it “is a way to enhance U.S. Army readiness by maximizing the potential of the U.S. Army’s greatest asset – our people. By better understanding the talent of our workforce and the talent needed by unit requirements, the U.S. Army can more effectively acquire, develop, employ, and retain the right talent at the right time. In U.S. Army talent management, “best” equals best fit for the work at hand.”\(^9\)

According to McKinsey’s research from 1997 and the 2001 book on The War of Talent, it is the anticipation of required human capital for an organization and the planning to meet those needs.\(^10\)

**Stewardship:** Stewardship is the responsibility of all U.S Army professionals to strengthen the U.S. Army as a profession and to care for the people and other resources entrusted to us by the American people. Stewardship requires that we understand our work is more than just a job; it is an office. This sense of office is accepted when we take

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the oath; this is explicit in the oaths taken by U.S. Army officers and U.S. Army Civilians and implied in the Oath of Enlistment.\textsuperscript{11}

**Mentoring:** is a learning and development partnership between a professional with in-depth experience and knowledge in a specific area and a protégé seeking learning and coaching in the same area.\textsuperscript{12}

**Suitable, Feasible, and Acceptable:** Are terms used when doing a Course of Action (COA) analysis during the Military Decision Making Progress (MDMP): Suitable refers to accomplishing the mission and complying with the supported commander’s guidance, while also being consistent with doctrine. Feasible is accomplishing the mission within established time, space, and resource constraints. Finally, acceptable refers to balancing costs (forces, resources, risk, and so on) with advantages gained by executing a particular COA.\textsuperscript{13}

**G1:** Serves as a member of the U.S. Army’s staff to develop, manage and execute all manpower and personnel plans, programs and policies across all U.S. Army Components. The G1’s vision for the human resource enterprise is to serve as a team of HR professionals dedicated to supporting and empowering Soldiers, Civilians, Families and Veterans worldwide in an era of persistent conflict. Must recruit, retain and sustain a

\begin{itemize}
\item \textsuperscript{11} Headquarters, Department of the Army (HQDA), Army Doctrine Reference Publication (ADRP) 1, *The Army Profession* (Washington, DC: Government Printing Office, June 2015), 1-5.
\end{itemize}
high-quality volunteer force through innovative and effective enterprise solutions. The Army G1 ensures HR readiness of the Total U.S. Army across the full spectrum of operations.¹⁴

**Chapter Summary**

Today, U.S. military forces are unmatched both globally and historically in their lethality, speed, and agility.¹⁵ To be able to maintain the advantage, the U.S. Army needs to continue to change and improve the ATMS. Today’s senior leaders have addressed the need for a change in how the U.S. Army pursues talent management. This qualitative case-study research will explore the U.S. Army and civilian organization’s policies and processes regarding talent management, and make recommendations of possible high priority topics for further investigation when considering a holistic review of the U.S. Army Talent Management Policy.

Chapter 2 presents a literature review to assist in formulating the problem statement and determining the gaps in the literature. The literature review focuses on the definition and development of talent management in the U.S Army and a mainstream academia theory. A case study on current practices of two large corporations. This chapter will provide a brief description and benefits of the AVF. Lastly, research was conducted on the U.S. Army retention trends and the millennial generation to help

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formulate a conclusion. Chapter 3 outlines the research methodology used to transform
data into information. Chapter 4 presents the analysis of data from the literature review
through the application of the case-study methodology, aiming to create a shared
understanding for my readers. Any recommendations for change resulting from the
research and analysis are made in this chapter. Chapter 5 consists of three parts: the first
part incorporates the Kotter change model to help implement one of the changes
recommended from Chapter 4. The goal of the recommendation is to capitalize on past
efforts and initiatives that have not yet been implemented. The second part will be a list
of additional future research question and the importance of the research. Finally, chapter
5 closes with my reflection on how this year at CGSOC impacted the study that I
conducted and me as a steward of the profession.
CHAPTER 2
LITERATURE REVIEW

Introduction

Chapter 2 is designed to help the reader understand what the high priority topics for further investigation should be when considering a holistic review of the U.S. Army Talent Management Policy.

Chapter 2 provides a brief history of the AVF to emphasize the importance and benefits it has added to the military and civilian society. The millennial generation is a part of this study because currently there is no end date and the age for recruiting is 17-24. Recruiting is a critical element of talent management, I requested data from United States Recruiting Command to help identify the current recruiting trends. All three of these areas will help the reader to understand the importance of the primary question. Chapter 2 also includes the case study of the U.S. Army, Google, and the Ford Motor Company’s concepts of talent management, all of which are significantly different but arguably very successful. For the case study, I choose Google because it is the most sought-after place of employment, as it is easier to gain admission to Harvard than to be hired by Google.16 The Ford Motor Company was chosen because it is one of the oldest businesses in the United States. Ford has seen its shares of success and failure in the business world, but it is still standing strong. Chapter 3 is my research methodology. An analysis of the case study and comparison of the ATMS to a mainstream academic talent

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management model to help identify what should be high priority topics for further investigation when considering a holistic review of the ATMS are in Chapter 4. Chapter 4 also provides recommendations for change, and in Chapter 5, I applied the Kotter change model to implement the recommended changes.

**History of the All-Volunteer Force**

The movement from conscription to an all-volunteer force (AVF) was a contentious issue when proposed in the 1960s. However, concerns about relying on volunteers to maintain a professional military at required levels have proven to be unfounded. The 50-year partnership between policymakers and the research community has produced not only the finest fighting force the United States has ever had but also one that is broadly representative of the American people.17

Four years before the United States eliminated the draft and moved to an AVF a member of the President’s Commission wrote, ‘While there is a reasonable possibility that a peacetime armed force could be entirely voluntary, I am certain that an armed force involved in a major conflict could *not* be voluntary.18’

The AVF has dramatically increased the number of career personnel and increased the proficiency and professionalism of the force.19 According to the Department of Defense annual report of social representation, the AVF has changed the military for the better in the following areas:

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17 Rostker, “The Evolution of the All-Volunteer Force.”

18 Ibid.

19 Ibid.
1. Age: The active-duty population is younger than the overall civilian sector. The majority of the active-duty force is between the ages of 17 and 24.

2. Gender: Currently, 14% of the active-duty force is female, compared with less than 2% when the draft ended.

3. Marital status: The number of married service members has increased by 9% since the start of the all-volunteer force. Sixty-eight percent of all active-duty officers are married.

4. Educational level: In 1973 the goal was 45% of new accessions to the active-duty force would be high-school graduates. Today over 93% are high-school graduates.

5. Socioeconomic status: Recruits come primarily from families in the middle or lower-middle classes. The high end of the distribution is not well represented.

6. Race and ethnicity: The latest study shows that minority ethnic groups make up 41% of the total active-duty force.

**Recruiting**

A vast array of media sources have made comments about the U.S. Army’s inability to meet its recruiting goals for the last several years. During the 2017 AUSA Conference, the growing concern about the shrinking available population and the
disqualifying factors of the recruiting market (aged 17-24), was briefed by our top leaders.\textsuperscript{20}

The United States Recruiting Command has provided the data for the chart below (Figure 2). The chart illustrates the recruiting goal versus the number of applicants sent to basic training. The DEP loss column is a contract initiated, but the applicant did not make it to basic training, for several reasons. Over the last three years, the U.S. Army has only met its goal in 5 out of the 36 months.

<table>
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<tr>
<th>Fiscal Year</th>
<th>Month</th>
<th># Rcting Days</th>
<th>USAREC Contract Mission</th>
<th>Gross Contracts</th>
<th>DEP Losses</th>
<th>NET Achievement</th>
<th>Gross</th>
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<th>Net</th>
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<td>5935</td>
<td>5,287</td>
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<td>4952</td>
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<td>16</td>
<td>5107</td>
<td>3,714</td>
<td>224</td>
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<td>73%</td>
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<td>Dec-14</td>
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<td>5033</td>
<td>4,328</td>
<td>278</td>
<td>4050</td>
<td>86%</td>
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<td>19</td>
<td>5072</td>
<td>4,674</td>
<td>311</td>
<td>4363</td>
<td>92%</td>
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<td>5609</td>
<td>4,943</td>
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<td>4713</td>
<td>88%</td>
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<td>95%</td>
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Figure 2. USAREC Recruiting from 2025-2017

Source: Created by author.
Created in 1961, The National Defense Authorization Act, the name for a series of United States federal laws specifying the annual budget and expenditures of the U.S. Department of Defense, which is overseen by the U.S. Congress. The National Defense Authorization Act helps the U.S. Army determine the recruiting goal for each fiscal year by providing end strength. According to the Fiscal Year 2018 National Defense Authorization Act to support the all-volunteer force:

As we continue to ask our military to do more in response to rising threats around the world, we rely on young Americans who commit to serve in the All-Volunteer Force that defends our nation. The committee markup would improve military readiness and effectiveness by increasing the size of the total force. The legislation also aims to improve the quality of life for the men and women of the total force. To meet those goals, the committee markup. Authorizes increases in end strength above the President’s request by the following amounts: of 5,000 in the Active-Duty Army.

The Millennial Generation

I focus on the millennial generation as, like every generation before them, they are needed to maintain the AVF. The millennial generation has already impacted U.S. Army culture. One example of this is the retirement plan. The military retirement pay

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22 Ibid.

23 Ibid.
system used to be easy to understand: one would spend 20 years in the military and would then receive 50% of one’s base pay immediately upon retirement.²⁴ However, a defining characteristic of the millennial generation is the motivation to seek employment on a short-term basis. Beginning in 2018, military members can receive automatic and matching Thrift Savings Plan contributions, allowing those who do not serve for 20 years to walk away with some form of a retirement plan.²⁵ According to Simon Sinek, the millennial generation, a group of people who were born in approximately 1984 and after, are difficult to manage. Accused of being entitled, narcissistic, self-interested, unfocused, and lazy, but being entitled is the most significant. Because they confound leadership so much, leaders are asking the millennials what they want.²⁶

The millennials have entered the workforce in masses, and they have reshaped the culture of institutions, having been uniquely positioned to drive a fundamental shift in the way an organization thinks about management. One out of three employees in the United States is a millennial, making up a majority of the current workforce. Millennials regarded as optimists and enthusiasts who are eager to achieve organizational goals and


²⁵ Ibid.

drive innovation in companies.\textsuperscript{27} It is essential to understand that the millennials play a crucial role in spurring the organizational culture and are positioned to drive a fundamental shift in the way people view management and workplace engagement. Millennials bring forth immense energy and idealism, aspects that largely contribute to talent management in an organization. Millennials have managed to challenge traditional recruitment strategies by forcing companies to reinvent the wheel when it comes to developing policies that can attract and motivate them as employees. The popularity of start-ups, associated with a more informal and unconventional office culture, has taught companies a thing or two about managing the millennial workforce. A defining characteristic of the millennial generation is the motivation to seek employment on a short-term basis. Therefore, the challenge of attrition becomes significant for a company hiring millennials, since there is the likelihood of non-retention of employees after some time.\textsuperscript{28}

\textbf{U.S. Army}

To help the reader understand talent management in the U.S. Army, I must first address who is responsible at the strategic level. According to U.S. Army Regulation 5-22, the responsible party is The U.S. Army Force Modernization Proponent System. The U.S. Army Force Modernization Proponent System is the HQDA strategic-level process


for force modernization to develop the future U.S. Army. The G-1’s role at the strategic level is as follows: 29

1. Prescribe duties and responsibilities for the personnel life cycle of U.S. Army officer branches and functional areas, warrant officer branches, and enlisted career management fields under their respective personnel management systems.

2. Approve overarching personnel policy and exercise HQDA management of the U.S. Army’s military personnel management system.

3. Approve standards of grade used in manpower documentation.

4. Promulgate policy and manage the personnel domain.

5. Assign primary responsibility for analysis and recommendations relating to personnel matters to a single agent.

6. Establish and lead a General Officer Steering Committee to develop issues affecting all Soldiers.

At the operational level, U.S. Army Regulation 600-3 will assist the reader to develop an understanding of the objectives of the personnel management system as discussed at the strategic level: 30

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1. Establish responsibilities throughout the U.S. Army for all military functional category and related matters involved in the eight-personnel development system lifecycle management functions. Ensure that a single agent is identified and made responsible for analysis of the functional role of all personnel in each career field.

2. Ensure personnel management policies, programs, and procedures established by HQDA incorporate career field related considerations.

3. Foster achievement of the total U.S. Army goals and objectives of the U.S. Army’s Officers Personnel Management System (OPMS), the Enlisted Personnel Management System (EPMS), and the Department of the U.S. Army Defense Civilian Intelligence Personnel System (DCIPS).

Personnel Development System Life Cycle Management Functions

The eight-personnel development system lifecycle management functions derived from the U.S. Army’s life cycle model. This will help the reader to understand the complexity of managing personnel for the most advanced U.S. Army in the world in a multi-domain battlefield. The eight functions and their associated personnel developer responsibilities are defined as follows.

Structure describes the personnel developer dimension of the U.S. Army’s force development function. Force development is further defined as the military capabilities and creating the force structure required to provide those capabilities. It then produces the

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31 HQDA, AR 600-3, 8-10.

32 Ibid.
personnel authorizations for every U.S. Army unit. These authorizations referred to as the “personnel structure.” The structure function provides implementations for the acquisition and distribution functions.33

Acquisition describes the function of managing the total U.S. Army end strength, which is provided by NDAA. This function ensures that the U.S. Army is staffed with the proper number of Soldiers in the right grades and skills, within the manpower budget, to meet the U.S. Army’s requirements. It is significantly more complicated than merely recruiting personnel.34

Distribution describes the function of distributing available Soldiers to units based on the U.S. Army requirements and in accordance with HQDA priorities. It includes the distribution of newly trained Soldiers and the redistribution of Soldiers who are ready for a new assignment. A primary focus of the distribution function is to maximize personnel readiness within the U.S. Army’s combat units and to support the development of Soldiers.35

Development described as the process of developing people mentally, morally, and physically. This includes both character and leadership development, education, and training. The developmental process begins with Initial Military Training, which provides an orderly transition from civilian status to military life. Thereafter, the institutional training system and chain of command develops individuals through training, education,

33 HQDA, AR 600-3, 8-10.
34 Ibid.
35 Ibid.
and both professional and self-development programs. A primary focus of the function is on shaping values, attributes, and skills and minimizing dysfunctional behavior. As such, development makes a significant contribution to the promotion of the U.S. Army’s culture. Development also includes the supporting processes of evaluations, as well as selections for promotion, command opportunity, and advanced education (civilian and military).  

Deployment describes the movement of Soldiers. It includes mobilization, deployment, redeployment, and the evacuation and repatriation of non-combatants.

Compensation describes all the functions associated with the pay, entitlements, and benefits for Soldiers.

Sustainment describes how the U.S. Army attends to the well-being of its people. It includes programs directed specifically at the quality of life and the well-being of Soldiers, retirees, their Families, and the employers of RC members. It prepares Soldiers for the rigors of military operations and family separation and encourages them to remain in the U.S. Army as a means of sustaining the force.

And finally, transition describes an integrated function focused on assisting Soldiers and their families through changes associated with moving among components or to the private sector.

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36 HQDA, AR 600-3, 8-10.
37 Ibid.
38 Ibid.
39 Ibid., 10.
At the tactical level, personnel readiness which is part of the distribution function, and plays a vital role in the development of leaders in the U.S. Army. According to FM1-0, personnel readiness management involves analyzing personnel strength data to determine current combat capabilities, project future requirements, and assess conditions of individual readiness. Personnel readiness management is interrelated with and interdependent upon the functions of Personnel Accountability, Strength Reporting, and Personnel Information Management, all of which fall under the Adjutant General Corps (AG).  

To address the culture change, in 2016 the U.S. Army published the U.S. Army Talent Management Strategy, a term not yet used in U.S. Army doctrine. In 2015, the U.S. Army developed a task force to improve talent management and has even incorporated talent management initiatives into the Integrated Personnel and Pay System-Army (IPPS-A), which should be fully operational by the fiscal year 2019. Finally, in 2017 the pilot program for AIMS 2 was fielded on a select group of officers. The U.S. Army’s pivot to a more deliberate talent management system demonstrates its institutional agility and our strength as a learning organization. It acknowledges that the U.S. Army must rapidly evolve to keep pace with proven best practices while balancing the care of its people against enduring requirements and unanticipated contingencies. According to the U.S. Army Talent Management Strategy: “Talent management is about 

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40 Headquarters, Department of the Army (HQDA), Field Manual (FM) 1-0, Human Resources Support (Washington, DC: U.S. Government Printing Office, April 2014), 3-1

more than assignment satisfaction. Talent management is required to help the U.S. Army reach its overall strategic personnel objectives of enhancing readiness, sustaining a workforce of trusted professionals, and ensuring we have diverse and integrated teams across the enterprise – active, reserve, and civilian. Talent Management mitigates the one of greatest risks posed by an uncertain operating environment – mismatch in people and requirements (either not enough or too many) and losing talented people to the wider American labor market.”

Below is a visual concept of the ATMS:

Figure 3. The U.S. Army’s Talent Management Strategy


Google

Google is arguably the most famous Internet company in the world, with its search engine becoming a generic name for conducting Internet searches. Driving this brand recognition and success in the technology markets is Google’s dedication to executing its policies with innovation and creativity as well as an investment in employee management on a scale rarely witnessed in well-known companies. Indeed, as a result of this investment in its labor force, Google has been recognized as one of the best organizations for employees to work. At the core of Google’s success is the acknowledgment by the management that for the company to be hugely successful, it must invest in a sustainable, creative and innovative strategy that will increase its competitiveness while making its employees proud to be associated with the company. Driving this innovation is the “people’s operation,” Google’s phrase to describe its human resources department. Through the use of such radical and unconventional thinking, Google has been able to change the manner in which employers and employees approach work by making it more humane and exciting. The people’s operation unit is considered one of the most integral groups of the company and not confined to a single department. In other words, Google has managed to use its human resources/people’s operation segment to connect and facilitate the operations of its various departments. This required a shift and rechanneling of its strategies in HR by doing away with the standard HR practices of the past generation and introducing a model that is more conversant with

the needs of its employees. By using data in recruitment and talent management as well as retention strategies, the company is recognizing the need to move with the times, which are currently being shaped by the input of a mostly youth-based workforce.44

By adopting the principles of the Human Relations School of talent management, companies such as Google have primed themselves to attract young talent. According to this school, the employee will be more motivated to work and increase productivity if he or she can find satisfaction in his or her jobs and tasks. To this end, Google and other technology companies such as Apple have initiated programs that are specifically designed to make work more exciting and fulfilling for their cadres of young employees. Firms such as Google are charting new paths in the management of human resources by remaining alert to the changing demographic landscape.

The philosophy driving Google’s success as an Internet company based on a recognition of the critical role played by HR in improving the outcomes of the firm when coupled with a success-driven strategy in the market. The company is known to spend considerable resources on programs that are designed to motivate and attract employees while making them continually competitive via a raft of measures and incentives. There is a scheme for employees to participate in educational as well as leadership programs to improve their skills in conflict resolution. To this end, Google has created a platform where the management of talent and other human resource capabilities has moved to the center of the company’s operational strategy. This specialization in human resources is

proving germane to Google’s efforts to remain the best Internet company in the tech industry.

The organization implements radical new ways of identifying potential employees for recruitment that include the use of data management and research to analyze potential employees as well as its existing workforce. The strategies that have proved so useful in the management of products and services now apply to human resource management, with excellent results. Instead of making its recruitment decisions based on the traditional models of making assumptions, building relationships, and work experience, the company makes use of its algorithms to analyze potential and current employees using metrics explicitly designed for this purpose. In this manner, the company can make employment decisions based on hard facts that are intended to limit the chances of unexpected outcomes after employment at the firm.

The use of algorithms at Google helps identify the most intelligent applicants for the job as well as helping to predict whether the employee will deliver at the performance levels sought by the firm for that specific task. Naturally, candidates selected exhibiting high levels of IQ over those with lower IQs. However, the company will also refer to a potential candidate’s ability and motivation to learn and absorb Google’s content and information. In making decisions regarding whether to hire an employee, decisions structured through collaboration and consultation in a bid to avoid making mistakes, such as a recruiter being short-sighted. The final decision to hire is usually never made unilaterally. The task of final decision to recruit is that of Peers or a committee.

Google has implemented several programs designed to realign the company with its new HR objectives. The implementation of applications such as Project Oxygen has helped identify the need for responsive leadership that can motivate and mentor young employees joining the firm. Similarly, the PiLab within Google is designed to develop experiments that test the best ways of managing and dealing with people under the new people-oriented strategy that defines its organizational culture. For instance, the PiLab is responsible for determining the best means of motivating and rewarding employees.46

The company is well designed to retain its vast pool of highly talented employees. Considering the fact that it is easier for an applicant to get into Harvard than to join Google’s team of Googlers, the company has gone the extra mile to ensure successful applicants are not lost to the competition through the use of job retention and enrichment schemes throughout its offices across the world. Employees are assigned individual mentors to help them transition as well as develop their talents and skills even further through the acquisition of leadership skills. Through this mentorship program, in which mentors are chosen by algorithms based on employee data, new employees can participate in activities such as Career Guru, which allows them the opportunity to interact and learn essential skills in office survival, such as dealing with office politics, as well as learning from senior staff.

Ford Motor Company

The Ford Motor Company is one of the world’s largest automotive companies. The automotive giant was established and incorporated on June 16, 1903. Henry Ford established the firm in Dearborn, Michigan to sell automobiles under the Ford brand. Ford operates as a publicly traded company and traded on the New York Stock Exchange as Ford. The company has faced enormous financial challenges and at times even bankruptcy, but it overcame these challenges to become a market leader in the automotive industry.\textsuperscript{47} Currently, Ford serves a global market, and some of its key products include automobiles, luxury vehicles, commercial vehicles, and automotive parts. Ford also offers services such as automotive finance, vehicle leasing, and vehicle service. The principal leaders at the Ford Motor Company include the company’s executive chairman, William C. Ford Jr., as well as Jim Hackett, who is the company’s president and CEO. In the United States, Ford ranked as the second largest automaker, after General Motors and the fifth largest across the globe, preceded by Toyota, Volkswagen, Hyundai-Kia, and General Motors. According to the 2010 Fortune 500 list, Ford ranked as the eighth largest American company. In 2016, Ford recorded an operating revenue of $151.8 billion, and its total assets in the same year recorded at $29.17 billion. Based on 2016 estimations, Ford’s total workforce is about 201,000.

Since its establishment, Ford has been striving to attract and retain the most talented and innovative personnel to help the company reach its goals. The effective talent management approach has helped the company to realize growth and success and

remain a market leader in the automobile industry. Nonetheless, there are two significant problems that Ford has faced over the years regarding its talent management strategy. One critical issue is talent retention. Ford has faced a challenge in retaining the best employees to work for the company. As the global industries grow, lucrative job opportunities also arise, and with such openings, Ford has lost some of its best employees either to competitors or other firms. Ford lacks proper research regarding the factors that prompt employees to leave the company, and thus the problem has yet to be addressed. There is a need for Ford to conduct a comprehensive evaluation to establish the factors that have led personnel to leave the company and to address these challenges.

Another challenge in Ford’s talent management is talent development. Over the years, Ford has faced problems in its effort to train and develop its employees to exploit their full potential for the benefit of the company. The talent development problem linked to a lack of frequent, meaningful two-way communication between employees and the management. The lack of an effective communication channel hinders employees from voicing their complaints and concerns, as well as receiving feedback from the management. The managers at Ford are not being held accountable for the development of employees, and this implies that they have failed to put in place an adequate measure to ensure talent development at the company.

Chapter Summary

As portrayed in the literature review in Chapter 2 the all-volunteer force has such a significant impact on Western culture that the responsibility to be able to maintain it is in the hands of the military leadership and lawmakers. The study of the three organization reveals both successes and failures of talent management and the impact the millennial
generation has already had on the current workforce. The U.S. Army will miss an opportunity to retain the best of the best if it ignores the current cultural changes. Chapter 3 addresses the research methodologies used to analyze the problem statement and secondary research questions. It will discuss how the research was conducted to make recommendations for the way forward in managing talent in the U.S. Army.
CHAPTER 3
RESEARCH METHODOLOGY

Introduction

The goal of this thesis is to answer the primary research question: What should be the high priority topics for further investigation when considering a holistic review of the U.S. Army Talent Management Policy?

The research methodology consists of four steps:\(^48\)

Step 1 was to conduct a literature review on the history of the AVF. Conducted a case study on Google, Ford Motor Company, and the U.S. Army’s talent management policies and processes, and the impact the millennial generation has had or will have on all three organizations. Specifically, for the U.S. Army, I reviewed the recruiting rates for the last three years, and the impact the millennial generation may have on the AVF.

Step 2 researched mainstream academic talent management models in comparison to the ATMS. Using a white paper published in 2015 as a starting point for academic talent management models.

Step 3 is to analyze the pertinent data to identify trends and data points that would either confirm or deny the researcher’s general research question to help conclude the research.

Step 4 is to present the conclusions and recommendations.

\(^{48}\) Turner, “Developing Army Leaders through Increased Rigor in Professional Military Training and Education.”
Research Methodology

I used a case study research method. Case studies are a “useful method for conducting qualitative research for problem areas that are human-centric, dynamic, volatile, and contain a mix of stakeholders, interests, variables and information concepts that demand a deep understanding of context to produce informed policy choices.”49 This research focused on the policies and processes of talent management and the effects it will have on the all-volunteer force for the year 2025 and beyond.

I considered the history and the impact of the all-volunteer force. This research also investigates the differences between how Google, the Ford Motor Company, and the U.S. Army define talent management, as well as the success rate of each organization. Next, the researcher reviewed the millennial generation, studying the employment trends, education trends, willingness, and ability to join the military. Finally, the researcher reviewed the U.S. Army’s Talent Management Strategy published in 2016. The focus of the research is the total size of the U.S. Army and the time allotted for this research.

Data Collection

During the early stages of framing the problem, the researcher acquired necessary knowledge and began the in-depth data collection. The data collected for this analysis derives from articles, books, websites, correspondence with the United States Recruiting Command, U.S. Army doctrine, and monographs on the subject. The researcher took a historical look at U.S. Army regulations, policies, and the processes used to manage the

talent within the U.S. Army. I drew upon classroom discussions of U.S. Army Officers and civilians attending the 2018 class of the CGSOC at Fort Leavenworth, KS. I used information from my personal experiences. For the purpose of this research, data collection was done through document analysis.\(^50\)

**Data Analysis**

The data analysis via case study comparison between the policies and processes of talent management in the U.S. Army, Google, and the Ford Motor Company. Additionally, I gathered previous studies and surveys conducted on the all-volunteer force and the 2015-2017 recruiting rates. The research also considered what plans are being made by top leadership to approach talent management for the years 2025 and beyond for the U.S. Army. The research takes much of the data from U.S. Army doctrinal references and the limited number of official surveys that have considered different aspects of the use of talent management in the U.S. Army.

I recognize that there is some selection bias involved in this research. Because as an Adjutant General Officer, my passionate concern for talent management may have caused some selection biases with respect to the research findings. A selection bias may also be present because I have dealt extensively with the recurring process and recruits (the millennial generation) as a company commander in a reception battalion. I made my bias very clear in Chapter 1 as the background of this research. The outcome of this research is the exact opposite of my initial bias. I have attempted to remain objective.

\(^{50}\) Turner, “Developing Army Leaders through Increased Rigor in Professional Military Training and Education.”
during the interpretation and analysis of the data presented in this research. To offset this bias, I studied U.S. Army doctrine and sought advice from my committee as well as my CGSOC classmates. Listening to others experiences and professional development motivated me to seek more knowledge on this subject than I anticipated.

**Developing a Conclusion**

To develop a conclusion, I present thoughts, judgments, and recommendations in Chapter 5 for possible high priority topics for further investigation when considering a holistic review of the U.S. Army Talent Management Policy. Most of the recommendations based on missed opportunities in policy implementation that did or did not occur. The recommendations concern small changes that can have a significant impact across the formation in accordance with the views of current U.S. Army senior leadership.

**Chapter Summary**

To address the problem statement and secondary research questions, I have conducted a literature review focused on the policies and processes of talent management in the U.S. Army and the civilian sector. The research on retention and the millennial generation were also conducted to develop a conclusion. Further study will be required based on the ever-changing nature of our society.

Chapter 3 illustrated how I framed the problem and how the problem statement was determined. It described the data collection and research methodology used to synthesize the data into my final findings. Finally, Chapter 3 outlined how my judgment was used to create a shared understanding of the knowledge gained. Chapter 4 will begin
to use the methodology to analyze the material discussed in the literature review in Chapter 2.
CHAPTER 4
DATA ANALYSIS

Introduction

According to the Secretary of the U.S. Army, the main leadership problem is talent management. The U.S. Army published the U.S. Army Talent Management Strategy Force 2025 and Beyond in September 2016. They also created The Integrated Personnel and Pay System-Army (IPPS-A), claiming to deliver visibility over the entire force to maximize the potential of every Soldier – the U.S. Army’s greatest asset. The main question in this research is whether the U.S. Army remains competitive with the civilian sector to be able to maintain the best of the best to continue to lead Soldiers that are unmatched both globally and historically in their lethality, speed, and agility.

Chapter 2 covers the history and the importance of the all-volunteer force. During the 1960s, the shift from conscription to an AVF was a contentious issue. When the military draft ended in 1973, and the U.S. Army made the transition to the AVF, the success of this ambitious enterprise was not guaranteed. Decisive victories in the Cold War and Operation Desert Storm convincingly validated the reason for the all-volunteer force.

Chapter 3 defines the research method used to format Chapters 4 and 5. Chapter 4 consists of the systematic comparison of each organization’s approach to talent management based on the researcher’s questions to report the findings. This process was

helpful in turning information into knowledge. Answers to the research questions were acquired by analyzing the policies and processes of talent management across the three organizations. Finally, in Chapter 4, I introduce a mainstream academic talent management model to help validate the ATMS. I will compare and contrast the two models. I then will analyze the application of Ford Motor Company talent management to U.S. Army and then Google to the U.S. Army. Finally, I provide recommendations, and in Chapter 5 using the Kotter Change model to implement the recommended changes.

Talent Management Theory

In 2013 the Human Dimension Capabilities Development Task Force published a white paper conducting a comparative analysis of five of the most-widely utilized talent management models found in the academic and professional literature. The White Paper published by the Human Dimension Capabilities Development Task Force, Bersin and associates’ New High-Impact Talent Management Model was scored second only to Colorusso and Lyle’s Talent Management Model, which is focused directly on U.S. Army officer promotions. The Human Dimension Capabilities Development Task Force scored all five talent management models in three categories: completeness, applicability, and simplicity. I will use Bersin and associates’ New High-Impact Talent Management Model as the baseline to compare the ATMS. As displayed below, the design of a talent management system begins with the business strategy and the associated talent strategy. These two broad and integrated elements of a strategy include the talent planning process.

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and solution design, a talent systems strategy, a measurement strategy, a change management strategy, and an integration strategy to ensure coherence and synchronization.\textsuperscript{53} Below is a visual roadmap to the Bersin Talent Management Framework.

Figure 4. Bersin & Associates’ Talent Management Framework


\textbf{Theoretical Analysis}

The First analysis will determine how the U.S. Army’s talent management strategy compares to Bersin and associates’ New High-Impact Talent Management

Model. The 2025 white paper on talent management mentioned above recommended the U.S. Army develop a hybrid talent management model that combines the Colarusso and Lyle and the Bersin and associates model. Since this paper is a holistic look at talent management, I will only compare ATMS to the Bersin Model since the Colarusso and Lyle model only considers U.S. Army officers. Although the language is different, the purpose of the ATMS’ strategic map published in 2016, and the Bersin and associates’ New High-Impact Talent Management Model developed in 2010 are similar in their approach to talent management.

At the top of the ATMS’ strategic framework are the strategic goals, that if met will meet the strategic vision. The strategy seeks to create and sustain a workforce that is ready, professional, diverse and integrated. Also known as the Ends.\(^\text{54}\)

At the top of the Bersin Talent Management framework is Talent Strategy and Business Alignment. Bersin advises businesses to focus very heavily on business strategy and business alignment before they focus on their talent management approach. The reason for this is if business leaders need to get deeply involved in this area so they can keep focused on the company’s near-term and long-term business goals.\(^\text{55}\)

The ATMS has four major objectives and several supporting objectives. Also Known as the Ways. Objectives include Acquire: Identify and recruit the diverse talents required for the current and future force, develop that talent for initial entry into one of the U.S. Army’s workforce segments, and set conditions for its optimized employment.


Develop: Increase the rigor associated with the training, education and credentialing of U.S. Army professionals, aligning certification more closely with demonstrated and measurable expertise rather than time in grade, service or position. Employ: Aligns personnel with the right job at the right time, assigning them where they can maximize their contributions. Finally, Retain: Allows for flexible career paths for personnel to serve where they can best contribute.

In the Bersin Framework, there is a layer that feeds into the top layer of Talent Strategy and Business Alignment, titled Capability and Competency Management; this includes prioritization of jobs with associated competencies, experiences, skills, and behaviors requirements. The word “capability” refers to an individual’s ability to perform, grow, make sound decisions, lead, and ultimately add value to the entire team. Bersin identifies that capabilities take years to build. Competency management is only one small part; it is also important to understand the broad portfolio of skills, knowledge, experience, and internal sources of information needed to drive success.

The Means of the ATMS’ strategy map are the Critical Enablers. There are four critical Enablers with supporting objectives. They are talent assessments: include rigorous, scientific analysis of in-demand talents through the use of prototypes and pilots to better understand how to align inventory to requirements at critical career crossroads. Resources and Authorities: Ensuring talent management initiatives integrated across the enterprise provides a critical means with which to realize the talent management strategy.


Information Technology: The fielding of the Integrated Personnel and Pay System-Army (IPPS-A) is an essential enabler for Talent Management allowing visibility of the total workforce as well as audit capability for personnel and pay. Workforce Sustainment: The Blended Retirement System (BRS) and other compensation packages that provide both monetary and non-monetary incentives enable leaders and managers at several levels to retain top talent and ensure we sustain the well-being of the U.S. Army’s entire workforce.

The Bersin Model has two pillars, one on the left is titled Talent Acquisition and the one on the right is Total Rewards. According to Bersin Talent Acquisition is an enormous area and has become very complex and highly interconnected. This area touches the entire people-management process: headcount and job requisitions must be included in the dynamic workforce plan; job profiles and candidate information must be imported and stored in the talent systems; candidate quality should be checked against performance measures to help improve sources and recruiting process; compensation plans should be checked against existing plans, to name just a few. Total Rewards is watching over the performance management process. For most businesses, this area is a moving target. Bersin highlights the importance of the way business uses compensation to drive behavior.

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59 Ibid., 11.

60 Besin, “A New Talent Management Framework.”
The reason for this analysis is to validate the ATMS to an academic theory. The analysis shows commonalities between the two models, and one can even assume that the white paper published in 2013 helped design the ATMS. Below is a visual diagram of the ATMS map.
Figure 5. U.S. Army Talent Management Strategy

Practical Analysis

Google

According to Google, the management of talent is essential to ensure business continuity as well as transition. In this context, Google recognizes that investing in people will gain it a competitive edge in today’s global business environment because human resource is the driving force of innovation anywhere. Its corporate culture reflects this new thinking regarding focusing on three objectives: people, process, and principles. The people directly involved in the recruitment process include the company’s managers, its HR/people’s operation, and the workforce. Policies refer to the strategies adopted at the corporate level to drive its culture in terms of goals, objectives, and themes. The process relates to the activities involved in the review of strategy as well as ensuring increased governance in talent management.

Google and the U.S. Army have only one objective that is similar between the two organizations. The one similarity they have is recruitment/acquire. As stated in the literature review, the use of algorithms at Google helps identify the most intelligent applicants for the job as well as helping to predict whether the employee will deliver at the performance levels sought by the firm for that specific task.61 This is similar to the ASVAB which is a multiple-aptitude battery that measures developed abilities and helps predict future academic and occupational success in the military.62 Although both tests are part of the recruiting process, they serve different purposes. Google uses algorithms


based on specific task needed for the firm determining if the applicant employment will serve the organizational goals, objectives, and themes. The ASVAB is to determine the applicants’ ability and what job would best fit the applicant. The ASVAB has nothing to do with the U.S. Army’s goals, objectives or themes, or in U.S. Army terms: Ends, Ways or Means.

The take away from the comparison of the U.S. Army and Google is for the U.S. Army to continue to remain a learning organization, being alert to the changing demographic landscape of our society could add value to our ATMS. Google adopts principles from the Human Resources School of talent management, according to this school, the employees will be more motivated to work and increase productivity if they can find satisfaction in their job(). Job satisfaction is not an essential element in any U.S. Army Doctrine or policy, and it does not necessarily need to be. The U.S. Army needs to be aware of claims such as the Human Resource School, and many of my topics for further research address such claims.

**Google**

**The Objectives:**

- PROCESS
- * Goals
- * Objectives
- * Themes
- **PRINCIPLES**
- * Strategy
- * Governance

**Similarities**

- Recruitment /Acquire

**U.S. Army**

**Major Objectives:**

- Develop
- Employ
- Retain

Figure 6. Google and U.S Army: Talent management Objective Comparison

*Source:* Created by author.
Ford Motor Company

Developing a talent strategy is among the organizational objectives and goals of Ford Motors. To this effect, the company has been striving towards aligning its organizational strategy with its talent development approach to attract and retain the most talented and innovative personnel in the company. One crucial talent management concept at Ford Motors is the talent review and improvement process. After developing a talent strategy, the company then conducts talent acquisition by recruiting the most innovative and talented personnel. The concept of talent development is imperative in this context because it helps the organization train and equips staff with the skills and knowledge they need to execute their roles competently.

Talent engagement is an essential concept in the talent management process at Ford. The approach entails deploying personnel to the most favorable business unit, where they can utilize their skills and talents effectively to contribute towards organizational growth. Once the deployment has been conducted, another integral practice of performance management is undertaken to gauge employees regarding their performance. Employees at Ford undergo an appraisal process to determine the extent to which they are meeting the performance benchmarks. Employees who are meeting and exceeding the set targets are rewarded and retained by the organization through a process of talent retention. Such an operational model for talent management at Ford Motors has been useful in helping the company recruit, grow, and retain the most talented and innovative minds who have steered the company in the right direction.63

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The nine most important dimensions of talent management at Ford are recruitment strategy, talent review, effective staffing, talent acquisition, talent engagement, talent development, deployment, performance management, and talent retention. These dimensions are at the core of the talent management strategy at the company and are the factors that have contributed to the company’s remarkable success.

The analysis between Ford Motor Company and the U.S. Army looks significantly different than the analysis between Google and the U.S. Army. All the U.S. Army’s objective are part of Ford Motor Company’s nine dimensions of talent management as seen in figure #.

Two examples of how these two organization Similarities are not just similar in the title but purpose:

Ford Motor Company and the U.S. Army both have an evaluation process for the performance of employees to determine retention. According to Ford Motor Company, employees who are meeting and exceeding the set targets are rewarded and retained by the organization through a process of talent retention, very much like the U.S. Army’s up and out concept.

Development in both the U.S. Army and Ford Motor Company, are for the needs of the organization, not for the individual. An example of this in the U.S. Army, we will send an officer to school, but the officer will receive an Active Duty Service Obligation. Essentially paying their dues for the education they received. According to Ford Motor

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64 Yang, “Employees Management Analysis at Ford Motor Company,” 5.
Company, development is to train and equip staff with the skills and knowledge they need to execute their roles competently.

![Figure 7. Ford Motor Company and U.S. Army: Talent Management Comparison](Source: Created by author.)

After analyzing all three organizations, the U.S. Army is not far from corporate America regarding how it manages talent. Google uses algorithms to identify recruits with the highest IQ, whereas the U.S. Army uses the ASVAB to identify occupational success for a recruit. Ford uses talent engagement to deploy personnel to the most favorable business unit, while the U.S. Army assigns Soldiers based on their branch/MOS, allowing the Soldiers to maximize their productivity. The one area in which I believe the U.S. Army can improve is the human factor. All recommended changes address this.

**Recommended Changes**

The U.S. Army created the Integrated Personnel and Pay System-Army (IPPS-A) and according to their web page, “IPPS-A is an online Human Resources (HR) system...
that will provide integrated personnel, pay and talent management capabilities in a single system to all U.S. Army Components for the first time ever. IPPS-A will improve the lives of Soldiers and their Families and how we interact with them by transforming our industrial age personnel systems to a 21st-century talent management system.”  

IPPSS-A used the term “talent management” twice in its first paragraph on the web page. The U.S. Army has taken the human factor out of managing talent. They expect Soldiers at every level to be able to navigate through this system in the hope that the server will act as a guiding force for talent management. IPPS-A offers plenty of benefits for the Soldiers, but talent management cannot be one of them.

The U.S. Army Develops an integrated personnel prepotency: As Google did away with HR operations and developed people operations. Aligning the Adjutant General Corp, Medical Service Corps, Finance Corps and the Chaplain Corps into one personnel prepotency named Forces. Currently, talent management by default falls under the Adjutant General Corps, and as it is part of the Force Sustainment Division, along with Acquisition Corps, Transportation Corps, Ordnance Corps, and Quartermaster Corps to name a few, we manage our Soldiers like we do our equipment. I do not disagree that Soldiers are vital to sustaining the operational environment but keeping talent management under the Force Sustainment Division leaves out the human factor of being a Soldier.

My final recommendation is to develop an Additional Skill Identifier (ASI) for talent management and to market it towards the Adjutant General Corps. As a young

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65 IPPS-A, “Overview.”
battalion S1, the lieutenant or captain would advise the commander and Soldiers on policies and processes of talent management, based on the type of organization. Keeping the same officer in a “like unit,” which HRC is already doing, when that AG Officer becomes a MAJ and is a brigade S1, he or she will be able to provide guidance. Furthermore, he or she will have the experience to go with the recommendations he or she provides to the brigade commander. This will also help bring the problem down to the lowest level, and for the brand-new private, it will make their new organization seem smaller and more personable.

Chapter Summary

To address the problem statement and secondary research questions, the literature review focused on the history, systems, and process of talent management and how the millennial generation has impacted these organizations. Chapter 3 illustrated how I framed the problem and how the problem statement was determined. It described the data collection and research methodology used to synthesize the data into knowledge to incorporate into the reporting.

An analysis of talent management across the three organizations discussed in the literature review in Chapter 2 was conducted in Chapter 4. The chapter analyzed the different systems and processes used to manage talent across the three organizations, and finally recommended changes the U.S. Army could incorporate into its talent management strategy. The analysis applied the methodology outlined in Chapter 3 to structure the way the information transformed into knowledge. Chapter 5 will use Kotter’s model to illustrate how the recommended changes can be incorporated into the U.S. Army talent management strategy for 2025 and beyond.
CHAPTER 5

CONCLUSION

Introduction

Chapter 5 uses the analysis conducted in Chapter 4 to create a shared understanding through the application of my judgment. Recommendations for possible high priority topics for further investigation when considering a holistic review of the U.S. Army Talent Management Policy. Based on my recommendations from Chapter 4, I have chosen one recommended change to demonstrate how the U.S. Army could use the Kotter model to create this change in talent management. I have chosen the Kotter model because of Kotter’s understanding of leadership. He states “managers operate in the here and now, and leaders focus on improving for the long term. For example, managers oversee procedures and activities, while leaders provide the inspiration, vision, and purpose”. This chapter ends with recommended future research questions and then my reflection on conducting this research as well as this last year at the CGSOC.

Conclusion

The final step of this case study is the presentation of thoughts, judgments, and recommendations for application in future developments and to create a shared understanding. The U.S. Army’s current talent management process will suffice to maintain the all-volunteer force. The U.S. Army continues to develop new solutions such as AIMS 2 and IPPS-A, which are both online HR system that provides talent management application across the total force. According to Kotter, “Planning carefully and building the proper foundation, implementing change can be much easier, and you
will improve the chances of success. If you are too impatient, and if you expect too many results too soon, your plans for change are more likely to fail.”

The U.S. Army’s ability to maintain an AVF is encouraging, as statistics show that the U.S. Army is becoming a family business: 79% of new recruits have a relative who served. The honor of serving will continue to be passed down to younger generations. Unlike the Ford Motor Company and Google, the U.S. Army is a profession founded on the U.S. Army Values. That is how the U.S. Army can achieve the end goal of talent management, which is a prepared, diverse, and integrated team of trusted professionals optimized to overcome any adversary.

**Recommendations**

As mentioned in Chapter 4: the development of an integrated personnel prepotency: As Google did away with an HR Operations and developed People Operations. Aligning the Adjutant General Corps, Medical Services, Finance Corps and the chaplain Corps into one prepotency. Currently, talent management by default falls under the Adjutant General Corps, and as it is part of the Force Sustainment Division, we manage our Soldiers like we do our equipment.

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A small but significant change could have a lasting impact on the perception of talent management in the U.S. Army. As an AG officer, as mentioned in an earlier chapter, one becomes the talent manager of the organization by default. I recommend the U.S. Army provide an ASI for talent management marketed towards AG Officers. The U.S. Army currently tries to keep officers in “like units.” For example, the AG LT goes to an Infantry battalion as an S1. The same officer once completed the Captains Career Course and receives even more training on talent management goes to another Infantry BN. Now the officer has experience and training in talent management and can be an asset to the entire command. Once the officer makes Major and heads to a brigade S1, again sending them to a “like unit,” the officer is now a subject matter expert and can not only provide guidance to the brigade but also make recommendations to the Human Resources Command. This change will bring talent management down to the lowest level. According to Bersin, the academic talent management model mentioned in Chapter 4, think about your talent management process as a set of integrated tools which help business leaders rapidly address their people and management needs. The ASI will bring talent management down to the lowest level allowing leaders to address their people and management needs rapidly. Below is an illustration of how to use the Kotter model to implement this small change of an ASI for talent management:

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The eight-step model is not a comprehensive guide that guarantees success, but if applied the necessary guidelines to a change process, an organization will be able to mitigate some of the most common problems that impede success.\(^70\) The first three steps of the Kotter model combined will create a climate for change. In some sense, step one was already done by the Senior Leaders when they stated that talent management is a leadership priority. The creation of AIMS 2 and IPSS-A are the result of the urgency to make changes to talent management policy and processes. I believe the climate is set for a change, and the time is now to make change happen. The guiding team will have to

\(^{70}\) Thomsen, “Kotter’s 8 Step Organizational Change Model FC.”
start from the top. The Secretary of the U.S. Army already stated he will remain personally involved,\textsuperscript{71} his span of influence is wide, so building a guiding team should not be too complicated. The U.S. Army G1 and the AG School House at Fort Jackson will also be key players, they will be responsible for the training of the AG officers. The vision could be: The talent manager will assist the commander to rapidly address their people and management needs to optimize human performance.

Steps four, five and six combined will engage and enable the whole organization. A pilot program at a Division would allow for community buy-in, empower action and create short-term wins. The AG Schoolhouse would need to go to the Division units, and conduct training, at the same time talk to the commanders to get their feedback as to what they would want from their talent manager. Giving the commanders the power to manage talent will provide some short-term wins. The account manager concept has been very successful and this could help with the community buy-in as the talent management ASI will be another tool to assist the commander in making a decision about their organization.\textsuperscript{72} The pilot program’s success is vital to continue on this road of change.

If and only if the pilot program is a success could we move on to step seven and eight, implementing and sustaining change. The Pilot program may have to be a 24-48 month process of monitoring and adjusting accordingly. Up to this point a talent

\textsuperscript{71} U.S. Army Professional Forum, “AUSA 2014 Press Conference: General Mark A. Miley and Acting Army Secretary Ryan McCarthy.”

\textsuperscript{72} U.S. Army Human Resources Command, “The Role of the Account Manager, and the Unit” (PowerPoint presentation, U.S. Army Human Resources Command) slide 7.
management ASI is only a concept, if we refer to the talent management strategy map, the talent management ASI could be part of the Means to achieve the end state of ATMS. According to the U.S. Army’s Talent Management Strategy, the Supporting objectives for the Critical Enabler (Means) Resources & Authorities referring to how the U.S. Army plans to obtain the end goal include the following three areas:

Review: All pertinent regulations in Talent Management objective areas.

Adjust: Identify and request change all language in Title 10, USC that impedes talent management.

Fund: Integrate and fund talent management initiatives within the required DOTMLP-F areas.

**Topics for Further Research**

As one of my recommended changes, I suggest we take out the term talent management from IPPS-A’s campaign plan. Based off my experience with new U.S. Army systems IPPS-A will fall short of what it is promising. Every AG officer that came to speak to us this last year was asked will IPPS-A happen. So how do we increase the confidence and trust within the organization by means of effective talent management?

Another change I recommended was the development of an integrated personnel prepotency. Googles’ development of people operations is changing the way the business world is looking at HR. Google has seen success from this change which is why this topic needs further research. Explore the feasibility of creating an integrated personnel prepotency that aggregates the branches of AG, FI, MS, and the Chaplain Corps, in the way that the Log Corps integrated OD, TC, QM branches.
If we are able to develop research on the topic of integrated personal prepotency, separating the services which take care of the Soldiers from the services that take care of our equipment this may be able to assist with this topic. How to develop a strategy to reshape the culture of treating personnel like equipment resources?

Develop a comprehensive sociological model for recruiting that reflects the actual nuance of population demographics to improve our forecasting of civilian population trends. With a diminishing population that is able to join the military, it is imperative we get recruiting right. We need to ensure applicants are joining the right service with the right job giving them job satisfaction and allowing us to retain them as career-long members.

Examine how the systems for promotion, evaluation, and reenlistment can be integrated into the comprehensive talent management system. This topic is important because it will help us to remain a learning organization.

The ATMS is a very holistic concept to talent management. Our doctrine is broken down by responsibilities at every level, and the ATMS should not be an exception. We need to inform our commanders of their roles and responsibilities. Define the roles, missions, and functions at all echelons for talent management, and include a set of enterprise-level management tools to support commanders at all echelons.

To stay relevant to an ever-changing society, we need to explore contemporary issues in talent management from the civilian world to see if they have an impact on a U.S. Army comprehensive talent management solution?

1. Direct hire of limited duration technical experts as an alternate career path
2. Set aside some slots that are immune to the “Up or Out” dynamic
3. Harmonizing recruitment, promotion, development, and retention

4. Developing technical expertise for AG Corps talent managers with an ASI

Reflection

According to Secretary Mattis, military leaders need to spend more time reflecting. The biggest takeaway from this year here at CGSC, Fort Leavenworth is my responsibility to the profession of arms. It is part of that responsibility to create a climate in the organization that creates a culture of trust in the U.S. Army: trust from subordinates and leaders, from the American people, and from future Soldiers who only see what is in the media or if they see us in their community. As organizational leaders, the impact we have on the future of our military is a charge I hope to pass along to my subordinates. What if we lost the trust of the American People, how we manage talent would not even be relevant, for we would lose the trust for young American’s who volunteer to serve their country. Opinion polls consistently find that the military is the most trusted American institution. A Gallup poll from June 2014 found that 74% of more than 1,000 Americans surveyed had “a great deal” or “quite a lot” of confidence in the military — versus 58% in 1975, at the close of the Vietnam era. All though we are the most trusted institution, some say that the military is becoming a family business. Professions such as doctors and lawyers are other examples of family business because they have other doctors and lawyers in their family. Instead of looking at this as a negative indicator, we need to look at it as, those who serve, serve with honor, so much that they want their kids and their kid’s kids to serve in the military. Some say today’s

73 Newport, “America Continues to Express Highest Confidence in Military.”
all-volunteer force has been robbed of the sense of shared sacrifice and national purpose that his generation enjoyed six decades ago. Today’s Soldiers carry a more substantial burden because the public is disconnected from the universal responsibility and personal commitment required to fight and win wars. However, this is all part of being a profession of arms.
APPENDIX A

FORCE SUSTAINMENT ASSIGNMENTS

Sustaining an all volunteer force will require the military to reconsider their approach on talent management. Just as we have standardized the ASVAB for every branch in the military, the development of a joint basic training concept will better prepare our future military for a multi-domain battlefield. Before the Service Member (SM) can join a specific military branch, they will be tested on their physical talents and abilities as well as introduce them to multiple opportunities in every branch of the military. Based on the ASVAB, physical fitness testing, personality testing, and branch preference this will place the SM on an Order of Merit List as to what branch will best suit them and fulfill the needs of the military.

This will allow recruiters from all services to assist in sustaining the force. It will allow them to look past the numbers required per service, and focus their recruiting efforts on the right person is in the right job. The battlefield is ever-changing and we need to adapt to the changes and train as we fight. Introducing the joint concept upon initial entry into the military will prepare the future leaders for Joint Operations and the multi-domain battlefield.

The millennial generation is predicted to make up 75% of the total global workforce by 2035. This generation is much more willing to jump career paths than the last two generations. Research shows that employers need to focus on creating a challenging, collaborative environment. The military needs to change the way we look at talent management or will not be able to sustain an all-volunteer force. We will lose our most talented Service members to the civilian sector if we do not get this right. The change in the 20-year retirement plan is a clear indicator of the changes to come.

This concept is connected to the Sustainment War fighting function, which covers human resources, and impacts the vision of manning the force and sustaining an all-volunteer force. This will not just affect every Army unit but every branch in the military.
# Functional Solutions Assessment

<table>
<thead>
<tr>
<th>Gap</th>
<th>Requirement (Capability Needed)</th>
<th>Potential Solutions (How can it be addressed)</th>
<th>Potential Impact (Small, Medium, Large)</th>
</tr>
</thead>
<tbody>
<tr>
<td>D Doctrine</td>
<td>Joint Accessions Doctrine Joint Recruiting Doctrine</td>
<td>Create Joint Accession and Recruiting Doctrine. Develop physical and personality testing to determine branch.</td>
<td>Large</td>
</tr>
<tr>
<td>O Organization</td>
<td>Develop Joint Accessions/Recruiting HQs. MTOE changes, requiring more joint operations. Multi-service teams.</td>
<td>This will be an Organizational change across the military. A Joint Accessions, Recruiting branch and basic training concept.</td>
<td>Large</td>
</tr>
<tr>
<td>T Training</td>
<td>Restraining the force to focus on Talent management, instead of just a numbers game.</td>
<td>Training Recruiters, Accessions, and Drill Instructors to assist with talent management, to ensure the right person is in the right branch.</td>
<td>Large</td>
</tr>
<tr>
<td>M Material</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>L Leadership/Education</td>
<td>Educate our Sr. Leaders in every branch on changes in our society that will affect our all-volunteer force.</td>
<td>Creating leadership for the Joint Recruiting/Accessions Branch and educating Sr. Leaders in every branch and at every level.</td>
<td>Large</td>
</tr>
<tr>
<td>P Personnel</td>
<td>Change to personnel management and recruiting and accessions regulations and policy.</td>
<td>Change in recruiting, accessions, and assignments based on standardized testing, such as the ASVAB.</td>
<td>Large</td>
</tr>
<tr>
<td>F Facilities</td>
<td>Joint Basic Training Facilities Joint Recruiting/Accessions HQs</td>
<td>Joint Basic Training Facilities from the training facilities we have across all branches. No need for new location. HQ located at Fort Knox.</td>
<td>Large</td>
</tr>
</tbody>
</table>

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**Thesis:** Will a joint accession/recruiting command address the current Talent Management concerns happening in today’s military?

**Functional Area Assessment:** Manning the Force: Maintaining an all-volunteer force will require the way we access and recruit tomorrow’s military. Placing the right person in the right job regardless of branch will require talent management changes across every branch. The Millennial generation is more likely to leave a job than the last two generations, based solely on job satisfaction. Having a purpose matters to the millennial generation and the best way to ensure we keep the best and brightest in our formations starts with recruiting and accessions. Should we adapt to them or should they adapt to us?

**Functional Needs Assessment:** Reconsider the approach of Accessions/Recruiting across all branches in the military to not only sustain an all-volunteer force but also keeping the best and brightest in our formations. A great example is Space Command.

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*Specific Request:*

- Are there really such commonalities between services that someone from any service can perform the needed technical function...?
Requirement Statement: The Armed Forces must reconsider its current talent management approach in order to best utilize and retain talent in formations.

Capability Description: Joint Accessions and Recruiting branch for both Enlisted and Officer will enhance the military's ability to manage talent appropriately.

Key Performance Parameters:
1. Retention Rate for every service must improve. This would need to be defined as a required level to be sufficient. 
2. Maintain the desired Force structure to ensure individual services can still achieve mission accomplishment.
3. The physical and psychological assessments tools implemented must meet the needs of every service, just as the ASVAB does.

Recommended Solution:
Develop a Joint Accessions and Recruiting branch for both Enlisted and Officer, whom will implement a physical and psychological assessment tool, similar to the ASVAB to assist with talent management that will positively affect our retention rate.

Stakeholders:
ARVIC:
- Stakeholders:
  - Define requirements
  - Ensure compatibility between service requirements

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- Stakeholders:
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HRC Enlisted Personnel Management Directorate (EPMD):
- Interests - execute distribution and career management in order to optimize Army personal readiness, enable leader development and strengthen an agile and versatile Army.
- Authorities - HRC charge to generate and shape the enlisted inventory
- Responsibilities - managing MOS accession targets and training seat programs to meet the needs of the Army
- Worries - With Joint accessions the branch will be unable to fill strength requirements per Army Manning guidance

HRC Officer Personnel Management Directorate (OPMD):
- Interests - individually managing the Officer Corps through educational, developmental, and broadening assignments validated, IAW the Army Manning Guidance, prioritized and coordinated with field commands to Prevent, Shape, and Win.
- Authorities - HRC charge distribution of Army Officers to meet the Army's documented and resourced authorizations
- Responsibilities - Provide the Commander the resource needed to accomplish the mission (Officer possesses the right knowledge, skills, abilities, and experiences)
- Worries - With non-service specific applications Army will be unable to fill strength requirements per Army Manning guidance

Who will represent the end user and/or the bell payer?
BIBLIOGRAPHY

Books


Periodicals


Government Documents


Other Sources


