

Assistant Secretary of the Army
(Manpower and Reserve Affairs)

Fiscal Year 2020: Year in Review



DEPARTMENT OF THE ARMY
ASSISTANT SECRETARY OF THE ARMY
MANPOWER AND RESERVE AFFAIRS
111 ARMY PENTAGON
WASHINGTON, DC 20310-0111

20 October 2020

ASA(M&RA) Leadership Team:

Congratulations on a successful Fiscal Year 2020. Thank you for your perseverance, commitment, and invaluable contributions to the ASA(M&RA) and the Army. This year, we made impressive progress toward our strategic goals and objectives, constantly and rapidly evolving against the backdrop of the challenges that we experienced throughout the year. Despite these challenges, we never lost focus and always performed in an outstanding manner.

We began the fiscal year with the signing of the historic *Army People Strategy*, which led us to establishing an executive steering committee to properly govern the Military, Civilian, and Army Marketing Implementation Plans; and the Diversity, Equity, and Inclusion and SHARP Prevention Annexes.

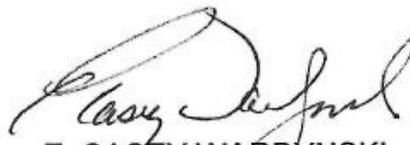
In March, we faced an unprecedented event of a global pandemic. We shifted our workforce to 100% telework, took care of our people, and continued to perform our mission. During this time, we supported the activation and deployment of near 600 Soldiers to provide an expeditionary, deployable, and scalable medical staff (85-person teams) to American cities to assist with medical care in the Army's COVID-19 response.

We significantly reduced case backlog at the Army Review Board Agency, identified \$1.25B in savings through attrition reduction initiatives, reorganized and created the new Army Enterprise Marketing Office, conducted multiple manpower analyses across the Army, reduced civilian time to hire, revised Army Command Policy, led Army efforts with Project Inclusion, and published implementing guidance that expanded commissary, military exchange, and MWR retail privileges on U.S. military installations to over 4.1 million new patrons.

These are a just a few of our significant accomplishments. There are many more – too numerous to try to enumerate in a letter. We are thankful for the success demonstrated in every office in the M&RA!

People First, Winning Matters!


MARSHALL M. WILLIAMS


E. CASEY WARDYNSKI

Executive Highlights

- ★ Authored and published the Army's first *Army People Strategy* that ensures that acquiring, deploying, developing and retaining talented employees are included and synchronized in all Army strategic efforts and adequately resourced.
- ★ Implemented the *Army People Strategy* through an executive steering committee; military, civilian, and Army marketing implementation plans; and annexes on diversity, equity, and inclusion and SHARP prevention.
- ★ Completed a two-year research project on improving fairness in promotion outcomes. The research led to the Secretary of the Army and Chief of Staff of the Army's decision to reform promotion boards by eliminating official board photos.
- ★ Supported the activation and deployment of around 600 Soldiers to provide an expeditionary, deployable, and scalable medical staff (85-person teams) to American cities to assist with medical care in the COVID-19 response.
- ★ Reorganized and created the new Army Enterprise Marketing Office. Relocated the organization to Chicago to gain better synergy with industry and academia. Developed a new career field of Functional Area 58 to provide the Army with professional experts.
- ★ Reduced the case backlog at the Army Review Board Agency from over 14K by 95%, with projected completion of all backlogged cases by end of FY20, and continued to improve processes to best take care of our Soldiers and the Army.
- ★ Identified \$1.25B in savings that could be reinvested in other Army programs through attrition reduction initiatives to keep talented Soldiers, especially within initial training and during the first term, in the Army.
- ★ Incorporated Army Civilian Personnel for the first time into the overall *Army People Strategy*, ensuring a key segment of our workforce is carefully acquired, employed, developed and retained. Reduced the time to hire in support of Army Commands.
- ★ Conducted manpower analyses of the strategic headquarters for SOUTHCOM, Joint Task Force-GTMO, AFRICOM, and SPACECOM at the request of the Secretary of Defense in order to organize to win wars and protect national interests.
- ★ Revised *Army Command Policy* after a multi-year effort. The new edition includes significant updates to the Army SHARP Program Policy and expands the policy on extremist group cyber activities.
- ★ Published implementing guidance for the Purple Heart and Disabled Veterans Equal Access Act of 2018, which expanded commissary, military exchange, and MWR retail privileges on U.S. military installations to over 4.1 million new patrons.

Assistant Secretary of the Army
(Manpower and Reserve Affairs)

Dr. E. Casey Wardynski

Dr. Casey Wardynski was confirmed by the United States Senate on 2 January 2019 and assumed duties on 16 January 2019. As Assistant Secretary, he is responsible for the supervision of manpower, personnel and Reserve Component affairs for the Department of the Army and is the principal advisor to the Secretary of the Army for policy and performance oversight of human resources, training, readiness, mobilization, military health affairs, force structure, manpower management, equal opportunity, equal employment opportunity, marketing and other critical matters.



Dr. Wardynski's Fiscal Year 2020 priorities included:

In addition to setting the strategic direction for Army manpower and reserve affairs, Dr. Wardynski provided executive oversight on the development and implementation of a wide range of people policies and programs, and successfully oversaw essential human capital functions, including acquiring, developing, employing, and retaining Army Soldiers and Civilians.

He led the Army people enterprise in conceptualizing, developing, publishing, and implementing the *Army People Strategy* and its associated family of documents as the Army's first people-focused strategy. Serving as the co-chair of the Manning and Training Program Evaluation Groups, he worked to ensure the *Army People Strategy* drove resourcing decisions for POM cycles 22-26 and 23-27 thus supporting the Army's effort to acquire, develop, employ, and retain its talented people well into the future.

He led the Army in prioritizing the Acquire Line of Effort within the *Army People Strategy* as the way to ensure that the Army continues to compete and obtain the talent needed to win in a hostile world. In light of this, he offered new ways to modernize the Junior Reserve Officer Training Corps to ensure the program's continued success at motivating young people to be better citizens. Finally, Dr. Wardynski experimented with new approaches to motivate performance in difficult jobs by developing a Recruiter Incentive pilot program in the Active Component and National Guard.

Principal Deputy Assistant Secretary of the Army
(Manpower and Reserve Affairs)

Mr. Marshall Williams

Marshall Williams assumed duties as the Principal Deputy Assistant Secretary of the Army for Manpower and Reserve Affairs on 20 March 2018. Along with the Assistant Secretary, he is responsible for the supervision of manpower, personnel and Reserve Component affairs for the Department of the Army and is the principal advisor to the Secretary of the Army for policy and performance oversight of human resources, training, readiness, mobilization, military health affairs, force structure, manpower management, equal opportunity, equal employment opportunity, marketing and other critical matters.



Mr. Williams' Fiscal Year 2020 priorities included:

In addition to assisting the ASA(M&RA) with setting the strategic direction and providing oversight for Army manpower and reserve affairs, Mr. Williams provided executive management of the 14 Deputy Assistant Secretaries of the Army, Directors, and Special Assistants of the office of the ASA(M&RA).

He successfully managed an unprecedented complete staff transition to telework in March 2020 in the face of COVID-19 by developing and enforcing processes and procedures that maintained accountability, continued high job performance, and promoted health and safety.

Later in 2020, he led an Army-wide effort to stand up the Army's Project Inclusion, which seeks to build a diverse, equitable, and inclusive environment in which Soldiers and Civilians successfully contribute their talents on effective, cohesive teams. He was instrumental in leading the M&RA staff in difficult discussions about racism and extremism in order to promote a work environment where all employees showed dignity and respect.

Finally, he provided exceptional leadership and direction to the staff, synchronizing efforts across the directorates ensuring effective communication, mentoring, and health and welfare of the staff.

Executive Leadership Team

Mr. Mark Lewis

Mr. Lewis serves as the Deputy to the ASA(M&RA) in the area of Talent Management and was primarily focused on establishing the new Army Enterprise Marketing Office. He led the creation of a new officer Functional Area 58 (Marketing & Behavioral Economics). He ensured that FA58 officers are both creative and analytical thinkers who synthesize market signals and data to develop branding and marketing strategies in support of the Army's enlisted and officer accessions enterprise. Mr. Lewis leveraged his deep knowledge of the Army budgeting process to assist the ASA(M&RA) in funding *Army People Strategy* initiatives and programs.



Ms. Edith Pickens

Ms. Pickens serves as a Special Assistant to the ASA(M&RA) in the area of Junior Reserve Officer Training Corps and was primarily focused on efforts to grow the number of youth engaged in STEM courses and activities to increase their awareness of and propensity to engage in careers that align with Army workforce needs. She has been instrumental in advancing the JROTC Cyber Program Pilot. The pilot will offer a new advanced placement level computer systems and cyber security curriculum created by national experts. The JROTC Pilot program will graduate students prepared for employment and continued education in this critically important sector of our national security.

Mr. Michael Landrum

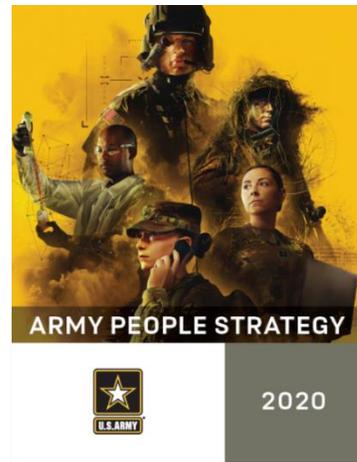
Mr. Landrum serves as a Special Assistant to the ASA(M&RA) in the area of Executive Strategic Engagements and was heavily involved in sustaining the vision, design, building and marketing of the *Army People Strategy*. By engaging with a variety of stakeholders, Mr. Landrum has advanced the *APS* vision and initiatives in the near and far terms.



The Army People Strategy

The *Army People Strategy* deliberately interjects the management of the Army's most valuable asset – its people – into every Army strategic decision. Army readiness, modernization, and reform all require fundamentally improving the way we manage Soldiers and Civilians. Through the *Army People Strategy*, the Army will be positioned to compete in a hostile world through a Ready, Professional, Diverse, and Integrated Total Force.

In this first of its kind strategy, the Army uses its 21st century talent management system and the strength of Army culture to enable Army reforms. We capitalize on available Army resources and authorities. We focus on quality of life to attract and retain the talent we need now and in the future.



Across four lines of effort – Acquire, Develop, Employ, and Retain – lead integrators move the Army toward quantifiable objectives. Military and Civilian implementation plans detail time-driven milestones and track progress through data-driven metrics.

The Military Implementation Plan identifies the Acquire line of effort as the priority through 2028. Every line of effort identifies objectives and associated tasks, each governed by a Senior Leader Steering Committee and Executive Steering Committee.

These forums allow the Army to synchronize efforts, de-conflict issues, and develop solutions.

The Civilian Implementation Plan is no less visionary, seeking to instill a new philosophy that facilitates the ability of talented Civilians to move into, between, and out of civilian employment opportunities, transforming old HR practices to talent management.



Talent is at a premium and the world is getting more dangerous. To overmatch adversaries – to win, and Winning Matters – requires the Army to do its utmost to create lethal, cohesive, satisfied, and engaged teams that the Joint Force requires. The *Army People Strategy* is a fundamental component of our efforts and a major achievement for the men and women of ASA(M&RA). Our work is just getting started.

Deputy Assistant Secretary of the Army
(Military Personnel and Quality of Life)

Mr. Jeffrey Angers

Military Personnel and Quality of Life provides policy, supervision, and oversight of military human resource programs for the Total Force, Army Families, and all Army Quality of Life matters.

At the end of the Fiscal Year, Military Personnel was comprised of 12 military personnel and 6 civilian personnel.



Organizational Accomplishments:

Recruiting and Retention (RR). The RR section wrote and published six *Army People Strategy* guidance memoranda and developed four authorizations that were signed by the SECARMY. New pilots were launched, including the ARMS 2.0 Pilot Program, the TAPAS Pilot, and the Recruiter Pay Pilot. In accordance with the *Army People Strategy*, JROTC Modernization metrics were developed to measure the effectiveness of the Military Implementation Plan and the USMA and USACC Cross-Marketing program was initiated. As a result of the COVID-19 pandemic, the RR section also developed several policies and program waivers to ensure the Army met its recruiting and retention goals, including waiving the SROTC Advanced Camp commissioning requirement in FY20 and virtualizing marketing and recruiting efforts with great success.

Military Personnel Policy (MPP). The MPP section published two Army Directives in FY20 that positively affected military parental leave and the posthumous commission of USMA Cadets. MPP also helped draft a new Spouse Travel directive, supported USMA's successful reaccreditation, and contributed to the establishment of the DoD Academy Graduate Professional Sports Participation Policy, as directed by the President. MPP also wrote several policies concerning military travel that were signed by the SECARMY. The MPP section supported HQDA's diversity, equity, and inclusion efforts and was instrumental in publishing the policy that directed the removal of Department of the Army Photograph from selection boards.

Health Affairs (HA). The HA section served as the Army's lead for Medical Health System Reform, drafted legislative proposals to retain Army medical research until FY24, and developed a memorandum of agreement to provide direct support to the Defense Health Agency. The HA section also developed the Army Health Professions Incentives FY20-21 Pay Plan, ensured eligible patients receive medical care while providing critical

skills training for Army providers, and represented the Army on all Disability Evaluation System working groups. The HA section's responsibilities shifted considerably as a result of COVID-19. HA provided oversight, subject matter expertise, and coordination on all COVID-19 policy guidance. HA also successfully coordinated the temporary suspension of the 90 and 180-day Reserve Component (RC) provider rotation policy, ensuring that RC Medical, Dental, Specialty, and Nurse Corps officers could support the wider Federal Government's COVID-19 response.

Army Protection Program (APP). In FY20, the APP section re-established the Army's Combatting Trafficking in Persons Program, led an HQDA working group that produced the Army's draft policy on banning divisive symbols, and drafted the Army's Workplace Violence Prevention, Assistance, and Response Policy. APP also developed the ASA(M&RA)'s internal COVID-19 policies and procedures, and developed significant portions of the Army's COVID-19 guidance that were disseminated across the Total Force. The section also managed all required reporting of COVID-Positive Personnel, assisted with contact tracing, and ensured that military funeral honors continued for over 10,000 fallen Soldiers and veterans throughout the pandemic in a safe manner.

Analytics. The MP Analytics section developed metrics to measure the effectiveness of the Military Implementation Plan and its subsidiary tasks. The MP Analytics section also planned and spearheaded the Army People Conference by integrating effects after Headquarters Department of the Army (HQDA) and across the Army.

ACFT Rollout and Additional Guidance. MPP and RR worked together to draft supplemental guidance on the ACFT, which became the Army's physical fitness test of record on 1 October 2020. AD 2020-06 (12 June 2020) mandated that no adverse administrative actions (including denial of appointment/commissioning) will be taken against a Soldier based on failing the ACFT until further guidance is published by the M&RA. The supplemental guidance memo submitted to the ASA(M&RA) for approval reinforced that USACC, USMA, and CIMT will implement the ACFT as a training event and record all scores in DTMS. All Soldiers will train on the ACFT with the goal of passing at the Gold/Moderate level prior to commissioning and/or graduation. HQDA and ACOMs will continue to assess Soldier performance and ACFT results to inform further guidance.

Enterprise Leader Scholar Program (ELSP) and Emerging Leader Graduate Program (ELGP). RR helped draft two new programs – still pending approval – designed to develop, employ, and retain Army officers with exceptional cognitive abilities, communication skills, and decision making talents needed by the Army to serve at the enterprise level and dominate in a multi-domain operational environment. These programs will help the Army develop and retain future leaders by providing young officers opportunities to pursue advanced civilian education and apply the acquired knowledge and diverse perspectives to strengthen our formations. This program is a direct investment in the people from among whom the Army will draw its future enterprise leaders, commanders, senior advisors, and technical experts.

Deputy Assistant Secretary of the Army
(Civilian Personnel)

Dr. Todd Fore

Civilian Personnel (CP) provides policy, supervision, and oversight of the Army's human resources system for civilian personnel.

At the end of the Fiscal Year, CP was comprised of 9 civilian personnel, with 18 new positions effective in FY21.



Organizational Accomplishments:

Army Civilian Career Management Activity (ACCMA). The *Army People Strategy* and Civilian Implementation Plan directed the expansion of talent management capabilities to cut across the personnel domain and integrate into all phases of the human capital lifecycle. ASA(M&RA) and the Deputy, Under Secretary of the Army (DUSA) approved the establishment of the ACCMA under HQ, Civilian Human Resource Agency (CHRA) command and control. ACCMA aligns to 4 priorities of Civilian talent management: 1) Transform workforce planning and management; 2) Modernize Civilian talent acquisition; 3) Evolve Career Programs to be integral to enterprise personnel management; and, 4) Build world-class supervisors.

By significantly changing how career management functions are organized and delivered, the Army can radically improve Army Civilian talent management. ACCMA consolidates career programs into a single organization and leader, which ensures consistency and integration of enterprise-wide career management functions. It organizes 32 career programs into 11 career field groupings that broadens Civilian training/developmental opportunities and leverages collaboration among congruent functional capabilities. ACCMA also establishes a centralized support office to consolidate and provide career field support in human resources, budget execution, logistics, facilities management, information technology, and administration. Finally, ACCMA empowers career fields to perform additional talent management functions across the personnel domain including recruiting talent, hiring entry-level talent, planning for and coordinating for their development and planning for and ensuring a sustained flow of talent to meet future readiness requirements.

Civilian Implementation Plan. The Civilian Implementation Plan (CIP) to the *Army People Strategy* optimizes the vital contributions of Army Civilians by modernizing talent

management policies and practices, and enhancing them with more agile and data-driven approaches. The CIP has four overarching priorities: 1) Transform workforce planning and management; 2) Modernize civilian talent acquisition; 3) Evolve career programs to be integral to the people enterprise; 4) Build world-class supervisors. The CIP was co-signed by the Assistant Secretary of the Army (Manpower and Reserve Affairs) and the Deputy Chief of Staff, G-1 on 14 May 2020 and continues to realize a number of significant accomplishments towards achieving the vision of the *Army People Strategy*.

In addition to the ACCMA, the CIP prioritized current and future demands for skills to promote training, education, and development opportunities for data science master's degree and certificate programs. DASA(CP) also published the first annual Civilian Human Capital Planning Guidance for Fiscal Year 2021, which prioritizes resources and requirements for Science, Engineering, Technology, and Math; cyber; data science occupations and skills; and leader development. The CIP will enable the Army to build and sustain a Civilian Corps comprised of the nation's best talent to serve alongside Soldiers in defense of the nation.

Reducing Time-to-Hire (TTH) and COVID-19 Hiring. Time-to-hire efforts and initiatives continue to be executed to reach the goal of 80 days, which was accomplished in June 2020. Pandemic impacts such as travel restrictions and social distancing requirements were largely mitigated by timely COVID-19 related legislation, related OPM, DoD and Army initiatives, and unprecedented use of telework flexibilities. We implemented three new Direct Hire Authorities (DHA) that resulted in and will continue to help reduce TTH for the Department and assist Commands with their critical hiring efforts. Increased use of DHA and leveraging the temporary waiver on the 180-day rule that was approved for certain positions (e.g. medical or health professions, acquisition, engineering, and other positions with duties that support the DoD response to COVID-19 etc.) facilitated hiring during COVID-19.

Telework during the COVID-19 Pandemic. DoD and Army policies to maximize the use of telework resulted in unprecedented numbers of employees working from home instead of their usual workplace, which resulted in no discernable loss of productivity during the pandemic period. The percentage of Army employees teleworking increased to a peak of 52% in April 2020 with over 126,000 employees teleworking. Telework was both operationally and technologically efficient in allowing employees to adhere to local ordinances and fulfill mission requirements.

Federal Employee Viewpoint Survey. This year's survey is slightly different from prior years and includes questions on the federal Government's response to the COVID-19 pandemic. Last year, the Army increased its overall response rate to 44%. The goal for 2020 is to reach (or exceed) an overall participation rate of 50%.

Deputy Assistant Secretary of the Army
(Training, Readiness, and Mobilization)

Mr. Eugene Collins

Training, Readiness, and Mobilization (TRM) exercises Secretariat oversight, direction, and organization of training, readiness, and mobilization for the Army. Provides responsive support to the ASA(M&RA) by formulating plans, programs, policies, and overall practices for the Army as a Total Force.

At the end of the Fiscal Year, TRM was comprised of 12 military personnel and 3 civilian personnel.



Organizational Accomplishments:

Bachelor of Arts at USASMA. United States Army Sergeants Major Academy (USASMA) received approval and is accredited to grant Bachelor of Arts degree in Leadership and Workforce Development (LWD) to eligible resident graduates of USASMA starting in June 2019. This prepares senior NCOs for nominative Command-level leadership opportunities and increases the base education of Army Soldiers.

Financial Literacy Training. Implemented Financial Literacy Training in compliance with NDAA 2017 and changes to 10 USC § 992 to provide financial literacy training/education to all new Army Soldiers during their Initial Entry Training (IET), first duty assignment, and specific touch points throughout a Soldier's career. This training will provide Soldiers with the necessary tools to manage their personal investments and financial affairs.

Officer Education. Led the effort to rescind Army Directive 2019-19 Credentialing Intermediate Level Education, effective 1 July 2020. This returns older provisions in AR 350-1 regarding credentialing programs currently accepted in lieu of the Command and General Staff College Course Advanced Operations Course. This removes the restriction on officer eligibility for attending the full 10 month resident Intermediate Level Education (ILE). Ultimately, this rescission enables all Army officers to complete ILE common core course and an approved credentialing course to meet MEL 4 and JPME-1 requirements.

Improvements to Guard Support. Granted the first Exception to Policy (ETP) to AR 135-200, giving flexibility to ARNG Commanders for Full-Time NG Duty-Operational Support (FTNGD-OS). This ETP applies to the over 10,000 Soldiers who perform FTNGD-OS duty outside units of assignment and are restricted from participation in Individual Duty and Annual (IDT)/(AT) while serving in this status. This eliminates the

conflict of duplicative mission status, pay, retirement points and travel-related challenges of travel entitlements and compensation

Credentialing and Continuing Education Reorganization. Published General Order 2020-18, dated 20 April 2020, to reassign Human Resource Command (HRC) Army Continuing Education Division (ACED) to TRADOC with an effective date of 1 October 2019. This new organization is titled the 'ARMY CREDENTIALING AND CONTINUING EDUCATION SERVICES (ACCESS)'.

12304a Authority. Led efforts to streamline the approval of 10 USC §12304a authority. This authority allows the Secretary of Defense to activate reserve members and units to support a Governor's request, not to exceed (NTE) 120 days. Effective 10 June 2020 the SECDEF delegated this authority to the Secretary of the Army (SECARMY) not to exceed 30 days. The SECARMY supported the request of the ASA(M&RA) and delegated this authority to enhance Army responsiveness to real-world demands. Given this authority and flexibility, the ASA can/will accelerate and facilitate the use of the Army Reserve force in support of emergencies (e.g. hurricanes, typhoons, earthquakes).

Retiree Recall. The Army continues to execute Retiree Recall efforts to support the COVID-19 response. Seizing the lead on this effort while assembling a team of Subject Matter Experts (SMEs) from across the Army mobilization enterprise to attack this challenge and expedite the mobilization of volunteer Soldiers from the retired and Individual Ready Reserve (IRR) with medical backgrounds. Crucial to the success included a concerted effort to "do-no-harm" by activating personnel already actively engaged in counter-COVID-19 efforts in a civilian capacity. The DASA (TRM) team facilitated the exemption of hundreds of Soldiers in the Selected Reserve who were employed by Veterans Affairs and already engaged in fighting the disease. This effort provided 173 medical personnel across specialties, 157 of whom remain activated.

Army Reserve Forces Policy Committee (ARFPC). The ARFPC staffed and submitted its Calendar Year 2019 report to the SECARMY. It is the first report submitted by the ARFPC to the SECARMY since 2013. The CY19 report provides a summary of quarterly meetings, a four-phased process model that highlights the committee's focus areas for CY20. Focus areas for CY20 include Talent Management integration within the RC, permeability between the components, Project Inclusion, ACFT 2.0, Holistic Health and Fitness within the RC, and leveraging industry and civilian capabilities. The ARFPC also conducted and hosted seven quarterly committee meetings.

Staffed a change to AR 635-8 (Separation Processing and Documents). This change ensures Reserve Component (RC) Soldiers are placed in the proper duty status as they transit to institutional training and return to their respective Homes of Record. DD Form 214s completed by the Centers of Excellence did not properly account for allowable transit time for RC Soldiers while still in a duty status, a costly error requiring effort to correct upon return to the home unit. A change to this regulation corrected the problem across the Army and will affect tens of thousands of RC Soldiers annually.

Deputy Assistant Secretary of the Army
(Review Boards)
and
Director, Army Review Boards Agency

Mr. Alexander Conyers

Acting on behalf of the Secretary of the Army, operating through Civilian and Military professionals, adjudicate Soldiers' and Veterans' cases in an impartial manner, ensuring each decision is fair, just and equitable, recognizing outcomes affect individual careers, livelihood, and public safety. Provide oversight of Army Corrections system and Army Law Enforcement.

At the end of the Fiscal Year, the Army Review Boards Agency was comprised of 21 military personnel and 156 civilian personnel.



Organizational Accomplishments:

Case Backlog. Focused on eliminating the FY16-FY18 backlog of cases that exceeded the congressionally mandated standards for timeliness and achieving a more consistent throughput of newer cases to return the agency to compliance with the mandate for cases received in FY20. As a result of these efforts, the backlog case inventory has been reduced from more than 14,000 to less than 700, with completion targeted for end of year 2020. While executing this inventory reduction, the agency sustained discharge upgrade grant rates of about 42% for Veterans who sustained mental health conditions (PTSD, TBI, OBH) during their military service - a population of Veterans highly monitored by Congress.

Medical Project 2020. Instituted the Medical Project 2020 (MP20) Initiative which eliminated the lengthy advisory opinion format and replaced it with a concise advisory statement for inclusion in the Army Board for Correction of Military Records(ABMCR)-staff prepared Record of Proceedings. This resulted in a 400% increase in number of medical advisories completed a week for the ABMCR.

Case Creation. Created over 13,000 new cases in the year. During this time, CMD processed almost 12,000 tasks to internal and external agencies. Those tasks ensure each applicant's request was vetted through the appropriate agency for opinions and/or requesting additional evidence. The goal is to ensure each applicant's case had the necessary documents for a fair and in-depth review prior to being forwarded to the

respective boards for action. At the same time, we processed 1,274 cases for the Physical Disability Board, 39 cases for the Officer Special Selection Board, 189 cases for the Army Grade Determination Board, 43 cases for Army Special Review Board (Evaluations and Appeals), 258 cases for the Department of the Army Suitability Evaluation Board (DASEB), and 1,488 cases for the Army Discharge Review Board.

Recognition for Army Clemency and Parole Board. The American Correctional Association (ACA) Commission Panel awarded the 3rd accreditation to the Army Clemency and Parole Board for achieving 100% compliance with the ACA national standards. The Army is only the second agency to achieve that standing for being a recognized symbol of excellence in the profession of Corrections. This collectively continues the Department of the Army's standing as an ACA Golden Eagle and Lucy Webb Hayes Award recipient for accrediting all corrections-related components.

Veteran Discharge Upgrade. In a case that received national news attention, we approved a discharge upgrade to Honorable 75 years after the applicant received a Blue Discharge Certificate. The Blue Discharge – neither honorable nor dishonorable –was routinely given to African Americans; it negatively impacted their military benefits and highlighted to potential employers that the holder did not have an honorable discharge. ARBA found that an injustice occurred when the applicant received the Blue Discharge. NBC's *Today Show* was among the media outlets to cover the case. Sadly, the applicant recently died of COVID-19.

New Structure. Completed a reorganizational structure, using results from multiple external studies (OEMA, BPR, OBT). The new structure provides greater flexibility to surge resources where need based upon case inventory requirements. The new structure also allowed the creation of a new training program for new ABCMR analysts, which improves onboarding procedures.

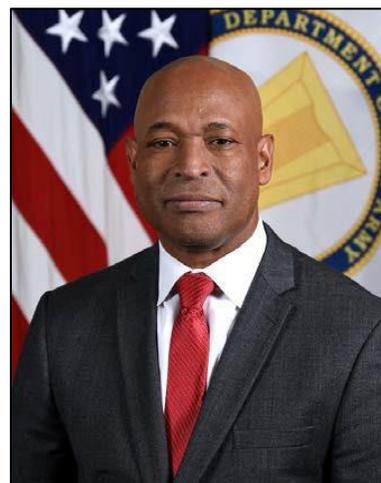
Deputy Assistant Secretary of the Army

(Equity and Inclusion)

Mr. Anselm A. Beach

Equity and Inclusion Agency provides policy, supervision, and oversight of Civil Rights and Equal Employment Opportunity, EEO compliance and complaints of discrimination, Army command policy, military equal opportunity, and inclusion.

At the end of the Fiscal Year, Equity and Inclusion Agency was comprised of 3 military personnel and 26 civilian personnel.



Organizational Accomplishments:

Army Command Policy. Multi-year efforts culminated with a major revision of AR 600-20, *Army Command Policy*, on 24 July 2020. This important regulation covers many aspects of military life from military conduct and discipline, to programs like Sexual Harassment/Assault Response and Prevention (SHARP), Military Equal Opportunity and more. This revision was underway for over five years. A few of the many changes include specified authority to correct minor acts of indiscipline with brief physical exercise, clarified reporting requirements for commanders on domestic violence, new guidance on religious accommodations, significantly updates the Army SHARP Program Policy, and expanded policy on extremist group cyber activities.

SHARP Program. Oversaw significant prevention initiatives in the Army SHARP Program. Specifically, the G-1 ARD SHARP team has been working the Prevention Plan of Action (PPoA). During Phase I, the DOD Sexual Assault Prevention and Response Office (SAPRO) provided the Services and NGB criteria to perform the assessment. This self-assessment identified the Army's gaps and strengths. Key gaps included data collection and a lack of prevention guidance. Major strength are Army leadership commitment and the SHARP Academy. The ASA M&RA approved the self-assessment in December 2019. Phase II tasked development of a Plan of Action Matrix (POAM) and Logic Model (LM). DOD SAPRO recognized the Army collaboration as being the "Gold Standard" in the Phase II submission process. They highlighted the development of the template used in the working groups to submit milestones for each objective, the formulation of the logic model, the azimuth checks, etc. Additionally, DOD SAPRO has taken the Army's lessons learned to build upon future iterations of guidance provided to

the Services. ASA M&RA approved the PPOA POAM and LM, on 29 May 20, completing Phase II.

Further, the team developed and published the *Army People Strategy Annex: Prevention of Sexual Harassment and Sexual Assault*. The Prevention Annex outlines the construct for and sets the conditions necessary to accomplish the intended outcomes for prevention of sexual harassment and sexual assault across the Total Army. It describes the methods and resources/conditions to achieve those outcomes. Further, it provides the context necessary for shared understanding of primary prevention, outlines the framework that will guide collective efforts, and describes the elements that will constitute a holistic, comprehensive approach incorporating available knowledge from the field of prevention.

Diversity, Equity, and Inclusion Annex. On 1 September 2020, the ASA(M&RA) signed the *Army People Strategy: Diversity, Equity, and Inclusion Annex*. The Annex serves as the update to the previously published Army Diversity Roadmap and fulfills the FY20 National Defense Authorization Act mandate in Section 529 to develop a 5-year diversity and inclusion strategic plan. The DEI Annex contains five goals which center on Leader Commitment, Talent Management, Establishing and Resourcing a governance structure, Training and Education, and Creating and Maintaining an equitable and inclusive environment. The Army will achieve the Annex's five goals through the 25 associated objectives and over 100 action tasks.

Diversity and Inclusion Training and Education Material. Worked with the Army Research Institute and Training and Doctrine Command to review Army Equal Opportunity training and develop a diversity and inclusion curriculum for Army Professional Military Education (PME). The PME curriculum will be in place NLT 2nd quarter FY21. Developed training and education material for general officers and senior executive service members. The senior executive training covers the following: why diversity, equity, and inclusion are important, bias training, a diversity, equity, and inclusion lexicon, and Army models for inclusion and developing an inclusive environment.

Liaison to the Defense Advisory Committee on Women in the Services (DACOWITS). Served as a liaison to DACOWITS, which selected one Army nominee in FY 2020 nominee, MG (Ret.) Ronald Johnson, out of five submitted. Throughout the year, DASA E&I facilitated and staffed numerous requests for information to support the FY 2020 study topics. These topics included: Dual Military Co-location Policies, Women in Aviation & Space, ACFT, Marketing, Exit/Retention Surveys, Primary Caregiver Leave, Caregiver Sabbatical, Gender Integration Implementation Plans (facilities), and the Effect of Grooming Standards on Women's Health. Supporting the committee efforts ensured the Army's interests were represented and that the recommendations would be fair, accurate, and assist in improving the welfare of women in the Army.

Director
Quality of Life

MG Tammy Smith

Provides counsel and advice as the Senior Military Advisor and subject matter expert in Army Manpower and Reserve Affairs including all Component enlisted and officer programs and initiatives. Provide policy, supervision, and oversight of Army Quality of Life matters.

At the end of the Fiscal Year, Quality of Life (QoL) was comprised of 3 military personnel and 7 civilian personnel.



Organizational Accomplishments:

Voluntary Education and Transition Assistance. Implemented the NDAA 2019 Transition Assistance Program (TAP) requirements Army-wide, including numerous major improvements to the Soldier-for-Life and TAP programs. QoL also led the realignment of the Army's Voluntary Education responsibilities from Human Resources Command to Training and Doctrine Command to facilitate synergizing interrelated operations and maximizing the overall effectiveness and efficiency of these programs. QoL also established the Army Voluntary Education Board (AVEB), which provides a forum for open communication among all AVEB and Credentialing Program stakeholders. The board also serves as Army's principal conduit for information flowing to and from the Office of the Secretary of Defense (OSD) Inter-service Voluntary Education Board (IVEB).

Child and Youth Services. Succeeded in reducing processing time for child care suitability background checks by establishing a centralized and standardized adjudication for all personnel regularly interacting with children in Army programs. Published an Army Directive to reimburse spouses for state re-licensure fees incurred during PCS moves. This substantially eased the burden of transition for Army spouses seeking to continue their careers and support their families throughout their Soldier's Army service.

Morale, Welfare, and Recreation (MWR). Implemented guidance for the Purple Heart and Disabled Veterans Equal Access Act of 2018, which expanded commissary, military exchange, and MWR retail privileges on U.S. military installations to Purple Heart recipients, Medal of Honor recipients, former prisoners of war, veterans with service-connected disabilities (SCD), and eligible caregivers for veterans – over 4.1 million new patrons. QoL also published guidance for Health and Human Services Extenders making it unlawful for any retailer to sell tobacco products, including electronic nicotine delivery

systems, to any person younger than 21 years of age at all retail outlets on DoD installations and facilities. QoL worked to address MWR funding shortfalls caused by the COVID-19 pandemic.

Warrior Games. The Army is the administrative and logistical lead Service for planning and executing the 2021 DoD Warrior Games. The QoL team led the Army's contracting efforts with Disney, the non-Federal Entity selected to provide material and logistic support to execute the Warrior Games at ESPN's Wide World of Sports complex in Orlando, Florida.

Quality of Life Task Force. Championed two Quality of Life Task Force Lines of Effort as part of the *Army People Strategy*. Most notably, QoL collaborated with stakeholders to improve quality of life with regard to child care and spouse employment. This has resulted in the expansion of non-competitive employee transfer programs, including Child and Youth NAF personnel, flexibility in hourly child care capacity, and educating hiring officials on remote work positions for spouses.

Chief

Army Enterprise Marketing Office

MG Alex Fink

The Army Enterprise Marketing Office develops and strategically promotes the Army brand and supports recruiting priorities by providing modern, agile, and proactive marketing capability that effectively and efficiently connects the right audience with the right message/messenger at the right place and time

At the end of the Fiscal Year, the Army Enterprise Marketing Office was comprised of 29 military personnel and 18 civilian personnel.



Organizational Accomplishments:

Army Enterprise Marketing Office Establishment. Established the Army Enterprise Marketing Office (AEMO) in Chicago to provide world class marketing for Army accessions. Over the year, AEMO built operating capacity and partnered with the Army's new advertising agency, Team DDB, to create a vibrant new campaign, "What's Your Warrior," which has connected with the current generation of recruits in a way not seen since "Be All You Can Be." This new campaign connects with Gen Z through stunning visuals, modern music, and relevant messages all delivered digitally online and in social media where Gen Z spends their time, generating year-over-year double-digit increases in all Key Performance Indicators.

New Data Capabilities. Delivered important new data infrastructure capabilities in FY20. Marketing Mixed-Modeling is a modeled analysis to identify and predict the impact of marketing investment on the prospect funnel. Multi-Touch Attribution is a modeled approach to identify impact of marketing interactions on the individual's actions toward accession and helps inform the prospect's journey and credit to a marketing channel. Ad serving technology algorithmically chooses the best ad for the intended audience and tracks the performance of ads to optimize and drive efficiencies. In social media, we launched Sprinklr across the marketing, accessions, and communications enterprise. Sprinklr provides a customer-focused social media management platform to create, manage, measure, and optimize valuable social experiences and allow the Army to integrate communications as never before. When complete, these data reforms will allow us to measure the effectiveness and return on investment of our marketing in ways never accomplished before, meeting the requirements of previous Army audits, Congressional reports, and the intent of the Secretary of the Army.

Creation of FA58. Stood up a new officer functional area, FA58, marketing and behavioral economics, in order to codify marketing as a sustainable competency for the US Army. The officers of this new FA are highly skilled, specially selected, diverse, and bring immense marketing knowledge and understanding to the Army.

COVID-19 Response. Responded quickly and adeptly to the unprecedented challenges of COVID-19. We adapted short term messaging and content, amplifying the bravery and commitment of Soldiers as they responded to COVID and highlighting the Army's resolve to defend the nation. AEMO also carefully monitored social media over the year, providing previously unavailable insights to senior leaders during difficult times.

FY20 challenged the nation and the Army in ways unparalleled in our lifetimes. The Army Enterprise Marketing office provided new marketing capabilities to enable to the Army to meet accessions requirements and build the Army brand for the future. Next year AEMO will release "What's Your Warrior" chapter 2 for continued marketing success in FY21.

Director

U.S. Army Manpower Analysis Agency

Ms. Robin Mealer

The U.S. Army Manpower Analysis Agency (USAMAA) provides the Secretary of the Army the capability to perform his Title 10 responsibilities for manpower analysis and assist the ASA(M&RA) in the active supervision of manpower policies and manpower requirements determination by providing holistic manpower-related analysis necessary for Army Senior Leaders to make informed decisions pertaining to the Army's generating force.

At the end of the Fiscal Year, USAMAA was comprised of 3 military personnel and 28 civilian personnel.



Organizational Accomplishments:

Joint Assessments. Conducted joint assessments of United States Southern Command (USSOUTHCOM), Joint Task Force Guantanamo (JTF-GTMO), United States Africa Command (USAFRICOM), United States Space Command (USSPACECOM), Nuclear Command, Control, and Communications (NC3), Joint Electromagnetic Spectrum Operations (JEMSO) to satisfy OSD's objective to review the COCOMs and assess how resources are being used and whether they should be redirected in some way.

Manpower Studies. Performed manpower studies of United States Army Africa (USARAF), Military District of Washington (MDW), White House Transportation Agency (WHTA), Director of Military Personnel Management (DMPM), Office of Army Cemeteries (OAC) / Arlington National Cemetery, and National Capital Region Equal Employment Opportunity (NCR EEO) that resulted in the re-baselining of requirements, which enabled a point to adjust for any future changes.

Mathematical Modeling. Performed modeling mathematically-based requirements for specific functions across multiple organizations: Army Safety Model (ASM), Predictive Resource Staffing (PRSM) Model, United States Army Reserve Command (USARC) Full Time Support Models, United States Military Entrance Processing Command (USMEPCOM) Testing Model, Army Cyber Command (ARCYBER) Regional Cyber Center, and OCONUS Network Enterprise Center (NEC) Models. Results will be used to right-size the Army enterprise workforce and structure, which will enable commands to determine and compete for resources through TAA and POM processes.

Co-chair of Working Group. Co-chaired the Army Operations Research Symposium Manpower and Personnel Working Group with DA G1. The group reviewed analytical projects from across the Army related to manpower and personnel and assessed them for Army-wide impacts and further recognition by the Army.

Support to Project Inclusion. Provided the main effort to ASA M&RA's Strategy, Plans, and Operations office to form a planning cell for the Army's Project Inclusion (PI). PI is the Army's holistic effort to enact initiatives that promote diversity, equity, and inclusion Army-wide and includes 25 related initiatives arrayed in 5 lines of effort.

Director

Force Management, Manpower, and Resources

Mr. Tom Defilippo

Force Management, Manpower, and Resources (FMMR) sets strategic direction for force structure, manpower management, total force management, and aspects of the Planning, Programming, Budgeting, and Execution (PPBE) process within ASA(M&RA)'s assigned functions and responsibilities to optimize the Army's manpower and training resource allocation.

At the end of the Fiscal Year, FMMR was comprised of 4 military personnel and 6 civilian personnel.



Organizational Accomplishments:

Army People Strategy Resourcing. FMMR undertook a major effort to orient the Manning and Training Program Evaluation Groups to apply resources based on Army Strategy vice historical allocation. FMMR funded multiple major initiatives of the *Army People Strategy* in POM 22-26. In FY 22, funding included: \$54M for Civilian Talent Management initiatives to include 61 civilian authorizations, \$23M for Military Talent Management initiatives, \$83M for Holistic Health and Fitness, \$13M for Credentialing programs, \$13M for JROTC expansion for Cyber and STEM modernized curriculum. FMMR also jump started the rebalancing of marketing, recruiting, and incentives by reallocating \$30M enlistment incentives to the Recruiter Incentive Pilot in FY20 and FY21 while reducing the number of Directed Military Overstrength (DMO) Recruiters by 153. FMMR also continued its effort to build and expand the Army Enterprise Marketing Office structure by acquiring additional authorizations and resourcing to support Functional Area 58 training and education. Finally, FMMR ensured that structure for the installation reception centers was codified in the 23-27 Army Structure to set Soldiers up for success at their first unit of assignment.

Attrition Reduction and Increasing Graduation Rate Savings Analysis. As part of assessments for overall retention, the *APS Policy* memorandum 20-01, dated 29 JAN 20, tasked various commands and organizations to reduce Active Component attrition and improve IET graduation rates. FMMR provided analysis of the programmatic impacts for the revised attrition and graduation rate targets. This analysis provided crucial information to all PEG Co-Chairs as well as Army Senior Leaders to inform final POM 22-26 resourcing decisions. FMMR's reduction savings in POM 22-26 allowed for \$1.25B over the FYDP to be reinvested in other Army Senior Leader priorities. FMMR extended this

Cost of Accessions model to include Reserve Component (RC) attrition reduction for POM 23-27. FMMR expects this effort to yield \$1.5B in savings.

Automate Monthly Military Personnel Review (M2PR). Continued extensive efforts to automate the long standing M2PR brief and displayed it on the Enterprise People Analytics Portal managed by People Analytics. This is Army Reform Initiative 72 and besides eliminating hundreds of man-hours of manual input from hundreds of staff officers, it provides a wide variety of analytical capability to the community by putting all the data, analysts, and tools in one central location for a multitude of uses.

Develop and Automate a Cost of Accessions Model Dashboard. Automating a model that captures the costs to Access Soldiers into the Army. The model captures costs to Market, Recruit, Contract, In-process, Ship, and conduct Initial Entry Training for all Army Enlisted and Officer Accessions for all three components; Regular Army, Army National Guard, and the U.S. Army Reserve. FMMR has established models for cost of accessing Enlisted Soldiers for all three components on the Enterprise People Analytics Portal (EPAP) and is in the process of linking these models with various databases to automate the dashboard.

Soldier Costing and End Strength Analysis. Led an effort with G-8 PA&E, Manning PEG, and DASA-CE to determine a standardized approach for calculating the cost of an Active Duty Soldier. FMMR analyzed various models and recent studies to determine a cost range based upon certain criteria. FMMR analyzed the DASA-CE Army Military Civilian Cost System, DoD's Full Cost of Manpower model and previous work completed by G-8 PA&E to develop a cost range for Active Component Enlisted Soldiers. This analysis was then compared to recent work on unit costing submitted by OSD CAPE to Congress and to work from the National Commission on the Future of the Army. The results were staffed and used to inform the POM, PBR and the BES.

Army Regulation 570-4, Manpower Management. Completing a major revision of Army Regulation 570-4, *Manpower Management*, incorporating fourteen years of legislative, Department of Defense policy and Army policy changes that include updating key policies, such as Borrowed Military Manpower policy to meet a longstanding Government Accountability Office recommendation. Other significant changes include reorganizing the regulation in a logical sequence, re-scoping the regulation to just address policy and eliminating procedural guidance, and updating responsibilities and internal controls.

DMO Reductions. In January 2019, ASA(M&RA) in coordination with the G-3/5/7 Director of Force Management, established a DMO monthly review with the Principal Deputy Assistant Secretary (M&RA) to assess DMO requests from commands. In August 2020, the G-3/5/7 Director of Force Management and Principal Deputy Assistant Secretary (M&RA) met with the Chief of Staff, Army (CSA) to provide an overview of the DMO program, offer recommendations and solicit feedback to refine DMO management procedures.

Director
People Analytics

Mr. Mark Gorak

People Analytics (PA) directorate develops, manages, and synthesizes strategy, policy, and research in people analytics to ensure Army people data informs decisions and is visible, accessible, understandable, trusted, interoperable, and secure.

At the end of the Fiscal Year, PA was comprised of 1 military personnel and 2 civilian personnel.



Organizational Accomplishments:

Operational Transition from Human Capital Big Data (HCBD) to People Analytics. Enabling the *Army People Strategy's* outcomes and creating “talent management systems that demand mature people analytics with data infrastructure and reporting” requires a robust investment in data analysts, engineers, strategists, and leaders. The Army has invested in a multi-layer secure infrastructure under the Human Capital Big Data initiative. The next and more complicated step in this effort is to operationalize this established data and infrastructure into a people analytics program capable of transforming that data into action and supporting data-driven Army decisions under the oversight of a new directorate. The restructuring plan has completed a name change to People Analytics, a change management plan; manpower requirements request; recommended updates to TDA; and completed a USAMAA-endorsed workforce study. Final restructure decision expected in FY21.

Army Data Plan Execution for Strategic Effort (SE3) Race for Talent. Developed strategic guidance to integrate and institutionalize the elements of the Army Data Workforce into operations. As the Army looks at how to develop this needed capability, the DUSA tasked the ASA(M&RA) PA office to host an OPT to examine how the Army acquires, develops, employs, and retains this talent set, identify and categorize this talent within our workforce, and determine requirements for a future Army Data Workforce that supports the transmission of information and decision making in multi-domain operations. To date, PA has defined the Army Data Workforce, executed a cooperative effort with the Army AI Task Force to send 20 military and 4 civilian personnel to the AI Scholars program, and engaged with the Chief of Staff of the Army for discussions on proponency and total career talent management for Army Data Workforce talent.

Enterprise People Analytics Portal (EPAP). Developed a data visualization tool to consolidate data/metrics pertinent to each DASA department, provides a common access point for DASA personnel to answer policy-related inquiries and conduct analysis of specific data elements. PA launched EPAP in October 2019 with three tenant visualizations and developed an additional 12 visualizations over FY20 as demand increased. We developed and deployed a G1 COVID dashboard for immediate use in making COVID related decisions in a 72-hour window. In addition, we coordinated data acquisition for over 50 data systems with data owners both internal and external to DA and approved requests for EPAP access, with users increasing from 8 users to 79 over FY20. The EPAP project team was recently selected as one of only 18 teams across the Defense Systems Sector to be nominated for the Company-wide Simon Ramo Award, the most prestigious systems engineering award Northrop Grumman offers.

Research/Analysis projects. New projects grew substantially, with over 40 projects approved in FY20, including the Complex Behavior Models (CBM) project which employs state-of-the art technologies in machine learning and artificial intelligence to develop predictive analytics that show trends over time across populations of interest and predictive models that can identify US Army Soldiers at-risk for suicide events, sexual harassment, sexual assault, and other outcomes of interest. In addition, the Commanders Risk Mitigation Dashboard (CRMD) project uses supervised machine learning (ML) techniques to learn the relationships between various input data allowing models to forecast risk objectively. Another highlight is the Transitional Compensation (TC) program which provides temporary financial and medical support for victims of domestic violence. The specific objective of the project is to evaluate how successful the TC program is at achieving each of these stated goals.

Department of the Army Career Enhancement Survey (DACES). Partnered with the Talent Management Task Force on the Department of the Army Career Engagement Survey (DACES). During FY2020, People Analytics launched DACES (in May) and has collected over 23,000 completed surveys to date. We identified the top reasons Active Duty Soldiers report wanting to stay in or leave the Army and examined gender and race/ethnicity subgroup differences. We prepared four comprehensive reports describing overall trends in retention intentions, as well as the extent to which retention intentions vary across gender, race/ethnicity, paygrade, and MOS. In conjunction with EPAP, we prepared a dashboard highlighting key findings from DACES. PA continued to add capabilities to the survey instrument, including the ability to ask tailored questions based on a Soldier's MOS.

Director
Strategy, Plans, and Operations

Dr. Lyle Hogue

Strategy, Plans, and Operations (SPO) office develops strategy, plans, and policy relating to the Army people enterprise. The SPO is responsible for the development and implementation of the internal ASA(M&RA) goals and priorities to include planning and executing quarterly and annual strategic meetings. SPO integrates M&RA equities into Army and Department of Defense planning guidance and initiatives.



At the end of the Fiscal Year, SPO was comprised of 2 military personnel and 5 civilian personnel.

Organizational Accomplishments:

Army People Strategy (APS). Worked with Army Senior Leader staffs to ensure the *APS* was signed in time to debut at the AUSA Conference. The *APS* marked the first time a strategy had been signed specifically to support people. The *APS* represents a commitment to innovation and thoughtful leadership in the realm of people management. It articulates what we must do to win. The *APS* ensures our advantage as the world's most ready, lethal, and capable combat force. The *APS* does more than move us from the industrial to the information age. It defines the Army's plan to develop a ready, highly-expert, diverse, and integrated force prepared to meet any emergent threat. It calls for modernization to prepare for workforce disruptions and the integration of technology and virtual collaboration. It also outlines the strategies for recruiting and retaining high-quality talent in a more dynamic American labor market in any economy. Lastly, the *APS* is foundational to the readiness, modernization, and reform efforts described in the *2018 Army Strategy*. With the right people, the Army will successfully deploy, fight, and win our Nation's wars across the full spectrum of conflict. The *APS* will drive the Army's personnel funding and human resource allocation decisions.

Acquire Executive Steering Committee (ESC). Assisted the ASA(M&RA) accelerate the strategy's vision by establishing governance structures. The first ESC was conducted on 29 Jan 20. At the meeting, the ASA(M&RA), CG, TRADOC, DCS, G-1 and Supt, USMA set forth the guidance and process by which the Acquire Talent LOE would be governed in accordance with the *APS*. The Acquire Talent LOE continued to meet on its bi-monthly schedule despite the COVID-19 pandemic by adhering to Army guidance and shifting meetings to virtual environments. The Acquire ESCs were essential to the successful execution of many tasks related to marketing, recruiting and onboarding. Key tasks that the Acquire ESC implemented were the Recruiter Incentive

Pilot, Junior ROTC Modernization, USMA to ROTC Crossmarket effort, NCO Talent Management (Accessions focused), and attrition reduction by increasing Initial Entry Training graduation rates. To augment the Acquire ESC, the SPO completed the *August 2020 Acquire Talent Implementation Plan*. This document detailed the tasks, milestones, and metrics needed to achieve success within this LOE.

Army People Strategy: Military Implementation Plan (MIP). The *APS* set us on a course of reform and modernization and together with the nested Military and Civilian Implementation Plans and provides the tools to remain the most lethal and capable land force in the world. The *MIP* superseded the earlier Acquire Talent Implementation Plan. The *MIP* builds Army readiness, identifying gaps, implementing solutions, and measuring improvements across all four lines of effort – Acquire, Develop, Employ, and Retain - so that we can assess progress and alter the course if necessary. Through the *MIP*, the Army will be better positioned to compete for the diverse talent needed, develop Soldiers to their fullest extent, employ the full range of their capabilities, and retain their experience for the future.

Expanding Diverse Talent in the Army Officer Corps. Led an Army-wide OPT to develop an implementation plan to improve diversity and inclusion within our officer corps. We held weekly meetings to review challenges and develop solutions. By August 2020, we began the staffing process by submitting the Plan to ASLs for signature.

Project Inclusion. Stood up the Project Inclusion OPT. Project Inclusion operationalized the *APS: Diversity, Equity, & Inclusion (DEI) Annex*, the Army's five-year plan by organizing and leveraging resources across the Army to rapidly advance ASA(M&RA) prioritized efforts in tranches. Tranche One included 10 tasks including training, listening sessions, cohort specific diversity implementation plans, and policy review. The DEI Annex satisfies Section 529, National Defense Authorization Act (NDAA) Fiscal Year (FY) 2020 requirements to establish a 5-year strategic plan for diversity and inclusion. The SPO assisted the DASA (E&I) in revisions to the Annex and with the start of Project Inclusion. In September 2020, the ASA(M&RA) transferred Project Inclusion to DASA (E&I) for sustainment.

Key Staff

COL Eugenia Guilmartin

ASA(M&RA) Front Office

The OASA(M&RA) won the HQDA Correspondence Award for having the best on-time rate for all actions across the organization. Routinely, M&RA processes more than 25% of the total tasks for the entire Secretariat and Army Staff. Strategic messaging increased three-fold over the past year with M&RA achievements being reported in the HQDA Weekly Report to OSD nearly every week.



The OASA(M&RA) led the Army and OSD on counter-COVID protocols before processes were published. The MR&A assisted in developing contact tracing protocols with OTSG, worked with OTSG and AMEDD leaders on COVID personnel policy, and established workplace sanitation protocols, telework, and quarantine processes ahead of peer organizations.



Ms. Laurie Monk

DCS, G-1 Management Support Office (MSO)

The MSO successfully managed and governed a broad range of functions for ASA(M&RA) and G-1, including HR support for over 650 civilians and 400 service members across both the active and reserve components.

Facing the biggest challenge of a global pandemic, the MSO went virtual for in/out processing and provided premiere IT support for hundreds of civilian and military personnel that enabled them to work remotely. In FY20, we processed contracts totaling \$300M, over 350 civilian performance awards, 100+ military decorations, to include MEPCOMs worldwide, and 200+ FOIAs.

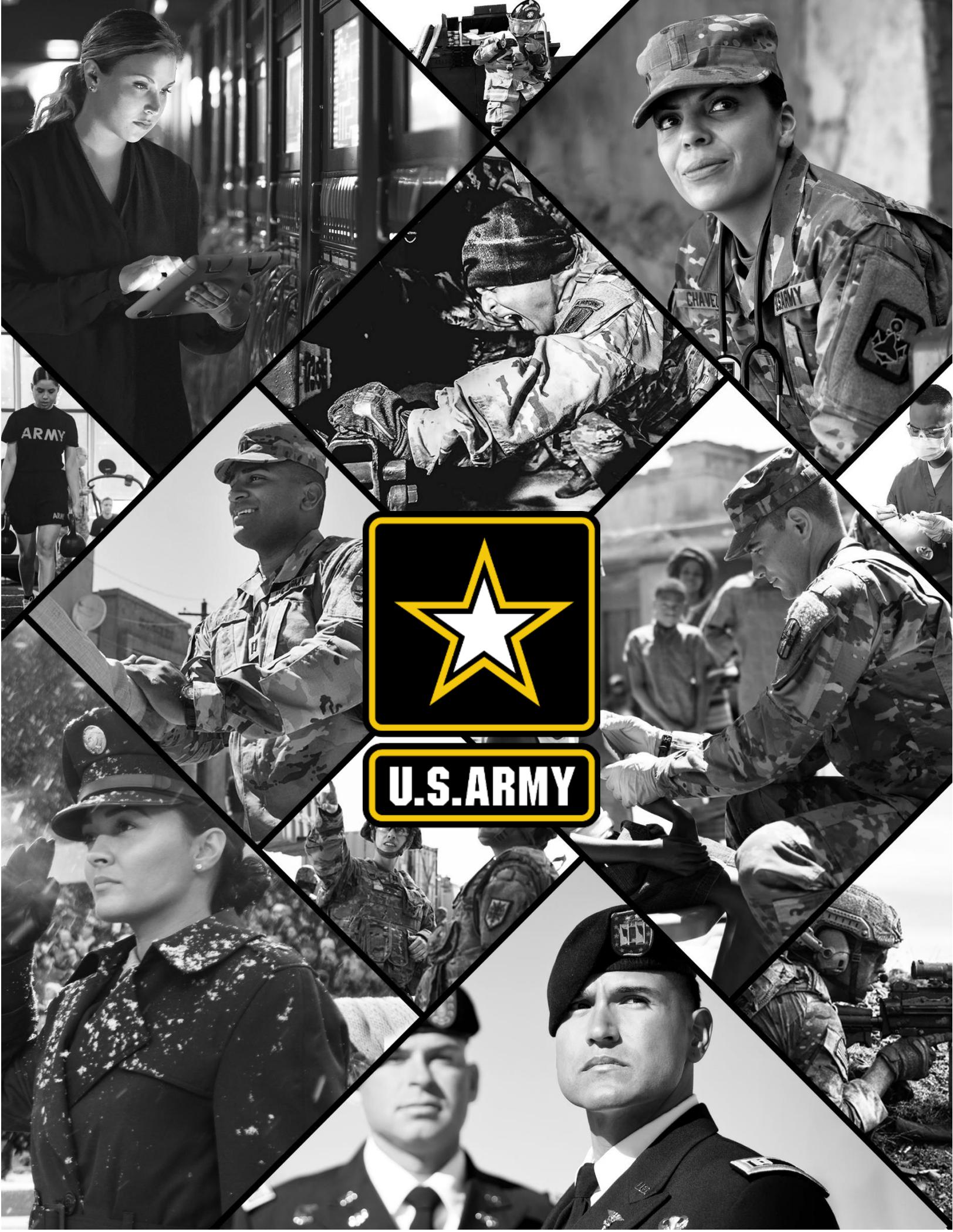
COL John Schimming

DCS, G-1 Strategic Initiatives Group (SIG)

The G-1 SIG team continued their close cooperation with M&RA, including the *Army People Strategy* and Army Campaign Plan. The SIG coordinated the staffing for valor awards, executed two Medal of Honor events, and have over a dozen MOH files in staffing. The SIG started processing Distinguished Service Medals, averaging 10-15 a month.



The publishing team coordinated the reissue of 33 publications, increasing the currency rate 20 percentage points. The OCLL team prepared and executed 2 personnel subcommittee hearings, both without issue.



U.S. ARMY