

**Technical Report 1421**

**Army Talent Attribute Framework: A Unified  
Framework for Defining Personnel Characteristics**

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**August 2022**

**United States Army Research Institute  
for the Behavioral and Social Sciences**

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**U.S. Army Research Institute  
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**Department of the Army  
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**DISPOSITION**

This Technical Report has been submitted to the  
Defense Information Technical Center (DTIC).

<b>REPORT DOCUMENTATION PAGE</b>			<i>Form Approved OMB No. 0704-0188</i>		
<b>1. REPORT DATE (DD-MM-YYYY)</b> August 2022		<b>2. REPORT TYPE</b> Final		<b>3. DATES COVERED (From - To)</b> January 2020 – May 2021	
<b>4. TITLE AND SUBTITLE</b>  Army Talent Attribute Framework: A Unified Framework for Defining Personnel Characteristics				<b>5a. CONTRACT NUMBER</b> N/A	
				<b>5b. GRANT NUMBER</b> N/A	
				<b>5c. PROGRAM ELEMENT NUMBER</b> 622875	
<b>6. AUTHORS</b>  Royston, Ryan P., Goodwin, Gerald F., Ness, Alisha. M., Keil, Charles. T., Lockhart, Paul G., & Jones, Mikala				<b>5d. PROJECT NUMBER</b> A790	
				<b>5e. TASK NUMBER</b> N/A	
				<b>5f. WORK UNIT NUMBER</b> 1011	
<b>7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)</b>  U. S. Army Research Institute for the Behavioral & Social Sciences 6000 6 <sup>th</sup> Street (Bldg. 1464 / Mail Stop 5610) Fort Belvoir, VA 22060-5610				<b>8. PERFORMING ORGANIZATION REPORT</b> Technical Report 1421	
<b>9. SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES)</b>  U. S. Army Research Institute for the Behavioral & Social Sciences 6000 6 <sup>th</sup> Street (Bldg. 1464 / Mail Stop 5610) Fort Belvoir, VA 22060-5610				<b>10. SPONSOR/MONITOR'S ACRONYM(S)</b> ARI	
				<b>11. SPONSOR/MONITOR'S REPORT NUMBER(S)</b> Technical Report 1421	
<b>12. DISTRIBUTION/AVAILABILITY STATEMENT:</b> Distribution Statement A: Approved for public release; distribution is unlimited.					
<b>13. SUPPLEMENTARY NOTES</b> ARI Research POC: Dr. Ryan P. Royston and Dr. Charles T. Keil, Predictive Analytics & Modeling Research Unit					
<b>14. ABSTRACT</b>  The Army has used several frameworks throughout the talent management lifecycle which use varying terminology and definitions to describe job attributes. To support data-driven talent management initiatives, the Army needs a common framework or lexicon to describe job requirements and personal attributes. With this goal in mind, the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) collaborated with the Army Talent Management Task Force (ATMTF) to create a unified list of the knowledge, skills, abilities, and other characteristics (KSAOs) that define both job requirements and personal attributes in the Army. To develop the framework, ARI and ATMTF first compiled a list of KSAOs from Army and Industry sources (e.g., O*NET). Next, the team compared the list to existing Army attribute frameworks to ensure inclusion of all attributes. Finally, the refined list of attributes was agreed upon by subject matter experts from multiple Army organizations. The resulting Army Talent Attribute Framework (ATAF) is organized into three tiers: broad Talent Domains, Talent sub-categories, and clusters of measurable KSAOs. The ATAF will support both operational and research needs for the Army to maximize current and future readiness and performance.					
<b>15. SUBJECT TERMS</b> KSBs, Talent Management, Army Talent Attribute Framework, KSAOs					
<b>16. SECURITY CLASSIFICATION OF:</b>			<b>17. LIMITATION OF ABSTRACT</b>	<b>18. NUMBER OF PAGES</b>	<b>19a. NAME OF RESPONSIBLE PERSON</b>
<b>a. REPORT</b> Unclassified	<b>b. ABSTRACT</b> Unclassified	<b>c. THIS PAGE</b> Unclassified	Unlimited Unclassified		Tonia S. Heffner
				48	<b>19b. TELEPHONE NUMBER</b> 703-545-4408

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## ACKNOWLEDGEMENT

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# ARMY TALENT ATTRIBUTE FRAMEWORK: A UNIFIED FRAMEWORK FOR DEFINING PERSONNEL CHARACTERISTICS

## EXECUTIVE SUMMARY

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### Research Requirement:

One key component of any talent management system is the identification of the key attributes necessary to perform each job within the organization. While lists of attributes for specific jobs within the Army exist, the Army currently lacks an integrated attribute framework for describing all jobs in the Army using a single lexicon or set of attributes and characteristics. Creating a unifying lexicon of attributes will enable the Army to develop policies, programs, and processes to support an integrated and efficient talent management system. The U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) collaborated with the Army Talent Management Task Force (ATMTF) to create a standardized language and approach to attributes that could be used to link position requirements, training requirements, and personnel attributes and characteristics across Army talent management applications and uses. The initial target for implementation is the Integrated Personnel and Pay System-Army (IPPS-A), 25 Point Profile, and talent management applications such as the Assignment Interactive Module 2 (AIM2).

### Procedure:

The creation of a unified list of attributes for the Army occurred in three phases. In Phase I, a list of attributes was compiled from numerous Army and industry sources (e.g., Occupational Information Network – O\*NET). These included existing job analyses of Army occupations, Army policy and doctrinal publications, psychological theories of individual differences, and industry standard sources. This list was iteratively reduced and refined by ARI Research Psychologists. In Phase II, subject matter experts crosswalked the draft attribute list produced in Phase I to the “21 Talents” (Colarusso et al., 2016), the Army Leader Requirements Model (ADP 6-22), and the Army Talent Alignment Process (ATAP) “KSB-P” list for officers to self-profess their attributes and characteristics. In Phase III, the draft attribute list and framework was reviewed collaboratively by subject matter expert (SME) and policy experts from several Army Organizations to further refine and reach consensus on a final attribute framework to recommend for implementation. The final recommended framework and list of attributes was presented for approval to the Army People Strategy (APS) Executive Steering Committee (ESC) and the Assistant Secretary of the Army (Manpower & Reserve Affairs) (ASA (M&RA)) for approval to move forward with implementation.

### Findings:

The Army Talent Attribute Framework (ATAF) creates a scientifically grounded, unified structure and language for attributes of Army Soldiers and leaders. The ATAF organizes attributes into a three-tiered structure. Tier 1 consists of seven “Talent Domains,” Tier 2 consists of 42 sub-categories labeled “Talents,” and Tier 3 consists of 198 measurable attributes.

#### Utilization and Dissemination of Findings:

The ATAF, created by ARI, has the support of the ATMTF, OEMA, TRADOC G-3/5/7, and the Combined Arms Center (CAC). It has been approved by the ASA(M&RA) to become the standard organizing framework for attributes and attribute data, and its implementation is directed in paragraph 3.D.1 of the Military Implementation Plan of the Army People Strategy (2020). It will be integrated into IPPS-A as the organizing framework for assessing, reporting, developing, and tracking talent attributes of military personnel, and will provide commonality among talent management initiatives allowing them to ensure data linkages across different talent applications. The ATAF is a critical enabler for an effective and efficient 21<sup>st</sup> century Army Talent Management System.

ARMY TALENT ATTRIBUTE FRAMEWORK: A UNIFIED FRAMEWORK FOR  
DEFINING PERSONNEL CHARACTERISTICS

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## **ARMY TALENT ATTRIBUTE FRAMEWORK: A UNIFIED FRAMEWORK FOR DEFINING PERSONNEL CHARACTERISTICS**

The Army People Strategy (2019) and the Army Modernization Strategy (2019) call for the establishment of a 21<sup>st</sup> century talent management system as a key element of the modernization and transformation of the Army. The Army People Strategy (2019) further calls for a data-driven talent management system that drives a strategic workforce planning system to reduce talent gaps and increase overall Army readiness. Detailed information on the talents and attributes of its personnel in every phase of talent management is the core engine that drives such a system. Further, in order to maintain the synchrony of all elements and phases of talent management, it is critical that there is a standard, common language and framework for how we define and use attributes to support the acquisition, development, employment, and retention of high-quality personnel.

A core component of any talent management system, including in the Army, is the identification of the knowledge, skills, abilities, and other personal characteristics (KSAOs<sup>1</sup>) necessary to perform successfully in each occupation, job, and position. Without a standardized enumeration of KSAOs, a talent management system for the Army would quickly splinter as Centers Of Excellence (COEs), branches, and proponents use their own terms, descriptors, and definitions to describe the tasks, work, contexts, and personnel characteristics and attributes relevant to successful performance. An easily anticipated consequence of this splintering is the use of the same term to identify different attributes or several different terms used for the same attribute. The purpose of this effort is to create a unified, structured, and comprehensive framework that captures the personnel characteristics and attributes of interest to the Army and organizes them for effective and efficient use in the modernized talent management system.

### **Strategic Talent Management**

There are several common usages of the term talent management, as it is an area that “encompasses the subareas of recruitment, development, retention, Human Resources effectiveness, and organizational demographics” (Cascio & Aguinis, 2008, p. 107). Despite this, most uses fall within three perspectives: human resource (HR) management, succession planning, and managing high potentials and high performers (Lewis & Heckman, 2006). The human resources management perspective defines talent management in terms of traditional

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<sup>1</sup> The scientifically accepted delineation of human attributes within industrial/organizational psychology and related fields is Knowledge, Skills, Abilities, and Other characteristics (KSAOs). The use of KSA or KSAO has been the accepted terminology in Army publications prior to Wardynski et al. (2009). Beginning with Wardynski et al. (2009), a series of publications authored by OEMA articulated the possibility of transforming approaches to officer personnel management and began using the term “Knowledge, Skills, and Behaviors (KSB),” and sometimes added “Preferences” (KSB-P). To be consistent with accepted industry and scientific practice, we use the term KSAO when referring to the broader literature on psychological characteristics related to performance. We use the term KSB when referring to an U.S. Army instantiation of specific KSAOs relevant to talent management. When discussing more generally the superordinate universe of potential KSAOs and KSBs that span both Army-specific and civilian work contexts, we will refer to the general term of “attributes” or “attributes and characteristics.”

human resources practices and procedures such that talent management is exercised through recruitment, selection, training and development, and career management systems (Heinen & O'Neill, 2004; Lewis & Heckman, 2006). Succession planning perspectives consider talent management to be integrated with the planning processes that manage employee transitions and promotions (Kesler, 2002; Lewis & Heckman, 2006; Pascal, 2004). Last, from a perspective of managing high potentials and high performers, talent management adopts a more generic approach, not focusing on any one position or human resources function, but the general development and management of high performing and high potential employees (Lewis & Heckman, 2006). In addition to these three perspectives, there has been a recent shift towards strategic talent management. This perspective describes talent management as the systems and processes used to develop high potential and high performing employees, analyze jobs' unique contributions to sustaining the organization's competitive advantage, and construct human resource departments supporting these efforts (Collings & Mellahi, 2009). While the Army's use of "talent management" is still evolving, it has adopted aspects of all of these perspectives. The Army currently uses talent management to refer broadly to the systems and processes for acquiring, developing, employing, and retaining highly capable personnel in order to create and maintain a decisive advantage over competitors in the global strategic environment.

## **Purpose**

The current efforts to transform talent management practices in the Army will require a method to standardize how it describes information, data, and assessments of the personnel attributes and characteristics related to performance in the Army. This standardized terminology for attributes and characteristics can also be used to understand and document the required personnel attributes and characteristics for current force capabilities, as well as future force capabilities, to support and guide the modernization of talent management.

Prior to the current focus on transforming talent management, the Army has not needed an explicit standardized terminology for attributes and characteristics. There was no intent to assess and track information on the attributes and characteristics of the force, and individual efforts to innovate in personnel management were guided by researchers and practitioners who adhered to industry standards for defining and labeling KSAOs. However, since the 2019 introduction of the talent marketplace, it has become increasingly clear that there has been a proliferation of terminology for attributes and characteristics that will lead to increasing confusion if not addressed and harmonized across the Army enterprise. This will also inhibit the achievement of a fully data-centric talent management system as envisioned in the Army People Strategy.

In February 2020, the Army Talent Management Task Force (ATMTF) requested assistance from U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) in reviewing and revising the list of self-professed attributes used in the Army's talent assignment marketplace – the Assignment Interactive Module (AIM). This list of self-professed attributes had been previously informed by other ARI research, including a joint effort in 2017-18 by ARI and the Office of Economic & Manpower Analysis (the Survey of Talent Requirements; Boyle et al., 2022). In 2019 it was observed that the list of attributes available for self-profession was viewed as confusing, unwieldy to use, and likely contained unnecessary duplication. As a

consequence, officers were not using the self-professed attributes list in a meaningful way. The initial objective of the 2020 effort was to review the ATMTF list of self-professed attributes, and to synthesize that list with other existing KSAO taxonomies (e.g., Occupational Information Network – O\*NET) to identify similarities and differences. From this synthesis, we planned to develop a master list of attributes for self-profession in the ATMTF to use in a revised and updated Assignment Interactive Module 2.0 (AIM2.0).

Shortly after initiating this review and revision for ATMTF, the scope of this revision grew to include ARI-led efforts related to identifying attributes required for future operations and other talent management initiatives. By integrating this revision, the intent shifted to create a unified recommendation to ATMTF and the Army for a way forward in defining, assessing, and managing the talents and attributes of Army personnel throughout the force.

## **Army Talent Attribute Framework**

### **Summary of Approach**

The creation of a unified list of personnel attributes for the Army occurred in three phases. In Phase I, a list of attributes was compiled from numerous Army and industry sources (e.g., O\*NET). These included existing job analyses of Army occupations, Army policy and doctrinal publications, psychological theories of individual differences, and industry standard sources. This list was iteratively reduced and refined by ARI Research Psychologists. In Phase II, subject matter experts crosswalked the draft attribute list produced in Phase I to the “21 Talents” (Colarusso et al., 2016), the Army Leader Requirements Model (ADP 6-22), and the Army Talent Alignment Process (ATAP) “KSB-P” list for officers to self-profess their attributes and characteristics. To further ensure broad applicability of the final product, attributes assessed or required for noncommissioned officers and warrant officers were also included with the intent to be able to standardize attribute requirements across all military occupations in the Army. In Phase III, the draft attribute list and framework was reviewed collaboratively by subject matter expert (SME) and policy experts from several Army Organizations to further refine and reach consensus on a final attribute framework to recommend for implementation. The final recommended framework and list of attributes was presented for approval to the Army People Strategy (APS) Executive Steering Committee (ESC) and the ASA (M&RA) for approval to move forward with implementation.

### **Phase I: Initial KSAO List Development**

In order to generate a comprehensive list of KSAOs based on scientific and industry best practices and potentially relevant to job performance in the Army, it was critical to scan sources both inside and outside of the Army. Team members first compiled a list of existing KSAOs assessed or enumerated by numerous Army and Industry sources (see Table 1). As the most common, scientifically-grounded, and industry-accepted framework for describing workers and jobs, the Department of Labor’s O\*NET (Peterson et al., 1997) was the first source examined. Many of the other sources examined used O\*NET as part of the associated job analyses, and therefore we expected and observed significant overlap in KSAOs identified.

In addition to the O\*NET framework, a number of relevant job analyses were identified that had been performed on Army occupations and across a broad range of officer and enlisted paygrades. For officers, these included job analyses of performance in early officer grades (Russell et al., 2017), command positions (Paullin et al., 2011), the 2018 Officer Survey of Talent Requirements (Boyle et al. 2022) and general leadership requirements (Horey et al., 2004). For noncommissioned officers and junior enlisted personnel these included job analyses of performance in enlisted ranks up through Staff Sergeant (E-6) in a number of military occupational specialties (Campbell, Knapp, & Heffner, 2005; Ford et al., 2000; Knapp & Tremble, 2007; Moriarty et al., 2009; Sager et al., 2005). These job analyses were supplemented by several domain-specific job analyses focused on special forces (Russell et al., 1996) and cyber-specialty positions (Trippe et al., 2014; Waugh & Knapp, 1997).

Finally, existing frameworks or assessments for personnel attributes and characteristics in use within the Army or involved in current talent management initiatives of the ATMTF were reviewed to identify additional KSAOs not identified in any other sources. These frameworks included the “21 Talents” (Colarusso et al., 2016), the Army Leader Requirements Model (ADP 6-22), and the self-professed attributes list used in the Army Talent Alignment Process (ATAP). Assessments reviewed included the Adaptive Vocational Interest Diagnostic (AVID, Kirkendall, et al., 2020), the Armed Services Vocational Aptitude Battery (ASVAB, Campbell & Zook, 1996), the Cadet Background and Experience Form (CBEF, Bynum & Young, 2020), the Tailored Adaptive Personality Assessment System (TAPAS; Knapp & Kirkendall, 2020; Stark et al., 2014) and associated tests, and several assessments embedded in the ATMTF initiatives (e.g., Captains Career Course Assessment Battery, Command Assessment Program – Cognitive & Non-Cognitive Assessment).

**Table 1**

*List of Sources Used to Develop Initial KSAO List*

Source	Description
Department of Labor’s Occupational Information Network (O*NET)	The O*NET framework contains standardized and occupation-specific descriptors of about 1,000 occupations spanning the entire US economy.
Army-specific Job Analyses	<p><i>Officer Survey of Talent Requirements (Boyle et al, 2022).</i> ARI job analytic survey of officers from 2<sup>nd</sup> Lieutenant through Lieutenant Colonel, using a combination of O*NET descriptors, 21 Talent descriptors, and other military domain-specific skills.</p> <p><i>Army Officer Job Analysis: Identifying Performance Requirements to Inform Officer Selection and Assignment (Paulin et al., 2011).</i> ARI job analytic survey of officer</p>

Source	Description
	<p>leadership and technical duties, as well as KSAs required of all Army officers.</p> <p><i>PERFORM21: Army Enlisted Personnel Competency Assessment Program (Campbell, Knapp, &amp; Heffner, 2005).</i> ARI job analysis of junior enlisted personnel used to pilot test and prototype exam content for five MOS.</p> <p><i>SELECT21: Future Soldiers: Analysis of Entry-Level Performance Requirements and their Predictors (Sager, Russell, Campbell, &amp; Ford, 2005).</i> ARI future-oriented job analysis aimed to design and validate measures of Soldier KSAs for use in selection and classification.</p> <p><i>NCO21: 21st Century Soldiers and Noncommissioned Officers (Ford et al., 2000).</i> ARI future-oriented job analysis of junior noncommissioned officers.</p> <p><i>Job Analysis of Special Forces Jobs (Russell et al., 1996).</i> ARI job analysis of officer and noncommissioned officer tactical positions in Army Special Forces.</p> <p><i>Development of an Army Civilian Artificial Intelligence Specialty (Waugh &amp; Knapp, 1997).</i> ARI job analysis focused on artificial intelligence capabilities.</p>
21 Talent Dimensions (Colarusso et al., 2016)	Army officer talent framework originating in Talent Based Branching, and later expanded to guide talent management initiatives across the Acquire, Develop, Employ, and Retain pillars.
Army Talent Alignment Process (ATAP) Self-Professed KSB-P List	The ATAP is the marketplace to align individual officers to assignments based on their attributes and preferences. The list of self-professed attributes used in the 2019 market included more than 6000 possible attributes.
Army Leadership Requirements Model (ADP 6-22)	Describes the attributes and core competencies required of a competent, multi-skilled, and agile Army leader. The ALRM defines the leader requirements across the Army.

Source	Description
<p>Current Assessments in Operational Use<sup>2</sup> (or being considered for operational use) by the Army</p>	<p><i>Adaptive Vocational Interest Diagnostic (AVID)</i>. Computer-adaptive assessment of occupational interests tailored for use in the Army.</p> <p><i>Armed Services Vocational Aptitude Battery (ASVAB)</i>: Computer adaptive multiple-choice test designed to measure knowledge and ability in six occupational domains to inform accessions and classification decisions for enlisted personnel.</p> <p><i>Cadet Background and Experiences Form (CBEF)</i>: Construct summary measures of temperament constructs hypothesized to relate to ROTC disenrollment and Officer continuance. Used by Cadet Command to inform scholarship decisions.</p> <p><i>Captain’s Career Course Assessment Battery (C3AB)</i>: Developed to assess aspects of cognitive ability including inferential reasoning, quantitative analysis, spatial reasoning, and integrated complex thinking. The C3AB also assesses three metacognitive attributes: focus, cognitive flexibility, and emotional regulation.</p> <p><i>Cognitive &amp; NonCognitive Assessment (CNCA)</i>: Developed to assess cognitive abilities, creativity, and temperament attributes related to command at the battalion level. Used by ATMTF as part of the Command Assessment Program.</p> <p><i>Tailored Adaptive Personality Assessment System (TAPAS) and NCO Special Assignment Battery (NSAB)</i>: Computer adaptive personality assessments used for initial entry (TAPAS) and assignment (NSAB). The personality dimensions measured by these assessments cover the behavioral patterns associated with the Big Five personality framework.</p>

The initial list resulted in 503 KSAOs and as expected, it contained a substantial amount of overlap. While in many cases the same KSAO (label and definition) appeared from multiple

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<sup>2</sup> Information on the specific attributes assessed by the *Project Athena* assessments was not available at the time of this effort in Spring/Summer 2020. Since that time, senior personnel at CAC have examined the content of the *Project Athena* assessments to verify that it is addressed in the framework (ATAF) described in this report.

sources, there were KSAOs that had the same label but different definitions and others with very similar definitions but different labels. In order to condense this list, two SMEs independently identified redundancies and proposed labels and definitions to adopt. After resolving differences through consensus, they were able to refine the initial list to 194 KSAOs with labels and definitions that reflect industry best practice and scientific acceptance. In the process of refining the list, the SMEs paid attention to the level of granularity in how the attributes were specified and worked to align all to approximately the same level of detail. While this was not always possible, it was one factor in reducing redundancy as attributes with similar content coverage were selected. Where attributes were embedded within Army doctrine or existing Army and Department of Defense assessments, the labels and corresponding definitions were adopted unless this contradicted scientific consensus and industry practice.

Finally, the SMEs proposed several schemes to organize the revised list of 194 KSAOs to improve ease of use. One scheme grouped KSAOs into broad domains, and a second scheme clustered KSAOs into small groups approximating competencies. After discussion with Army SMEs from ATMTF, HRC, and CAC as well as domain SMEs from ARI, a blending of these two approaches was adopted to enhance the overall ease of use across multiple uses. Specifically, a three-tiered scheme was developed to aid in the navigation of the attributes for users of the AIM2 system, and to facilitate the development of different ways to display or report personnel attributes in talent management data systems. At the highest level, Tier 1 consists of categories reflecting major domain groupings (e.g., physical, cognitive, disposition) to which the attributes can be assigned. Tier 2 consists of sub-categories that help to further organize the attributes into similar subgroups. Tier 3 is composed of the specific KSAOs that can be measured or assessed in a psychologically meaningful way. The suggested three-tiered organizational scheme and the component KSAOs and definitions were named the Attribute Framework, and later renamed to be the Army Talent Attribute Framework (ATAF) at the time of final approval. The final tiered system is explained in more detail in the full description of the approved Army Talent Attribute Framework (ATAF) below. The complete ATAF can be found in Appendix A.

## **Phase II: Crosswalks with Existing Army Frameworks**

In order to maintain continuity of coverage with existing efforts, establish similarities and differences between lists of attributes, and to ensure no important information was lost in the revision process, the team next created crosswalks between the newly developed attribute list and three existing Army-specific attribute frameworks: the “21 Talents”, the ATAP self-professed attribute list, and the Army Leadership Requirements Model (ADP 6-22). These crosswalks were critical for ensuring that all attributes from the existing frameworks were appropriately represented in the new ATAF framework, and that the newly developed framework was comprehensive.

In order to create the crosswalks, two ARI researchers independently identified which of the ATAF KSAOs were addressed in the target framework. They were instructed to identify one-to-one matches where feasible, and where it was not feasible, to match the fewest number of KSAOs to an attribute in the target framework possible to provide a match to the full meaning of the attribute in the target framework. After independently creating their crosswalks, the two

researchers met to analyze their agreement and identify attributes in the target framework that did not match.

**Crosswalk with “21 Talents”.** There was high agreement between the two Research Psychologists who evaluated Colarusso et al.’s (2016) 21 Talents with the initial ATAF KSAO list ( $\kappa = .97$ ). One hundred percent of the 21 Talents had a full or partial match on the ATAF KSAO list. Of the 21 Talents in the framework, all 21 were captured within the initial ATAF KSAO list. Each Talent was linked to at least one of the ATAF’s seven Tier 1 Talent Domains, linked to 26 of the 42 Tier 2 Talents, and linked to 80 of the 198 Tier 3 ATAF KSAOs.

**Crosswalk with ATAP Self-Professed Attributes List.** The raters showed satisfactory agreement ( $\kappa = .73$ ). There was a 79% match between the ATAP self-professed attributes and the new ATAF KSAO list. Thirty of the 145 ATAP self-professed attributes had no match with the ATAF KSAOs. The difficulties in finding matches were primarily due to definitions of the attributes being unclear and multi-faceted. Of the 145 ATAP self-professed attributes in the framework, 115 were captured in at least one of the seven Tier 1 Talent Domains, linked to 39 of the 42 Tier 2 Talents, and linked to 101 of the 198 Tier 3 ATAF KSAOs.

**Crosswalk with the Army Leadership Requirements Model (ADP 6-22).** The raters had high agreement ( $\kappa = .98$ ). One hundred percent of the 14 ADP 6-22 attributes had a full or partial match with the ATAF KSAO list. Only 1 of the 50 ADP 6-22 competencies had no match (i.e., “Makes feedback part of work processes”). Each of the 50 attributes in the ADP 6-22 framework was linked to at least one of the seven Tier 1 Talent Domains, linked to 33 of the 42 Tier 2 Talents, and linked to 126 of 198 Tier 3 ATAF KSAOs.

Many attributes contained in the Army’s previous frameworks tended to be comprised of multiple components and sub-facets at varying levels of granularity. By standardizing the level of detail for attributes across each tier, these attributes are now more clearly labeled, defined, and delineated within the ATAF. Consequently, the ATAF allows more reliable assessment via standardized methods, which will better align individuals with position requirements or identify development areas to prepare for specific positions. More accurate identification of individuals who meet position requirements aligns with The Army People Strategy of acquiring, developing, employing, and retaining personnel talent to achieve Total Army readiness.

Detailed information on these crosswalks may be obtained through correspondence with the technical POC.

### **Phase III: Establishing Community Consensus**

The third phase of developing the list of attributes to be included in the ATAF was the evaluation of the list with representatives from the broad stakeholder community across HQDA and TRADOC. At this point, the use of the term “ATAF KSB list” (Knowledge, Skills, and Behaviors) was implemented and standardized in order to align with existing Army talent management strategy (e.g., The Army People Strategy). A Virtual Planning Conference was executed on 24-26 June 2020, for the purpose of synchronizing KSB understanding and efforts between HQDA G1, TRADOC, ATMTF, and CAC in support of the overall Army People



Strategy (APS) and Talent Management Initiatives. Specifically, the goals of the conference were to (a) establish common KSB definitions; (b) confirm a unified KSB structure; (c) confirm a common KSB list; and (d) establish a KSB feedback loop and revision plan. A group of experts met virtually over three days and successfully accomplished all four of the conference goals.

At the planning conference, there were representatives from ARI, ATMTF, OEMA, TRADOC G-3/5/7, and three organizations from CAC. The three organizations from CAC were Army University (ArmyU), Center for Army Professional Leadership (CAPL), and Mission Command Center of Excellence (MCCOE).

In pursuit of a shared definition of talent, the Army brought together a working group of SMEs from various disciplines to synthesize definitions. For the purposes of the Army, talent is defined as “unique, measurable clusters of highly interrelated knowledge, skills, and behaviors possessed by an individual, which results in effective performance when properly aligned against a particular job” (June 2020 conference)<sup>3</sup>. Within the Army, talent represents more than training, education, and experiences provided by the Army. Talent captures the fullness of each person’s life experience, to include a myriad of factors such as: investments individuals have made in themselves, personal and familial relationships (networks), ethnographic and demographic background, preferences, hobbies, travel, personality, and education.

The final definitions were agreed upon during the KSB Virtual Planning Conference hosted by the ATMTF in June 2020, and later approved by the ASA (M&RA). The final definitions are as follows:

- Talent:** Unique, measurable clusters of highly interrelated knowledge, skills, and behaviors possessed by an individual, which results in effective performance when properly aligned against a particular job.
- Knowledge:** “What I Know”: A topically organized set of facts and information acquired by a person through experience, education, or training, which supports work related performance.
- Skill:** “What I Can Do”: A person’s proficiency and ability to perform a job-related activity that contributes to effective performance or learning.
- Behavior:** “How I Act”: A person’s values, attitudes, and temperament as evidenced through their actions.

The unified KSB list and structure was agreed upon with the following caveats:

- (a) A review and update process is established to review the list annually for updates and changes;

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<sup>3</sup> Because definitions of KSAOs/Talents were not consistent across Army organizations, a result of this conference was the unified definition. The final definitions of Talent, Knowledge, Skill, and Behavior were approved by ASA(M&RA).

- (b) CAC required a fourth tier to support their development needs for the force<sup>4</sup>; and
- (c) ArmyU requested that the Army Learning Area Taxonomy be examined and possibly incorporated during the review process.

Additionally, the KSB list was agreed to with the following caveats:

- (a) MCCOE and ArmyU requested definition changes and name changes to several areas on the KSB list, including a full change to how tactical and technical expertise KSBs were defined;
- (b) Recommendation to create additional Tier 3 categories to facilitate CAC development efforts; and
- (c) Specialized skills will move to Tier 2 (Talents) and facilitate a future Tier 3 (measurable KSB) category addressing additional skill identifiers.

Additional recommendations from the KSB Virtual Conference were incorporated into the final definitions and KSB names were revised in order to streamline the language across the KSBs and better generalize across Army occupations (e.g., *Proficiency with Weapons Systems* was updated to *Proficiency with Mission Systems*).

One KSB was removed because it was found to be redundant (i.e., *Achievement Motivation* is redundant with *Achievement Orientation*). Additionally, *Computer Programming* was replaced with 6 new KSBs: *Data Science*, *Database Programming & Engineering*, *Information & Systems Security*, *Software Development*, *Systems Architecture & Engineering*, and *Web Development*.

Further, other KSBs were added to the framework, specifically *Functional Area/Occupation-Specific Knowledge and Skill* and *Improves Unit Performance*. These changes brought the total number of Talents to 42 and total number of KSBs to 198.

### **Final Refinement and Approval**

Following the KSB Virtual Planning Conference, the 3-Tier ATAF structure was agreed upon by ARI, ATMTF, TRADOC, and OEMA. Tier 1 consists of 7 Talent Domains, Tier 2 consists of 42 sub-categories labeled Talents, and Tier 3 consists of 198 measurable KSBs.

TRADOC participants (TRADOC Headquarters, CAC, ArmyU, MCCOE, CAPL) noted that there were still aspects of MOS/Branch specific knowledge and skills that were not addressed or included in the three-tiered structure. From their viewpoint, it was critical to capture these requirements within the KSB structure in order to effectively communicate training requirements and associated KSBs. Thus, the participating organizations initially agreed that a fourth tier would be added in order to address occupation/job specific knowledge and skills (i.e., contextualized skills). These Tier 4 skills or elements would primarily be contained within two of the Talent Domains: *Expertise & Personal Competence* and *Leadership & Management*.

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<sup>4</sup> The fourth tier was designed to contain task-specific skills and expertise of Tier 3, but was not approved by ASA (M&RA) and not required for use in the Army talent marketplace.

Following the KSB Virtual Planning Conference, the 4 Tier structure was proposed to the CAC Commanding General and the ATMTF Director. The 4 Tier structure received approval, though it was noted that Tier 3 and Tier 4 may ultimately be combined in future iterations.

On 30 July 2020, the ATAF structure was proposed to the ASA (M&RA), who approved the structure with the exception of creating a Tier 4. The ASA (M&RA) felt the elements of Tier 4 were more relevant to actual work performance activities (i.e., demand-side job requirements) in the form of individual and collective tasks and therefore, did not belong within a list of Soldier attributes intended to be antecedents of such work performance tasks (i.e., supply-side job requirements). After further analysis from the working group, it was determined this was correct, and Tier 4 was removed from the ATAF structure. The ASA (M&RA) proposed the development of a demand-side task model to capture these requirements, and this process is currently being researched by the working group. Following final review and approval, the KSB refined, 3-Tier structure and approach was incorporated into APS Military Implementation Plan (2020).

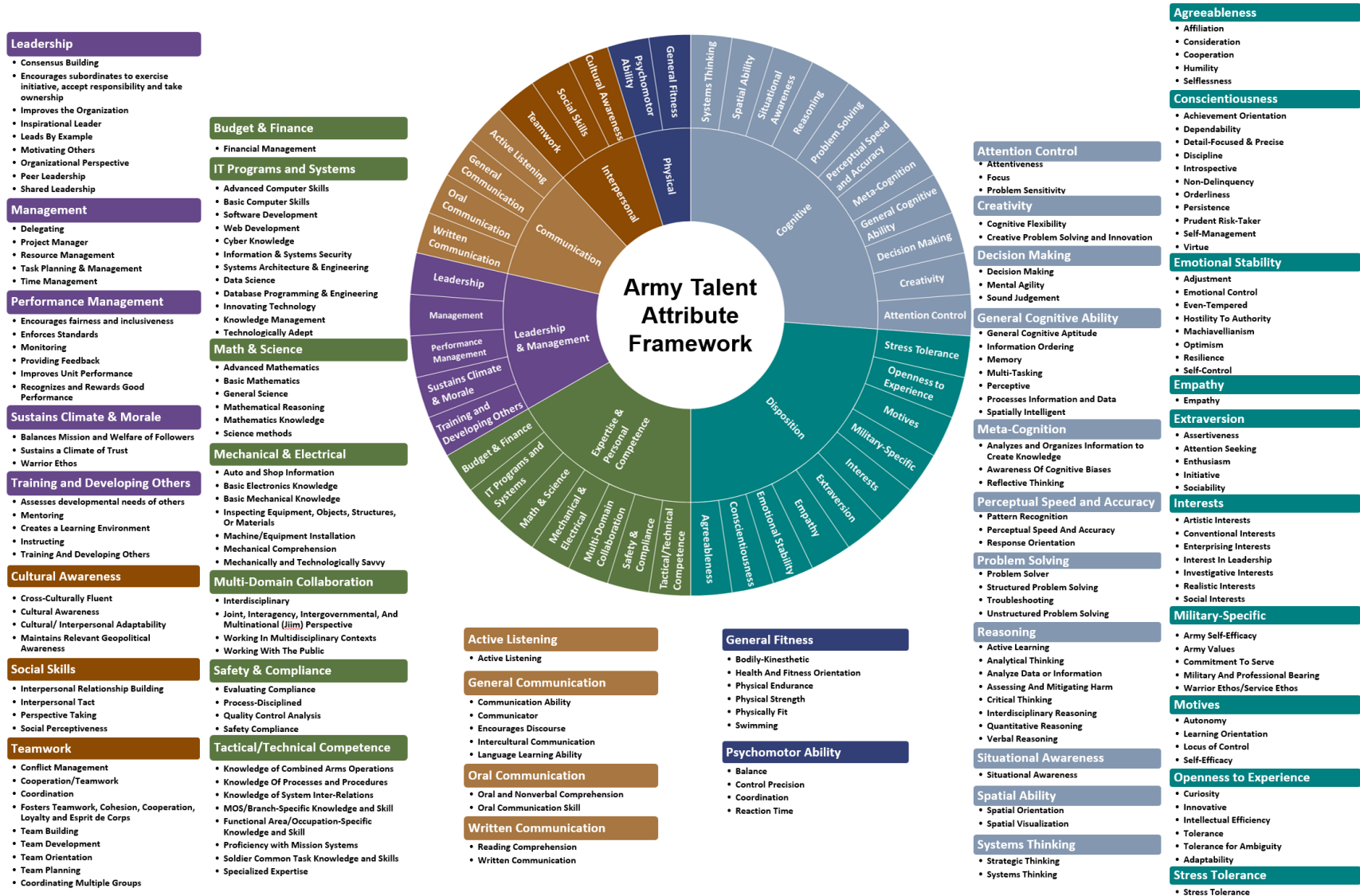
### **A Unifying Framework: The Army Talent Attribute Framework**

The final list unifies the KSBs identified by research psychologists as important to the Army and KSBs identified by leaders within the Army and results in a framework of Army talent attributes.

The ATAF is organized within a 3-Tier structure (see Figure 1). Providing a tiered structure makes the information more digestible at the user level and easier to navigate in an application setting. The Tier 1 Talent Domains reflect the major buckets into which attributes are typically organized within the industrial/organizational psychology literature. The seven categories are: (1) Cognitive, (2) Communication, (3) Disposition, (4) Interpersonal, (5) Leadership & Management, (6) Personal Competence & Expertise, and (7) Physical. Tier 2 further arranges these seven categories into 42 sub-categories, titled Talents. Finally, Tier 3 consists of the 198 measurable KSBs contained within the 42 Talent categories. For example, the Interpersonal Talent Domain (Tier 1) has three Talents (Tier 2); Cultural Awareness, Social Skills, and Teamwork. Each of those three Talents have unique measurable KSBs (Tier 3); Cultural Awareness has four KSBs, Social Skills has four KSBs, and Teamwork has five KSBs. See Appendix for the full Army Talent Attribute Framework.

**Figure 1.**

*Complete Army Talent Attribute Framework approved by ASA (M&RA)*



## **Conclusions**

ARI successfully created an Army Talent Attribute Framework (ATAF) with input and concurrence from the ATMTF, OEMA, and TRADOC. It was approved by the ASA(M&RA) and APS Executive Steering Committee. The ATAF is a unified list of KSBs organized in a three-tiered structure which will be implemented into the Integrated Personnel and Pay System-Army (IPPS-A) and the structure is currently being piloted in talent management systems such as Assignment Interactive Module 2 (AIM2). The framework is a unified, structured, and comprehensive list of Army relevant KSBs that will support an effective and efficient Army Talent Management System.

The ATAF will need to evolve in light of workplace changes, Army modernization, and new data. In order to support the continuing development of the framework, ATMTF has planned a yearly review cycle (KSB loop) in which changes can be discussed and implemented.

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## Appendix: Army Talent Attribute Framework

Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
<p><b>Cognitive</b></p> <p>Skill or ability involved in performing the tasks associated with perception, learning, memory, understanding, awareness, reasoning, judgment, intuition, and language.</p>	<b>Attention Control</b>	Ability to focus and control one's attention, process multiple sources of sensory information while avoiding distractions, and identify real and potential problems.	<b>Attentiveness</b>	Focuses on the problem or situation and shifts attention between activities when appropriate.
			<b>Focus</b>	Mentally processes multiple sources of sensory information/data at the same time while avoiding distractions (e.g., flying a helicopter or commanding an armored vehicle).
			<b>Problem Sensitivity</b>	Identifies when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.
	<b>Creativity</b>	Ability to produce ideas, plans, approaches and solutions to problems, and outcomes that are both original and useful or effective to accomplish work or achieve goals when established methods and procedures are inapplicable or ineffective.	<b>Cognitive Flexibility</b>	Considers new approaches to solving problems, creates new plans and ideas, and initiates and accepts change and innovation.
			<b>Creative Problem Solving and Innovation</b>	Develops and utilizes new or novel and useful methods and strategies to accomplish work or achieve goals in both unexpected, unique or infrequent situations and in evolving and new work environments.
	<b>Decision Making</b>	Ability to choose between alternatives by applying multiple perspectives, accurately and appropriately assessing the costs/benefits, and considering short- and long-term consequences of actions and solutions.	<b>Decision Making</b>	Makes decisions based on accurate and appropriate assessment of the costs/benefits and short- and long-term consequences of alternative actions and solutions. Makes timely decisions with incomplete information, while refraining from making hasty decisions in the absence of necessary information.

Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
<b>Cognitive</b>	<b>Decision Making</b>		<b>Mental Agility</b>	Flexibility of mind; the ability to break habitual thought patterns. Anticipate or adapt to uncertain or changing situations; to think through outcomes when current decisions or actions are not producing desired effects. Ability to apply multiple perspectives and approaches.
			<b>Sound Judgement</b>	Capacity to assess situations shrewdly and draw sound conclusions. Tendency to form sound opinions, make sensible decisions and reliable guesses. Ability to assess strengths and weaknesses of subordinates, peers, and enemy to create appropriate solutions and action.
	<b>General Cognitive Ability</b>	Perceives, orders, and recalls information quickly and accurately in order to achieve situational understanding and insight.	<b>General Cognitive Aptitude</b>	Capacity to understand and interpret information that is being presented, ability to identify and solve problems, and capability to learn new things quickly and efficiently.
			<b>Information Ordering</b>	Capacity to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).
			<b>Memory</b>	Capacity to retain and recall information without using external tools or aids.
			<b>Multi-Tasking</b>	Rapidly processes and prioritizes multiple demands simultaneously. Takes appropriate action when multiple things compete for his or her attention.
			<b>Perceptive</b>	Effectively discerns the deeper meaning or significance of one's observations (e.g., events, people, and communication).

<b>Talent Domain</b>	<b>Talent</b>	<b>Talent Definition</b>	<b>Measurable KSB</b>	<b>KSB Definition</b>
<b>Cognitive</b>	<b>General Cognitive Ability</b>		<b>Processes Information and Data</b>	Compiles, codes, categorizes, calculates, tabulates, audits, or verifies information or data.
	<b>Meta-Cognition</b>	Awareness of one's own thinking and biases. Uses reflective thinking, prior experience, and organizes information to create knowledge for future application.	<b>Analyzes and Organizes Information to Create Knowledge</b>	Reflects on prior learning; organizes insights for future application. Considers source, quality or relevance, and criticality of information to improve understanding. Identifies reliable resources for acquiring knowledge. Sets up systems of procedures to store knowledge for reuse.
			<b>Awareness of Cognitive Biases</b>	Realizes one's personal biases, predispositions, or inclinations in thinking when looking for solutions to problems.
			<b>Reflective Thinking</b>	Regularly and actively reflects on the connections between new information and existing knowledge.
	<b>Perceptual Speed and Accuracy</b>	Awareness of objects, relationships, and events allowing for organization and interpretation of objects and situations quickly and accurately.	<b>Pattern Recognition</b>	Detects similarities or differences in objects, words, or numbers.
			<b>Perceptual Speed and Accuracy</b>	Perceives objects quickly and accurately.
			<b>Response Orientation</b>	Capacity to choose quickly between two or more movements in response to two or more different signals (lights, sounds, pictures). It includes the speed with which the correct response is started with the hand, foot, or other body part.
	<b>Problem Solving</b>	Ability to identify and define simple and complex problems, troubleshoot errors, generate solutions, evaluate and select a solution, and implement and monitor the selected solution to obtain a preferred outcome.	<b>Problem Solver</b>	Capacity to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.

Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
Cognitive	Problem Solving		<b>Structured Problem Solving</b>	Analyzes readily obtained information and evaluates results to select the best solution from a set of existing approaches to solve a problem.
			<b>Troubleshooting</b>	Determines causes of operating errors and decides what to do about it.
			<b>Unstructured Problem Solving</b>	Identifies complex problems, gathers related information, evaluates information relevance, evaluates the credibility of alternative information sources, and generates alternative solutions.
	Reasoning	Uses logic, critical thinking, inductive and deductive reasoning to draw conclusions based upon analysis of information, and understanding of underlying principles.	<b>Active Learning</b>	Understands the implications of new information for both current and future problem-solving and decision-making.
			<b>Analytical Thinking</b>	Analyzes information and applies general rules and logic to address work-related issues and problems.
			<b>Analyze Data or Information</b>	Identifies underlying principles, relationships, general rules, reasons, or facts by breaking down information or data into separate parts.
			<b>Assessing And Mitigating Harm</b>	Determines the potential for damaging outcomes and takes steps to minimize the risk of harm to self, others, or equipment (e.g., performing cost-benefits analysis; mandating training to mitigate risk, etc.).
			<b>Critical Thinking</b>	Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
<b>Cognitive</b>	<b>Reasoning</b>		<b>Interdisciplinary Reasoning</b>	Understands and integrates multi-faceted information from multiple professional disciplines to complete tasks and projects.
			<b>Quantitative Reasoning</b>	Uses induction or deduction in reasoning with quantitative concepts (e.g., numbers, mathematical relations). Is able to solve problems that involve mathematical concepts or numbers.
			<b>Verbal Reasoning</b>	Reasons and draws conclusions based on verbal or written materials.
	<b>Situational Awareness</b>	The perception of environmental elements and events with respect to time or space, the comprehension of their meaning, and the projection of their future status.	<b>Situational Awareness</b>	Perceives what is happening in the immediate environment and is rarely surprised. Rapidly understands how information, events, and actions will impact current and near-term goals and objectives.
	<b>Spatial Ability</b>	Knows one's physical location in relation to the environment or knows where other objects are in relation to oneself. Also, the ability to identify and mentally manipulate the position or direction of objects or points in space.	<b>Spatially Intelligent</b>	Easily perceives, understands, and operates within the multi-dimensional world.
			<b>Spatial Orientation</b>	Knows one's physical location in relation to the environment or knows where other objects are in relation to oneself; readily orients oneself in an unfamiliar environment; ability to read and interpret maps or diagrams; ability to form mental pictures of things (e.g., equipment, terrain).
			<b>Spatial Visualization</b>	Capacity to mentally visualize the relative positions of objects in three-dimensional space, and how they will be positioned if they are moved in different ways; imagine objects from different perspectives, and remain unconfused by different views.

Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
	<b>Systems Thinking</b>	Considers the factors of a situation or a solution as a system of interrelated parts with inputs, processes, outputs and feedback. Operates from a view that an understanding or model can be created or used to explain—or improve upon—what occurs (as applies to situational understanding) or what could occur (as applies to problem solving). Generates a cohesive understanding of situational dynamics presenting options of advantage and long-term organizational success.	<b>Strategic Thinking</b>	Develops a complex, systems-level understanding of the relationship between his/her Army unit or organization and the broader environment and uses that understanding to envision a desirable future state for the unit/organization.
			<b>Systems Thinking</b>	Conceptualizes and understands relationships and arrangements within and between relevant components and structures.
<b>Communication</b>  Skill or ability to convey or receive information through verbal, written, or nonverbal means.	<b>Active Listening</b>	Attends to and understands both overt and implied meanings of oral communications from others by accurately perceiving the content, context, tone of the speaker, and other non-verbal cues in order to improve mutual understanding.	<b>Active Listening</b>	Carefully attends to and understands both the overt and implied meaning of oral communications from others by accurately perceiving the content, context, and tone of the speaker; not interrupting at inappropriate times.
	<b>General Communication</b>	Ability to effectively communicate through written and spoken word as well as use verbal and nonverbal communication. Encourages conversation and verifies for understanding. Shows ability to learn a different language and recognizes cultural differences in communication.	<b>Communication Ability</b>	Uses verbal and nonverbal means to maintain listener interest. Adjusts information sharing strategy based on operating conditions. Ensures prompt information dissemination to all levels. Avoids miscommunication through verifying a shared understanding.
			<b>Communicator</b>	Precise, efficient, and compelling in both written and spoken word.
			<b>Encourages Discourse</b>	Promotes discussion and recognizes the importance of considering input from diverse perspectives.

<b>Talent Domain</b>	<b>Talent</b>	<b>Talent Definition</b>	<b>Measurable KSB</b>	<b>KSB Definition</b>
<b>Communication</b>			<b>Intercultural Communication</b>	Communicates effectively with people from different cultures or nationalities.
			<b>Language Learning Ability</b>	Ability to learn new languages.
	<b>Oral Communication</b>	Speaks in a clear, organized, and logical manner. Communicates information and ideas or asks questions efficiently. Adapts communication to the situation; can be formal or informal.	<b>Oral and Nonverbal Comprehension</b>	Listens to and comprehends instructions and other related messages. Pays attention to nonverbal cues to help clarify/interpret messages. Asks questions as appropriate.
			<b>Oral Communication Skill</b>	Speaks in a clear, organized, and logical manner. Communicates information or asks questions in an efficient and understandable way. Adapts communication styles to different situations. Uses nonverbal gestures to supplement and reinforce spoken messages.
	<b>Written Communication</b>	Communication of written information and ideas to others in an effective manner. Comprehension of written information.	<b>Reading Comprehension</b>	Understands written sentences and paragraphs in instructions, operator's manuals, basic textbooks, letters of instructions, written orders, and job directives.
			<b>Written Communication</b>	Communicates written information and ideas to others in a clear, accurate, concise, grammatically correct, and well-organized manner.
<b>Disposition</b>	<b>Agreeableness</b>	Tendency towards a general concern for social harmony and is connected to others.	<b>Affiliation</b>	Engages socially with others, participates in groups easily, and is seen by others as friendly and open, rather than shy and reserved.
			<b>Consideration</b>	Considerate of others, affectionate, compassionate, sensitive, and caring.
			<b>Cooperation</b>	Compliant, non-critical, trusting, cordial, and easy to get along with.

Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
<b>Disposition</b>			<b>Humility</b>	Is honest, puts others' needs or needs of the mission before his/her own, and does not focus on being the center of attention.
			<b>Selflessness</b>	Generous with one's time and resources.
	<b>Conscientiousness</b>	Tendency towards self-discipline and duty, strives to follow rules, do what is right, and thoroughly accomplish work goals.	<b>Achievement Orientation</b>	Sets high personal goals and standards, is willing to give one's best effort, works hard to achieve difficult objectives, is confident and resourceful in striving for accomplishment.
			<b>Dependability</b>	Trustworthy, reliable, planful, and accountable. Respects the value of discipline. Does not shy away from responsibility. Makes an effort to keep promises.
			<b>Detail-Focused and Precise</b>	Attentive to detail and is thorough, accurate, and precise in completing a task.
			<b>Discipline</b>	Decisions and actions are consistent with the Army Values; willing obedience to lawful orders.
			<b>Introspective</b>	Contemplative by nature; self-aware.
			<b>Non-Delinquency</b>	Complies with rules, customs, norms, and expectations, and tends not to challenge authority.
			<b>Orderliness</b>	Organizes tasks and activities and desires to maintain neat and clean surroundings.
			<b>Persistence</b>	Focuses on tasks and activities until they are completed and is determined to accomplish their goals even in the face of obstacles.
			<b>Prudent Risk-Taker</b>	Acts boldly yet maintains appropriate focus upon personal, Soldier, and Unit safety.



Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
<b>Disposition</b>	<b>Conscientiousness</b>		<b>Self-Management</b>	Effectively manages the full range of one's work and nonwork responsibilities (e.g., setting and prioritizing goals, allocating effort and personal resources, and assessing own performance).
			<b>Virtue</b>	Adheres to standards of honesty, morality, and selfless and charitable behavior.
	<b>Emotional Stability</b>	Tendency towards being well-adjusted, in control of emotions, optimistic, even-tempered, resilient to challenges, and demonstrates self-control.	<b>Adjustment</b>	Is worry free, and handles stress well
			<b>Emotional Control</b>	Acts rationally, displays a generally calm and even mood, maintains composure, and is not overly distraught by stressful situations.
			<b>Even-Tempered</b>	Calm and stable; does not often exhibit anger, hostility, or aggression.
			<b>Hostility to Authority</b>	Suspicious of the motives and actions of legitimate authority figures. Views rules and directives from authority as illegitimate.
			<b>Machiavellianism</b>	Deceives and manipulates others for personal gain.
			<b>Optimism</b>	Tends to have positive outlook on life and tends to experience joy and a sense of well-being.
			<b>Resilience</b>	Quickly recovers from setbacks. Focuses on the mission and objectives during shock, injuries, and stress. Maintains organizational focus despite adversity. Learns from adverse situations and grows in resilience.
			<b>Self-Control</b>	Tends to be cautious, levelheaded, patient, and able to delay gratification.

Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
<b>Disposition</b>	<b>Empathy</b>	Tendency towards genuinely understanding the situation of another through a sense of shared feelings and/or motives.	<b>Empathy</b>	Can experience something from another person's point of view. Ability to identify with and enter into another person's feelings and emotions. Desire to care for and take care of Soldiers and others.
	<b>Extraversion</b>	Tendency towards enjoying attention and interactions with others, and being part of a group.	<b>Assertiveness</b>	Socially dominant, influential, energetic, and takes charge.
			<b>Attention Seeking</b>	Engages in behaviors that attract social attention; loud, talkative, entertaining, and even boastful.
			<b>Enthusiasm</b>	Experiences positive emotions and enjoys the company of others.
			<b>Initiative</b>	Relies on own abilities to overcome obstacles, and is effective in situations that require a willingness to originate action or take independent action to achieve a goal.
			<b>Sociability</b>	Interest in and engages in friendly social interactions.
	<b>Interests</b>	Preferences for work environments and outcomes.	<b>Artistic Interests</b>	Interest in expressing oneself creatively.
			<b>Conventional Interests</b>	Interest in organizing data, people, or physical environments.
			<b>Enterprising Interests</b>	Interest in persuading people or exerting influence over others.
			<b>Interest in Leadership</b>	Interest in leading individuals and teams.
			<b>Investigative Interests</b>	Interest in rational and systematic reasoning and working with facts, data, and abstract concepts.
			<b>Realistic Interests</b>	Interest in practical, hands-on, concrete activities with physical objects.
	<b>Social Interests</b>	Interest in working with and helping others.		

Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
<b>Disposition</b>	<b>Military-Specific</b>	Exemplifies Army values, commitment to service, successfully performs duties, and models the actions and internal shared attitudes and beliefs that embody the Army profession.	<b>Army Self-Efficacy</b>	Confident in one's abilities to successfully perform the tasks of a Soldier and accomplish their goals in the Army.
			<b>Army Values</b>	Models loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Promotes the associated principles, standards, and qualities in others.
			<b>Commitment to Serve</b>	Feels an obligation to serve or continue serving in the U.S. Military.
			<b>Military And Professional Bearing</b>	Models a professional image of authority. Energizes others through a commanding presence. Exemplifies adherence to standards through appearance, demeanor, actions, and words.
			<b>Warrior Ethos/Service Ethos</b>	Internal shared attitudes and beliefs that embody the spirit of the Army profession for Soldiers and Army Civilians alike.
	<b>Motives</b>	Individual preference or reason for initiating and maintaining goal-oriented behaviors.	<b>Autonomy</b>	Prefers to be self-sufficient, independent, and work alone. Depends upon his/her own abilities to overcome difficult or severe situations. Is confident in own abilities.
			<b>Learning Orientation</b>	Seeks out learning opportunities, enjoys acquiring new knowledge and skills, and is comfortable applying new knowledge and skills on the job.
			<b>Locus of Control</b>	Belief in the amount of control one has over situations, outcomes, rewards, and punishments - versus other people or external factors having that control.
			<b>Self-Efficacy</b>	Confidence in one's ability to succeed, effectively meet challenges, and overcome obstacles.

Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
<b>Disposition</b>	<b>Openness to Experience</b>	Tendency towards intellectual curiosity, adaptability, and willingness to try new things.	<b>Curiosity</b>	Inquisitive and perceptive; interested in learning new information and attend courses and workshops whenever possible.
			<b>Innovative</b>	Creative, inquisitive, and insightful. Easily identifies new solutions and catalyzes change.
			<b>Intellectual Efficiency</b>	Scholarly and academically oriented; described by others as knowledgeable, astute, and intellectual; processes information quickly.
			<b>Tolerance</b>	Interested in other cultures and opinions that may differ from one's own. Willing to adapt to novel environments and situations.
			<b>Tolerance for Ambiguity</b>	Capacity to tolerate work situations where the right goal or the correct path to the goal is unclear, vague, or ill-defined.
			<b>Adaptability</b>	Modifies behavior or plans as necessary to reach goals. Is able to maintain effectiveness in varying environments with various tasks, responsibilities, or people.
Disposition	<b>Stress Tolerance</b>	Capacity to withstand pressures and strains, and maintains composure under pressure.	<b>Stress Tolerance</b>	Capacity to maintain emotional control and composure under pressure.
<b>Expertise &amp; Personal Competence</b> - An individual's developed range of knowledge and skills, especially as it is applied to performing a task or set of tasks.	<b>Budget &amp; Finance</b>	Knowledge of, and ability to, apply the basic principles, practices, and methods of financial management to set priorities and accomplish the goals of the organization.	<b>Financial Management</b>	Uses financial resources effectively to set priorities and accomplish goals.

Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
<b>Expertise &amp; Personal Competence</b>	<b>IT Programs and Systems</b>	Ability and knowledge of the tools, techniques, and necessary programming languages to develop, implement, innovate, and support IT-related projects and goals.	<b>Advanced Computer Skills</b>	Understands numerous computer operating systems and applications such as Unix, NT, and Army specific systems. Can perform routine troubleshooting.
			<b>Basic Computer Skills</b>	Uses personal computers and office software programs to create documents, spreadsheets, and presentations. Creates and maintains computer files. Locates and uses information on the Internet and uses other Internet functions including e-mail.
			<b>Software Development</b>	Designs software applications and writes programming code in common programming languages (e.g., C#, java) for various purposes.
			<b>Web Development</b>	Designs web applications and develops part or all of front-end (visual), middleware (application interfaces), and back-end (information storage) aspects of web development. Able to participate in design and development activities for web applications.
			<b>Cyber Knowledge</b>	Knowledge of the systems and services directly or indirectly connected to the internet, telecommunications, electronics, and computer networks.
			<b>Information and Systems Security</b>	Applies hardware and software methods to secure information systems, and information at rest and in transit.
			<b>Systems Architecture and Engineering</b>	Designs, builds, and maintains computer hardware and software systems to support organizational or enterprise information system requirements.

Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
<b>Expertise &amp; Personal Competence</b>	<b>IT Programs and Systems</b>		<b>Data Science</b>	Uses data science tools and applications to collect, integrate, analyze, and interpret qualitative and quantitative data to support enterprise needs and military operations.
			<b>Database Programming and Engineering</b>	Designs, builds and maintains database applications to support enterprise and unit information requirements.
			<b>Innovating Technology</b>	Creates new technologies or adapts existing technologies to perform new functions.
			<b>Knowledge Management</b>	Applies controls to the flow of digital information. Uses knowledge management systems to sort, classify, combine, exclude, and present information so that it is useable by others.
			<b>Technologically Adept</b>	Learns how to use and apply advances in technologies or technological systems.
	<b>Math &amp; Science</b>	Proficiency in basic and advanced mathematics and scientific methods.	<b>Advanced Mathematics</b>	Uses advanced math such as geometry, statistics, or algebra to solve problems.
			<b>Basic Mathematics</b>	Uses arithmetic (add, subtract, multiply, divide) and formulas to solve problems.
			<b>General Science</b>	Knowledge of life science, earth and space science, and physical science.
			<b>Mathematical Reasoning</b>	Uses the right mathematical methods or formulas to solve a problem.
			<b>Mathematics Knowledge</b>	Knowledge of mathematical concepts and applications.
			<b>Science methods</b>	Uses scientific rules and methods to solve problems.

Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
<b>Expertise &amp; Personal Competence</b>	<b>Mechanical &amp; Electrical</b>	Knowledge, skill, and understanding of mechanical and electrical equipment and systems, including ability to install, use, and maintain.	<b>Auto and Shop Information</b>	Knows information regarding automotive maintenance and repair, and wood and metal shop practices.
			<b>Basic Electronics Knowledge</b>	Knows general information regarding electronics principles and electronics equipment operation and repair.
			<b>Basic Mechanical Knowledge</b>	Knows general information regarding mechanical principles, tools, and mechanical equipment operation and repair.
			<b>Inspecting Equipment, Objects, Structures, or Materials</b>	Inspects equipment, objects, structures, or materials to identify the cause of errors, problems, or defects.
			<b>Machine/Equipment Installation</b>	Installs equipment, machines, wiring, or programs to meet specifications.
			<b>Mechanical Comprehension</b>	Knows the principles of mechanical devices, structural support, and properties of materials.
			<b>Mechanically and Technologically Savvy</b>	Possesses deep expertise in how specific machinery, equipment, or technology works. Uses specialized technology effectively or is able to diagnose and correct problems with technology or machines.
	<b>Multi-Domain Collaboration</b>	Synthesizes and applies knowledge from multiple disciplines into a coherent overarching perspective. Ability to collaborate across multiple interdisciplinary groups and contexts.	<b>Interdisciplinary</b>	Synthesizes and applies knowledge from multiple disciplines into a coherent overarching perspective.

Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
<b>Expertise &amp; Personal Competence</b>	<b>Multi-Domain Collaboration</b>		<b>Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective</b>	Understands the motivations, methods, and perspectives of two or more agencies, components, organizations, or foreign partners within the context of accomplishing a task, mission, or common effort.
			<b>Working in Multidisciplinary Contexts</b>	Works alongside or in teams of individuals who possess significant professional expertise very different from one's own.
			<b>Working with the Public</b>	Works with or among (non-government) U.S. civilians or civilian organizations as part of one's work.
	<b>Safety &amp; Compliance</b>	Establishing or maintaining the safety standards and regulations to ensure a healthy and safe work environment.	<b>Evaluating Compliance</b>	Uses relevant information, knowledge, and individual judgement to determine whether events or processes comply with laws, regulations, or standards.
			<b>Process-Disciplined</b>	Diligently abides by procedures designed to ensure accuracy, effectiveness, and safety.
			<b>Quality Control Analysis</b>	Conducts tests and inspections of products, services, or processes to evaluate quality or performance.
			<b>Safety Compliance</b>	Follows safety guidelines and instructions. Monitors others to ensure compliance.
	<b>Tactical/Technical Competence</b>	Employs appropriate technical procedures or organizational processes to accomplish tasks. Possesses necessary technical knowledge and skill to perform MOS/branch or functional area specific tasks. Applies knowledge of combined arms operations and sees how one's own unit relates to larger strategic picture and goals.	<b>Knowledge of Combined Arms Operations</b>	Applies and effectively integrates multiple warfighting functions such as direct and indirect fires, communications, intelligence, and combat service support.
			<b>Knowledge of Processes and Procedures</b>	Employs appropriate technical procedures or organizational processes to accomplish tasks.



Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
<b>Expertise &amp; Personal Competence</b>	<b>Tactical/Technical Competence</b>		<b>Knowledge of System Inter-Relations</b>	Capable of analyzing how goals and operations of own unit are inter-related with other units and systems. Can see the larger strategic picture and interpret how one's own unit relates to it.
			<b>MOS/Branch-Specific Knowledge and Skill</b>	Possesses the necessary technical knowledge and skill to perform MOS/branch-specific technical tasks. Stays informed of the latest developments in field.
			<b>Functional Area/Occupation-Specific Knowledge and Skill</b>	Possesses the necessary technical knowledge and skill to perform functional area-specific technical tasks. Stays informed of the latest developments in field.
			<b>Proficiency with Mission Systems</b>	Uses weapons and mission information systems in training or operational contexts to acquire, synthesize, or use information/data to enable or support military operations.
			<b>Soldier Common Task Knowledge and Skills</b>	Possesses the necessary knowledge and skill to perform common individual tasks at the appropriate skill level (e.g., land navigation, field survival techniques, and CBRN protection).
			<b>Specialized Expertise</b>	Applies advanced technical expertise to diagnose or solve problems and perform tasks. Is an expert in a highly technical or specialized domain (e.g., medicine, engineering, chemistry, explosives).

Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
<p><b>Interpersonal</b></p> <p>Skill or ability to carry on effective interactions and relationships with others in a variety of group and individual settings.</p>	<p><b>Cultural Awareness</b></p>	<p>Learning about and demonstrating acceptance and understanding of individuals from other cultural and social backgrounds, both in the context of the diversity of U.S. Army personnel and interactions with foreign nationals during deployments or when training for deployment.</p>	<p><b>Cross-Culturally Fluent</b></p>	<p>Aware of and able to operate across different cultural settings (e.g., organizational, demographic, and ethnographic).</p>
			<p><b>Cultural Awareness</b></p>	<p>Learning about and demonstrating acceptance and understanding of individuals from other cultural and social backgrounds, both in the context of the diversity of U.S. Army personnel and interactions with foreign nationals during deployments or when training for deployment.</p>
			<p><b>Cultural/Interpersonal Adaptability</b></p>	<p>Modifies one's style and behavior to fit the situation and culture; open-minded.</p>
			<p><b>Maintains Relevant Geopolitical Awareness</b></p>	<p>Learns about relevant societies experiencing unrest. Recognizes Army influences on unified action partners and enemies. Understands the factors influencing conflict and peace building, peace enforcement, peacekeeping, peacemaking, and peace operations.</p>
	<p><b>Social Skills</b></p>	<p>Skills that are used to communicate and interact with each other, both verbally and non-verbally, through gestures, body language, and personal appearance.</p>	<p><b>Interpersonal Relationship Building</b></p>	<p>Develops and maintains effective working relationships with others. Understands how to leverage relationships to achieve objectives.</p>
			<p><b>Interpersonal Tact</b></p>	<p>Demonstrates proficient interaction with others. Effectively adjusts behaviors when interacting with others. Understands character and motives of others, and modifies personal behavior accordingly.</p>
			<p><b>Perspective Taking</b></p>	<p>Skill in understanding how people interpret events and interpersonal interactions.</p>

Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
<b>Interpersonal</b>	<b>Social Skills</b>		<b>Social Perceptiveness</b>	Accurately perceives and understands other people's motives, attitudes, and feelings based on what they do or say, and accurately perceives one's own impact on the behavior of others.
	<b>Teamwork</b>	Individual skills to work effectively with others as part of a team resulting in a coordinated collective action to achieve a goal or to complete a task in the most effective and efficient way.	<b>Conflict Management</b>	Anticipates and takes steps to prevent counterproductive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
			<b>Cooperation/Teamwork</b>	Works collaboratively with others to solve problems and achieve group goals and objectives.
			<b>Coordination</b>	Adjusting actions in relation to others' actions.
			<b>Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps</b>	Encourages people to work together effectively. Promotes teamwork and team achievement to build trust. Draws attention to the consequences of poor coordination. Integrates new members into the unit quickly.
			<b>Team Building</b>	Assembles a team of people that work together effectively. Identifies and effectively utilizes the appropriate mix of mission-relevant skills. Fosters group identity and cohesion by clearly communicating team goals, and encouraging and rewarding cooperation among team members.
			<b>Team Development</b>	Presents challenging assignments for team or group interaction. Provides resources and support for realistic, mission-oriented training. Sustains and improves the relationships among team or group members. Provides feedback on team processes.

Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
<b>Interpersonal</b>	<b>Teamwork</b>		<b>Team Orientation</b>	Enjoys being part of a team, has a strong identification with one's team and other team members, and feels a sense of commitment and obligation to the team.
			<b>Team Planning</b>	Organizes and orients team members to meet goals. Changes organization and focus of group to meet changing missions and conditions.
			<b>Coordinating Multiple Groups</b>	Coordinates the efforts of multiple, diverse groups to accomplish a mission.
<b>Leadership &amp; Management</b>  Processes and behaviors involved in influencing and guiding followers or other members of the organization.	<b>Leadership</b>	Influence people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.	<b>Consensus Building</b>	Builds effective working relationships. Uses two-way, meaningful communication. Identifies individual and group interests. Identifies roles and resources. Generates and facilitates generation of possible solutions. Applies fair standards to assess options.
			<b>Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership</b>	Involves others in decisions and informs them of consequences. Allocates responsibility for performance. Guides subordinate leaders in thinking through problems for themselves. Allocates decision-making to the lowest appropriate level. Acts to expand and enhance subordinate's competence and self-confidence. Rewards initiative.
			<b>Improves the Organization</b>	Makes decisions and takes action to improve the organization beyond their tenure.
			<b>Inspirational Leader</b>	Motivates teams to work harmoniously and productively towards a common goal.
			<b>Leads By Example</b>	Serves as a decisive leader and positive role model who upholds standard and Army Ethic (legal and moral Army principles).

Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
<b>Leadership &amp; Management</b>	<b>Leadership</b>		<b>Motivating Others</b>	Generates support, involvement, energy, and enthusiasm for the mission among subordinates and others using appropriate influence techniques (e.g., inspiration, role modeling, collaboration, persuasion, mentoring, conflict management, etc.) given the mission, time, and conditions.
			<b>Organizational Perspective</b>	Assesses situations, missions, and assignments to determine the parties involved in decision-making, decision support, and possible interference or resistance.
			<b>Peer Leadership</b>	Seeks positions of authority among peers. Comfortable with being in charge of a group and accepts responsibility for the group's performance.
			<b>Shared Leadership</b>	Identifies appropriate circumstances and empowers individuals with the right expertise to lead efforts and solve problems in response to situational needs and events (right person, right problem), while maintaining overall command or authority.
	<b>Management</b>	Leads the work activities of a team to achieve goals within a specified time.	<b>Delegating</b>	Appropriately delegates authority and responsibility for decision making, and for planning and executing tasks.
			<b>Project Manager</b>	Able to determine requirements, develop work processes, delegate responsibilities, and lead teams to desired outcomes.

Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
<b>Leadership &amp; Management</b>	<b>Management</b>		<b>Resource Management</b>	Manages and tracks funding, people, and equipment to accomplish a mission. Allocates adequate time for task completion. Allocates time to prepare and conduct rehearsals. Continually seeks improvement in operating efficiency, resource conservation, and fiscal responsibility. Attracts, recognizes, and retains talent.
			<b>Task Planning and Management</b>	Schedules activities to meet commitments in critical performance areas. Notifies peers and subordinates in advance of required support. Keeps track of task assignments and suspenses; attends to details. Adjusts assignments, if necessary. Assesses progress toward mission accomplishment, provides additional guidance, or resets the team as necessary.
			<b>Time Management</b>	Manages one's own time and the time of others.
	<b>Performance Management</b>	Oversees, monitors, and facilitates work performance of subordinates. Ensures they meet organizational standards, provides feedback, recognizes and rewards good performance, and works to improve performance.	<b>Encourages Fairness and Inclusiveness</b>	Provides accurate evaluations and assessments. Supports equal opportunity. Prevents all forms of harassment. Encourages learning about and leveraging diversity.
			<b>Enforces Standards</b>	Reinforces the importance and role of standards. Performs individual and collective tasks to standard. Recognizes and takes responsibility for poor performance; addresses it appropriately.
			<b>Monitoring</b>	Monitors/assesses performance of oneself, other individuals, or organizations to make improvements or take corrective action.

Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
<b>Leadership &amp; Management</b>	<b>Performance Management</b>		<b>Providing Feedback</b>	Gives accurate and timely feedback. Uses feedback and counseling to modify duties, tasks, procedures, requirements, and goals.
			<b>Improves Unit Performance</b>	Employs learning strategies to improve unit performance. Uses assessment techniques and evaluation tools (such as after action reviews) to identify lessons learned and facilitate consistent improvement. Determines the appropriate setting and timing for feedback.
			<b>Recognizes and Rewards Good Performance</b>	Recognizes individual and team accomplishments; rewards appropriately. Credits subordinates for good performance; builds on successes. Explores reward systems and individual reward motivations.
	<b>Sustains Climate</b>	Supports a climate of trust, high morale, consideration of the welfare of followers, demonstrates perseverance and courage to followers in the face of adversity, and shows commitment to organizational missions and values	<b>Balances Mission and Welfare of Followers</b>	Assesses and routinely monitors effects of mission fulfillment on mental, physical, and emotional attributes of subordinates. Monitors morale, physical condition, and safety of subordinates. Provides appropriate relief when conditions jeopardize success of the mission or present overwhelming risk to personnel. Addresses subordinates' and families' needs (health, welfare, and development). Stands up for subordinates. Routinely monitors morale and encourages honest feedback.
			<b>Sustains a Climate of Trust</b>	Assesses factors or conditions that promote or hinder trust. Keeps people informed of goals, actions, and results. Follows through on actions related to expectations of others. Is firm, fair, and respectful to gain trust.

Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
<b>Leadership &amp; Management</b>	<b>Sustains Climate</b>		<b>Warrior Ethos</b>	Removes or fights through obstacles, difficulties, and hardships to accomplish the mission. Demonstrates the commitment to persevere despite adversity, obstacles, and challenges. Demonstrates physical and emotional courage. Shares hardships with subordinates.
	<b>Training and Developing Others</b>	Determines subordinate training needs and creates a learning environment where the leader trains, mentors, and instructs subordinates in order to enhance their performance, development, and motivation.	<b>Assesses Developmental Needs of Others</b>	Determines strengths and weaknesses of subordinates under different conditions. Evaluates subordinates in a fair and consistent manner. Assesses tasks and subordinate motivation to consider ways to improve work assignments, cross-train on tasks, and accomplish missions. Designs ways to challenge subordinates to improve weaknesses and sustain strengths. Encourages subordinates to improve processes.
			<b>Mentoring</b>	Mentors and coaches subordinates, subordinate leaders, and others. Uses experience and knowledge to improve future performance, individual understanding, and proficiency.
			<b>Creates a Learning Environment</b>	Uses effective assessment and training methods. Encourages leaders and their subordinates to reach their full potential. Motivates others to develop themselves. Expresses the value of interacting with others and seeking counsel. Stimulates innovative and critical thinking in others. Seeks new approaches to problems. Communicates differences between professional standards and a zero-defects mentality. Emphasizes learning from one's mistakes.



Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
Leadership & Management	<b>Training and Developing Others</b>		<b>Instructing</b>	Teaches others how to do something.
			<b>Training and Developing Others</b>	Determines the training needs of individual subordinates, providing the appropriate level of instruction, guidance, and developmental opportunities. Uses counseling to provide personal and developmental feedback.
<b>Physical</b> Health and fitness attained through physical activity and physical movements involving both cognitive and motor processes	<b>General Fitness</b>	Demonstrates good health and physical conditioning by prioritizing good nutrition, physical exercise, and adequate sleep.	<b>Bodily-Kinesthetic</b>	Adept at performance and learning through physical activity. Is coordinated and dexterous. Has a keen awareness of their body, movement, and space near their person.
			<b>Health and Fitness Orientation</b>	Tends to maintain good health and physical conditioning by prioritizing good nutrition, physical exercise, and adequate sleep. Committed to a lifestyle of physical fitness.
			<b>Physical Endurance</b>	Exerts oneself physically over long periods of time without getting winded or out of breath.
			<b>Physical Strength</b>	Meets the physical strength demands of Army work (i.e., push, pull, carry, or throw objects; propel).
			<b>Physically Fit</b>	Engages in activities to maintain physical conditioning, including vigorous sports or exercise. Performs well even under extreme physiological duress. Physically tough, gritty, and tenacious.
			<b>Swimming</b>	Swims capably, uses water survival skills, avoids water hazards.

Talent Domain	Talent	Talent Definition	Measurable KSB	KSB Definition
<b>Physical</b>	<b>Psychomotor Ability</b>	The ability to perform physical motor movements, including balance and coordination, with precision, accuracy, and strength.	<b>Balance</b>	Keeps or regains one's body balance or stays upright when in an unstable position.
			<b>Control Precision</b>	Quickly and repeatedly adjusts the controls of a machine or a vehicle to exact positions.
			<b>Physical Coordination</b>	Performs activities that require eye-hand coordination, or coordinating the simultaneous movements of one's limbs.
			<b>Reaction Time</b>	Quickly responds physically (e.g., with the hand, finger, or foot) to a signal (e.g., sound, light, picture) when it appears.