



Research Note 2023-11

**Army Talent Attribute Framework:
FY23 Annual Updates**

Ryan P. Royston
David R. Glerum
U.S. Army Research Institute

August 2023

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

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**U.S. Army Research Institute
for the Behavioral and Social Sciences**

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Deputy Chief of Staff, G1**

Authorized and approved:

**GERALD F. GOODWIN, Ph.D.
Acting Director**

Technical review by

Dr. Melissa Glorioso, U.S. Army Research Institute

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14. ABSTRACT The Army Talent Attribute Framework (ATAF) is a universal, standardized taxonomy of the knowledge, skills, and behaviors (KSBs) required of Army personnel. The ATAF was developed by the Army Research Institute for the Behavioral and Social Sciences (ARI) along with the Army Talent Management Task Force (ATMTF) to inform talent management Army-wide. The ATAF undergoes planned annual review cycles in order to ensure the framework continues to support an up-to-date and effective personnel system. This report describes the FY23 refinements made to the ATAF. Chief among these revisions was the development of KSB descriptions aimed at operational users, which can be used alongside the scientific definitions to increase usability. One KSB was renamed for clarity while two KSBs were consolidated into a single KSB, bringing the total KSBs in the ATAF to 194. Talent Domain definitions were also created. This report provides the final Talent Domain definitions and KSB user descriptions developed this review cycle.							
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**Ryan P. Royston
David R. Glerum**
U.S. Army Research Institute

**Predictive Analytics and Modeling Research Unit
Charles T. Keil, Unit Chief**

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ARMY TALENT ATTRIBUTE FRAMEWORK: FY23 ANNUAL UPDATES

EXECUTIVE SUMMARY

Research Requirement:

As part of efforts supporting an updated and modernized Army Talent Management system (The Army People Strategy, 2019a), the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) collaborated with Army Talent Management Task Force (ATMTF) to develop the Army Talent Attribute Framework (ATAF). The ATAF represents a unified taxonomy of knowledge, skills, and behaviors (KSBs) required by Army personnel. The ATMTF has planned a yearly review cycle in order to ensure the framework is up-to-date and relevant. During this review cycle, the ATAF and KSBs are refined and revised based on new data and efforts to increase the usability of the ATAF across multiple talent management efforts. This report summarizes these revisions made to the ATAF during the FY23 review cycle.

Approach:

The primary revision to the ATAF implemented this review cycle involved developing user descriptions that could be utilized alongside the technical KSB definitions to enhance the usability of the ATAF. Feedback from Army stakeholders and Army talent marketplace users indicated that some of the current KSB definitions and labels could be improved by using terminology that is more accessible to a variety of audiences and more generalizable across Army domains. These user descriptions were developed by a panel of talent management subject matter experts (SMEs). Two additional research psychologists then reviewed the generated definitions and provided further refinement. The development of user descriptions started with the current scientific definition and proceeded toward crafting more concise, domain-general descriptions of the KSBs. Further, a panel of ARI researchers also developed definitions for each of the seven overarching Talent Domains.

Findings:

Building on the FY22 review cycle implementations, several revisions were made to the ATAF. Chief among the changes were the development of user descriptions for 101 of the 195 KSBs in order to enhance the usability of the ATAF and KSBs. First, two KSBs (“MOS/Branch-Specific Knowledge and Skill” and “Functional Area/Occupation-Specific Knowledge and Skill”) were consolidated into a single KSB labeled “Occupation-Specific Knowledge and Skill”, further reducing the number of KSBs in the ATAF from 195 to 194. Additionally, the KSB labeled “Encourages subordinates to take initiative, accept responsibility, and take ownership” was renamed “Encourages subordinates” for clarification. Finally, definitions for the seven Tier 1 Talent Domains were developed.

Utilization and Dissemination of Findings:

This report and revisions made to the ATAF will be used to foster KSB usage across a myriad of talent management efforts Army-wide, including use in the Assignment Interactive Module 2.0 (AIM 2) marketplace and updating proponent-developed storyboards for officers, warrant officers (WOs), and noncommissioned officers (NCOs). Army personnel assessments can also be crosswalked with the ATAF to determine which KSBs they assess.

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There are individuals not listed as authors who made significant contributions to the research described in this report.

Reviewer

Dr. Melissa Glorioso (U.S. Army Research Institute for the Behavioral and Social Sciences)

U.S. Army Human Resource Command

MAJ Thomas P. Malejko

U.S. Army Research Institute for the Behavioral and Social Sciences (ARI)

Dr. Gerald F. Goodwin

Dr. Tonia S. Heffner

Researchers from the Selection and Assignment Research Unit

ARMY TALENT ATTRIBUTE FRAMEWORK: FY23 ANNUAL UPDATES

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Army Talent Attribute Framework: FY23 Annual Updates

Introduction

The Army People Strategy (The U.S. Department of the Army, 2019a) outlines the Army's goal of moving from talent management processes that rely heavily on filling empty billets to data-driven processes that strategically and actively manage the talents of Army personnel. Consequently, the Army has focused on developing a talent management system that effectively recognizes an individual's knowledge, skills, and behaviors (KSBs) and places individuals in roles that align with their KSBs. A modernized talent management system such as this would also enable strategic workforce development, reduce talent gaps, and increase overall Army readiness.

This vision led to the development of the Army Talent Attribute Framework (ATAF), a joint effort between Army Research Institute for the Behavioral and Social Sciences (ARI) and Army Talent Management Task Force (ATMTF). The ATAF (Royston et al., 2022) has been adopted as the first standardized and universal lexicon for summarizing and describing the capabilities of Army personnel and the requirements of positions throughout the Army. Before its implementation, various Army organizations (e.g., Centers of Excellence, branches, functional areas, and other proponents) frequently developed their own terminology and definitions to describe the attributes and behaviors that their organizations required, frequently leading to the use of different terms to describe the same skill or attribute across the Army. The ATAF addresses this issue by serving as a uniform framework of KSBs required by Army personnel that can be continuously updated and refined. Further, it consolidates attributes contained within the Office of Economic and Manpower Analysis' (OEMA) "21 Talents" (Colarusso et al., 2016), the Army Leader Requirements Model (ADP 6-22) (The U.S. Department of the Army, 2019b), and the Army Talent Alignment Process (ATAP) KSB-Ps. It also contains attributes identified in the Department of Labor's Occupational Information Network (O*NET; National Center for O*NET Development, 2021), and from an extensive review of the academic literature.

The ATAF has been implemented within the Integrated Personnel and Pay System-Army (IPPS-A) and Army talent management systems such as Assignment Interactive Module 2 (AIM2). This framework unifies all Army talent management initiatives through a common lexicon, allowing talent management experts to link data across different talent applications. Additionally, the ATAF has been used by proponents to build noncommissioned officer (NCO), warrant officer (WO), and officer storyboards, which outline the experiences and KSBs required of each rank within each branch or functional area (FA).

To ensure an up-to-date and relevant framework, the ATMTF and ARI have planned a yearly review cycle in which the ATAF and KSBs are refined and revised based on new data and changes in the workplace. Refinements made to the ATAF during the previous, FY22 annual review cycle are documented in Royston and Berger (2023). This report summarizes the refinements made to the ATAF in FY23.

ATAF Revisions for FY23

During the current FY23 review cycle for the ATAF, several additions and adjustments were made to the structure and content that comprise the framework. These can be outlined as follows: development of user descriptions, development of talent domain definitions, one KSB label revision, and consolidation of two KSBs, which resulted in reducing the number of KSBs in the ATAF from 195 to 194.

Development of User Descriptions

Feedback from Army stakeholders and Army talent marketplace users indicated that some of the current KSB definitions and labels could be improved by using style and terminology that is more accessible to a variety of audiences and more generalizable across Army domains. Therefore, a two-stage process was planned to review KSB definitions and determine (a) whether a user description was necessary, and (b) propose user descriptions that could be used to supplement the current scientific definitions for particular KSBs. To determine whether a KSB definition needed clarification, a panel of industrial organizational psychologists reviewed each KSB definition and came to a consensus that 101 of the 195 KSBs would benefit from increased clarity in how a KSB was defined (see Table 1 for information on Talent Domains with KSBs that required development of user descriptions). The other 94 KSB definitions were deemed appropriate and applicable across the intended Army domains — user descriptions of these KSBs would not be required to increase their accessibility to various audiences.

After reaching consensus on the 101 KSBs that required user descriptions, the SME panel worked together to review relevant industry (e.g., Department of Labor's O*NET; Peterson et al., 1997) and Army resources, including assessments such as the Tailored Adaptive Personality Assessment System (TAPAS; Knapp & Kirkendall, 2020; Stark et al., 2014) and the Armed Services Vocational Aptitude Battery (ASVAB, Campbell & Zook, 1996). Drawing upon these resources, the panel modified the scientific definitions into user descriptions. The development of user descriptions started with the current scientific definition and proceeded toward crafting more concise, domain-general descriptions of the KSBs. Moreover, minor grammatical changes were made on occasion where appropriate. Industry and Army sources referenced were used to supplement and suggest alternative wording for clarity. Additionally, to ensure Army-appropriate language was consistent throughout each user description, the panel identified several active-duty SMEs from ATMTF who were familiar with talent management systems who also reviewed the newly developed user descriptions.

Following the panel's review and development of recommended user descriptions, two additional industrial organizational psychologists with a strong background in the ATAF's development served as a secondary panel that reviewed the generated descriptions together and provided further refinement where needed. No major changes were made to the ATAF's structure during this phase of the ATAF's revisions; however, more significant changes might occur during the next review cycle, which will involve the implementation of an exploratory sequential mixed method research design, synthesizing the results of feedback from Army stakeholders and quantitative data analysis.

The Talent Domains with the highest percentage of user descriptions developed were Communication (70.00% of KSBs), Leadership & Management (62.96% of KSBs), Cognitive (62.16% of KSBs), and Physical (60.00% of KSBs). Table 1 below provides a breakdown of KSB user descriptions developed by Talent Domains. See Appendix A for the finalized user descriptions for each KSB.

Table 1

Number of KSB User Descriptions Developed Per Talent Domain

Talent Domain	Number of KSB User Descriptions Developed
Cognitive	23 (62.16% of 37 KSBs)
Communication	7 (70.00% of 10 KSBs)
Disposition	28 (53.85% of 52 KSBs)
Expertise & Personal Competence	15 (36.59% of 41 KSBs)
Interpersonal	5 (27.78% of 18 KSBs)
Leadership & Management	17 (62.96% of 27 KSBs)
Physical	6 (60.00% of 10 KSBs)
Total	101 (51.80% of 195 KSBs)

KSB Consolidation and Label Revisions

Several minor changes were made to individual KSBs this review cycle, including the consolidation of two KSBs (i.e., “MOS/Branch-Specific Knowledge and Skill” and Functional Area/Occupational-Specific Knowledge and Skill”) and revising the label of one KSB (i.e., “Encourages subordinates to take initiative, accept responsibility, and take ownership”). Table 2 outlines the changes made to these individual KSBs for this review cycle.

Table 2*KSB Changes FY23*

KSB New Label	KSB Technical Definition/User Descriptions	KSB Previous Label	KSB Previous Definition	Reason for change
Encourages Subordinates	Technical Definition: 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. User Description: Encourages subordinates to take initiative, accept responsibility, and take ownership	Encourages subordinates to take initiative, accept responsibility, and take ownership	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.	KSB name was modified to better reflect intended use in practice.
Consolidated KSB Label	Consolidated KSB Technical Definition/User Description	KSBs Consolidated	Consolidated KSB Previous Definitions	Reason for change
Occupation-Specific Knowledge and Skill	Possesses the necessary technical knowledge and skill to perform occupational-specific technical tasks. Stays informed of the latest developments in field.	MOS/Branch-Specific Knowledge and Skill Functional Area/Occupation-Specific Knowledge and Skill	Possesses the necessary technical knowledge and skill to perform MOS/branch-specific technical tasks. Stays informed of the latest developments in field. Possesses the necessary technical knowledge and skill to perform functional area-specific technical tasks. Stays informed of the latest developments in field.	KSBs were combined with one another due to overlap in labels and definitions.

Development of Talent Domain Definitions

The final revision during the FY23 annual review was the development of definitions for each of the seven Tier 1 broad Talent Domains. These definitions were developed by a panel of ARI research psychologists who reviewed definitions from relevant scientific, government, and military sources and reached consensus through discussion. The ATAF Talent Domain definitions are presented in Table 3.

Table 3

Talent Domain Definitions

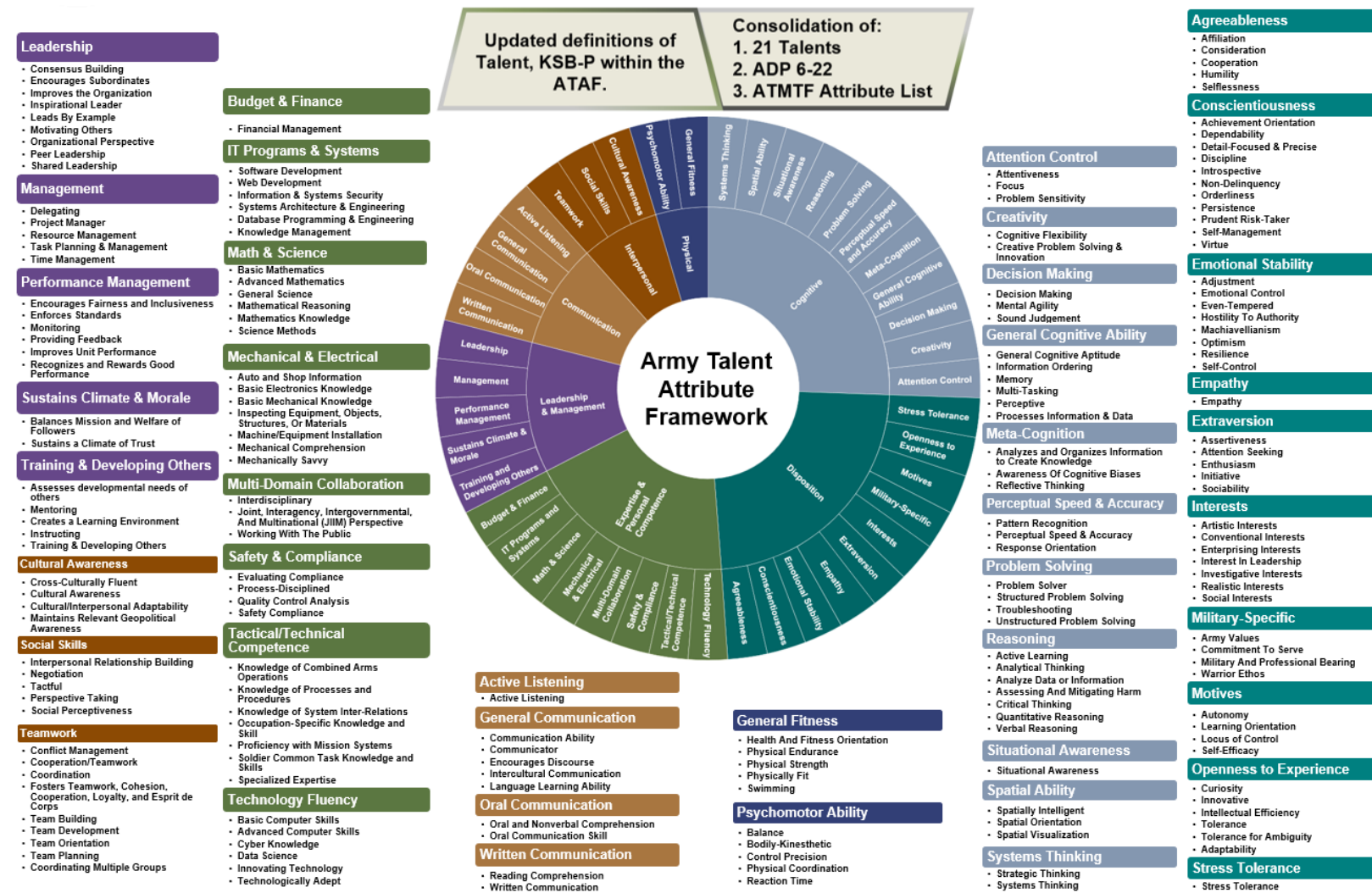
Talent Domain	Definition
Cognitive	Skill or ability involved in performing the tasks associated with perception, learning, memory, understanding, awareness, reasoning, judgment, intuition, and language.
Communication	Skill or ability to convey or receive information through verbal, written, or nonverbal means.
Disposition	Enduring behavioral, cognitive, or emotional attributes that generally describe a person.
Expertise & Personal Competence	An individual's developed range of knowledge and skills, especially as it is applied to performing a task or set of tasks.
Interpersonal	Skill or ability to carry on effective interactions and relationships with others in a variety of group and individual settings.
Leadership & Management	Processes and behaviors involved in influencing and guiding followers or other members of the organization.
Physical	Health and fitness attained through physical activity and physical movements involving both cognitive and motor processes.

Integration and Next Steps

The fundamental purpose of the ATAF is to provide a unified, structured, and comprehensive list of KSBs relevant to Army personnel and support an effective and efficient Army Talent Management System. To ensure the ATAF continues to be part of an up-to-date, relevant, and effective personnel system, ATMTF and ARI have planned annual review cycles of its structure and content. This report catalogs the refinements made to the ATAF in FY23 that will now be incorporated into IPPS-A and AIM2. The current annual review cycle involved creating user descriptions for 101 KSBs, gathering qualitative data from SMEs on the ATAF, and developing Talent Domain definitions. See Figure 1 for the updated and revised ATAF.

Figure 1

Updated FY23 Army Talent Attribute Framework



Note: Tier 1 Talent Domains depicted in the inner circle, Tier 2 Talents in the outer circle, and Tier 3 measurable KSBs listed on outside of circle.

Revisions made to the ATAF for the FY22 review cycle (Royston & Berger, 2023) and the current FY23 review cycle were targeted toward the individual KSB level. Revisions to the ATAF for the FY24 review cycle will be informed by using an exploratory sequential mixed methods research design. This approach involves collecting qualitative and quantitative data and analyzing them independently and in parallel. The results of these analyses are synthesized and compared, and then used to draw conclusions and make recommendations (Creswell & Creswell, 2018; Creswell & Plano Clark, 2011). The benefit to using this research design is that it will enable ARI and the ATMTF to consider structural revisions to the ATAF in a way that it is empirically sound and practically useful, as it draws on rich, complementary sources of quantitative and qualitative data.

In terms of qualitative data, we will use feedback on the ATAF collected from SMEs during the current review cycle. SMEs will also review the user descriptions and their feedback will be incorporated into any changes made to the ATAF in the next annual review cycle. In terms of quantitative data, KSB importance ratings from a large-scale job analysis for officers, WOs, and NCOs can be used to further explore qualitative feedback from SMEs. The results of the mixed method design will then be synthesized to inform updates to the ATAF. Following the FY24 review cycle, discussions between ARI and other Army organizations will determine which Army entity will govern the annual review of the ATAF.

In conclusion, the purpose of the current work was to report the results of the FY23 review cycle of the ATAF—a process that ensures the ATAF continues to comprise an up-to-date, relevant, and effective personnel system. Given the primary objective of the ATAF is to provide a standardized and comprehensive list of KSBs relevant to Army personnel, the annual review cycle is essential to ensure these critical personnel objectives are accomplished. During this review cycle, several types of revisions were made to the ATAF, including the development of user descriptions for 101 KSBs and the seven Talent Domain definitions, one KSB label revision, and consolidation of two KSBs. These FY23 refinements are currently being incorporated into IPPS-A and AIM2—moreover, plans for the FY24 review cycle are currently underway and will involve the implementation of a mixed methods research design to both quantitatively and qualitatively evaluate the structure and content of the ATAF.

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APPENDIX: FY23 REVISED ARMY TALENT ATTRIBUTE FRAMEWORK

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
Cognitive	Attention Control	Ability to focus and control one's attention, process multiple sources of sensory information while avoiding distractions, and identify real and potential problems.	Attentiveness	Focuses on the problem or situation and shifts attention between activities when appropriate.	Focuses on the problem or situation; shifts attention between activities.
			Focus	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).	Can concentrate on the task at hand without being distracted.
			Problem Sensitivity	Identifies when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.	Identifies when something is wrong or is likely to go wrong.
Cognitive	Creativity	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.	Cognitive Flexibility	Considers new approaches to solving problems, creates new plans and ideas, and initiates and accepts change and innovation.	Considers new plans or ideas, and is open to different ways of doing things.
			Creative Problem Solving & Innovation	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.	Ability to generate new or original solutions to a situation/problem.
Cognitive	Decision Making	Ability to choose between alternatives by applying multiple perspectives, accurately and appropriately assessing the costs/benefits, and considering short- and long-term	Decision Making	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.	Able to logically evaluate multiple pieces of information and make good and timely decisions.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
Cognitive		consequences of actions and solutions.	Mental Agility	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.	Flexibility of mind; the ability to break habitual thought patterns and consider multiple perspectives and approaches.
			Sound Judgement	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.	Assesses a given situation/problem and think of reasonable ways to solve it. Able to identify the strengths and weaknesses of solutions.
	General Cognitive Ability	Perceives, orders, and recalls information quickly and accurately in order to achieve situational understanding and insight.	General Cognitive Aptitude	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.	Capacity to understand, interpret, and learn information that is being presented.
			Information Ordering	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).	Ability to arrange information in a certain order or pattern according to specific rules or set of rules.
			Memory	Capacity to retain and recall information without using external tools or aids.	Able to remember and recall information.
			Multi-Tasking	Rapidly processes and prioritizes multiple demands simultaneously. Takes appropriate action when multiple things compete for his or her attention.	Rapidly processes and prioritizes multiple demands at the same time.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
Cognitive	Meta-Cognition	Awareness of one's own thinking and biases. Uses reflective thinking, prior experience, and organizes information to create knowledge for future application.	Perceptive	Effectively discerns the deeper meaning or significance of one's observations (e.g., events, people, and communication).	Understands the deeper meaning or importance of observations.
			Processes Information & Data	Compiles, codes, categorizes, calculates, tabulates, audits, or verifies information or data.	Accurately processes information and gathers, organizes, and verifies information/data.
			Analyzes and Organizes Information to Create Knowledge	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.	Applies own knowledge and experience to problems. Considers quality and usefulness of information received; Creates ways for others to use information for other problems later.
			Awareness of Cognitive Biases	Realizes one's personal biases, predispositions, or inclinations in thinking when looking for solutions to problems.	Recognizes how one's own experiences and habits of thinking impact decision making.
Cognitive	Perceptual Speed and Accuracy	Awareness of objects, relationships, and events allowing for organization and interpretation of objects and situations quickly and accurately.	Reflective Thinking	Regularly and actively reflects on the connections between new information and existing knowledge.	Regularly and actively reflects on the connections between new information and existing knowledge.
			Pattern Recognition	Detects similarities or differences in objects, words, or numbers.	Detects similarities or differences in objects, words, or numbers.
			Perceptual Speed & Accuracy	Perceives objects quickly and accurately.	Perceives objects quickly and accurately.
			Response Orientation	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.	Moves quickly and accurately when needing to react differently to different signals (lights, sounds, pictures).

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
Cognitive	Problem Solving	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.	Problem Solver	Capacity to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.	Able to choose between common or unusual approaches to reach a solution or accomplish a task.
			Structured Problem Solving	Analyzes readily obtained information and evaluates results to select the best solution from a set of existing approaches to solve a problem.	Analyzes readily obtained information and evaluates results to select the best solution from a set of existing approaches to solve a problem.
			Troubleshooting	Determines causes of operating errors and decides what to do about it.	Determines causes of operating errors and decides what to do about it.
			Unstructured Problem Solving	Identifies complex problems, gathers related information, evaluates information relevance, evaluates the credibility of alternative information sources, and generates alternative solutions.	Identifies complex problems, evaluates relevance and reliability of information, and generates alternative solutions.
Cognitive	Reasoning	Uses logic, critical thinking, inductive and deductive reasoning to draw conclusions based upon analysis of information, and understanding of underlying principles.	Active Learning	Understands the implications of new information for both current and future problem-solving and decision-making.	Understands the implications of new information for both current and future problem-solving and decision-making.
			Analytical Thinking	Analyzes information and applies general rules and logic to address work-related issues and problems.	Analyzes information and applies general rules and logic to address work-related issues and problems.
			Analyze Data or Information	Identifies underlying principles, relationships, general rules, reasons, or facts by breaking down information or data into separate parts.	Identifies underlying principles, relationships, general rules, reasons, or facts by breaking down information or data into separate parts.
			Assessing And Mitigating Harm	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.).	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.).

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
			Critical Thinking	Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.	Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
			Quantitative Reasoning	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.	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.
			Verbal Reasoning	Reasons and draws conclusions based on verbal or written materials.	Reasons and draw conclusions based on verbal or written materials.
Cognitive	Situational Awareness	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.	Situational Awareness	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.	Perceives what is happening in the immediate environment and is rarely surprised.
Cognitive	Spatial Ability	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.	Spatially Intelligent	Easily perceives, understands, and operates within the multi-dimensional world.	Easily perceives, understands, and operates within the multi-dimensional world.
			Spatial Orientation	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).	Knows own physical location in relation to the environment or knows where other objects are in relation to self.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
			Spatial Visualization	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.	Ability to mentally rotate and imagine the placement of objects in 3-Dimensional space.
Cognitive	Systems Thinking	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	Strategic Thinking	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.	Understands relationships between units and environment and uses information to imagine or plan for the future.
			Systems Thinking	Conceptualizes and understands relationships and arrangements within and between relevant components and structures.	Conceptualizes and understands relationships and arrangements within and between relevant components and structures.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
Communication	Active Listening	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.	Active Listening	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.	Carefully pays attention to and understands the meaning of what people say.
Communication	General Communication	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.	Communication Ability	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.	Uses verbal and nonverbal methods to share information and avoid misunderstanding.
			Communicator	Precise, efficient, and compelling in both written and spoken word.	Precise, efficient, and compelling in both written and spoken word.
			Encourages Discourse	Promotes discussion and recognizes the importance of considering input from diverse perspectives.	Encourages discussion between others with different perspectives.
			Intercultural Communication	Communicates effectively with people from different cultures or nationalities.	Communicates effectively with people from different cultures or nationalities.
			Language Learning Ability	Cognitive ability to learn new languages.	Cognitive capacity to learn new languages.
Communication	Oral Communication	Speaks in a clear, organized, and logical manner. Communicates information and ideas or asks questions	Oral and Nonverbal Comprehension	Listens to and comprehends instructions and other related messages. Pays attention to nonverbal cues to help clarify/interpret messages. Asks questions as appropriate.	Listens to and understands verbal instructions. Pays attention to nonverbal cues to help clarify messages. Asks questions if needed.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
		efficiently. Adapts communication to the situation; can be formal or informal.	Oral Communication Skill	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.	Speaks in a clear, efficient, organized, and logical manner.
Communication	Written Communication	Communication of written information and ideas to others in an effective manner. Comprehension of written information.	Reading Comprehension	Understands written sentences and paragraphs in instructions, operator's manuals, basic textbooks, letters of instructions, written orders, and job directives.	Understands written sentences and paragraphs in documents.
			Written Communication	Communicates written information and ideas to others in a clear, accurate, concise, grammatically correct, and well-organized manner.	Communicates written information and ideas to others in a clear, accurate, concise, grammatically correct, and well-organized manner.
Disposition	Agreeableness	Tendency towards a general concern for social harmony and is connected to others.	Affiliation	Engages socially with others, participates in groups easily, and is seen by others as friendly and open, rather than shy and reserved.	Engages socially with others, participates in groups easily, and is seen by others as friendly and open, not shy and reserved.
			Consideration	Considerate of others, affectionate, compassionate, sensitive, and caring.	Considerate of others. Affectionate, compassionate, sensitive, and caring.
			Cooperation	Compliant, non-critical, trusting, cordial, and easy to get along with.	Compliant, non-critical, trusting, cordial, and easy to get along with.
			Humility	Is honest, puts others' needs or needs of the mission before his/her own, and does not focus on being the center of attention.	Is honest, to puts others' needs or needs of the mission before their own, and does not focus on being the center of attention.
			Selflessness	Generous with one's time and resources.	Generous with one's time and resources.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
Disposition	Conscientiousness	Tendency towards self-discipline and duty, strives to follow rules, do what is right, and thoroughly accomplish work goals.	Achievement Orientation	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.	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.
			Dependability	Trustworthy, reliable, planful, and accountable. Respects the value of discipline. Does not shy away from responsibility. Makes an effort to keep promises.	Trustworthy, reliable, planful, and accountable. Does not shy away from responsibility. Makes effort to keep promises.
			Detail-Focused & Precise	Attentive to detail and is thorough, accurate, and precise in completing a task.	Attentive to detail and thorough, accurate, and precise in completing a task.
			Discipline	Decisions and actions are consistent with the Army Values; willing obedience to lawful orders.	Follows the Army's Values; self-control in tempting situations.
			Introspective	Contemplative by nature; self-aware.	Spends time considering own thoughts, opinions, and feelings.
			Non-Delinquency	Complies with rules, customs, norms, and expectations, and tends not to challenge authority.	Complies with rules, customs, norms, and expectations, and tends not to challenge authority.
			Orderliness	Organizes tasks and activities and desires to maintain neat and clean surroundings.	Organizes tasks and activities and desires to maintain neat and clean surroundings.
			Persistence	Focuses on tasks and activities until they are completed and is determined to accomplish their goals even in the face of obstacles.	Focuses on tasks and activities until they are completed and is determined to accomplish their goals even in the face of obstacles.
			Prudent Risk-Taker	Acts boldly yet maintains appropriate focus upon personal, Soldier, and Unit safety.	Acts boldly yet maintains appropriate focus upon personal, Soldier, and Unit safety.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
Disposition	Emotional Stability	Tendency towards being well-adjusted, in control of emotions, optimistic, even-tempered, resilient to challenges, and demonstrates self-control.	Self-Management	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).	Effectively manages both work and personal responsibilities, goals, and efforts.
			Virtue	Adheres to standards of honesty, morality, and selfless and charitable behavior.	Adheres to standards of honesty, morality, and selfless and charitable behavior.
			Adjustment	Is worry free, and handles stress well; low scoring individuals are generally high strung, self-conscious, and apprehensive.	Is worry free; handles stress well; is not high-strung.
			Emotional Control	Acts rationally, displays a generally calm and even mood, maintains composure, and is not overly distraught by stressful situations.	Acts rationally, displays a generally calm and even mood, and maintains composure and is not overly distraught by stressful situations.
			Even-Tempered	Calm and stable; does not often exhibit anger, hostility, or aggression.	Calm and stable; does not often exhibit anger, hostility, or aggression.
			Hostility to Authority	Suspicious of the motives and actions of legitimate authority figures. Views rules and directives from authority as illegitimate.	Suspicious of the motives and actions of legitimate authority figures. Views rules and directives from authority as illegitimate.
			Machiavellianism	Deceives and manipulates others for personal gain.	Deceives and manipulates others for personal gain.
			Optimism	Tends to have positive outlook on life and tends to experience joy and a sense of well-being.	Tends to have positive outlook on life and tends to experience joy and a sense of well-being.
			Resilience	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.	Quickly adapts to or recovers from setbacks, shocks, and stress. Maintains focus and learns from negative situations.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
			Self-Control	Tends to be cautious, levelheaded, patient, and able to delay gratification.	Tends to be cautious, levelheaded, patient, and able to delay gratification.
Disposition	Empathy	Tendency towards genuinely understanding the situation of another through a sense of shared feelings and/or motives.	Empathy	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.	Understands other peoples' feelings and emotions and sees things from another person's point of view.
Disposition	Extraversion	Tendency towards enjoying attention and interactions with others, and being part of a group.	Assertiveness	Socially dominant, influential, energetic, and takes charge.	Socially dominant, influential, energetic, and takes charge.
			Attention Seeking	Engages in behaviors that attract social attention; loud, talkative, entertaining, and even boastful.	Engages in behaviors that attract social attention; loud, talkative, entertaining, and even boastful.
			Enthusiasm	Experiences positive emotions and enjoys the company of others.	Experiences positive emotions and enjoys the company of others.
			Initiative	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.	Self-starter; willingness to take independent action to achieve a goal.
			Sociability	Interest in and engages in friendly social interactions.	Interest and engages in friendly social interactions.
Disposition	Interests	Preferences for work environments and outcomes	Artistic Interests	Interest in expressing oneself creatively.	Interests in expressing oneself creatively.
			Conventional Interests	Interest in organizing data, people, or physical environments.	Interest in working with data and numbers; prefers working in ordered or structured situations.
			Enterprising Interests	Interest in persuading people or exerting influence over others.	Interests in persuading people or exerting influence over others.
			Interest in Leadership	Interest in leading individuals and teams.	Interests in leading individuals and teams.
			Investigative Interests	Interest in rational and systematic reasoning and working with facts, data, and abstract concepts.	Interests in rational and systematic reasoning and working with facts, data, and abstract concepts.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
Disposition	Military-Specific	Exemplifies Army values, commitment to service, successfully performs duties, and models the actions and internal shared attitudes and beliefs that embody the Army profession.	Realistic Interests	Interest in practical, hands-on, concrete activities with physical objects.	Interests in practical, hands-on, concrete activities with physical objects.
			Social Interests	Interest in working with and helping others.	Interests in working with and helping others.
			Army Values	Models loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Promotes the associated principles, standards, and qualities in others.	Models loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Promotes the associated principles, standards, and qualities in others.
			Commitment to Serve	Feels an obligation to serve or continue serving in the U.S. Military.	Feels an obligation to serve or continue serving in the U.S. Military.
			Military And Professional Bearing	Models a professional image of authority. Energizes others through a commanding presence. Exemplifies adherence to standards through appearance, demeanor, actions, and words.	Models a professional image of authority. Exemplifies adherence to standards through appearance, demeanor, actions, and words.
Disposition	Motives	Individual preference or reason for initiating and maintaining goal-oriented behaviors.	Warrior Ethos	Internal shared attitudes and beliefs that embody the spirit of the Army profession for Soldiers and Army Civilians alike.	Attitudes and beliefs that embody the spirit of the Army profession.
			Autonomy	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.	Prefers to be self-sufficient, independent, and working alone. Depends upon own abilities.
			Learning Orientation	Seeks out learning opportunities, enjoys acquiring new knowledge and skills, and is comfortable applying new knowledge and skills on the job.	Seeks out learning opportunities, enjoys acquiring new knowledge and skills, and is comfortable applying new knowledge and skills on the job.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
			Locus of Control	Belief in the amount of control one has over situations, outcomes, rewards, and punishments - versus other people or external factors having that control.	Belief in the amount of control one has over situations, outcomes, rewards, and punishments - versus other people or external factors having that control.
			Self-Efficacy	Confidence in one's ability to succeed, effectively meet challenges, and overcome obstacles.	Confidence in one's ability to succeed, effectively meet challenges, and overcome obstacles.
Disposition	Openness to Experience	Tendency towards intellectual curiosity, adaptability, and willingness to try new things.	Curiosity	Inquisitive and perceptive; interested in learning new information and attend courses and workshops whenever possible.	Inquisitive and perceptive; interested in learning new information and attend courses and workshops whenever possible.
			Innovative	Creative, inquisitive, and insightful. Easily identifies new solutions and catalyzes change.	Creative and curious. Finds new solutions and makes change happen.
			Intellectual Efficiency	Scholarly and academically oriented; described by others as knowledgeable, astute, and intellectual; processes information quickly.	Performs well in school. Described by others as smart and quick thinking.
			Tolerance	Interested in other cultures and opinions that may differ from one's own. Willing to adapt to novel environments and situations.	Accepts that others' opinions and beliefs may differ from one's own. Willing to adapt to new and different situations.
			Tolerance for Ambiguity	Capacity to tolerate work situations where the right goal or the correct path to the goal is unclear, vague, or ill-defined.	Capacity to tolerate work situations where the right goal or the correct path to the goal is unclear, vague, or ill-defined.
			Adaptability	Modifies behavior or plans as necessary to reach goals. Is able to maintain effectiveness in varying environments with various tasks, responsibilities, or people.	Changes behavior to meet goals. Performs well in different environments, on different tasks, and with different people.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
Disposition	Stress Tolerance	Capacity to withstand pressures and strains, and maintains composure under pressure.	Stress Tolerance	Capacity to maintain emotional control and composure under pressure.	Capacity to maintain emotional control and composure under pressure.
Expertise & Personal Competence	Budget & Finance	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.	Financial Management	Uses financial resources effectively to set priorities and accomplish goals.	Uses financial resources effectively to set priorities and accomplish goals.
Expertise & Personal Competence	IT Programs & Systems	Ability and knowledge of the tools, techniques, and necessary programming languages to develop, implement, innovate, and support IT-related projects and goals.	Database Programming & Engineering	Designs, builds and maintains database applications to support enterprise and unit information requirements.	Designs, builds and maintains database applications to support enterprise and unit information requirements.
			Information & Systems Security	Applies hardware and software methods to secure information systems, and information at rest and in transit.	Applies hardware and software methods to secure information systems and information at rest and in transit.
			Knowledge Management	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.	Applies technical tools and systems to create, manage, store, and share information so that is useable by others.
			Software Development	Designs software applications and writes programming code in common programming languages (e.g., C#, java) for various purposes.	Designs software applications and writes programming code in common programming languages (e.g., C#, java) for various purposes.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
Expertise & Personal Competence	Technology Fluency	An understanding, ability, and interest in using various forms of technology, allowing one to easily learn, adapt, and apply both familiar and new technologies to solve problems or improve processes.	Systems Architecture & Engineering	Designs, builds, and maintains computer hardware and software systems to support organizational or enterprise information system requirements.	Designs, builds, and maintains computer hardware and software systems to support organizational or enterprise information system requirements.
			Web Development	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.	Can design and develop web pages and web applications.
			Advanced Computer Skills	Understands numerous computer operating systems and applications such as Unix, NT, and Army specific systems. Can perform routine troubleshooting.	Understands different computer operating systems and applications, and Army-specific data systems. Can perform routine troubleshooting.
			Basic Computer Skills	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.	Can use computers, office software, and internet to perform daily tasks.
			Cyber Knowledge	Knowledge of the systems and services directly or indirectly connected to the internet, telecommunications, electronics, and computer networks.	Knowledge of the systems and services directly or indirectly connected to the internet, telecommunications, electronics, and computer networks.
			Data Science	Uses data science tools and applications to collect, integrate, analyze, and interpret qualitative and quantitative data to support enterprise needs and military operations.	Using math and statistics to collect, analyze, and interpret data to support military operations.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
Expertise & Personal Competence	Math & Science	Proficiency in basic and advanced mathematics and scientific methods.	Innovating Technology	Creates new technologies or adapts existing technologies to perform new functions.	Creates new technologies or adapts existing technologies to perform new functions.
			Technologically Adept	Learns how to use and apply advances in technologies or technological systems.	Learns how to use and apply advances in technologies or technological systems.
			Advanced Mathematics	Uses advanced math such as geometry, statistics, or algebra to solve problems.	Uses higher math such as geometry, statistics, or algebra to solve problems.
			Basic Mathematics	Uses arithmetic (add, subtract, multiply, divide) and formulas to solve problems.	Uses arithmetic (add, subtract, multiply, divide) and formulas to solve problems.
			General Science	Knowledge of life science, earth and space science, and physical science.	Knowledge of life science, earth and space science, and physical science.
			Mathematical Reasoning	Uses the right mathematical methods or formulas to solve a problem.	Uses the right mathematical methods or formulas to solve a problem.
Expertise & Personal Competence	Mechanical & Electrical	Knowledge, skill, and understanding of mechanical and electrical equipment and systems, including ability to install, use, and maintain.	Mathematics Knowledge	Knowledge of mathematical concepts and applications.	Knowledge of mathematical concepts and applications.
			Science Methods	Uses scientific rules and methods to solve problems.	Uses scientific rules and methods to solve problems.
			Auto & Shop Information	Knows information regarding automotive maintenance and repair, and wood and metal shop practices.	Knows information regarding automotive maintenance and repair, and wood and metal shop practices.
			Basic Electronics Knowledge	Knows general information regarding electronics principles and electronics equipment operation and repair.	Knows general information regarding electronics principles and electronics equipment operation and repair.
			Basic Mechanical Knowledge	Knows general information regarding mechanical principles, tools, and mechanical equipment operation and repair.	Knows general information regarding mechanical principles, tools, and mechanical equipment operation and repair.
			Inspecting Equipment, Objects, Structures, or Materials	Inspects equipment, objects, structures, or materials to identify the cause of errors, problems, or defects.	Inspects equipment, objects, structures, or materials to identify the cause of errors, problems, or defects.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
			Machine/Equipment Installation	Installs equipment, machines, wiring, or programs to meet specifications.	Installs equipment, machines, wiring, or programs to meet specifications.
			Mechanical Comprehension	Knows the principles of mechanical devices, structural support, and properties of materials.	Knows the principles of mechanical devices, structural support and properties of materials.
			Mechanically Savvy	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.	Possesses deep expertise in how specific machinery, equipment, or technology works.
Expertise & Personal Competence	Multi-Domain Collaboration	Synthesizes and applies knowledge from multiple disciplines into a coherent overarching perspective. Ability to collaborate across multiple interdisciplinary groups and contexts.	Interdisciplinary	Synthesizes and applies knowledge from multiple disciplines into a coherent overarching perspective. Works alongside or in teams of non-military individuals who possess significant professional expertise very different from one's own.	Awareness that there are multiple perspectives to a given situation/problem, can take in knowledge from different types of sources.
			Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	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.	Understands multiple organizational or national perspectives to a situation or problem.
			Working with the Public	Works with or among (non-government) U.S. civilians or civilian organizations as part of one's work.	Works with (non-government) civilians or civilian organizations.
Expertise & Personal Competence	Safety & Compliance	Establishing or maintaining the safety standards and regulations to ensure a healthy and safe work environment.	Evaluating Compliance	Uses relevant information, knowledge, and individual judgement to determine whether events or processes comply with laws, regulations, or standards.	Uses relevant information, knowledge, and individual judgement to determine whether events or processes comply with laws, regulations, or standards.
			Process-Disciplined	Diligently abides by procedures designed to ensure accuracy, effectiveness, and safety.	Carefully follows procedures.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
Expertise & Personal Competence	Tactical/ Technical Competence	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.	Quality Control Analysis	Conducts tests and inspections of products, services, or processes to evaluate quality or performance.	Conducts tests and inspections of products, services, or processes to evaluate quality or performance.
			Safety Compliance	Follows safety guidelines and instructions. Monitors others to ensure compliance.	Follows safety guidelines and instructions. Monitors others to ensure compliance.
			Knowledge of Combined Arms Operations	Applies and effectively integrates multiple warfighting functions such as direct and indirect fires, communications, intelligence, and combat service support.	Applies and effectively integrates multiple warfighting functions such as direct and indirect fires, communications, intelligence, and combat service support.
			Knowledge of Processes and Procedures	Employs appropriate technical procedures or organizational processes to accomplish tasks.	Employs appropriate technical procedures or organizational processes to accomplish tasks.
			Knowledge of System Inter-Relations	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.	Understands the big operational picture and how units relate to other units.
			Occupation-Specific Knowledge and Skill	Possesses the necessary technical knowledge and skill to perform occupational-specific technical tasks. Stays informed of the latest developments in field.	Possesses the necessary technical knowledge and skill to perform occupational-specific technical tasks. Stays informed of the latest developments in field.
			Proficiency with Mission Systems	Uses weapons and mission information systems in training or operational contexts to acquire, synthesize, or use information/data to enable or support military operations.	Uses weapons and mission-information systems to support military operations.
			Soldier Common Task Knowledge and Skills	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).	Possesses the necessary knowledge and skill to perform common individual tasks (e.g., land navigation, field survival techniques, and CBRN protection).

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
			Specialized Expertise	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).	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).
Interpersonal	Cultural Awareness	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.	Cross-Culturally Fluent	Aware of and able to operate across different cultural settings (e.g., organizational, demographic, ethnographic, and generational).	Aware of and able to operate across different cultural settings (e.g., organizational, demographic, ethnographic, and generational).
			Cultural Awareness	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.	Learning about and demonstrating acceptance and understanding of individuals from other cultural and social backgrounds.
			Cultural/Interpersonal Adaptability	Modifies one's style and behavior to fit the situation and culture; open-minded.	Modifies one's style and behavior to fit the situation and culture; open-minded.
			Maintains Relevant Geopolitical Awareness	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.	Learns about relevant societies experiencing unrest. Recognizes Army influences on unified action partners and enemies.
Interpersonal	Social Skills	Skills that are used to communicate and interact with each other, both verbally	Interpersonal Relationship Building	Develops and maintains effective working relationships with others. Understands how to leverage relationships to achieve objectives.	Develops and maintains effective working relationships with others. Understands how to leverage relationships to achieve objectives.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
		and non-verbally, through gestures, body language, and personal appearance.	Negotiation	Communicating, bargaining, persuading, or compromising as appropriate in order to reach a mutually agreeable solution to a point of conflict between two or more parties.	Communicating, bargaining, persuading, or compromising as appropriate in order to reach a mutually agreeable solution to a point of conflict between two or more parties.
			Tactful	Demonstrates proficient interaction with others. Effectively adjusts behaviors when interacting with others. Understands character and motives of others, and modifies personal behavior accordingly.	Demonstrates proficient interaction with others. Effectively adjusts behaviors when interacting with others. Understands character and motives of others, and modifies personal behavior accordingly.
			Perspective Taking	Skill in understanding how people interpret events and interpersonal interactions.	Skill in understanding how people interpret events and interpersonal interactions.
			Social Perceptiveness	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.	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.
Interpersonal	Teamwork	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.	Conflict Management	Anticipates and takes steps to prevent counterproductive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.	Anticipates and takes steps to prevent counterproductive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
			Cooperation/ Teamwork	Works collaboratively with others to solve problems and achieve group goals and objectives.	Works collaboratively with others to solve problems and achieve group goals and objectives.
			Coordination	Adjusting actions in relation to others' actions.	Adjusting actions in relation to others' actions.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
			Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	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.	Encourages people to work together effectively. Promotes teamwork and team achievement to build trust.
			Team Building	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.	Assembles a team of people that work together effectively using a mix of different skills. Helps build a sense of belonging and supports coordination and cooperation among team members.
			Team Development	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.	Presents challenging assignments for team interaction. Improves the relationships among team members and provides feedback on team processes.
			Team Orientation	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.	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.
			Team Planning	Organizes and orients team members to meet goals. Changes organization and focus of group to meet changing missions and conditions.	Organizes and orients team members to meet goals. Changes organization and focus of group to meet changing missions and conditions.
			Coordinating Multiple Groups	Coordinates the efforts of multiple, diverse groups to accomplish a mission.	Coordinates the efforts of multiple, diverse groups to accomplish a mission.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
Leadership & Management	Leadership	Influence people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.	Consensus Building	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.	Works with others to come to an agreeable decision that everyone can support.
			Encourages Subordinates	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.	Encourages subordinates to take initiative, accept responsibility, and take ownership.
			Improves the Organization	Makes decisions and takes action to improve the organization beyond their tenure.	Makes decisions and takes action to improve the organization beyond their tenure.
			Inspirational Leader	Motivates teams to work harmoniously and productively towards a common goal.	Motivates teams to work harmoniously and productively towards a common goal.
			Leads By Example	Serves as a decisive leader and positive role model who upholds standard and Army Ethic (legal and moral Army principles).	Acts as a positive role model who upholds standards and Army ethics and morals.
			Motivating Others	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.	Creates support, involvement, energy, and enthusiasm for the mission.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
Leadership & Management	Management	Leads the work activities of a team to achieve goals within a specified time.	Organizational Perspective	Assesses situations, missions, and assignments to determine the parties involved in decision-making, decision support, and possible interference or resistance.	Assesses situations, missions, and assignments to determine the parties involved in decision-making, decision support, and possible interference or resistance.
			Peer Leadership	Seeks positions of authority among peers. Comfortable with being in charge of a group and accepts responsibility for the group's performance.	Seeks positions of authority among peers. Comfortable with being in charge of a group and accepts responsibility for the group's performance.
			Shared Leadership	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.	Allows others lead when they have the expertise for it.
			Delegating	Appropriately delegates authority and responsibility for decision making, and for planning and executing tasks.	Assigns authority and responsibility for decision making, planning or executing tasks.
			Project Manager	Able to determine requirements, develop work processes, delegate responsibilities, and lead teams to desired outcomes.	Identifies requirements, develop detailed plans, and manage the actions of the team to accomplish the task(s).
			Resource Management	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.	Manages and tracks funding, people, and equipment to accomplish a mission.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
Leadership & Management	Performance Management	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.	Task Planning & Management	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.	Schedules and tracks assignments and deadlines within team; Tracks progress of the team and resolves problems as needed.
			Time Management	Manages one's own time and the time of others.	Manages one's own time and the time of others.
			Encourages Fairness and Inclusiveness	Provides accurate evaluations and assessments. Supports equal opportunity. Prevents all forms of harassment. Encourages learning about and leveraging diversity.	Supports equal opportunity for all unit members. Acts to prevent all forms of harassment. Encourages learning about and leveraging diversity.
			Enforces Standards	Reinforces the importance and role of standards. Performs individual and collective tasks to standard. Recognizes and takes responsibility for poor performance; addresses it appropriately.	Reinforces the importance and role of standards. Performs individual and collective tasks to standard. Recognizes and takes responsibility for poor performance; addresses it appropriately.
			Monitoring	Monitors/assesses performance of oneself, other individuals, or organizations to make improvements or take corrective action.	Monitors/assesses performance of oneself, other individuals, or organizations to make improvements or take corrective action.
			Providing Feedback	Gives accurate and timely feedback. Uses feedback and counseling to modify duties, tasks, procedures, requirements, and goals.	Gives accurate and timely feedback. Uses feedback and counseling to modify duties, tasks, procedures, requirements, and goals.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
Leadership & Management	Sustains Climate & Morale	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.	Improves Unit Performance	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.	Uses techniques, such as After Action Reviews (AARs), to identify lessons learned after a task to improve performance. Gives feedback in the right situations and times to support learning.
			Recognizes and Rewards Good Performance	Recognizes individual and team accomplishments; rewards appropriately. Credits subordinates for good performance; builds on successes. Explores reward systems and individual reward motivations.	Recognizes individual and team accomplishments; Credits subordinates for good performance; rewards appropriately to motivate subordinates.
			Balances Mission and Welfare of Followers	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.	Monitors morale, physical condition, and safety of subordinates. Provides appropriate relief when conditions unnecessarily risk mission success or Soldier safety.
			Sustains a Climate of Trust	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.	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	Technical Definition	User Description
Leadership & Management	Training and Developing Others	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.	Assesses Developmental Needs of Others	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.	Identifies strengths and weaknesses of subordinates under different conditions. Evaluates subordinates fairly.
			Mentoring	Mentors and coaches subordinates, subordinate leaders, and others. Uses experience and knowledge to improve future performance, individual understanding, and proficiency.	Coaches subordinates, subordinate leaders, and others.
			Creates a Learning Environment	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.	Encourages unit members to learn and develop their skills; emphasizes learning from mistakes.
			Instructing	Teaches others how to do something.	Teaches others how to do something.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
			Training and Developing Others	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.	Provides training, coaching, and developmental opportunities to develop skills; Uses counseling and feedback to reinforce learning.
Physical	General Fitness	Demonstrates good health and physical conditioning by prioritizing good nutrition, physical exercise, and adequate sleep.	Health and Fitness Orientation	Tends to maintain good health and physical conditioning by prioritizing good nutrition, physical exercise, and adequate sleep. Committed to a lifestyle of physical fitness.	Motivated to maintain good health and physical fitness.
			Physical Endurance	Exerts oneself physically over long periods of time without getting winded or out of breath.	Exerts oneself physically over long periods of time without getting winded or out of breath.
			Physical Strength	Meets the physical strength demands of Army work (i.e., push, pull, carry, or throw objects; propel).	Meets the physical strength demands of Army work (i.e., push, pull, carry, or throw objects; propel).
			Physically Fit	Engages in activities to maintain physical conditioning, including vigorous sports or exercise. Performs well even under extreme physiological duress. Physically tough, gritty, and tenacious.	Engages in activities to maintain physical conditioning, including vigorous sports or exercise. Performs well even under extreme physiological duress. Physically tough, gritty, and tenacious.
			Swimming	Swims capably, uses water survival skills, avoids water hazards.	Remains afloat and propels self in water safely and under control.
Physical	Psychomotor Ability	The ability to perform physical motor movements, including balance and coordination, with precision, accuracy and strength.	Balance	Keeps or regains one's body balance or stays upright when in an unstable position.	Remains physically stable without falling even in difficult situations.
			Bodily-Kinesthetic	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.	Learns new physical activities and sports quickly; Is physically coordinated and not clumsy.

Talent Domain	Talent	Talent Definition	Measurable KSB	Technical Definition	User Description
			Control Precision	Quickly and repeatedly adjusts the controls of a machine or a vehicle to exact positions.	Quickly and repeatedly adjusts the controls of a machine or a vehicle to exact positions.
			Physical Coordination	Performs activities that require eye-hand coordination, or coordinating the simultaneous movements of one's limbs.	Possesses eye-hand coordination; Coordinates different movements of arms/legs/body at the same time.
			Reaction Time	Quickly responds physically (e.g., with the hand, finger, or foot) to a signal (e.g., sound, light, picture) when it appears.	Quickly responds physically (e.g., with the hand, finger, or foot) to a signal (sound, light, picture) when it appears.