Managing Talent in the Marine Corps Reserve

Leveraging a talent marketplace

by LtCol Jennifer M. Raymond

At its core, a talent marketplace is about bridging supply and demand. A digital talent marketplace identifies competencies, skills, and willingness to seek new opportunities.[1] In the Marine Corps Reserve, there is no system that identifies the knowledge, skills, abilities, and behaviors (KSABs) of its nearly 100,000 Marines, and there is no way to quickly assess and track the competencies and changing skills of individual Marines. The Marine Corps fully recognizes that the character of war is changing in a way and at a pace that surpasses its current capabilities. Establishing a system across the total force (TF) that optimizes the ability to catalog and identify individual KSABs can transform the future fighting force.

The Commander, Marine Forces Reserve (CMFR) just concluded day one of the Commandants' General Officer Symposium and, after fifteen grueling hours of listening to the most complex and pressing matters facing the Marine Corps, was about to open a proverbial pandora's box of talent resourcing never seen. The symposium highlighted the most important short and long-term challenges facing the Marine Corps in meeting its modernization goals established in *Force Design 2030* (*FD 2030*). The entirety of the active component (AC) was already working beyond capacity to meet these, but that was not enough. The Commandant briefly shared a list of project-oriented tasks that had either languished during previous attempts to find a solution or were in progress but incomplete. With a population just shy of 100,000 reservists, CMFR was not only confident that

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he had access to some of the Service's most talented Marines, but he was ready to prove the value of its reserve component (RC) internal talent marketplace (ITM) to generate the right team at the right time. At the end of day one, he waited for the Commandant to leave before issuing a guarantee to the general officers that remained: he would identify teams optimized for one of the Commandant's top priorities and be able to complete the project by the due date. This seemed like an impossibil-

> **The Marine Corps fully recognizes that the character of war is changing ...**

ity and an overpromising sales pitch to most of the generals in the room who could not identify individual Marines by KSABs. The ITM had already given Marine Forces Reserve the ability to hire Marines to project-based teams and fill specific roles, and these factors were already having a positive impact on the retention of some of its most talented

Marines who had previously found it difficult to remain active in the RC.

The marketplace took 30 seconds to produce 300 Marines with the skills to work on cyber-specific projects. These individuals ranged from small business owners and public servants in triple-letter government agencies to high-end executives for leading technology companies. He clicked on the profile card of SSgt John Smith, an Individual Ready Reserve (IRR) Marine living in Boston, MA.[2] His education reflected that he was a recent MIT graduate, had a master's degree in digital forensics, and, as an undergraduate student, was a member of the first-place collegiate team at the national cyber league competition. SSgt Sergeant Smith indicated that he was most interested in projects ranging from 30–120 days, was available immediately, and his certifications and education credentials were posted, current, and verified. His information also identified other KSABs and relevant experience, including his active-duty service as a landing support specialist. They were impressed and mildly optimistic but still not entirely convinced that this platform could produce teams of Marines who could be assigned to projects and produce viable solutions by the Commandant's suspense date. Before departing for the day, CMFR's aide sent two specific projects to be advertised in the ITM to the marketplace manager, who would post them before the evening was over. If this scenario seems too good to be true—it is. Implementing an ITM, however, is not an out-of-reach futuristic concept.

The RC cannot wait for change; the ability to identify talent within the RC

using standardized criteria is imperative today. As the Marine Corps develops and implements a talent management system for the AC, it is critical to expand similar modernization efforts to the RC. Currently, there is no repository that captures individual RC Marines and their unique KSABs. This constrains the TF's ability to fill certain roles or projects with the right talent at the right time. It also limits the ability of the Marine Corps to employ Marines according to skills and competencies. This is more critical than ever in great-power competition when innovation and new approaches to problems are strategic assets. Finally, current systems restrict the transparency of opportunities to the traditional billet description, grade, and MOS.

Internal talent marketplaces in use today emerged in 2019, and they have proven their ability to contribute to improved employee satisfaction, permeability, and skill alignment, all of which collectively improve company performance.[3] Given their scalable nature, an ITM can be designed according to a narrower scope to immediately identify KSAB needs. In this way, it can bridge the gap while the Service develops a long-term, comprehensive talent management solution. This article will explore how an ITM could support TF goals such as increased retention and permeability, individual Marine job satisfaction, and billet-KSAB matching accuracy, as well as precedents set by other corporate and military ITMs, as evidenced by employee satisfaction research. It will first explore current Marine Corps talent management initiatives and corporate leaders in talent management. Next, it will address emerging technology and how it can enhance an ITM, and finally, it will identify potential benefits to the Service and individual Marines.

Marine Corps Talent Management Initiatives: Where Does the RC Fit?

The skills and competencies required to fight in the 21st century are spurring widespread changes across the Marine Corps, and while these have and continue to face harsh criticism, slow progress, and friction, efforts are progressing, and the culture is adapting. John P. Kotter of the Harvard Business School is quoted as saying that "transformation is a process, not an event."[4] No one understood this more than the 38th Commandant of the Marine Corps, Gen David H. Berger, who laid the groundwork for sweeping changes to the Marine Corps in his *FD 2030* strategic guidance published in March 2020. *FD 2030* calls for a Marine Corps that can survive and thrive inside contested spaces.[5]

Talent Management 2030 (*TM 2030*) was published in 2021 to address the modernization of personnel systems and processes to attract and retain the most talented Marines.[6] *TM 2030* calls for overhauling the Marine Corps' current Industrial Age-based personnel management model to one that is flexible, adaptable, and responsive to complex security threats. It is focused on adopting a modern, artificial intelligence-driven personnel management system that recruits individuals with the right talents, matches those talents to organizational needs, and incentivizes the most talented and high-performing individuals to remain with the organization.[7] When designed and implemented to maximize the use of technology and objective input and is applied across the enterprise, talent management creates a higher-performing workforce and, in the long term, fulfills the end state.[8]

While the Service faces the enormous task of modernizing under *TM 2030*, the focus is mainly on the AC and plans to incorporate the RC primarily pertain to filling AC shortfalls. The RC of the Marine Corps TF provides trained units and qualified individuals to augment, reinforce, and sustain the AC in times of war or national emergency and at such other times as national security may require.[9] The inherent value of this component extends far beyond filling

these requirements. The RC comprises individuals with military and civilian training, education, and experience. An ITM will not change the core function of RC Marines but can expand opportunities for the Service and individuals and modernize how this is done.

Current policies support multiple avenues for RC Marines to support the AC directly, but methods to advertise these opportunities are entrenched in outdated practices that serve as barriers to reaching the widest audience. These methods also do not advertise needs or identify individuals according to skills and competencies.[10] The Marine Corps relies on an approach to advertising full-

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time opportunities to the RC through spreadsheets, which are updated weekly on the MFR website. Knowing that this information even exists is a shared challenge across the RC and is an example of an obstacle to fully employing the RC across the TF.[11] Another constraint to the full employment of RC Marines is the approach of the current advertising method, which exclusively uses billet and duty descriptions to communicate the requirements to potential applicants. While this has been the standard practice that has produced acceptable results, it is also likely to influence the pool of applicants in a few ways, including dissuading some from applying if they have not performed those specific duties before or encouraging others who may have performed the job but may still lack specific skills that the hiring authority is seeking.

These are two primary examples of limitations imposed on TF access and employment of RC Marines with KSABs that the Service needs but cannot fully employ without a talent management system. On one account, the current advertisement method is not fully known by RC Marines, which places constraints on the

applicant pool; the next point addresses a legacy method that advertises by duty description and fails to incorporate a competency and skills-based approach, which is a better indicator of specific talents.[12] Since the RC will serve an increasingly important role in retaining highly trained Marines and feeding expanded permeability initiatives, an RC ITM directly helps attain these initiatives.[13] With an understanding that resources, including personnel, time, and money, are limited for RC-specific talent management initiatives, there is solid evidence from industry leaders that developing a marketplace is possible in a relatively short time and with limited resources.

The Marine Corps is investing in a talent management system that includes all human resources functions. While this aligns with the optimal future state of personnel management, the concept of an ITM for the RC does not currently have to be as broad and ambitious to benefit Marines and the Service now. This section will explore IBM, an industry leader in the employment of its ITM, and the Army's talent management system, the Army Talent Alignment Process (ATAP). These ITMs have optimized organizational performance in the case of IBM and improved employee satisfaction and retention in the case of both.

IBM is a global leader in technology innovation and has been at the forefront of technology-based talent management initiatives for over two decades. IBM's efforts are industry-leading, and its approach, system design, and implementation provide an excellent framework for the RC to follow in building an ITM. IBM has continually invested in and improved its approach toward talent management as new technology and industry trends emerge. In the late 1990s, IBM introduced its first talent management initiative in the form of a web-based employee profile that evolved into a comprehensive employee view that included basic information, skills, certifications, and projects as well as anything employees were micro-blogging about, sharing on web-based communities and the colleagues they were connected to.[14] These capabilities and connections allowed IBM to optimize knowledge sharing and employee roles, and both contributed directly to significant enhancements to its customer support.

As technology evolves and drives change, IBM has continually improved its talent management systems. As it continued to evaluate its talent management system relative to employee satisfaction, utilization, and customer satisfaction, IBM realized that it had open slots that needed to be filled to complete a project successfully.[15] At the same time, IBM had frictional unemployment of individuals who were waiting on the bench for assignments. This scenario closely mirrors the current scenario that the Marine Corps is facing—both as an organization needing to fill roles and projects and for the individuals who have time and availability but may not be putting their skills to work. IBM's approach is designed to reduce skills gaps across the company by identifying those gaps and the skills of its current employees. IBM's artificial intelligence system collects employee data from its learning and performance management systems and employee roster to learn about and display employee skills.[16] This information has allowed IBM to develop skill-specific job descriptions for roles that include current and desired skills. IBM's commitment to technology-enabled talent management has allowed it to broaden its scope of work by attracting and retaining top talent, keeping them at the forefront of its constantly evolving industry. IBM's commitment to talent management has produced the desired outcomes that could also benefit the Marine Corps.[17]

The Army has benefitted tremendously from its ITM, initially called Green Pages, and today's improved and expanded version is referred to as ATAP. Both use competencies and skills in their marketplace, and this aligns well with the technical and soft skills needed to drive success in the Marine Corps. Green Pages was a pilot program that debuted in August 2010 for the engineer officer population only and created a new capability for units and individual soldiers. Units were delegated the authority to post open job descriptions, evaluate available officers, and make the final decision to hire. Soldiers created individual profiles with detailed information regarding knowledge, skills, and abilities far beyond what the Army's administrative system or basic resume allowed and applied for specific roles that matched their skill sets.[18] Green Pages also notified both parties if a match existed.

The inherent value of this ITM was in the tremendous transparency offered to both parties, which proved to be most advantageous in cases where a unit needed to fill a job based on specific skill sets. An example of this dates to 2012 when the Army was tasked to respond to a humanitarian crisis in Southeast Asia. Its search for the relief mission leader required an engineer with relevant linguistic, cultural, and professional experience.[19] Unlike legacy search methods, Green Pages produced the ideal candidate largely due to its key design feature that cataloged critical specialization information that was not otherwise included in soldiers' resumes or records. It also produced a match and notification to both parties more rapidly than legacy methods could achieve. The overall design of Green Pages could be replicated in an RC ITM and not be constrained by current policy. Units would have the authority to hire, which aligns directly with the current billet assignment process; its automation creates time savings; and algorithms analyze profiles and rankings to find optimal matches for the individual and the unit, which are then communicated to both parties.

The Green Pages pilot program that started in 2010 and concluded in 2012 provided the Army with valuable information to build a more refined ITM and served as the basis for the development of ATAP, which launched in 2019. The ATAP was created to match officers with organizations based on their respective knowledge, skill, behaviors, and preferences.[20] ATAP was built on the lessons learned from Green Pages and continues to empower commanders in the assignment process and increase the transparency of available positions for officers. The Army's ITM is a viable template for the RC and a simpler

version will still create a capability for the TF. While there are key differences between IBM and the Army's ITMs, both incorporate a skills-based approach to match talent to opportunities.

Reserve Component Talent Management Marketplace

By contrast, the RC does not currently use any system to catalog individual Marines and their KSABs and legacy personnel management systems and RC-specific systems do not house this information. Navigating a reserve career today is akin to ordering off a secret restaurant menu. Some, but not all, RC Marines learn the secret menu options over time through experience, mentorship, or sometimes pure happenstance. This includes opportunities that are not well-advertised but are known to be career-enhancing, as well as numerous billets that demand specific talents, skills, and interests or provide skill diversification. Most career reservists have learned to navigate a less-than-transparent billet assignment process that relies heavily on individual reputation and professional relationships. This is increasingly a constraint on maximizing participation and identifying top talent and the right Marine at the right time.[21]

The software exists today to address this urgent need, and creating an ITM would bridge the gap between supply and demand and generate a personnel utilization capability aligned with the overarching concepts of *TM 2030*. An ITM will not detract from or replace the current assignments platform, Requirements, Transition, and Manpower Management System but instead will serve as a bridge until a new talent management system is in place. It will create a new menu that is fully transparent and customizable for the organization and individual, and the secret sauce will lie in using technology proven in current ITMs.

ITM Design

Ultimately, an ITM changes how work and individuals are defined and viewed. Work has traditionally been defined by standardized tasks performed in a functional job, and hiring and assignments are secondary to these. "This [model] hinders some of today's most critical organizational objectives to include organizational agility, growth, and innovation; diversity, inclusion, and equity; and the ability to offer a positive workforce experience for people."[22] Choosing the right platform does not have to be costly or time-consuming. The design process must incorporate participants from across all components of the TF, emphasizing participation from the RC. Design considerations to choose or create the right platform can include the following: defining how activities convert to tasks, how tasks grouped together as a set of responsibilities combine to make up a role, identification of skills needed to translate successfully into a role, matching tasks to skills, determining what can be learned on the job and what must be brought in and finally, translating how previous roles convey success in a potential role.

To optimize organizational and individual needs, the RC could initially

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focus on a skills-competency-based approach that creates the necessary avenues for applicants and job owners to exchange information.[23] Its design should focus on two key components: cataloging individual Marine KSABs by creating user profiles and creating a job board to advertise opportunities. These two components can function within a marketplace in two main forms. The first functions like a job board on a social network and involves more personal interaction between the project seeker and the hiring point of contact. Marines can browse opportunities, and the hiring lead can browse profiles.[24] The other form is more automated and less personal and uses an algorithm to analyze profiles and rankings to opti-

mize matches for the individual and the organization. Marines would still create profiles and select opportunities to apply for, but the system would then select and communicate matches to the Marine and job poster for further review.[25] Both models maintain humans in the key aspects of the process, such as information input on the front end and the final decision to hire on the back end. There are differences in the intermediate area of identifying candidates, and this is an area for further consideration in selecting a marketplace. Both options offer more optimized solutions for a large enterprise such as the Marine Corps, and industry feedback confirms improved engagement between individuals and leaders.[26]

Service-Level Benefits–Retention and Permeability; Transparency and Alignment

An RC ITM can serve as a more fundamental solution to improve retention and permeability while increasing transparency of opportunities and alignment of Marines, according to KSABs. These assertions are based on the tangible results that ITMs have brought to IBM in all these areas and the Army officer population by increasing transparency and skills alignment.

Retention in the armed forces is the commitment of a qualified individual to stay in the Service beyond their initial contractual obligation period. Permeability is the ability of personnel to transition seamlessly between the AC, RC, and civilian sectors.[27] A Deloitte study found that 55 percent of workers have, or are likely to, switch employment models throughout their careers—fluidly moving from permanent full-time jobs through projects on ITMs, freelancing, and gig work.[28] Studies show that most workers across all generations rate career and workplace flexibility and purpose as high priorities.[29] These data points serve as a clear call to action for establishing a new system that functions within the current RC organizational model, but that better meets organizational goals and individual needs. Current retention efforts directed by the *TM Campaign Plan 2023–2025* focus on monetary

incentives, lateral move opportunities to train in a new specialty, and eliminating barriers to reenlistment for high-performing and senior Marines. Permeability efforts are concentrated on reducing barriers to the application process and reducing the time it takes to return a member to active duty. These efforts are important in providing solutions that can be implemented quickly to achieve current personnel goals, but based on Deloitte's research, they may only serve as a short-term, symptomatic solution that creates side effects while trying to solve the problem symptom.[30] More importantly, it is hard to know if they are attracting and retaining the top talent with the KSABs that the organization is seeking.

Research dating back more than a decade indicated a greater desire by the workforce for more opportunities to develop career competencies rather than job satisfaction as a primary driver of

outside of their military service. A marketplace that communicates the need for specific KSABs provides new and clear pathways to engage Marines who might otherwise have decided to terminate participation. It also has the potential to attract Marines who would have otherwise not participated in reserve duty, and in all circumstances, it creates a feedback system that rewards talent and provides organizational solutions.[33] In short, it creates opportunities that have a much greater likelihood of producing a sense of fulfillment, which complements retention efforts focused on monetary commitments.

Retention is also linked to permeability, and an ITM supports the latter by communicating the talents of individuals and the needs of the organization in a shared language. It broadens the approach beyond just identifying in-demand ranks and MOSs. Reserve component Marines who may have ac-

the organization is seeking. In all these examples, the ITM provides improved avenues of internal mobility and career growth.[34] Both are critical to expanding permeability efforts between the AC and RC. Through these ways, an ITM can ultimately contribute to reducing human spillage and retaining a bigger talent pool that can shift between components.[35]

The examples demonstrate a very impactful benefit of an ITM—increased transparency. No repository exists in the Marine Corps to include the RC identifying individual KSABs. In its most basic form, an ITM will help the Marine Corps determine what its people know and might be capable of and where they can best serve the organization's needs. It will reveal talent where the Service might not have previously looked and can be designed in a manner that identifies a wide range of desired attributes from skills-based, and not associated with college degree completion to doctoral-level degree completion. Implementing a marketplace will create a human resource capability across all levels of leadership through a searchable repository of attributes, the ability to advertise projects or roles, and results that reflect eligible Marines. The ability to catalog the expansive talent pool across the RC will give the Service a unique capability to expand and optimize its skills-based hiring.

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turnover.[31] The RC represents a large, highly trained, and skilled population of the TF that cannot fully put civilian career competencies to use in the current manpower model. An ITM represents a key component of the broader talent management approach and provides a fundamental solution to talent identification, retention, and permeability.[32] Focusing efforts on this could offer an enduring and flexible way to deal with a lack of satisfaction, provide career options at critical decision points, and reduce turnover.

An ITM can function as a fundamental solution to improving retention and permeability because of its ability to change the relationship from one that has been between Marines and jobs to one where they are seen as unique individuals with a portfolio of skills. Marines, whether new to the RC or not, are pushed and pulled by the various commitments they fulfill

quired new skills in civilian employment or have skills not included in their official record will become known in the marketplace. Likewise, the marketplace could facilitate a new form of communication between RC Marines and AC hiring units through visible, skills-based opportunities. An ITM could provide value to Marines preparing to end active service, but uncertain about continued service in the RC by clearly showing how current and future skills align with reserve opportunities. It can also provide utility to AC units looking to hire RC Marines for short-term projects that would best be served by a highly talented RC Marine.

Finally, as the Marine Corps looks to improve the process of RC Marines returning to active duty, an ITM can identify individuals with the KSABs that are in high demand. This can facilitate a more personalized approach to communicating with Marines that

Benefits to the Marine: Competency and Skill Development, Career Flexibility

A marketplace designed to better support flexible participation is paramount to the sustained participation of RC Marines and has implications on mid-level career RC Marines' continued participation. This can be designed in one of many ways.

An ITM can initially be developed to focus more narrowly on project-based work. These would offer the benefit of easing the culture into the mindset of associating work with specific KSABs and then advertising the opportunity in line with them. Filling needs according to projects also has the potential to present more short-term opportunities that present flexibility to a population

that is already facing many demands. Interviews from a 2014 Naval Post Graduate School study show that many RC Marines shared the sentiment that excessive demands and inflexible monthly reserve schedules adversely affect functioning in both the family and career domains.[36] This constant tension builds as Marines progress in their civilian careers, and the same study found that as reserve demands increased, civilian careers were negatively affected.[37] The ability to offer a new option, such as short-term project-based work, can positively influence improved retention. While remote work has not been addressed up to this point, it is another flexible option that, through policy updates, is becoming more widely used across the TF and more specifically, the RC.[38] Project-based opportunities that allow remote work could be a highly attractive incentive and should be part of the ITM discussion.

The Marine Corps aims to improve TF retention and permeability and ensure that the right talent stays; developing a marketplace that can provide solutions to known problems described above is a way to attain that. More flexible options that align with skills and competencies provide a pathway for Marines to showcase civilian skills while potentially growing new ones. This can open access to a wider population across the entire Ready Reserve, including the roughly 60 percent not actively participating. It would also benefit Marines currently participating in the RC, attract those who otherwise did not see a path for continued service, and offer new possibilities for Marines transitioning from active duty.

Conclusion

As the Marine Corps grapples with implementing changes outlined in *TM 2030,* the RC is uniquely positioned to launch an ITM that can produce measurable results toward talent recruitment and retention through skills-based talent alignment while creating unprecedented visibility of individual Marine KSABs. The RC offers a large pool of personnel that have military specialty training as well as civilian employment skills and specialized education and ex-

perience that already embraces a culture of flexibility, innovative thinking, and a commitment to continued Service. Admittedly, there will be challenges based on current policies, culture, and data management infrastructure that will make implementing an ITM such as the one used by IBM very challenging and years off. The Privacy Act of 1974 regulates many aspects of personally identifiable information, such as the use of it.[39] The DOD Privacy Program further restricts the use of personally identifiable information to link DOD data to other sources that would have a role in data for modeling.[40] Military Services do not have the authority to modify these policies and must work within the constraints when selecting a TM. These cannot be a stumbling block, or worse, a dead end to progress. By cultivating a culture that promotes human capital innovation, the RC can provide opportunities that appeal to a broader audience and attract talent that may have otherwise not seen an avenue for continued service.

The core values of the Marine Corps and high standards for performance have consistently attracted generations of Marines even during the most austere recruiting conditions. However, culture and existing organizational practices that do not evolve can be significant barriers to implementing a technology-driven talent management system.[41] The Marine Corps is no longer in the do-what-you-are-told environment, and preferencing through an ITM is not counter to the Marine Corps culture of selfless duty. Rather, a marketplace that is more simply designed but available now can start to slowly shift a culture from one that defines service members only by rank and military occupational specialty to one where KSABs form the basis of true talent identification.[42] Retaining Marines, and more specifically, top talent begins with active steps to overhaul entrenched practices so that they no longer hinder improvements to the Corps' top manpower issues.[43] Time is running out to prove that the RC can and will do better, and actions speak louder than words.

Notes

1. For the purpose of this article, KSABs will refer to competencies and skills. Skills are defined as specific learned activities. Knowing what skills an individual has helps an organization determine whether their training has prepared them for a specific type of workplace activity. These are useful in technical aspects of work. Competencies are the observable behaviors that take "skills" and incorporate them into on-the-job behaviors. Those behaviors demonstrate the ability to perform the job requirements completely. Both are important tools for talent management. Sarah Beckett, "What's the Difference Between Skills and Competencies?" *Human Resources Systems Group* (blog), May 1, 2023, https://resources.hrsg.ca/blog/what-s-the-difference-between-skills-and-competencies#difference.

2. The IRR is a Service manpower pool comprised of individuals who have completed training, have served previously in the active component or Selected Reserve, and are available for mobilization. Commandant of the Marine Corps, *Marine Corps Reserve Administrative Management Manual* (Washington, DC: 2018).

3. Bo Cowgill et al., "How to Design an Internal Talent Marketplace," *Harvard Business Review* 97, (2003).

4. *Force Design 2030* is a force restructuring plan to reshape combat power through capabilities for future near-peer competition. Gen David H. Berger, *Force Design 2030* (Washington, DC: 2020).

5. Ibid.

6. Headquarters Marine Corps, *Talent Management 2030* (Washington, DC: 2021).

7. Ibid.

8. Roy A. Wallace et al., "Paid to Perform: Aligning Total Military Compensation with Talent Management," *United States Army War College Press*, 2015, https://press.armywarcollege.edu/monographs/449.

9. Commandant of the Marine Corps, *MCO 1001R.1L Ch1* (Washington, DC: 2016).

10. David Schulker et al., *How the U.S. Air Force Can Incorporate New Data Technologies into Its Talent Management System* (Santa Monica, CA: RAND, 2022).

11. This statement is based on numerous conversations that the author of this article has had with RC Marines over the past decade. In the first few years of RC service, many Marines are unaware of where to locate all the pertinent career information, and it often gets shared by word of mouth or happenstance.

12. Sue Cantrell et al., "The Skills-Based Organization: A New Operating Model for Work and the Workforce," *Deloitte Insights*, September 8, 2022, https://www2.deloitte.com/us/en/insights/topics/talent/organizational-skill-based-hiring.html.

13. Permeability efforts are described as movement between the active and reserve components and the campaign plan specifically seeks to increase RC to AC permeability. Manpower and Reserve Affairs, Headquarters Marine Corps, *Marine Corps Talent Management Campaign Plan 2023–2025* (Washington, DC:, n.d.).

14. David Kiron, "How IBM Builds Vibrant Social Communities," *MIT Sloan Management Review* 54, No. 1 (2012).

15. John W. Boudreau, Ph.D., *IBM's Global Talent Management Strategy: The Vision of the Globally Integrated Enterprise, Strategic HR Management Case Study-Part A* (Alexandria, VA: Society for Human Resource Management, 2010).

16. Jenny Stauffer, "What Best Practices Are Emerging to Understand and Measure Skills in the Talent Pool?" Cornell University International Labor Relations School, November 2019. https://hdl.handle.net/1813/74530.

17. *How the U.S. Air Force Can Incorporate New Data Technologies into Its Talent Management System.*

18. "How to Design an Internal Talent Marketplace."

19. Ibid.

20. Office of Economic and Manpower Analysis, "Army Green Pages Proof-of-Concept Pilot Report. Using Regulated Market Mechanisms to Manage Officer Talent," *Army.mil*, December 15, 2012, https://talent.army.mil/wp-content/uploads/2019/11/Green-Pages-Proof-of-Concept-Pilot-Report.pdf#:~:text=The%20Green%20Pages%20talent%20online%20marketplace%20opened,in%20August%202010%20and%20closed%20in%20August%202012.

21. This information is based on anecdotal accounts provided by several RC Marines through face-to-face conversations. See *MCO 1001R.1L Ch1*.

22. "The Skills-Based Organization: A New Operating Model for Work and the Workforce."

23. "How the U.S. Air Force Can Incorporate New Data Technologies into Its Talent Management System."

24. "How to Design an Internal Talent Marketplace."

25. Ibid.

26. Ibid.

27. Jason Topshe and V. J. Fertitta IV, "Talent Management for the Future Operating Environment," *Proceedings*, May 2019, https://www.usni.org/magazines/proceedings/2019/may/talent-management-future-operating-environment#:~:text=and%20civilian%20sectors.-,Permeability,reserves%2C%20and%20the%20civilian%20sector.

28. "The Skills-Based Organization: A New Operating Model for Work and the Workforce."

29. "Talent Management for the Future Operating Environment."

30. The author describes a symptomatic solution as a fix that solves the problem quickly, but only temporarily. A fundamental response is one whose effects take longer to become evident but work far more effectively and may be the only enduring way to deal with a problem. The problem symptom is the issue that is being addressed. For the Marine Corps, that could be retention. Peter M Senge, *The Fifth Discipline: The Art and Practice of the Learning Organization* (New York: Currency, 1990).

31. Benny Volkmann, Adam Shapiro, and Jason Barnes, "An Analysis of Factors Affecting Affiliation in the Marine Corps Reserves," (MBA Professional rept. Naval Post Graduate School, 2014).

32. *The Fifth Discipline: The Art and Practice of the Learning Organization.*

33. "How the U.S. Air Force Can Incorporate New Data Technologies into Its Talent Management System."

34. "How to Design an Internal Talent Marketplace."

35. Human spillage refers to the loss of workers due to the inability to retain them at an organization. William A. Schiemann, *Reinventing Talent Management. How to Maximize Performance in the New Marketplace* (Hoboken, NJ: John Wiley & Sons, Inc., 2009).

36. "An Analysis of Factors Affecting Affiliation in the Marine Corps Reserves."

37. Ibid.

38. Reserve Marines routinely perform reserve work outside of drill weekends and do not get compensated with drill pay or drill points. The NPS specifically identifies that work outside of the drill weekend was required to accomplish all the tasks necessary for drilling. Therefore, the concept of remote work is not new—updates to policies now provide more compensation options for Marines performing work outside of drills. See "An Analysis of Factors Affecting Affiliation in the Marine Corps Reserves."

39. U.S. Code, Title 5, Section 552a[4] regulates the collection, maintenance, use, and dissemination of personally identifiable information that is maintained in DOD systems of records. Under the Privacy Act, all DOD agencies, including the Department of the Air Force, must publish a System of Records Notice in the Federal Register on the establishment and/or modification of a system of records to indicate what data are being collected, why, and how those data are intended to be used. See "How the U.S. Air Force Can Incorporate New Data Technologies into Its Talent Management System."

40. The DOD Privacy Program (*DoD Instruction 5400.11* further restricts the use of personal identifiers to link DOD data to other sources and iteratively explore the value of the new data for modeling. This makes the idea of a technology-enabled system that has an iterative and exploratory relationship with HR records incompatible with the policies that govern underlying data. See "How the U.S. Air Force Can Incorporate New Data Technologies into Its Talent Management System."

41. "How the U.S. Air Force Can Incorporate New Data Technologies into Its Talent Management System."

42. Gustave Perna, "Identifying the Talent in Talent Management," *Army Sustainment*, 49, No. 1 (January/February 2017).

43. "How the U.S. Air Force Can Incorporate New Data Technologies into Its Talent Management System."