



Branch Talent Priorities Year Group 2016



ARMY STRONG.SM

ADRP 6-22 Provides the Normative *Baseline* for Officers: Talent Management *Builds Upon* that Baseline

According to ADRP 6-22, *Army Leadership*, **every** officer must possess the baseline attributes (**who an officer is**) and competencies (**what an officer does**) found in Figure 1-1, below. Without them, a person is **not** suited to officership:

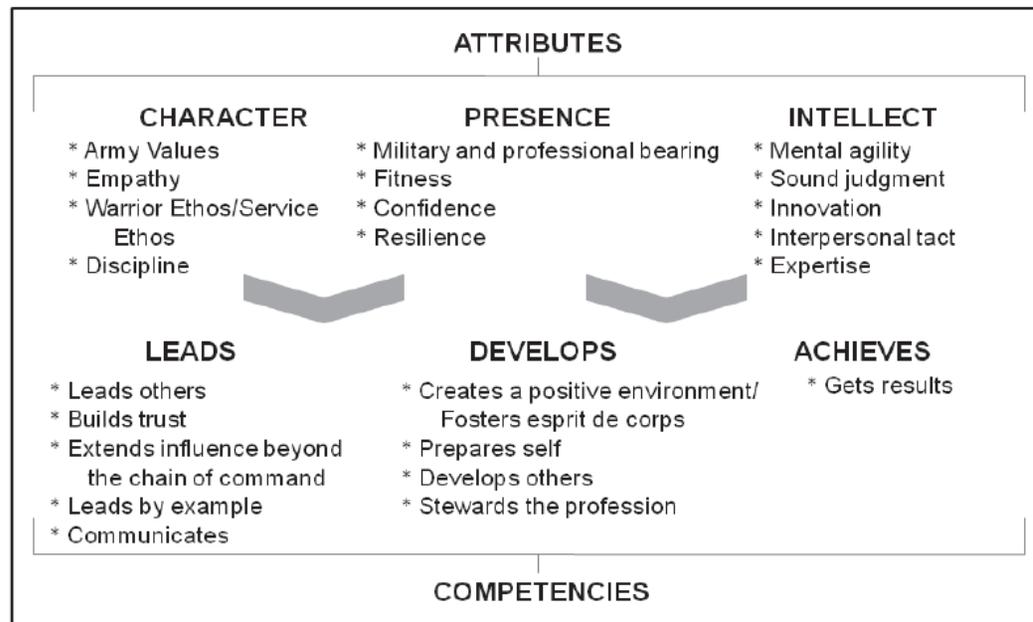


Figure 1-1. The Army leadership requirements model

Talent Management builds upon this normative baseline. It identifies, develops and employs the **unique skills, knowledge and behaviors** every officer possesses.



Air Defense Artillery



Year Group 2016

INTELLIGENCES: Interpersonal, Linguistic, Logical-Mathematical

SKILLS: Air Defense Artillerists must have a competitive drive and work both independently and as valuable team members within a complex Joint Interagency Intergovernmental and Multinational (JIIM) environment. They must be inspirational leaders, with sound logical/analytical skills, who can effectively complete multiple tasks simultaneously. Likewise, they must be aware of and comfortable working within the challenging complexities inherent in JIIM operations. Leveraging their technological backgrounds and interpersonal skills, AD Officers must also be able to communicate effectively demands, requirements, and advice with supported units or agencies. They are also self-starters who seek new opportunities to better themselves and their organizations. Given the dispersed yet interconnected nature of Army Air Defense units, officers maintain high levels of fitness (physical and mental) in order to make sound decisions at the tactical, operational, and strategic levels.

KNOWLEDGE: The Air Defense Artillery branch values officers with academic backgrounds from a wide variety of disciplines and majors. However, the domain-specific disciplines listed below provide officers with the expertise needed to manage the Army's complex air defense systems in any strategic environment.

- **RELEVANT EDUCATION:** Science, Technology, Engineering, and Mathematics (STEM); Liberal Arts; Economics; History; Government; International Relations; Foreign Area Studies; Political Science; Psychology; Sociology; Humanities; Foreign Languages; Literature; Broadcasting; Film; Drama; Creative Writing and Interdisciplinary Programs (not all inclusive)
- **RELEVANT TRAINING / EXPERIENCE:** Proven leadership experience (e.g. Team Captain, Club President, Boy Scouts); Intercollegiate Athletics (i.e., team and individual sports); community service (not all inclusive).

BEHAVIORS: (In addition to foundational)

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|------------------------|------------------------------|---------------------|--------------------------|--------------------------|
| ➤ ALERT | ➤ COMMITTED | ➤ INITIATIVE | ➤ PROACTIVE | ➤ RESPONSIBLE |
| ➤ ASSERTIVE | ➤ CRITICALLY THINKING | ➤ MOTIVATING | ➤ PROBLEM SOLVING | ➤ SELF-AWARE |
| ➤ CALM | ➤ DEPENDABLE | ➤ PERCEPTIVE | ➤ RATIONAL | ➤ STRESS TOLERANT |
| ➤ COLLABORATIVE | ➤ FIT (PHYS / MENT) | ➤ PRECISE | ➤ RESILIENT | ➤ THOUGHTFUL |
| | | | | ➤ VISIONARY |

TALENT PRIORITIES:

1. **INSPIRATIONAL LEADER:** Motivates teams to work harmoniously and productively towards a common goal.
2. **LOGICAL / ANALYTICAL:** Uses reason and thinks in terms of cause and effect. Able to deconstruct and solve complex problems.
3. **CROSS-CULTURALLY FLUENT:** Aware of and able to operate across different cultural settings (e.g., geographic, demographic, ethnographic, generational, and technological).
4. **MULTI-TASKER:** Rapidly processes and prioritizes multiple demands simultaneously. Takes appropriate action.
5. **COMMUNICATOR:** Precise, efficient, and compelling in both written and spoken word.



Adjutant General



Year Group 2016

INTELLIGENCES: Interpersonal, Linguistic, Logical-Mathematical

SKILLS: Adjutant General (AG) officers manage the Army’s most important resource – its people. They must possess the necessary technical and operational expertise to advise commanders on the human dimension of readiness in decisive action. They must be able to comprehend and integrate the organization, structure, and doctrine of the Army as it evolves in the face of rapidly changing situations. They employ automated HR systems and common software applications in order to manage present requirements, prepare for near-term developments, and forecast future requirements. Skilled AG officers effectively communicate in both the written and spoken word.

KNOWLEDGE: The Adjutant General branch strongly desires officers with academic backgrounds in the domain-specific disciplines listed below. These disciplines best provide officers with the expertise and/or skills necessary to manage more effectively the Army’s HR capital.

- **RELEVANT EDUCATION:** Human Resources Management; Public Administration; Business; Sociology; Social Sciences; Psychology; English; History; Political Science; Information Systems/Information Technology; Statistics; Social Sciences; Physical Sciences and Engineering (not all inclusive).
- **RELEVANT TRAINING / EXPERIENCE:** Corporate HR Internship (not all inclusive).
- **RELEVANT CERTIFICATIONS / ACCREDITATIONS:** Microsoft Office Suite (not all inclusive).

BEHAVIORS: (In addition to foundational)

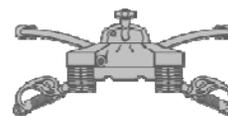
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|-----------------------------|----------------------------------|-----------------------------|--------------------------|
| ➤ AGILE | ➤ CHEERFUL | ➤ EMPATHETIC | ➤ INNOVATIVE |
| ➤ ALERT | ➤ COLLABORATIVE | ➤ ENTHUSIASTIC | ➤ PROACTIVE |
| ➤ AUTHENTIC | ➤ CRITICALLY THINKING | ➤ FLEXIBLE | ➤ PRECISE |
| ➤ CALM | ➤ CUSTOMER / DETAIL FOCUS | ➤ FRIENDLY / HELPFUL | ➤ PROBLEM SOLVING |
| ➤ CAREFUL / CAUTIOUS | ➤ DIPLOMATIC | ➤ HONEST / DIRECT | ➤ RATIONAL |

TALENT PRIORITIES:

1. **COMMUNICATOR:** Precise, efficient, and compelling in both written and spoken word.
2. **INTERPERSONAL:** Skilled in developing appropriate relationships. Able to connect with others to effect positive results.
3. **LOGICAL / ANALYTICAL:** Uses reason and thinks in terms of cause and effect. Able to deconstruct and solve complex problems.
4. **PERCEPTIVE:** Effectively discerns the deeper meaning or significance of one’s observations (e.g., events, people, and communication).
5. **DOMAIN-SPECIFIC EDUCATION:** Special emphasis on relevant disciplines listed above, or those which require research, analysis of data, and communication of conclusions drawn from that analysis.



Armor



Year Group 2016

INTELLIGENCES: Bodily-Kinesthetic, Interpersonal, Spatial

SKILLS: Armor officers are leaders of teams, expert in combined arms, and reconnaissance and security operations. They possess the technical and tactical competence, social and cultural awareness, and oral and written communications skills needed to cultivate trust and teamwork. Armor officers are responsible for training their units for combat to defeat lethal, adaptive enemies in all types of terrain. Armor Officers lead their tank formations, closing with and destroying the enemy, as well as lead scouts conducting reconnaissance and security. They are physically fit and mentally tough, prepared to succeed under the most adverse conditions. They are leaders who possess a flexibility of mind and the ability to use multiple technologies to devise solutions to complex and dynamic challenges. Armor officers are comfortable making decisions in ambiguous environments, developing courses of action, determining and mitigating risks, then precisely and effectively communicating plans to accomplish the task or mission.

KNOWLEDGE: The Armor branch desires officers with academic backgrounds that span the entire spectrum of disciplines and majors offered at our nation's undergraduate institutions.

- **RELEVANT TRAINING / EXPERIENCE:** Leadership role in team athletics; Cadet Troop Leading Time / Leader Development Time (CTLT / CLDT) with Armor or Basic Training / OSUT units; Tank / Scout PL; Staff Officer; Company / Troop CDR (not all inclusive).
- **RELEVANT CERTIFICATIONS / ACCREDITATIONS:** Army Reconnaissance Course; Reconnaissance and Surveillance Leaders Course; Cavalry Leaders Course; Ranger; Airborne; Air Assault.

BEHAVIORS: (In addition to foundational)

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|--------------------|----------------------------|--------------------------|--------------------------|
| ➤ ADAPTABLE | ➤ DISCIPLINED | ➤ INITIATIVE | ➤ PROBLEM SOLVING |
| ➤ AGILE | ➤ DEPENDABLE | ➤ MORAL / ETHICAL | ➤ RESILIENT |
| ➤ COMMITTED | ➤ FIT (PHYS / MENT) | ➤ MOTIVATING | |
| ➤ DILIGENT | ➤ HARD WORKING | ➤ PROACTIVE | |

TALENT PRIORITIES:

1. **PHYSICALLY FIT:** Physically tough, gritty, and tenacious. Performs well even under extreme physiological duress.
2. **MENTALLY TOUGH:** Stress tolerant and emotionally mature. Performs well even under extreme psychological duress.
3. **MULTI-TASKER:** Rapidly processes and prioritizes multiple demands simultaneously. Takes appropriate action.
4. **PROBLEM SOLVER:** Able to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.
5. **PRUDENT RISK TAKER:** Acts boldly yet maintains appropriate focus upon personal, Soldier, and unit safety.
6. **COMMUNICATOR:** Precise, efficient, and compelling in both written and spoken word.



Aviation



Year Group 2016

INTELLIGENCES: Bodily-Kinesthetic, Interpersonal, Spatial

SKILLS: Aviation officers must be able to understand, process, and translate vast amounts of data into understandable concepts. As such, they must master concepts across multiple disciplines (for example, air and ground combat operations) while integrating them into an operational perspective in order to support their maneuver partners. Aviators must also be capable of rapid visualization, possess an acute sensitivity to visual details and spatial relationships, and be able to orient multiple dimensions with ease. They must think creatively and in an innovative and novel fashion, devising solutions and responses to unforeseen challenges in the most effective yet prudent fashion. As a result, Aviation Officers quickly and effectively analyze situations, rapidly process and prioritize requirements and actions, communicate effectively, and make independent and integrity-based decisions.

KNOWLEDGE: The Aviation branch desires officers with academic backgrounds that span the entire spectrum of disciplines and majors offered at our nation’s undergraduate institutions. Broad individual experiences contribute to the success of the branch.

➤ **RELEVANT TRAINING / EXPERIENCE:** Cadet Troop Leading Time in combat arms, military intelligence, logistics, or air traffic control; small unit leadership responsibilities requiring independent operations with minimal oversight; leading higher ranking cadets or peers (1SG, CO, etc); leading small teams with an emphasis on communication, problem solving, executing under a stressful timeline; honor / respect leadership (not all inclusive).

➤ **RELEVANT CERTIFICATIONS / ACCREDITATIONS:** Civil fixed wing license; Combat Lifesaver; Master Fitness Trainer (not all inclusive).

BEHAVIORS: (In addition to foundational)

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|-----------------------|---------------|---------------|--------------------------|------------------------|
| ➤ ADAPTABLE | ➤ DISCIPLINED | ➤ INDEPENDENT | ➤ INTELLECTUALLY CURIOUS | ➤ PROBLEM SOLVING |
| ➤ AGILE | ➤ EXPERT | ➤ INITIATIVE | ➤ PERCEPTIVE | ➤ RISK TAKER (PRUDENT) |
| ➤ CRITICALLY THINKING | ➤ FLEXIBLE | ➤ INNOVATIVE | ➤ PRECISE | ➤ STRESS TOLERANT |

TALENT PRIORITIES:

- 1. PRUDENT RISK TAKER:** Acts boldly yet maintains appropriate focus upon personnel, Soldier, and unit safety.
- 2. INTERPERSONAL:** Skilled in developing appropriate relationships. Able to connect with others to effect positive results.
- 3. INTERDISCIPLINARY:** Synthesizes and applies knowledge from multiple disciplines into a coherent overarching perspective.
- 4. SPATIALLY INTELLIGENT:** Easily perceives, understands, and operates within the multi-dimensional world.
- 5. INNOVATIVE:** Creative, inquisitive, and insightful. Easily identifies new solutions and catalyzes change.
- 6. MULTI-TASKER:** Rapidly processes and prioritizes multiple demands simultaneously. Takes appropriate action.



Chemical



Year Group 2016

INTELLIGENCES: Interpersonal, Linguistic, Logical-Mathematical

SKILLS: As valued advisors, Chemical Officers must be articulate, effective, and concise communicators with their commands. The diverse nature of the organizations they support also requires these officers to possess broad knowledge of all branches and how the CBRN Core Competencies can assist those branches. Chemical officers must possess the resident expert knowledge and conceptual understanding to process vast amounts of information in order to prioritize and act on that information. The destructive CBRN threats units confront demand that Chemical Officers be true “sense-makers” and are able to determine the deeper meaning or significance of information. The scope and geographically dispersed nature of the threats they combat require an ability to foster relationships that promote productive work, encourage engagement, and demonstrate presence as a member of a virtual team, communicating and creating value with new technologies and information systems.

KNOWLEDGE: The Chemical branch strongly desires officers with academic backgrounds in the domain-specific disciplines listed below, with particular emphasis on science, technology, engineering and math (STEM). These disciplines provide officers with a foundation in the science of CBRN threats and the experience of solving complex problems.

- **RELEVANT EDUCATION:** Applied Sciences & Engineering; Biology; Chemical Engineering; Chemistry; Emergency Management; General Engineering; General Sciences; Life Sciences; Math; Meteorology; Microbiology; Nuclear Engineering; Nuclear Physics; Acquisition / Contract Management; Physical Sciences, Emergency and Disaster Management, and Homeland Security (not all inclusive).
- **RELEVANT TRAINING / EXPERIENCE:** Cadet Troop Leading Time / Leader Development Time (CTLT / CLDT) with Chemical Unit; Leadership Position in Science-Related Club; Academic Enrichment Program in chemical (or related field) research activities (not all inclusive).

BEHAVIORS: (In addition to foundational)

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|--------------------|------------------------------|----------------------------|--------------------------|
| ➤ ADAPTABLE | ➤ COLLABORATIVE | ➤ DILIGENT | ➤ FLEXIBLE |
| ➤ AGILE | ➤ COMMITTED | ➤ DISCIPLINED | ➤ HARD WORKING |
| ➤ ALERT | ➤ CONFIDENT | ➤ PRECISE | ➤ INNOVATIVE |
| ➤ ASSERTIVE | ➤ CRITICALLY THINKING | ➤ EXPERT | ➤ PROACTIVE |
| ➤ AWARE | ➤ DETAIL FOCUSED | ➤ FIT (PHYS / MENT) | ➤ PROBLEM SOLVING |
| | | | ➤ STRESS TOLERANT |

TALENT PRIORITIES:

1. **COMMUNICATOR:** Precise, efficient, and compelling in both written and spoken word.
2. **DOMAIN-SPECIFIC EDUCATION:** Focus on relevant disciplines listed above, with an emphasis on science, technology, engineering, and math (STEM) disciplines.
3. **PROBLEM SOLVER:** Able to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.
4. **INTERPERSONAL:** Skilled in developing appropriate relationships. Able to connect with others to effect positive results.
5. **PERCEPTIVE:** Effectively discerns the deeper meaning or significance of one’s observations (e.g. events, people, communication).
6. **MULTI-TASKER:** Rapidly processes and prioritizes multiple demands simultaneously. Takes appropriate action.



Cyber



Year Group 2016

INTELLIGENCES: Logical-Mathematical, Linguistic, Spatial, Interpersonal

SKILLS: Cyber officers must be innovative, inspirational, and intellectually curious leaders who are capable of applying the art and science of the profession of arms within the cyberspace warfighting domain using both offensive and defensive cyberspace operations tactics, techniques, and procedures. They must be technically versed and passionate in understanding the cyberspace domain in a multi-dimensional sense to leverage bleeding-edge technologies and highly, technically-skilled teams that can provide operational commanders a unique effects capability for defending our nation against emerging cyber threats. They must also effectively be able to articulate cyberspace operations and capabilities to operational commanders and to integrate these capabilities and effects into combined arms, joint, and coalition warfare operations across joint, interagency, intergovernmental, and multinational (JIIM) environments.

KNOWLEDGE: The Cyber branch values officers with academic backgrounds from a select range of Science, Technology, Engineering, and Math (STEM) disciplines and majors. The domain-specific disciplines listed below provide officers with the expertise needed to manage cyberspace operations.

- **RELEVANT EDUCATION:** Computer Science; Computer Engineering; Computer Systems & Technology; Cyber Security; Electrical Engineering; Information Systems; Mathematical Sciences; Cyberspace Operations.
- **RELEVANT TRAINING / EXPERIENCE:** Cyber Leader Development Program (CLDP); Cadet Troop Leading Time / Leader Development Time (CTLT / CLDT) with cyber units; industry / hacking conference participation; globally recognized, industry provided information technology related certifications; academic enrichment programs or internships with higher education / research / and government agencies.

BEHAVIORS: (In addition to foundational)

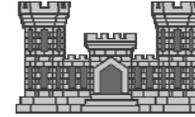
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|-----------------|-----------------------|---------------|---------------|-------------------|
| ➤ AGILE | ➤ CRITICALLY THINKING | ➤ DISCIPLINED | ➤ INQUISITIVE | ➤ PROBLEM SOLVING |
| ➤ AMBITIOUS | ➤ DETAIL FOCUSED | ➤ EXPERT | ➤ PASSIONATE | ➤ RATIONAL |
| ➤ COLLABORATIVE | ➤ DILIGENT | ➤ INITIATIVE | ➤ PERCEPTIVE | ➤ RESILIENT |
| ➤ CONFIDENT | ➤ DIRECTIVE | ➤ INNOVATIVE | ➤ PRECISE | ➤ VISIONARY |

TALENT PRIORITIES:

1. **DOMAIN-SPECIFIC EDUCATION:** Possesses relevant academic disciplines desired by specific branch.
2. **TECHNOLOGICALLY ADEPT:** Understands and effectively uses the latest technologies.
3. **INNOVATIVE:** Creative, inquisitive and insightful. Easily identifies new solutions and catalyzes change.
4. **INSPIRATIONAL LEADER:** Motivates teams to work harmoniously and productively towards a common goal.
5. **PROBLEM SOLVER:** Able to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.
6. **LOGICAL / ANALYTICAL:** Uses reason and thinks in terms of cause and effect. Able to deconstruct and solve complex problems.



Engineer



Year Group 2016

INTELLIGENCES: Interpersonal, Logical-Mathematical, Spatial

SKILLS: Engineer officers must possess an innate ability to evaluate and assess problems, the resident knowledge to brainstorm possibilities, and then quickly implement solutions to solve problems facing our maneuver commanders. This requires a design mindset – the ability to develop tasks and work processes for teams and motivate those teams to reach harmoniously, efficiently, and effectively desired outcomes. Officers must thrive in the world of abstract concepts and data-based reasoning, be able to discriminate and filter information of importance, and be capable of rapid visualization; all while skillfully possessing the ability to communicate concepts verbally or in writing. Collectively, these skills make Engineer officers superb problem solvers and invaluable to our Army and Nation.

KNOWLEDGE: The Engineer branch strongly desires officers with academic backgrounds in the domain-specific disciplines listed below, with particular emphasis on degrees that are accredited by the Accreditation Board for Engineering and Technology (ABET). These disciplines provide officers with a foundation in the scientific method that enhances their ability to become expert problem solvers.

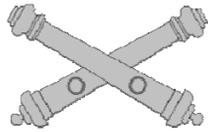
- **RELEVANT EDUCATION PRIORITY 1:** ABET Engineering Majors (Civil, Mechanical, Electrical, Systems, Environmental, Chemical, Nuclear, Engineering Management, Computer Science, Information Technology).
- **RELEVANT EDUCATION PRIORITY 2:** Non-ABET Engineering; Science, Technology, and Mathematics (STEM) disciplines.
- **RELEVANT EDUCATION PRIORITY 3:** All other disciplines.
- **RELEVANT TRAINING/EXPERIENCE:** Cadet Troop Leading Time / Leader Development Time (CTLT / CLDT) with Engineer Unit or Academic Enrichment Program in engineering or related activity (not all inclusive).

BEHAVIORS: (In addition to foundational)

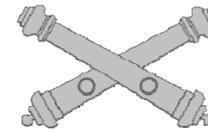
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| ➤ ADAPTABLE | ➤ DEPENDABLE | ➤ INNOVATIVE | ➤ PROACTIVE |
| ➤ AMBITIOUS | ➤ DETAIL FOCUSED | ➤ INSPIRING | ➤ PROBLEM SOLVING |
| ➤ CHARISMATIC | ➤ DILIGENT | ➤ INTELLECTUALLY CURIOUS | ➤ TENACIOUS |
| ➤ COMMITTED | ➤ EXPERT | ➤ PERCEPTIVE | ➤ VISIONARY |

TALENT PRIORITIES:

1. **DOMAIN-SPECIFIC EDUCATION:** Possessing an engineering degree (ABET-preferred), high performers in science, technology, engineering, and math (STEM) disciplines.
2. **PROJECT MANAGER:** Able to determine requirements, develop work processes, delegate responsibilities, and lead teams to desired outcomes.
3. **PROBLEM SOLVER:** Able to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.
4. **INSPIRATIONAL LEADER:** Motivates teams to work harmoniously and productively towards a common goal.
5. **SPATIALLY INTELLIGENT:** Easily perceives, understands, and operates within the multi-dimensional world.



Field Artillery



Year Group 2016

INTELLIGENCES: Bodily-Kinesthetic, Logical-Mathematical, Spatial

SKILLS: Field Artillery Officers are leaders who are integral members of the joint and combined arms team. They are mentally tough, physically fit, leaders of character able to perform with a high level of competence under difficult circumstances while keeping pace with maneuver. Field Artillery Officers are responsible for training their units for combat and integrating fires in combat to defeat lethal, adaptive enemy combatants in any operational environment. Practitioners of the art and science of war, they are creative thinkers who solve problems through their adroit application of concepts across multiple disciplines (joint operations, joint fires, and combined arms maneuver). Field Artillery officers are self-starters who routinely and rapidly process and prioritize multiple demands in multiple dimensions. Field Artillery officers effectively communicate those demands and solutions to supported commanders at all echelons. These skills, coupled with their high degree of confidence, enable outstanding trust and effective relationships that exist among the joint community, the Fires team, and their senior Maneuver Commanders.

KNOWLEDGE: The Field Artillery branch desires officers with academic backgrounds that span the entire spectrum of disciplines and majors offered at our nation’s undergraduate institutions. Broad individual experiences contribute to the success of the branch.

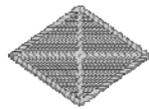
- **RELEVANT TRAINING / EXPERIENCE:** Proven leadership experience in athletics, student government, dynamic/ multi-functional teams; Joint Service Exchange Training; Cadet Troop Leading Time/ Leader Development Time (CTLT/ CLDT) with any combat arms unit; prior joint or combat arms enlisted experience (not all inclusive).
- **RELEVANT CERTIFICATIONS / ACCREDITATIONS:** Mastery of tactical fundamentals as demonstrated in military art and science classroom instruction and training evaluations; Master Fitness Trainer; Combatives; Airborne, Air Assault; Ranger (not all inclusive).

BEHAVIORS: (In addition to foundational)

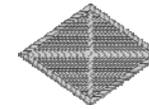
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|----------------------|---------------------------|----------------------------|---------------------------|--------------------------|------------------------|
| ➤ ADAPTABLE | ➤ COMMITTED | ➤ DISCIPLINED | ➤ FLEXIBLE | ➤ PRECISE | ➤ TENACIOUS |
| ➤ ALERT | ➤ CONFIDENT | ➤ DYNAMIC | ➤ INITIATIVE | ➤ PROBLEM SOLVER | ➤ TEAM ORIENTED |
| ➤ AUDACIOUS | ➤ CRITICAL THINKER | ➤ EXPERT | ➤ INNOVATIVE | ➤ RESILIENT | ➤ VISIONARY |
| ➤ CHARISMATIC | ➤ DETERMINED | ➤ FIT (PHYS / MENT) | ➤ MISSION ORIENTED | ➤ STRESS TOLERANT | |

TALENT PRIORITIES:

1. **MENTALLY TOUGH:** Stress tolerant and emotionally mature. Performs well even under extreme psychological duress.
2. **PHYSICALLY FIT:** Physically tough, gritty, and tenacious. Performs well even under extreme physiological duress. Committed to a lifestyle of physical fitness. .
3. **INTERDISCIPLINARY:** Synthesizes and applies knowledge from multiple disciplines into a coherent overarching perspective.
4. **PROCESS DISCIPLINED:** Diligently abides by procedures designed to ensure accuracy, effectiveness, and safety.
5. **MULTI-TASKER:** Rapidly processes and prioritizes multiple demands simultaneously. Takes appropriate action.
6. **SPATIALLY INTELLIGENT:** Easily perceives, understands, and operates within the multi-dimensional world.



Financial Management



Year Group 2016

INTELLIGENCES: Interpersonal, Logical-Mathematical

SKILLS: Financial Management (FM) officers provide responsible management of government resources through the execution of management controls, which promote effective governance. They must handle vast amounts of FM information and engage in both abstract and analytical reasoning. They must have the requisite knowledge and understanding of general accounting principles and the use of information technology systems to complete their tasks and inform cost-based decision making. Financial Managers must also be able to find creative solutions to problems beyond those that are rote or rule-based, yet ensure that they comply with applicable laws and regulations. Virtually or in person, they must be articulate, effective, and concise communicators. Due to the diverse nature of the units they support, FM officers must effectively communicate, in operational terms, the financial management impacts of leader decisions.

KNOWLEDGE: The Financial Management branch strongly desires officers with academic backgrounds in the domain-specific disciplines listed below. These disciplines provide officers with a foundation in the general accounting and financial principles required to manage the Army's resources effectively and efficiently.

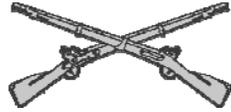
- **RELEVANT EDUCATION:** Accounting; Banking; Business Administration & Management; Economics; Finance; Financial Management; Acquisition / Contract Management; Computer Sciences; Information Systems; Statistics (not all inclusive).
- **RELEVANT TRAINING / EXPERIENCE:** Cadet Troop Leading Time / Leader Development Time (CTLT / CLDT) with DIV / BDE G-8/S-8, FM Support Unit, FM Support Detachment; Academic Enrichment Program with private sector comptroller, banking or related financial regulatory authority (not all inclusive).

BEHAVIORS: (In addition to foundational)

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|-------------|--------------------|-------------------|-------------------|---------------|
| ➤ ADAPTIVE | ➤ CONSCIENTIOUS | ➤ DISCIPLINED | ➤ HARD WORKING | ➤ RATIONAL |
| ➤ ALERT | ➤ COOPERATIVE | ➤ DUTIFUL | ➤ PROBLEM SOLVING | ➤ RESPONSIBLE |
| ➤ ASSERTIVE | ➤ CUSTOMER FOCUSED | ➤ ETHICAL / MORAL | ➤ PRECISE | ➤ STABLE |
| ➤ COMMITTED | ➤ DILIGENT | ➤ EXPERT | ➤ PRUDENT | ➤ TRUSTWORTHY |

TALENT PRIORITIES:

1. **DOMAIN-SPECIFIC EDUCATION:** Focus on relevant disciplines listed above, with a special emphasis on accounting, business administration, or financial management, which provide the necessary skills for FM officers to effectively and efficiently manage the Army's resources.
2. **LOGICAL / ANALYTICAL:** Uses reason and thinks in terms of cause and effect. Able to deconstruct and solve complex problems.
3. **PROCESS DISCIPLINED:** Diligently abides by procedures designed to ensure accuracy, effectiveness, and safety.
4. **DETAIL FOCUSED:** Thorough, perceptive, and precise in all matters. Possesses a keen eye – notices everything.
5. **COMMUNICATOR:** Precise, efficient, and compelling in both written and spoken word.
6. **PROJECT MANAGER:** Able to determine requirements, develop work processes, delegate responsibilities, and lead teams to desired outcomes.



Infantry



Year Group 2016

INTELLIGENCES: Bodily-Kinesthetic, Interpersonal, Spatial

SKILLS: Infantry Officers must be able to operate in some of the most politically, economically, and environmentally adverse situations while at different threat levels. In order to operate in such environments, Infantry Officers must possess the highest levels of mental toughness, problem solving ability, and physical fitness. Using creativity and sound judgment, they must have the ability to devise and prioritize solution sets rapidly, motivate and employ Soldiers, and have an innate ability to adapt to fluid situations when facing any enemy across the entire threat spectrum. Additionally, Infantry Officers must have the ability to discriminate an action out of the norm and respond with the appropriate level of action. They must also demonstrate consistent command of these skills over extended periods of time.

KNOWLEDGE: The Infantry branch desires officers with academic backgrounds that span the entire spectrum of disciplines and majors offered at our nation's undergraduate institutions. Broad individual experiences contribute to the success of the branch.

- **RELEVANT TRAINING / EXPERIENCE:** Leadership role in athletics / student government; Cadet Troop Leading Time / Leader Development Time (CTLT / CLDT) with Infantry units. Overseas Academic Enrichment Program. Prior enlisted service in a Maneuver Branch. Contact Sports / Ecothon / Ultra Marathon Competitor; Coaching / Mentoring Experience (not all inclusive).
- **RELEVANT CERTIFICATIONS / ACCREDITATIONS:** EMT / First Responder Training; Cross Fit Instructor; PADI Cert; Free Fall; highest level of scouting (not all inclusive).

BEHAVIORS: (In addition to foundational)

- | | | | |
|--------------------|----------------------------|---------------------|---------------------------|
| ➤ ADAPTABLE | ➤ DISCIPLINED | ➤ HONORABLE | ➤ MENTALLY AGILE |
| ➤ ASSERTIVE | ➤ DUTIFUL | ➤ INNOVATIVE | ➤ PERSONAL COURAGE |
| ➤ CONFIDENT | ➤ ETHICAL / MORAL | ➤ INTEGRITY | ➤ RESPECTFUL |
| ➤ DILIGENT | ➤ FIT (PHYS / MENT) | ➤ LOYAL | ➤ SELFLESS SERVICE |

TALENT PRIORITIES:

1. **MENTALLY TOUGH:** Stress tolerant and emotionally mature. Performs well even under extreme psychological duress.
2. **PROBLEM SOLVER:** Able to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.
3. **PHYSICALLY FIT:** Physically tough, gritty, and tenacious. Performs well even under extreme physiological duress. Committed to a lifestyle of physical fitness.
4. **INNOVATIVE:** Creative, inquisitive, and insightful. Easily identifies new solutions and catalyzes change.
5. **MULTI-TASKER:** Rapidly processes and prioritizes multiple demands simultaneously. Takes appropriate action.
6. **BODILY-KINESTHETIC:** Coordinated, dexterous, hands-on person. Keen sense of body and sensory awareness. Learns through physical activity.



Military Intelligence



Year Group 2016

INTELLIGENCES: Interpersonal, Problem Solving, Communications

SKILLS: Military Intelligence officers must be able to synthesize a wealth of information and determine what is occurring or about to occur and effectively communicate its significance both verbally and in writing. They must solve intelligence-related problems using a variety of intelligence systems, techniques, and procedures. The MI Officer is innately perceptive and has a high level of intuition that compliment exceptional research, investigative and reasoning skills. They must also possess the confidence to make tough decisions in a timely manner. They must be able to productively lead Soldiers and work effectively with fellow officers and civilians. MI Officers are also skilled at analyzing different cultures and threats (geographic, demographic, ethnographic, etc.) and take an interdisciplinary approach of “understanding blue” yet “thinking red” across multiple intelligence disciplines.

KNOWLEDGE: The Military Intelligence branch values officers with academic backgrounds from a wide variety of disciplines and majors. However, the domain-specific disciplines listed below provide officers with the expertise needed to integrate vast amounts of information in the appropriate cultural context to better understand the significance.

- **RELEVANT EDUCATION:** Global Security & Intelligence Studies; Information Operations; Information Technology; Computer Systems and Technology; International Relations; Economics; Cultural or Historical Geography; English; Foreign Language / Area Studies; History; Geopolitics; Political Science; Operations Research; Religion (list not all inclusive).
- **RELEVANT TRAINING / EXPERIENCE:** Cadet Troop Leading Time / Leader Development Time (CTLT / CLDT) with intelligence organizations and units (not all inclusive). Cultural fluency via overseas travel or immersion in foreign studies (regional/heritage basis).
- **RELEVANT CERTIFICATIONS / ACCREDITATIONS:** Foreign language proficiency (2/2/1+).

BEHAVIORS: (In addition to foundational)

- | | | | | |
|-----------------|-----------------------|----------------|--------------------------|-------------------|
| ➤ ALERT | ➤ CRITICALLY THINKING | ➤ EXPERT | ➤ INNOVATIVE | ➤ PRECISE |
| ➤ CALM | ➤ DETAIL-FOCUSED | ➤ FIT | ➤ INQUISITIVE | ➤ REFLECTIVE |
| ➤ COLLABORATIVE | ➤ DILIGENT | ➤ HARD WORKING | ➤ INTELLECTUALLY CURIOUS | ➤ STRESS TOLERANT |
| ➤ CONFIDENT | ➤ DISCIPLINED | ➤ INITIATIVE | ➤ PERCEPTIVE | ➤ THOUGHTFUL |

TALENT DEMANDS:

1. **INSPIRATIONAL LEADER:** Motivates teams to work harmoniously and productively towards a common goal.
2. **PROBLEM SOLVER:** Able to devise solutions and responses beyond that which is rote or rule-based.
3. **COMMUNICATOR:** Precise, efficient, and compelling use of the written and spoken word, particularly via information technology systems.
4. **INTERDISCIPLINARY:** Synthesizes and applies knowledge from multiple disciplines into a coherent overarching perspective.
5. **PERCEPTIVE:** Able to determine the true significance of what is transpiring.
6. **LOGICAL / ANALYTICAL:** The ability to reason, sequence, think in terms of cause and effect and create hypotheses. Dependent upon intellectual curiosity, inquisitiveness, and a desire to seek the deeper meaning in a situation.



Military Police



Year Group 2016

INTELLIGENCES: Bodily-Kinesthetic, Interpersonal, Spatial

SKILLS: Military Police officers are professional Warrior Police who are the Army's experts at promoting the rule of law and preserving the force both at home and abroad across the range of military operations. MP officers are talented leaders of character who must deal with complexity in both peace and war, applying investigative skills, adaptive thinking, and a detail-focused approach to their interdisciplinary career field. MP officers must possess high levels of physical and mental stamina to operate under stress, while skilled at establishing the necessary relationships in order to instruct, train, and educate across the various cross-cultural, ethnic, and human dimensional attitudes. They are articulate in conveying courses of action, communicating decisions, and accomplishing the mission regardless of operational constraints.

KNOWLEDGE: The Military Police branch desires officers with academic backgrounds that span the entire spectrum of disciplines and majors offered at our nation's undergraduate institutions. Broad individual experiences contribute to the success of the branch.

- **RELEVANT EDUCATION:** Criminal Justice; Law Enforcement; Corrections; Computer Systems & Technology; Information Systems & Technology; Criminal Psychology; Criminology; Mathematics; Engineering; Domestic & International Law; Emergency Management; Security Management; Forensic Science; Political Science; Sociology; Geography; Counter-Terrorism and Protection; Information Operations; Business Administration; Negotiation & Conflict; Finance (not all inclusive).
- **RELEVANT TRAINING / EXPERIENCE:** CTLT / CLDT with Army Military Police unit; Academic Enrichment Program with legal, law enforcement, corrections, emergency management, or criminal justice organization or academic institution (not all inclusive).

BEHAVIORS: (In addition to foundational)

- | | | | |
|----------------------|---------------------------|--------------------------|--------------------------|
| ➤ ADAPTABLE | ➤ CONFIDENT | ➤ DISCIPLINED | ➤ INITIATIVE |
| ➤ ASSERTIVE | ➤ CUSTOMER-FOCUSED | ➤ ETHICAL / MORAL | ➤ INTEGRITY |
| ➤ BALANCED | ➤ DEPENDABLE | ➤ EXPERT | ➤ OPENNESS |
| ➤ CHARISMATIC | ➤ DIPLOMATIC | ➤ FIT | ➤ DETAIL-FOCUSED |
| | | ➤ INDEPENDENT | ➤ PROBLEM SOLVING |
| | | | ➤ PROACTIVE |
| | | | ➤ RESILIENT |
| | | | ➤ SELF AWARE |
| | | | ➤ VISIONARY |

TALENT PRIORITIES:

1. **MENTALLY TOUGH:** Stress tolerant and emotionally mature. Performs well even under extreme psychological duress. Committed to a lifestyle of physical fitness.
2. **INTERDISCIPLINARY:** Synthesizes and applies knowledge from multiple disciplines into a coherent overarching perspective.
3. **INTERPERSONAL:** Skilled in developing appropriate relationships. Able to connect with others to effect positive results.
4. **PERCEPTIVE:** Effectively discerns the deeper meaning or significance of one's observations (e.g., events, people, and communication).
5. **PHYSICALLY FIT:** Physically tough, gritty, and tenacious. Performs well even under extreme physiological duress.
6. **CROSS-CULTURALLY FLUENT:** Aware of and able to operate across different cultural settings (e.g., geographic, demographic, ethnographic, generational, and technological).



Medical Service



Year Group 2016

INTELLIGENCES: Interpersonal, Linguistic

SKILLS: Medical Service officers generally serve as Health Services Administrative (HS) or Allied Science (AS) officers, providing expert patient care or setting the conditions for it. They must therefore be able to connect to others in a deep and direct way, to sense and stimulate reactions and desired interactions. They must also be perceptive and precise in all matters, particularly as it applies to the patients they serve. This also requires a level of intuition so they are able to determine the deeper meaning or significance of what is being expressed by those they serve. Within this patient-HS / MS relationship, Medical Service Officers must be effective and compelling communicators. Lastly, they must possess interdisciplinary acumen, an understanding of concepts across multiple fields of general medical study, as well as across the spectrum of military skills needed to support Operating and Generating Force organizations.

KNOWLEDGE: The Medical Service branch values officers with academic backgrounds from a wide variety of disciplines and majors. However, the domain-specific disciplines listed below provide officers with the expertise to set the conditions for expert patient care in any environment.

➤ **RELEVANT EDUCATION:** Behavioral Sciences; Biomedical Engineering; Business or Healthcare Administration; Biology; Chemistry; Computer Sciences; Counseling Psychology; Economics; Epidemiology; Entomology; Environmental Engineering; Forensics; Kinesiology; Life Sciences; Medical Administration; Nuclear Engineering; Operational Research; Pharmacology; Physics; Physical Education; Psychology; Pre-Medical; Preventive Medicine (not all inclusive).

➤ **RELEVANT TRAINING / EXPERIENCE:** Cadet Troop Leading Time / Leader Development Time (CTLT / CLDT) with Army medical units. Academic Enrichment Program with higher education / research agency in degree field of study (not all inclusive).

BEHAVIORS: (In addition to foundational)

- | | | | |
|-----------------|------------------------|-------------------|-------------------|
| ➤ ADAPTABLE | ➤ COMMITTED | ➤ EMPATHETIC | ➤ PERCEPTIVE |
| ➤ ALERT | ➤ CONCERNED FOR OTHERS | ➤ ETHICAL / MORAL | ➤ PRECISE |
| ➤ AUTHENTIC | ➤ CUSTOMER FOCUSED | ➤ EXPERT | ➤ PROBLEM SOLVING |
| ➤ CALM | ➤ DILIGENT | ➤ INDEPENDENT | ➤ RATIONAL |
| ➤ COLLABORATIVE | ➤ DIPLOMATIC | ➤ INNOVATIVE | ➤ STRESS TOLERANT |
| | | | ➤ URGENT |

TALENT PRIORITIES:

- PROJECT MANAGER:** Able to determine requirements, develop work processes, delegate responsibilities, and lead teams to desired outcomes.
- DETAIL FOCUSED:** Thorough, perceptive, and precise in all matters. Possesses a keen eye – notices everything.
- COMMUNICATOR:** Precise, efficient, and compelling in both written and spoken word.
- INTERDISCIPLINARY:** Synthesizes and applies knowledge from multiple disciplines into a coherent overarching perspective.
- INTERPERSONAL:** Skilled in developing appropriate relationships. Able to connect with others to effect positive results.
- PROBLEM SOLVER:** Able to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.



Ordnance



Year Group 2016

INTELLIGENCES: Interpersonal, Logical-Mathematical (Maintenance and Munitions Management)
Bodily-Kinesthetic, Spatial (Explosive Ordnance Disposal-EOD)

SKILLS (Maintenance and Munitions Management): Ordnance officers are adaptive, agile, logical, and detail-oriented leaders who are directly responsible for building and maintaining the combat power of the Army. Ordnance officers enable readiness through dynamic and articulate leadership. Additional critical skills include the ability to establish priorities of work to accomplish the mission. Leadership in materiel maintenance and ammunition management processes requires officers who use logic and analytical skills to solve problems and then communicate solutions precisely. All Ordnance officers must be support-focused, skilled at building relationships, and able to connect with others in a direct way so they can advise commanders and customers on sustainment operations in complex operating environments.

SKILLS (EOD): EOD officers must be mentally tough, prudent risk takers, who are able to operate confidently with detailed and disciplined accuracy under stressful conditions. EOD officers are “hands-on” people with technical and mechanical aptitude, acute sensitivity to visual details, and the ability to orient to three dimensions.

KNOWLEDGE: The Ordnance branch values officers with academic backgrounds from a wide variety of disciplines and majors. However, the domain-specific disciplines listed below provide officers with the expertise needed to successfully execute the military’s system of logistics management.

- **RELEVANT EDUCATION:** Business Administration; Acquisition / Contract Management; Applied Sciences & Engineering; Automotive Engineering; Business Management; Chemistry; Computer Systems & Technology; Disaster Management; Distribution Management; Hazardous Materials Management; Industrial Engineering; Logistics Management; Mathematical Sciences; Mechanical Engineering; Operations Research; Supply Chain Management ; Forensic Sciences (not all inclusive).
- **RELEVANT TRAINING / EXPERIENCE:** Athletics (varsity), Cadet Troop Leading Time / Leader Development Time (CLTL / CLDT) with Army Ordnance unit; Academic Enrichment Program / Internship with major industries or academic institutions.
- **RELEVANT CERTIFICATIONS / ACCREDITATIONS:** Certified Professional in Supply Management; Certified Professional Logistician; Supply Chain Management Certificate; International Society of Logistics.

BEHAVIORS: (In addition to Army foundational)

- | | | | | |
|------------------------|------------------------------|-----------------------|--------------------------|--------------------------|
| ➤ COLLABORATIVE | ➤ CRITICALLY THINKING | ➤ EXPERT | ➤ PERCEPTIVE | ➤ QUICK |
| ➤ COMMITTED | ➤ CUSTOMER FOCUSED | ➤ FLEXIBLE | ➤ PRECISE | ➤ RESPONSIBLE |
| ➤ COOPERATIVE | ➤ DETAILED FOCUSED | ➤ HARD WORKING | ➤ PROACTIVE | ➤ STRESS TOLERANT |
| | | ➤ INITIATIVE | ➤ PROBLEM SOLVING | ➤ THOUGHTFUL |

TALENT PRIORITIES (Maintenance and Munitions Management):

1. **PROBLEM SOLVER:** Able to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.
2. **COMMUNICATOR:** Precise, efficient, and compelling in both written and spoken word.
3. **LOGICAL / ANALYTICAL:** Uses reason and thinks in terms of cause and effect. Able to deconstruct and solve complex problems.
4. **INTERPERSONAL:** Skilled in developing appropriate relationships. Able to connect with others to effect positive results.
5. **MULTI-TASKER:** Rapidly processes and prioritizes multiple demands simultaneously. Takes appropriate action

TALENT PRIORITIES (EOD):

1. **MENTALLY TOUGH:** Stress tolerant and emotionally mature. Performs well even under extreme psychological duress.
2. **PROCESS DISCIPLINED:** Diligently abides by procedures designed to ensure accuracy, effectiveness, and safety.
3. **PRUDENT RISK TAKER:** Acts boldly yet maintains appropriate focus upon personal, Soldier, and unit safety.
4. **DETAIL FOCUSED:** Thorough, perceptive, and precise in all matters. Possesses a keen eye – notices everything.
5. **BODILY-KINESTHETIC:** Coordinated, dexterous, hands-on person. Keen sense of body and sensory awareness. Learns through physical activity.



Quartermaster



Year Group 2016

INTELLIGENCES: Logical-Mathematical, Interpersonal, Linguistic, Spatial

SKILLS: Leadership in materiel management, logistics automation, field services, petroleum and water operations, aerial delivery, and mortuary affairs requires Quartermaster officers to be leaders *and* managers who can develop tasks and work processes for desired outcomes. They must be innovators, able to devise solutions and prioritize responses beyond that which is rote or rule-based. Given their worldwide missions, these officers must be adept at virtual collaboration - work productively, drive engagement, and display presence as a member of a team using management information systems. Perhaps most importantly, Quartermaster officers must be customer-focused, as sustainment enables operational reach and freedom of maneuver.

KNOWLEDGE: The Quartermaster branch values officers with academic backgrounds from a wide variety of disciplines and majors. However, the domain-specific disciplines listed below provide officers with the expertise needed to successfully execute the military's system of logistics management.

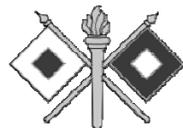
- **RELEVANT EDUCATION:** Supply Chain Management; Logistics Management; Distribution Management; Operations Management; Business Administration & Management; Acquisition / Contract Management; Petroleum Engineering; Accounting; Management Information Systems; Transportation Management; General Management; Computer Systems & Technology; Engineering Management; Geology; Geophysics; Environmental Management (not all inclusive).
- **RELEVANT TRAINING / EXPERIENCE:** Cadet Troop Leading Time / Leader Development Time (CTLT / CLDT) with an Army Logistics unit, Academic Individual Advanced Development in management/logistics or academic institutions, Lean Six Sigma, sports parachute, rappelling (not all inclusive).
- **RELEVANT CERTIFICATIONS / ACCREDITATIONS:** Certified Professional in Supply Management, Certified Professional Logistician, Supply Chain Management Certificate, SAP Certification Certification in Transportation & Logistics/Environmental Mgmt (not all inclusive).

BEHAVIORS: (In addition to foundational)

- | | | | | |
|--------------------------------|---------------------------|--------------------------|--------------------------|--------------------------|
| ➤ ADAPTABLE | ➤ COMPASSIONATE | ➤ DISCIPLINED | ➤ FLEXIBLE | ➤ RESPONSIVE |
| ➤ ALERT | ➤ CUSTOMER-FOCUSED | ➤ DYNAMIC | ➤ HARD WORKING | ➤ RESPONSIBLE |
| ➤ SITUATIONAL AWARENESS | ➤ DEPENDABLE | ➤ ETHICAL - MORAL | ➤ PRECISE | ➤ STRESS TOLERANT |
| ➤ COLLABORATIVE | ➤ PROACTIVE | ➤ EXPERT | ➤ PROBLEM SOLVING | ➤ INNOVATIVE |

TALENT PRIORITIES:

1. **PERCEPTIVE:** Effectively discerns the deeper meaning or significance of one's observations (e.g., events, people and communication).
2. **PROBLEM SOLVER:** Able to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.
3. **PROJECT MANAGER:** Able to determine requirements, develop work processes, delegate responsibilities, and lead teams to desired outcomes.
4. **MULTI-TASKER:** Rapidly processes and prioritizes multiple demands simultaneously. Takes appropriate action.
5. **COMMUNICATOR:** Precise, efficient, and compelling in both written and spoken word.



Signal



Year Group 2016

INTELLIGENCES: Interpersonal, Logical-Mathematical, Spatial

SKILLS: Signal officers must possess the capability to be inspirational leaders in any organization as well as the ability to plan, build, secure, operate, maintain, and defend the cyber domain. They must be technologically adept and skilled at leveraging the latest technologies and business practices while also being innovators who develop new solutions that meet the changing needs of their superiors. Signal officers must be able to build and lead effective teams as well as clearly articulate the highly-technical components of the signal and cyber community into operational terms their supported commanders can understand and from which can make effective decisions and direct action. They are capable of rapid visualization, possess an acute sensitivity to visual details and spatial relationships, and are able to orient to three dimensions with ease. Collectively, these talents make Signal officers superb problem solvers and leaders.

KNOWLEDGE: The Signal branch values officers with academic backgrounds from a wide variety of disciplines and majors. However, the domain-specific disciplines listed below provide officers with the expertise needed to manage information and deliver effective communications.

- **RELEVANT EDUCATION:** Organizational Leadership/Management; Applied Sciences & Engineering; Computer Engineering; Computer Science; Computer Systems & Technology; Electrical Engineering; Engineering Management; Information Operations; Information Systems; Information System Security / Assurance; Mathematical Sciences; Systems Engineering (not all inclusive).
- **RELEVANT TRAINING / EXPERIENCE:** Cadet Troop Leading Time / Leader Development Time (CTLT / CLDT); Academic Enrichment Program with higher education / research agency in degree field of study (not all inclusive).

BEHAVIORS: (In addition to foundational)

- | | | | | |
|-------------|------------------|---------------|-------------------|-------------|
| ➤ ADAPTABLE | ➤ CAREFUL | ➤ DILIGENT | ➤ INITIATIVE | ➤ PROACTIVE |
| ➤ AGILE | ➤ COMMITTED | ➤ DISCIPLINED | ➤ INNOVATIVE | ➤ RATIONAL |
| ➤ ALERT | ➤ CONFIDENT | ➤ EXPERT | ➤ PRECISE | ➤ RESILIENT |
| ➤ BALANCED | ➤ DETAIL FOCUSED | ➤ FLEXIBLE | ➤ PROBLEM SOLVING | ➤ STABLE |

TALENT PRIORITIES:

1. **INSPIRATIONAL LEADER:** Motivates teams to work harmoniously and productively towards a common goal.
2. **INNOVATIVE:** Creative, inquisitive, and insightful. Easily identifies new solutions and catalyzes change.
3. **TECHNOLOGICALLY ADEPT:** Understands and comfortably uses the latest technologies.
4. **PROBLEM SOLVER:** Able to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.
5. **PROJECT MANAGER:** Able to determine requirements, develop work processes, delegate responsibilities, and lead teams to desired outcomes.



Transportation



Year Group 2016

INTELLIGENCES: Interpersonal, Linguistic, Logical-Mathematical, Spatial

SKILLS: Transportation Officers are multi-dimensional warriors who can operate any platform, perform in any environment, and do so with the right “mind-sets over skill-sets.” They must be innovative and creative problem-solvers – able to improvise and develop fresh, new ideas – while encouraging others to do the same. Transporters are inspirational leaders who embrace and promote diversity, possess empathy and compassion for others, and create environments where individuals are accepted, understood, and valued. They are integrators who exhibit the imagination to challenge subordinates to work outside their comfort zones. They are perceptive enough to know how they connect to the big picture, while being versatile enough to leverage, learn, and develop individual skills and talents. Transportation officers must be talented in their core proficiencies, highly analytical, able to lead change, capable of operating across the spectrum of conflict, able to operate in Joint, Interagency, Intergovernmental, and Multinational environments (JIIM), culturally astute, and courageous enough to see and exploit opportunities.

KNOWLEDGE: The Transportation branch values officers with academic backgrounds from a wide variety of disciplines and majors. However, the domain-specific disciplines listed below provide officers with the expertise needed to successfully execute the military’s system of logistics management.

- **RELEVANT EDUCATION:** Science, Technology, Engineering, and Math; Operational Research; Computer Science and Computer Engineering; Political Science and International Relations; History; Accounting; Acquisition / Contract Management; Business Administration & Management; Transportation Management; Transportation Infrastructure; Systems Engineering; Logistics Management; Supply Chain Management; Foreign Languages; Military Art & Science; Social Sciences; Leadership; Law; English and Philosophy are prime prospects for the Transportation Corps (not all inclusive).
- **RELEVANT TRAINING / EXPERIENCE:** Athlete (Varsity, Club, Intramural); Cadet Troop Leading Time; Community Engagement and Outreach Programs; Model UN; Cadet Project Day; Study Abroad; Exchange Cadet; Cadet Counselor; Volunteering; Leadership or Participation in clubs associated with degree of choice, such as: Engineers Without Borders, Systems Engineering Clubs; Foreign Language Clubs; (not all inclusive).

BEHAVIORS: (In addition to foundational)

- | | | | | |
|------------------------------|-----------------------|---------------------|-------------------------------|----------------------|
| ➤ ADAPTABLE | ➤ ENTHUSIASTIC | ➤ INSPIRING | ➤ PROBLEM SOLVING | ➤ TEAM PLAYER |
| ➤ AUTHENTIC | ➤ INCLUSIVE | ➤ INTEGRATOR | ➤ RESILIENT | ➤ VISIONARY |
| ➤ CRITICALLY THINKING | ➤ INQUISITIVE | ➤ LOYAL | ➤ RISK TAKER (PRUDENT) | |

TALENT PRIORITIES:

1. **INSPIRATIONAL LEADER:** Motivates teams to work harmoniously and productively towards a common goal.
2. **INNOVATIVE:** Creative, inquisitive, and insightful. Easily identifies new solutions and catalyzes change.
3. **PROBLEM SOLVER:** Able to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.
4. **CROSS-CULTURALLY FLUENT:** Aware of and able to operate across different cultural settings (e.g., geographic, demographic, ethnographic, generational, and technological).
5. **LOGICAL / ANALYTICAL:** Uses reason and thinks in terms of cause and effect. Able to deconstruct and solve complex problems.

Talent Definitions

Year Group 2016

| |
|--|
| INSPIRATIONAL LEADER: Motivates teams to work harmoniously and productively towards a common goal. |
| PHYSICALLY FIT: Physically tough, gritty and tenacious. Performs well even under extreme physiological duress. Committed to a lifestyle of physical fitness. |
| MENTALLY TOUGH: Stress tolerant and emotionally mature. Performs well even under extreme psychological duress. |
| DETAIL-FOCUSED: Thorough, perceptive and precise in all matters. Possesses a keen eye - notices everything. |
| PROCESS DISCIPLINED: Diligently abides by procedures designed to ensure accuracy, effectiveness and safety. |
| PROJECT MANAGER: Able to determine requirements, develop work processes, delegate responsibilities, and lead teams to desired outcomes. |
| INTERDISCIPLINARY: Synthesizes and applies knowledge from multiple disciplines into a coherent overarching perspective. |
| MULTI-TASKER: Rapidly processes and prioritizes multiple demands simultaneously. Takes appropriate action. |
| PRUDENT RISK TAKER: Acts boldly yet maintains appropriate focus upon personal, Soldier, and unit safety. |
| INTERPERSONAL: Skilled in developing appropriate relationships. Able to connect with others to effect positive results. |
| INTROSPECTIVE: Contemplative by nature - self-aware. |
| INNOVATIVE: Creative, inquisitive and insightful. Easily identifies new solutions and catalyzes change. |
| LOGICAL / ANALYTICAL: Uses reason and thinks in terms of cause and effect. Able to deconstruct and solve complex problems. |
| CROSS-CULTURALLY FLUENT: Aware of and able to operate across different cultural settings (e.g., organizational, demographic, ethnographic, and generational). |
| PROBLEM SOLVER: Able to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task. |
| COMMUNICATOR: Precise, efficient, and compelling in both written and spoken word. |
| BODILY KINESTHETIC: Coordinated, dexterous, hands-on person. Keen sense of body and sensory awareness. Learns through physical activity. |
| PERCEPTIVE: Effectively discerns the deeper meaning or significance of one's observations (e.g., events, people and communication). |
| SPATIALLY INTELLIGENT: Easily perceives, understands and operates within the multi-dimensional world. |
| TECHNOLOGICALLY ADEPT: Understands and effectively uses the latest technologies. |
| DOMAIN-SPECIFIC EDUCATION: Possesses relevant academic disciplines desired by specific branch. |

Talent Priorities by Branch

Year Group 2016

| # | Talent Demand | AD | AG | AR | AV | CM | CY | EN | FA | FM | IN | MI | MP | MS | OD | EOD | QM | SC | TC | TOTAL |
|----|-----------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-------|
| 1 | Communicator | 1 | 1 | 1 | | 1 | | | | 1 | | 1 | | 1 | 1 | | 1 | | | 9 |
| 2 | Cross-Culturally Fluent | 1 | | | | | | | | | | | 1 | | | | | | 1 | 3 |
| 3 | Detail-Focused | | | | | | | | | 1 | | | | 1 | | 1 | | | | 3 |
| 4 | Domain-Specific Education | 1 | 1 | | | 1 | 1 | 1 | | 1 | | | | | | | | | | 5 |
| 5 | Innovative | | | | 1 | | 1 | | | | 1 | | | | | | | 1 | 1 | 5 |
| 6 | Inspirational Leader | 1 | | | | | 1 | 1 | | | | 1 | | | | | | 1 | 1 | 6 |
| 7 | Interdisciplinary | | | | 1 | | | | 1 | | | 1 | 1 | 1 | | | | | | 5 |
| 8 | Interpersonal | | 1 | | 1 | 1 | | | | | | | 1 | 1 | 1 | | | | | 6 |
| 9 | Logical/Analytical | 1 | 1 | | | | 1 | | | 1 | | 1 | | | 1 | | | | 1 | 7 |
| 10 | Mentally Tough | | | 1 | | | | | 1 | | 1 | | 1 | | | 1 | | | | 5 |
| 11 | Multi-Tasker | 1 | | 1 | 1 | 1 | | | 1 | | 1 | | | | 1 | | 1 | | | 8 |
| 12 | Perceptive | | 1 | | | 1 | | | | | | 1 | 1 | | | | 1 | | | 5 |
| 13 | Physically Fit | | | 1 | | | | | 1 | | 1 | | 1 | | | | | | | 4 |
| 14 | Problem Solver | | | 1 | | 1 | 1 | 1 | | | 1 | 1 | | 1 | 1 | | 1 | 1 | 1 | 11 |
| 15 | Process Disciplined | | | | | | | | 1 | 1 | | | | | | 1 | | | | 3 |
| 16 | Project Manager | | | | | | | 1 | | 1 | | | | 1 | | | 1 | 1 | | 5 |
| 17 | Prudent Risk Taker | | | 1 | 1 | | | | | | | | | | | 1 | | | | 3 |
| 18 | Spatially Intelligent | | | | 1 | | | 1 | 1 | | | | | | | | | | | 3 |
| 19 | Bodily-Kinesthetic | | | | | | | | | | 1 | | | | | 1 | | | | 2 |
| 20 | Technologically Adept | | | | | | 1 | | | | | | | | | | | 1 | | 2 |
| | Total Talent Demands | 5 | 5 | 6 | 6 | 6 | 6 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 5 | 5 | 5 | 5 | 5 | |

- 1 branch specifically requests domain-specific education as a talent priority
- 1 branch desires academic expertise in certain areas
- 1 branch desires a broad distribution of academic expertise