

Talent Management Post-E30F ENGINEER BRANCH

Purpose

Inform, socialize, and discuss impacts from FDU 2030 on Talent Management across the Engineer Regiment, and new opportunities to better manage talent in the future.

Feedback Requested:

Your Thoughts on how the Engineer Regiment can better align and retain talent in the Army of 2030 and beyond.





MG(R) Watson



Commandant



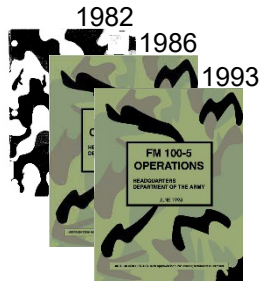
EN Branch Officer Branch Chief



Slide # **Description**

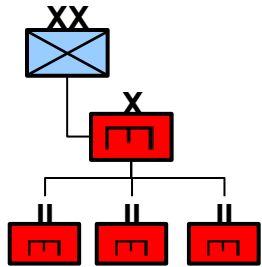
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Air-Land Battle Cold War:

“Defeat Enemy in 2nd Echelon. Fight outnumbered and win.”



Air-Land Battle Talent Management: Industrial Age

Industrial age system of talent management.

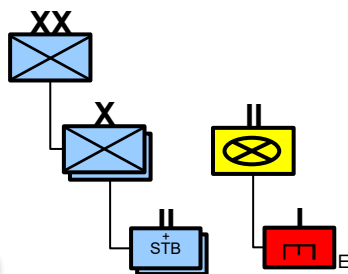
Officers have traditional KD positions available to them from PL to ,

BN CDR. *Limited broadening opportunities (primary or secondary AOC tracks).* Technical expertise in GPCs and DPWs existed – but was not a central part of the future force.



Full Spectrum Operations Global War on Terror:

“Win in operations outside of armed conflict”



Full Spectrum Operations Talent Management: High Tempo Deployments Increase in Flexibility



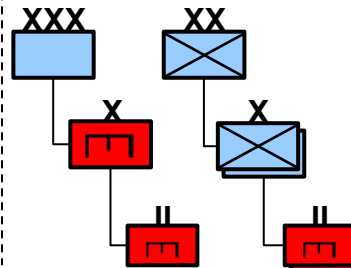
Talent Management focused on providing officers for high tempo deployments to support OIF and OEF. Less flexibility in assignments with focus on tactical units and development. Echo Companies and BSTBs marked the beginning of officers’ careers with a shift to BEBs with the Alpha and Bravo companies in 2012. The TEC / ENSOF / GEO DP programs initiated.

ATAP Market Places beginning in 2018 shifted to a more flexible hiring method and career paths.

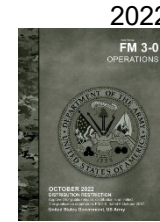


Unified Land Operations Near Peer Competitors:

“Win in a Complex World”

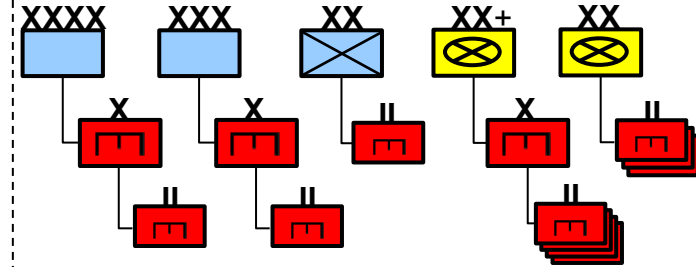


Engineer 2030 Force Design

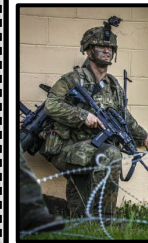


Multi-Domain Operations Peer Threats:

“Fight and Win while outnumbered and isolated”



Multi-Domain Operations Talent Management: More Flexibility, Greater Technical Depth

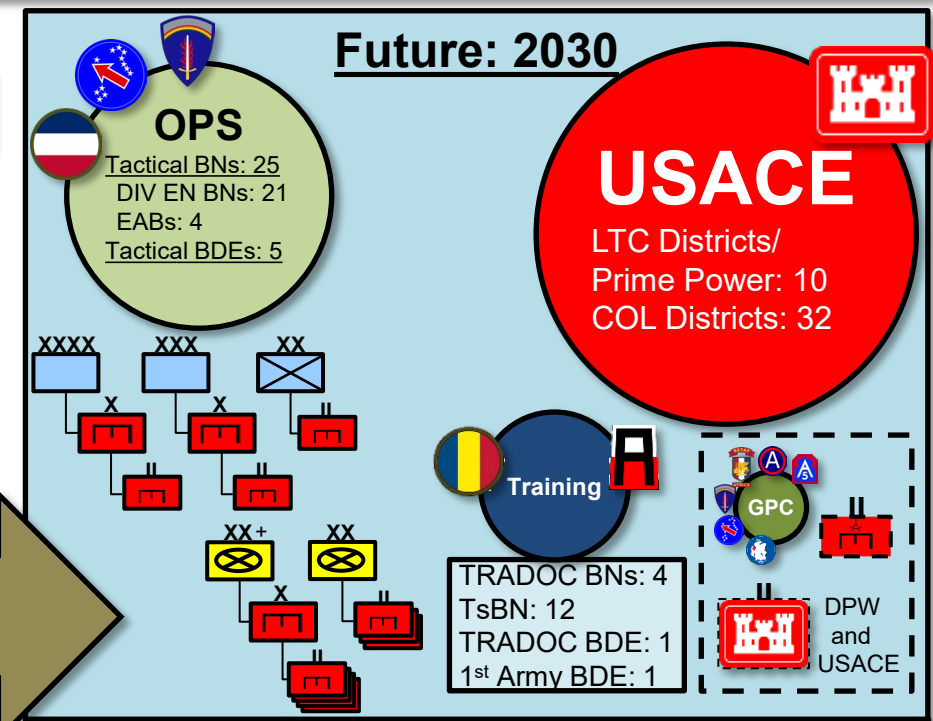
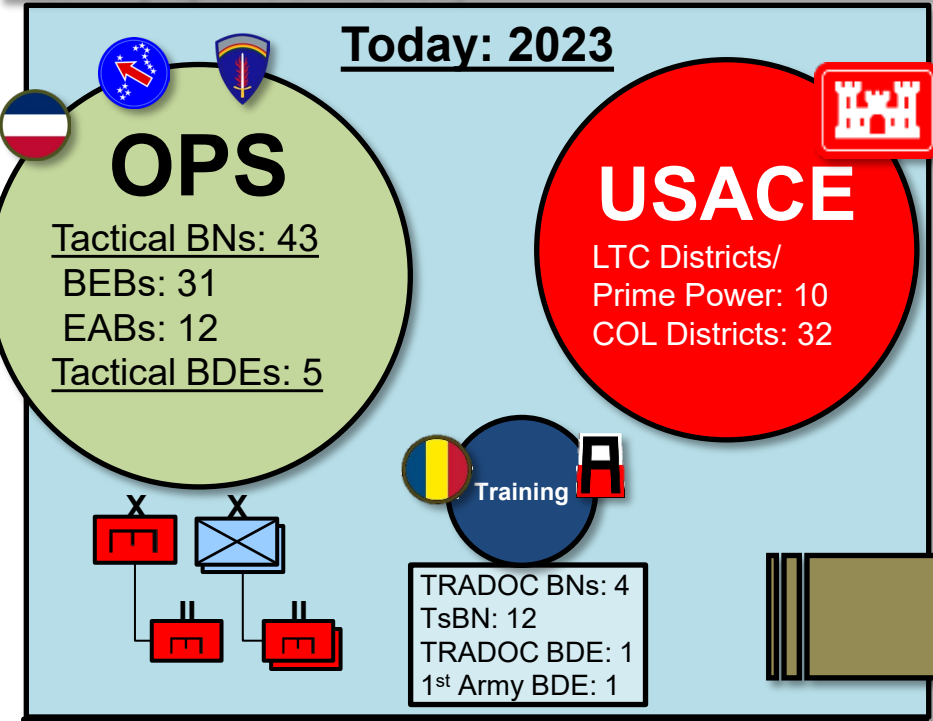


Engineer Officers continue to play vital roles in tactical formations. The reduction in BEBs presents an opportunity to broaden technically. *Talent Management focuses on more flexible career paths that may include KD positions in Geospatial Planning Cells, Districts, and DPWs will help to develop the necessary Knowledge, Skills, & Behaviors (KSBs) to lead complex USACE Districts and Engineer Brigades at the Colonel level and beyond.*

Engineer Talent Management in an E30F Environment: New Opportunities



BLUF: The Army's pivot to Multi-Domain Operations makes Divisions the primary fighting force and necessitates the transition of enablers to the Division Level. As a result, we see a shift of Engineer Assets to the Division and Corps Level, and away from the modularity of Brigade Combat Teams. At the conclusion of E30F Transformation, the Engineer Regiment will see the reduction of 18x Operational Engineer Battalions. *We see E30F Transformation as an opportunity to better manage and align Engineer Talent for the Army of 2030. Are there any other circles (LTC/CSM CSL, MAJ KD, and WO Positions) we can add for the Future (see dashed/proposed units below)?*



Talent Management Today in 2023: As the Engineer Regiment transitions from a focus on Combat Operations over the last 20 years, we see Leaders that are tactical experts becoming more technically savvy. In terms of Talent Management, we see:

1. More flexible career options (AIM2 Marketplace).
2. Officers capable of solving complex problems across an array of tactical and technical problem sets.

Talent Management in 2030: We envision the Engineer Regiment retaining tactical relevancy in Multi-Domain Operations and deepening technical expertise across the spectrum of Army 2030 Operations:

1. Increased diversity in tactical and technical career paths.
2. Greater depth in geospatial, general engineering, and facilities engineering.
3. Officers capable of solving complex, deep problem sets.



E30F Problem Statement: The Engineer Regiment *must smartly manage, retain, and advance Engineer Talent (Officer, NCO, and Warrant Officer) to meet all operational requirements for the Army of 2030 and Beyond.*

Factors Surrounding the Overall Problem:

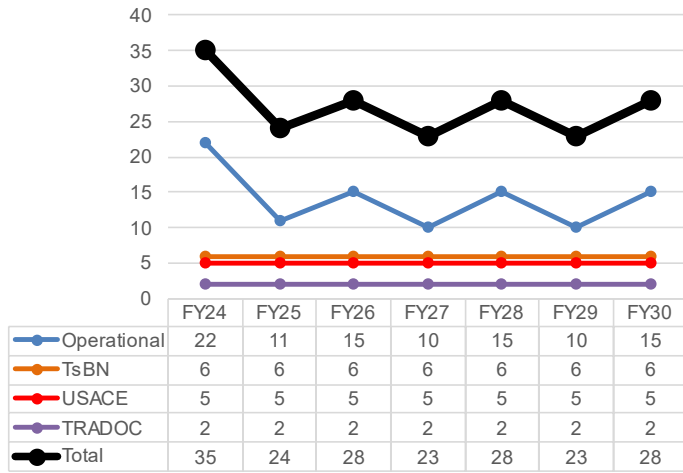
- 1. The loss of 18x Engineer Battalions = the loss of 18x LTC CSL, 18x CSM CSL, 36 MAJ KD, 39 CPT KD, and 17x CW2 Positions.***
- 2. A Zero Growth Army – If we create a new position, then we will need to harvest it from existing force structure.***
- 3. An Army that is currently overstructured and under-manned/under-assessed.**

Factors Surrounding the Buying Back CSL/KD Positions Problem:

- 1. Talent Management – Building KSBs for the Engineer Regiment.***
- 2. Career Progression – Competitiveness.***
- 3. Scope and Scale – Level of impact and influence that supports the recommended positions and is something that we can justify to the Army.**
- 4. Desirable to the Engineer Force – Leaders would want to serve in these positions.**



Available LTC Commands through FY30



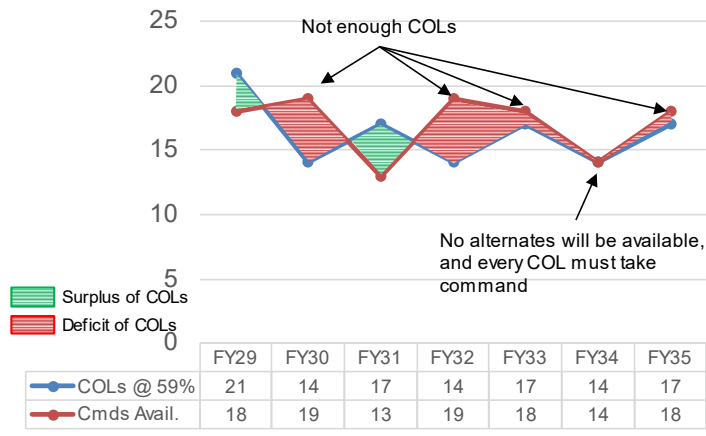
Reduction in the number of operational commands paired with the static demand for COLs generates a shortfall at the COL level starting in FY30 (YG07 and FY25 CSL).

O5 CSL positions in E30F:

1. Operational Battalions: 25
2. TsBNs: 12
3. TRADOC: 4
4. USACE Districts: 10

TOTAL: 51 (reduced from 69, loss of 18 Battalions)

COL Promotion Rates and Available Commands



Where does the Engineer Regiment need LTCs in 2030 and beyond to retain a qualified pool for development of COLs eligible to command?

1. Geospatial Planning Cell Commanders
2. DPW CSL Commanders/Billets
3. DIVENGs
4. BDE DCOs
5. Installation/Immaterial Commands
6. Adjustments to USACE District Commands

****MTOE and TDA changes will require ASCC, MACOM, Army G-3/5/7 and HRC Command Management approval of additional CSL positions.**

Command Type	Current	E30F	Difference
Battalion and Brigade Positions	118	82	-36

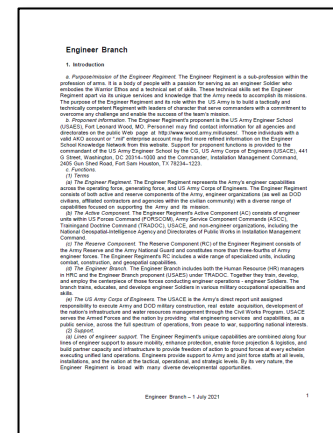
The loss of 36x KD positions will create a back log of MAJs that need KD for career progression.

KD positions in DA PAM 600-3 generally are:

1. BN & BDE S3/XO
2. SFG & 75RR Engineer

Where does the Engineer Regiment need EN MAJs in 2030 and beyond to develop the right KSBs to assume tactical and technical commands?

1. USACE Deputy District Commanders to District Executive Officers
2. IN/AASLT/ABN/SBCT Brigade Engineers (not in ABCTs)
3. Geospatial Planning Cell OICs or Executive Officers
4. 35th and 31st Engineer Battalion Operations Officers (currently CPTs)
5. Training Support Battalion (1st Army BN) Operations Officers (currently CPTs)



****To designate positions as KD, the Engineer Regiment will need to adjust the EN DA PAM 600-3 at the right point in time and space.**



Command Type	Current	E30F	Difference
Engineer Company Commands	194	155	-39

The loss of 39x CPT KD positions and Company Commands could create a back log of CPTs that need KD for career progression.

KD positions in DA PAM 600-3 generally are:

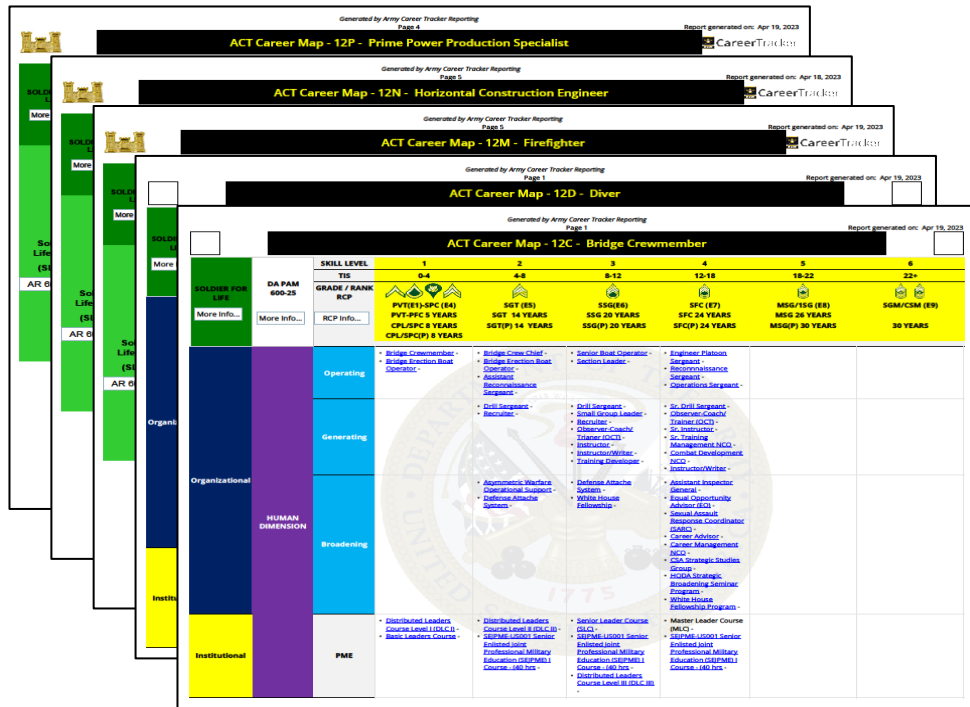
1. Company Commanders in any COMPO 1 Engineer or Army Company Level Formation.
2. Dive Detachment and Fire Fighting Detachment Company Commanders.

Where does the Engineer Regiment need EN CPTs in 2030 and beyond to develop the right KSBs to be the S3s/XOs that the Engineer Regiment needs in 2030 and beyond?

1. USACE FEST Teams (2nd Commands).
2. Geospatial Planning Cells.
3. TsBN HHC Company Commanders.
4. Installation HHC Commanders.
5. USAREC Commands.
6. Construction Management Team Commanders
7. COMPO 2&3 Cross Pollination Opportunities



****To designate positions as KD, the Engineer Regiment will need to adjust the EN DA PAM 600-3 at the right point in time and space.**



Currently Senior NCOs are primarily in Divisional/EAB formations, TRADOC formations, and 1A.

KD positions generally are:

- SFC- PSG, Sr Drill SGT, Sr Construction Supervisor, Sr Diver, Fire Chief
- MSG- 1SG
- CSM

**SGM/CSM are congressionally capped. They are primarily found in Corps/EAB formations.

Where does the Engineer Regiment need NCO in 2030 and beyond [to retain senior enlisted leader talent?



Key E30F Approval Updates:

1. As of 19 MAY 23, the DAS concurred with E30F and recommended approval to the VCSA.
2. The VCSA approved E30F on 25 MAY 23.
3. We are still awaiting final approval of the E30F Engineer Battalion Deactivation Timeline, along with the final numbered/named Engineer Battalions that will be deactivating from FY25 – FY27. We anticipate publication of this data from HQDA G3/5/7 sometime from JUN 23 – AUG 23 with the signed ARSTRUC by the SECARMY.

USAES E30F Talent Management Task Force:

1. On 24 MAY 23, COL Goetz initiated the first E30F Talent Management Task Force meeting with COL Kolouch and OCE, HQs USAES, Engineer Branch – HRC, EN OI Team G3/5/7, and EDPO to start setting conditions for the deliberate execution of our E30F Talent Management Initiatives.
2. The USAES E30F Talent Management Task Force has already met five times and is already in execution mode on several of our E30F Talent Management Initiatives at the LTC and MAJ Grade Plates.

Discussion and Closing