

Chapter 8

Force Readiness

“Again and again the readiness was tested and not found wanting, not on the night when we launched an invasion to Haiti, then called it back, and then in hours reformulated and reorganized the entire operation. Nor was it found wanting when, even while we were engaged in Haiti, our forces rapidly responded to the unexpected movement of Saddam’s divisions towards Kuwait’s border. Hollow forces don’t have this kind of edge.”

General John Shalikashvili, former Chairman, Joint Chiefs of Staff

Section I Introduction

8–1. Maintaining readiness

General Shalikashvili’s statement stands as a marker against which future readiness will be subjectively measured. As the Army begins the 21st century, it confronts the major challenge of maintaining readiness. Maintaining readiness requires difficult decisions by the Army leadership, for they must strike the proper balance between maintaining current readiness and resourcing future readiness requirements. The Army guides its decisions by balancing the fundamental imperatives that have shaped the development of today’s Army: quality people, doctrine, force mix, training, modern equipment, and leader development (Figure 8–1).

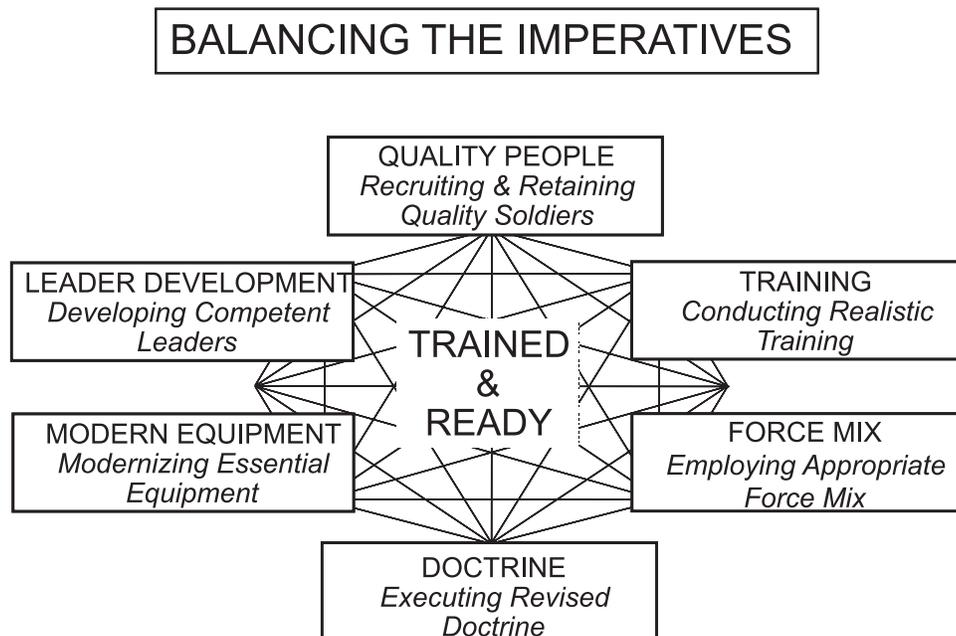


Figure 8–1. Balancing the Imperatives

8–2. Chapter content

To make the decisions necessary to achieve and maintain a combat ready force, the DOD, the JCS, and the DA have developed systems to assist the leadership at all levels in managing force readiness. This chapter discusses the methods used for measuring force readiness and the systems and procedures used to respond to readiness issues. It provides insights regarding the difficulty of defining readiness both qualitatively and quantitatively. Further, it provides an executive overview of the following key processes: the Chairman’s Readiness System that measures current joint readiness; the JROC and JWCA that assess readiness issues; and the DOD Senior Readiness Oversight Council (SROC) that provides oversight on issues for the entire department. Finally, the Army’s readiness systems are

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addressed to include the unit status reporting system, the Chief of Staff's monthly reviews, and the new Strategic Readiness System (SRS).

Section II

Managing force readiness

8-3. Definitions of readiness

The Army defines unit readiness as the ability of a unit to deliver the output for which it was designed. However, the Army also uses the term "force readiness" which can be equated to the DOD term "military capability." Force readiness is defined as the readiness of the Army within its established force structure, as measured by its ability to station, control, man, equip, replenish, modernize, and train its forces in peacetime, while concurrently planning to, mobilize, deploy, employ, and sustain them in war to accomplish assigned missions. DOD defines military capability in relation to force readiness, sustainability, force structure, modernization, and infrastructure. This definition is directly linked to how the total force is planned, programmed, and budgeted.

8-4. Factors affecting force readiness

a. Force readiness is affected by many quantitative and qualitative factors. For example, it is fairly easy to measure the status of personnel, equipment, or war reserves. It is not so easy to assign a value to morale or cohesion. Force readiness is dynamic, encompasses many functions, and is influenced by many factors. To illustrate its complexity, consider the following partial listing of factors that impact on the force readiness of the Army:

- Unit status.
- Design of weapons systems.
- Construction of facilities.
- Availability of supplies.
- Relationship with allies.
- Strategic intelligence capability.
- Application of unit manning principles of Cohesion, Operational Readiness, and Training.
- Civilian personnel force planning-availability and experience; strategic force sustainment.
- Quality of soldier/family services in support of deployments.
- Civilian and military airlift.
- Civilian and military sealift.
- Civilian and military land transportation assets.
- Lines of communications.
- Availability of pre-stocked equipment.
- Mobilization capability.
- Recruitment of manpower for military and industry.
- Capability to receive, process, and transport forces in theaters.
- Senior leadership-quality of strategic planning and decision-making.
- Capability of the enemy.
- Quality and morale of personnel.

b. Estimating force readiness is difficult and highly situational. The American people and their elected representatives need to know how much security is required and what it costs. Short of the military's performance in war or deterring war, a defined measure of return on the dollar that the Services can show is the level of force readiness to execute the NMS, as deduced from analytical tools and other indicators. Once fully fielded and operational, the SRS, discussed later in this chapter, will offer a more powerful tool than any previously available to capture the many variables that effect the Army's force readiness.

8-5. Cost of force readiness.

a. Force readiness is expensive and must be balanced against other program needs (Figure 8-2). Within a finite amount of resources, the purchase of a balanced program that satisfies future investment needs such as research and development and procurement can impact current readiness needs such as spare parts, depot maintenance, and war reserves. The Army's move to a smaller force and need for immediate response to a wide variety of requirements place great demands on it to maintain forces at a high state of readiness.



Figure 8–2. The Cost of Force Readiness

b. Readiness costs increase sharply as higher levels of readiness are approached. At the unit level, maximum readiness is highly perishable. A unit can attain a very high level of readiness and a short time later, without continued intensive resource allocation, have the trained expertise and peak maintenance levels ebb away. The availability of repair parts and supplies, length of time between training events, and personnel turbulence all have a tremendous influence on unit readiness.

c. The readiness costs compound one of the most perplexing problems facing the Army, that of tying resources to readiness. The resource-to-readiness relationship is complex but essential to the proper management of total force capability; the PPBES; and justification of Army programs to Congress.

8–6. Resourcing readiness

a. Tiered resourcing. Because of readiness costs and the response times of war plans, the Army maintains some units at a higher level of readiness than others. This stratification of readiness is brought about through a “tiered resourcing” policy. Tiered resourcing means providing the highest level of warfighting resources to units within a “first to fight, first resourced” construct.

b. Force packages. The first step in tiered resourcing is to prioritize units into force packages. Force package categorizations are contained in The Army Plan (TAP) and are prioritized for resource planning guidance. Force packages are based upon approved war plans and unit commitment dates. A major factor for units not based within the theater of operations is their strategic deployment date, which is driven by the availability of strategic lift and the order of priority assigned by operational or contingency plans.

c. ALO and DAMPL. The next step in tiered resourcing is the management of the distribution of resources using the Army’s resourcing priority tools, ALO and the Department of the Army Master Priority List (DAMPL). A unit’s ALO determines the allocation of manpower spaces and distribution of personnel. The Army assigns ALOs to units commensurate with their primary mission and required availability dates from war plans. The Army is the only service that uses an ALO system, which has a direct effect on unit status levels. ALO is expressed in numerically designated levels representing percentages of full TOE/MTOE manpower spaces. For example, ALO 1 is 100 percent, ALO 2 approximately 90 percent, ALO 3 approximately 80 percent, and ALO 4 approximately 70 percent. A unit’s ALO is listed in Section I of its MTOE. The DAMPL rank orders units based on their strategic priority or their projected deployment/employment sequence. This standing order of precedence list, approved by the senior Army leadership, is used to guide the peacetime distribution of personnel and equipment resources used or controlled by DA. Distributing scarce resources in DAMPL sequence allows the Army to optimize the readiness value of its assets where the risk or probability of conflict is greatest or where the least flexibility and time exist to correct shortages.

Section III

Department of defense readiness reporting system (DRRS)

8-7. DRRS overview

The DRRS provides the means to manage and report the readiness of the DOD and its subordinate components to execute the NMS as assigned by the Secretary of Defense in the DPG, CPG, Theater Security Cooperation Guidance, and the Unified Command Plan. The DRRS builds upon the processes and readiness assessment tools used in the DOD to establish a capabilities-based, adaptive, near real-time readiness reporting system. All DOD components use the DRRS to identify critical readiness deficiencies, develop strategies for rectifying those deficiencies, and ensure they are addressed in PPBS and other DOD management systems. Two existing DOD readiness management processes principally support DRRS. These are the Chairman's Readiness System and the Senior Readiness Oversight Council.

8-8. Chairman's Readiness System (CRS).

a. Purpose. The CRS was implemented in the fall of 1994. While it was incrementally modified since then, it was significantly revised in 2002. It was designed to provide the CJCS the information necessary to fulfill his 10 USC responsibilities. The system applies to the JS, Services, Combatant Commands, and the DOD Combat Support Agencies (CSA). The system is oriented towards an assessment of the current force's readiness to conduct the full range of operations called for in the NMS and incorporates assessments of both unit and joint readiness. Unit readiness focuses on the Services' assessment of seventeen key functional areas. Joint readiness assesses the joint mission-essential tasks (JMETs) that enable the combatant commanders to accomplish assigned missions. Long-term readiness and modernization issues are addressed by the JWCA process or by the JROC.

b. Responsibilities. The CJCS is responsible for assessing the strategic level of readiness of the Armed Forces to fight and meet the demands of the full range of the NMS. Readiness at this level is defined as the synthesis of readiness at the joint and unit levels. It also focuses on broad functional areas such as intelligence and mobility to meet worldwide demands. Joint readiness is the responsibility of the combatant commanders. It is defined as the commander's ability to integrate and synchronize ready combat and support forces to execute assigned missions. Unit readiness is the primary responsibility of the Services and USSOCOM. Unit readiness is defined as the ability to provide the capabilities required by combatant commanders to execute their assigned missions. The CSAs are responsible for providing responsive support to the operating forces in the event of war or threat to national security. These definitions are considered key because they delineate the responsibilities of the CJCS, Service Chiefs, combatant commanders, and CSA directors in maintaining and assessing readiness (Figure 8-3). The forum within the CRS for the assessment of joint, unit, and CSA readiness is the Joint Quarterly Readiness Review (JQRR).

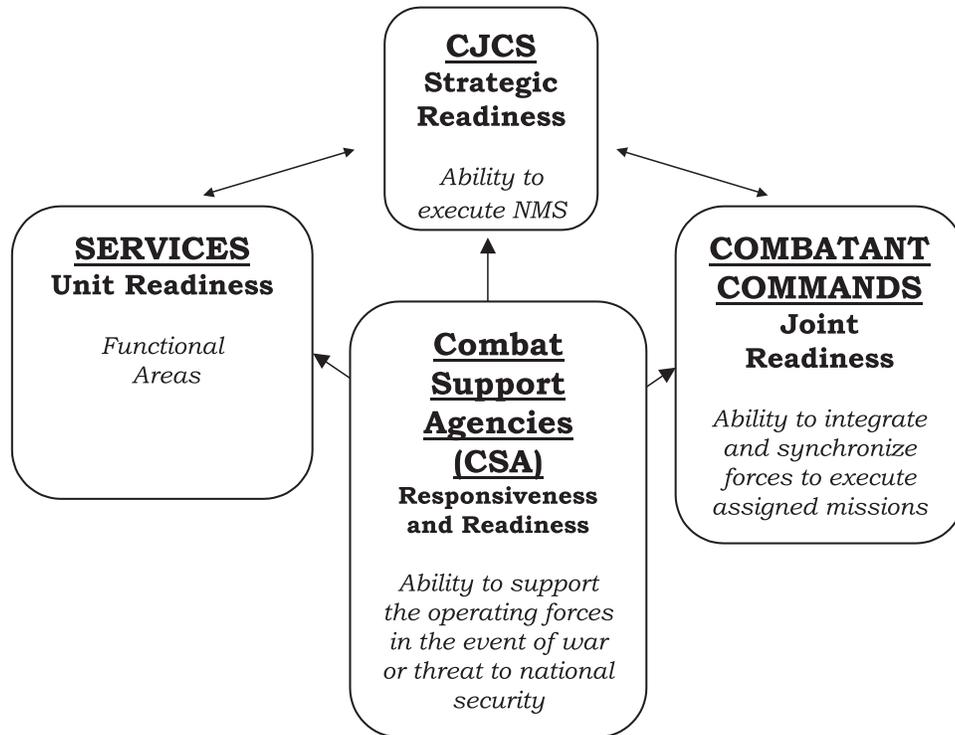


Figure 8–3. Chairman's Readiness System

8–9. The JQRR Process (Figure 8–4)

a. Semi-Annual JQRR Scenarios and Quarterly Assessments. The JQRR process evaluates two NMS-derived war-fighting scenarios each calendar year. These scenarios each involve a different combination of major war, lesser contingency, and HLS events. Two sequential quarterly reviews are required to complete the evaluation of each scenario. In the first and third quarters (January and July), supporting combatant commanders, Services, and CSAs assess readiness to meet the requirements of current missions, missions forecast twelve months into the future, and the published scenario. In the second and fourth quarters (April and October), supported combatant commanders conduct their assessment of the same three topics. Supported combatant command assessments consider the findings and reports from the supporting combatant commands, Services, and CSAs as reported in the first and third quarters to develop a combined readiness assessment.

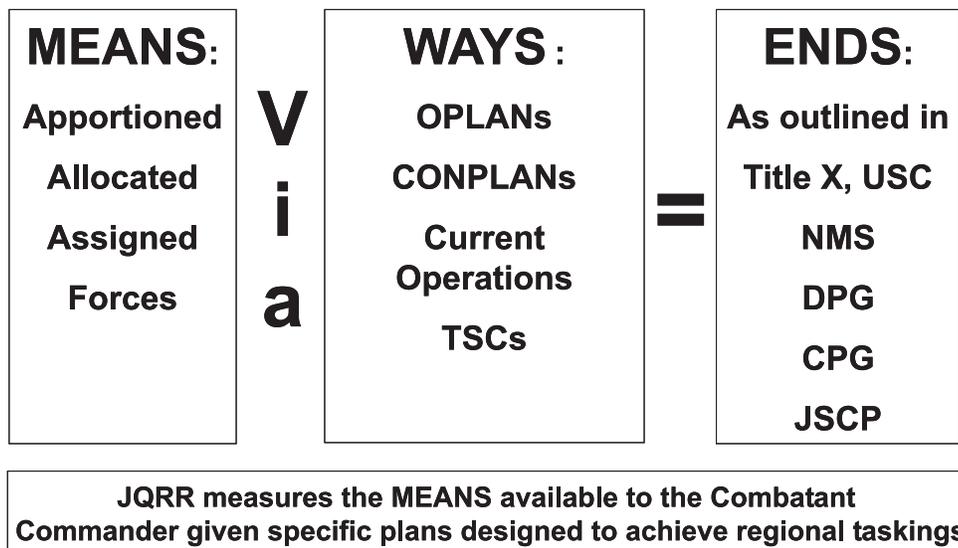
b. Required Monthly JQRR Activity. Each quarterly review and assessment consists of the following monthly events:

(1) *Full JQRR.* The Full JQRR provides a snapshot of current, plus 12-month, and scenario readiness and is conducted in the first month of each quarter. It is chaired by the JS Director, J–3. As stated above, the initial Full JQRR, conducted in January and July, is the forum for supporting Combatant Commands, Services, and CSAs to report the required assessments; the subsequent Full JQRR, conducted in April and October, is the forum for the supported Combatant Commands to report their assessments having considered the assessments presented in the preceding Full JQRR. Also, a Full JQRR may be conducted on short notice to assess the readiness implications of a potential or ongoing militarily significant event.

(2) *By-Exception JQRR.* This review is conducted during months that no Full JQRR is scheduled. Combatant Commands, Services, and CSAs report to J–3 any significant changes in readiness since the last Full JQRR. Focus is on degradations or improvements in readiness in the current or plus 12-month assessment areas.

(3) *Feedback JQRR (FBJQRR).* The FBJQRR is chaired by the Director, JS (DJS) in the third month of each quarter (March, June, September, and December). This review covers the status of actions to address significant readiness deficiencies and issues identified through the Full JQRR assessments.

c. Semi-annual Deficiency Review (SDR). The SDR is chaired by the J–3 Deputy Director for Global Operations (DDGO). The SDR reviews all deficiencies with a focus on deficiencies that have not been presented in another JQRR forum within the previous 6-month period and to review the cumulative effect of all risk to the near-term execution of



TSC – Theater Security Cooperation
CPG – Contingency Planning Guidance

Figure 8-5. The Context of the JQRR

b. JQRR M-Level Criteria. These are defined in Figure 8-6. The Combatant Commanders assign an M-level to each of the joint mission-essential tasks (JMET) that apply to the execution of current missions, plus 12-month missions, and the scenario. The Services assign an M-level to each of seventeen functional areas (FA) (Table 8-1) that apply to the same three assessment areas. The CSAs follow the same procedure, and may use JMETs or FAs as they deem most appropriate.

*Services & CSAs evaluate designated Functional Areas;
Combatant Commanders evaluate Joint Mission Essential Tasks (JMET)*

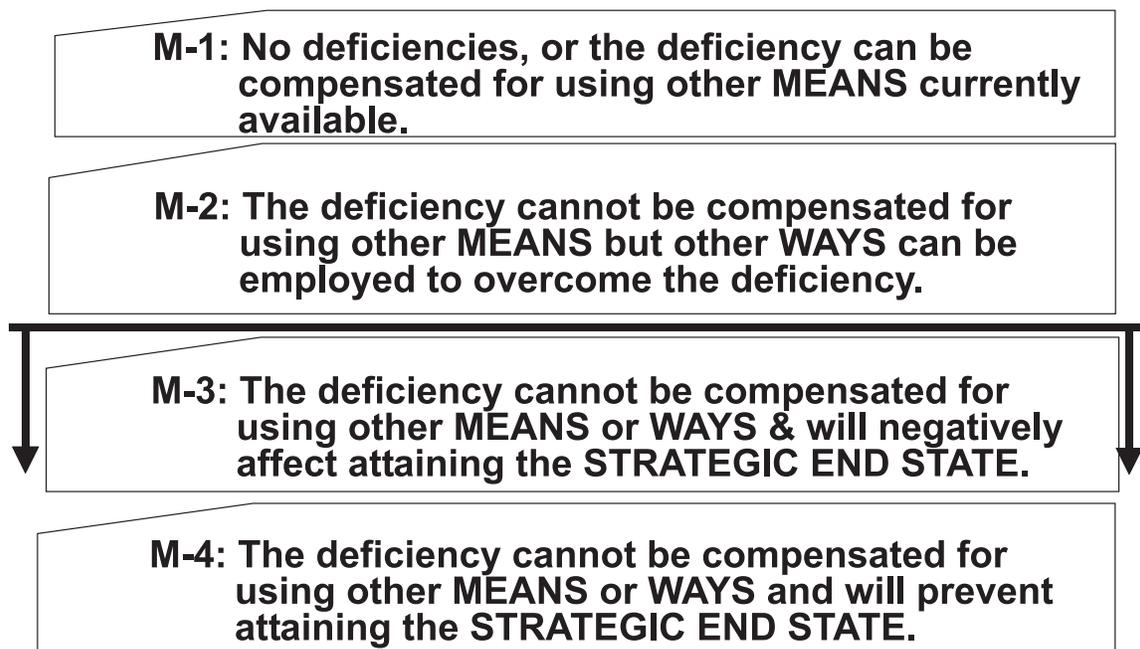


Figure 8-6. JQRR M-Level Criteria

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Table 8-1

JQRR Functional Areas

JOINT STAFF OPR	FUNCTIONAL AREA
J-3/Readiness	Overall JQRR Responsibility
J-1	Personnel Support
J-2	Intelligence Support
J-3/DDIO	Information Operations
J-3/DDRO	Special Operations
J-3/Space Ops	Space Operations
J-3/STOD	Nuclear Operations
J-3/DDAT/FP	Security-Antiterrorism/Force Protection
J-4	Combat Engineering
J-4	Supply
J-4	Maintenance
J-4	Mobility
J-4	Civil Engineering
J-4	Health Services
J-4	Other Services
J-5 (Strategy) or J-7 (Warplans)	Joint Operations Planning
J-6	Command/Control/Communications/Computers
J-7/JDETD	Training

c. JQRR Deficiencies. When reporting readiness levels to conduct current missions, plus 12-month missions, and the scenario, the Combatant Commands, Services, and CSAs identify and report specific deficiencies (root cause of the problem) that drive an FA or JMET to M-3 or M-4. The reporting command must identify: the specific current requirement not being met and its corresponding source document; the quantified shortfall in meeting the requirement; the specific operational impact; the level of risk; the actions taken to alleviate the deficiency; and what is required to improve the deficiency to the M-1 or M-2 level. The flow chart in Figure 8-7 is used by the submitting command and the JS to determine the suitability of the issue for acceptance into the JQRR DDB. JQRR Deficiency Acceptance Flow Chart

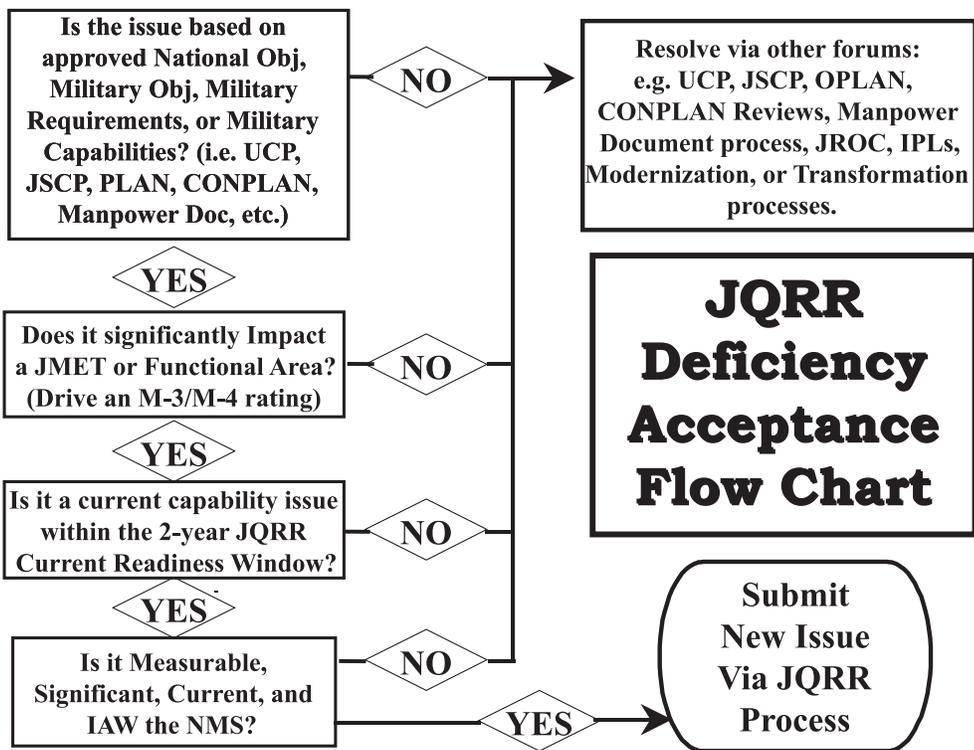


Figure 8-7. JQRR Deficiency Acceptance Flow Chart

d. *JQRR Risk Assessment (RA) Levels.* In addition to reporting deficiencies in meeting requirements and linking them to degraded JMETs or FAs, Combatant Commands, Services, and CSAs assign an overall RA-level to their ability to execute current missions, plus 12-month missions, and the scenario. To determine the RA-level, the reporting commands consider accepted deficiencies, new issues identified during the current JQRR, and cumulative risk in answering the three questions listed in Figure 8-8. Considerations Based on answers to these questions, a worksheet is provided in Chairman, Joint Chiefs of Staff Instruction (CJCSI) 3401.01C to assist in determining the RA levels. RA levels are defined in Table 8-2.

- ***Will commander achieve his endstate?***
 - Yes?
 - Maybe?
 - No?
- ***Potential cost?*** (Equip, casualties, terrain, morale, \$, etc)
 - Potential Cost is as expected when planned?
 - Potential Cost is a Major Concern?
 - Potential Cost is Disproportionate to Objectives?
- ***What is the impact on the plan timelines?***
 - As estimated when the plan was developed?
 - Twice as long as planned?
 - Triple the time estimated?

Figure 8–8. RA–Level Impact Considerations

Table 8–2
RA levels Definitions

Risk Level	Definitions
RA–1	Low Risk to attaining strategic end state.
RA–2	Medium Risk to attaining strategic end state.
RA–3	High Risk to attaining strategic end state.
RA–4	Will not attain strategic end state.

Notes:

¹ Overall Assessment uses RA-levels to categorize risk to end state.

8–11. JQRR Outputs

With the consolidated responses of the Combatant Commands, Services, and CSAs, the JQRR provides a current readiness assessment at the strategic level. It produces an assessment of the Armed Forces readiness to fight and meet the demands of the NMS. In addition, the JQRR produces a list of key risk elements, strategic concerns, and strategic implications that summarize each six-month JQRR cycle. The JS then makes recommendations on actions that could be taken to mitigate the overall strategic risk to include issues for consideration and action by the SROC, JROC, or other applicable forums.

8–12. Senior Readiness Oversight Council (SROC)

The SROC is an executive committee of the OSD, and is made up of the DepSecDef, who serves as Chair, the Secretaries of the Military Departments, the CJCS, the Chiefs of the Services, the Under Secretaries of Defense, and other senior OSD officials with an interest in readiness. The SROC meets periodically to review significant readiness topics and issues. Functions of the SROC include: advising the Secretary of Defense on readiness policy; reviewing results of the JQRR; reporting on current and projected readiness issues; coordinating DOD positions on readiness to outside audiences; and ensuring the development of the Quarterly Readiness Reports to Congress (QRRC).

8–13. Quarterly Readiness Report to Congress (QRRC).

Section 482 of Title 10 USC requires that within 45 days following the end of each calendar quarter a report be sent to

Congress based on military readiness. The QRRC, a report developed by the SROC, fulfills this requirement. The Secretary of Defense prior to forwarding to Congress approves the QRRC.

8–14. Assessing future readiness

Broad responsibility for assessing future joint requirements falls under the purview of the JROC. The JROC, with membership of the VCJCS and the Vice Chiefs of each Service, reviews acquisition programs, validates requirements, and makes recommendations on the placement of scarce dollars and resources to the CJCS. The JROC provides a senior military perspective on the major weapons systems and other military capabilities required. (See Chapter 4 for discussion of JROC). The JROC uses the analytical process known as JWCA to maintain continuity between current readiness and future capability. Because deficiencies identified in the JQRRC may require long-term programmatic fixes, the deficiency may be passed to the appropriate JWCA assessment team for study. The JWCA ensures that the Combatant Commands, Services, and CSAs are included in the assessment processes (See Chapter 4 for discussion of JWCA). The JROC uses the analytical assessments from the JWCA process to assist them in making informed recommendations to the CJCS in preserving current capabilities while building future joint military capabilities.

8–15. Global Status of Resources and Training System (GSORTS)

GSORTS is an internal management tool for use by the CJCS, Services, and Combatant Commands. GSORTS is the single, automated reporting system within the DOD that functions as the central registry of all operational units of the Armed Forces. GSORTS provides a current snapshot on a select slice of resource areas: personnel, equipment on hand, equipment serviceability, and training. GSORTS measures the level of selected resources and training status required to undertake the missions for which the unit was designed and organized. GSORTS is designed to support, in priority order, information requirements related to crisis response planning; deliberate or peacetime planning; and management responsibilities to organize, train, and equip forces for use by the combatant commanders. GSORTS provides the CJCS with the necessary unit information to achieve adequate and feasible military response to crisis situations and participate in the joint planning and execution process associated with deliberate planning. GSORTS also provides data used by other automated systems (JOPES, GCCS) in support of the joint planning process.

Section IV

Army readiness

8–16. Unit status report purpose

The unit status report (USR) is the Army's input to GSORTS. The primary purpose of the USR is to provide the President, Secretary of Defense, JCS, HQDA, and all levels of the Army's chain of command with the current status of U.S. Army units and necessary information for making operational decisions. The USR is designed to measure the status of resources and training level of a unit at a given point in time. The reports should not be used in isolation to assess overall unit readiness or the broader aspects of Army force readiness. The USR provides a timely single source document for assessing key elements of unit status. It does not provide all the information necessary to manage resources.

8–17. USR relationship to joint readiness

CJCSI 3401.02 requires all reporting units to report their status in the areas of personnel, equipment on hand, equipment readiness, and training. The Army Unit Status Reporting System is required by Army Regulation 220–1 and provides the data required in CJCSI 3401.02. The Army requires additional data that increases the value of the USR as a resource management and operations tool. The supplemental data required by the Army was selected by HQDA in coordination with the MACOMs. This information passes through but is not retained by the JS. The higher level of detail allows units to better express their status and all levels of command to use the report to analyze key status indicators.

8–18. USR changes

The current version of AR 220–1 was published in November 2001. Major changes include: a revision of the process and procedures for determining and the reporting unit training level; establishment of a training level review process that requires units to assess the credibility of their training level determinations; establishment of special training level criteria for major combat units preparing for, conducting, or recovering from operational deployments; and establishment of new requirements for percent effective reporting by units before and during operational deployments.

8–19. USR procedures

a. Overall category level (C-level). USR data are transmitted through command and control communications channels (Figures 8–9 and 8–10). For this reason the report cannot be all-inclusive. Problems are highlighted for commanders and operators. Detailed reviews of problems are conducted using other data systems. Details of Army unit status reporting procedures are explicit in AR 220–1. Since procedures for measuring and reporting unit status have changed considerably with each revision, each commander, manager, or staff officer concerned with unit readiness

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should carefully study the detailed guidance and requirements of the latest edition. A summary of the key aspects of the procedure is included here to provide a basic understanding of the system. Chapter 2, AR 220-1 clearly identifies which units must report status. Reporting units are required to submit a USR covering their resource and training status levels. The overall category level (C-1, C-2, C-3, C-4, C-5) indicates the degree to which a unit has achieved prescribed levels of fill for personnel and equipment, the training status of those personnel, and the maintenance status of the equipment. These levels reflect the status of the unit's resources and training measured against the resources and training required to undertake the wartime mission for which the unit is organized or designed. Category levels do not project a unit's combat ability once committed to action. The overall unit category level will be based only upon organic resources and training under the operational control of the reporting unit or its parent unit. The categories of overall unit levels are:

- (1) **C-1.** Unit possesses the required resources and is trained to undertake the full wartime mission(s) for which it is organized or designed.
- (2) **C-2.** Unit possesses the required resources and is trained to undertake most of the wartime mission(s) for which it is organized or designed.
- (3) **C-3.** Unit possesses the required resources and is trained to undertake many, but not all, portions of the wartime mission(s) for which it is organized or designed.
- (4) **C-4.** Unit requires additional resources or training to undertake its wartime mission(s), but it may be directed to undertake portions of its wartime mission(s) with resources on hand.
- (5) **C-5.** Unit is undergoing a service-directed resource action and is not prepared, at this time, to undertake the wartime mission(s) for which it is organized or designed. C-5 units are restricted to the following:
 - (a) Units undergoing activation, inactivation, or conversion.
 - (b) Units that have their levels for authorized personnel and/or equipment established so that, even when filled to the authorized level, the established level does not allow the unit to achieve level 3 or higher.
 - (c) Units that are not manned or equipped but are required in the wartime structure (COMPO 4 units).
 - (d) Units Placed in cadre status by HQDA.

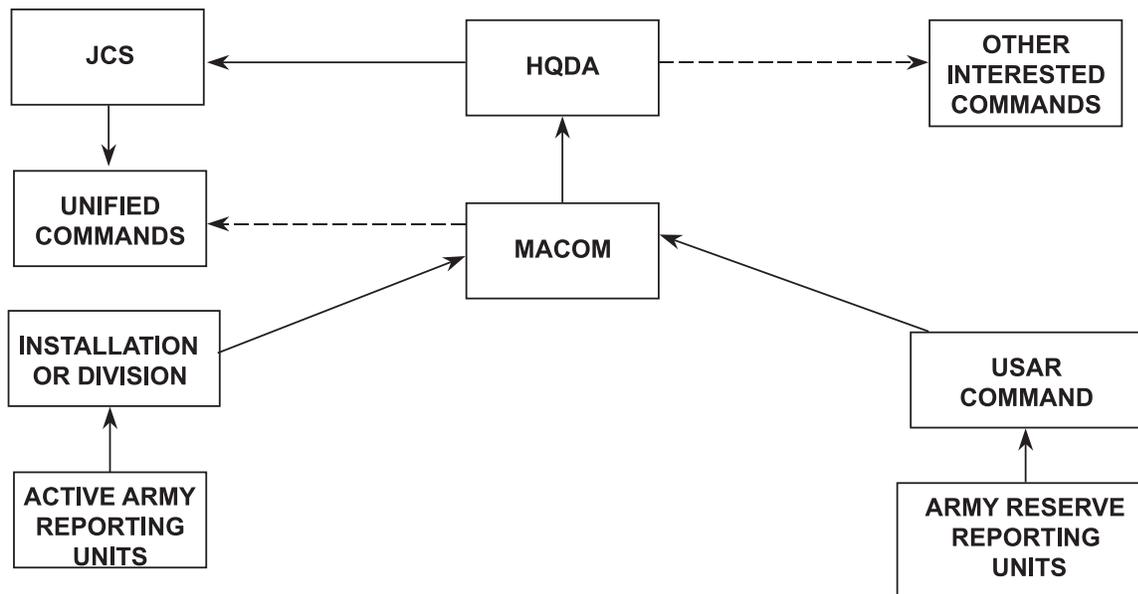


Figure 8-9. Active Army and Army Reserve Unit Status Reporting

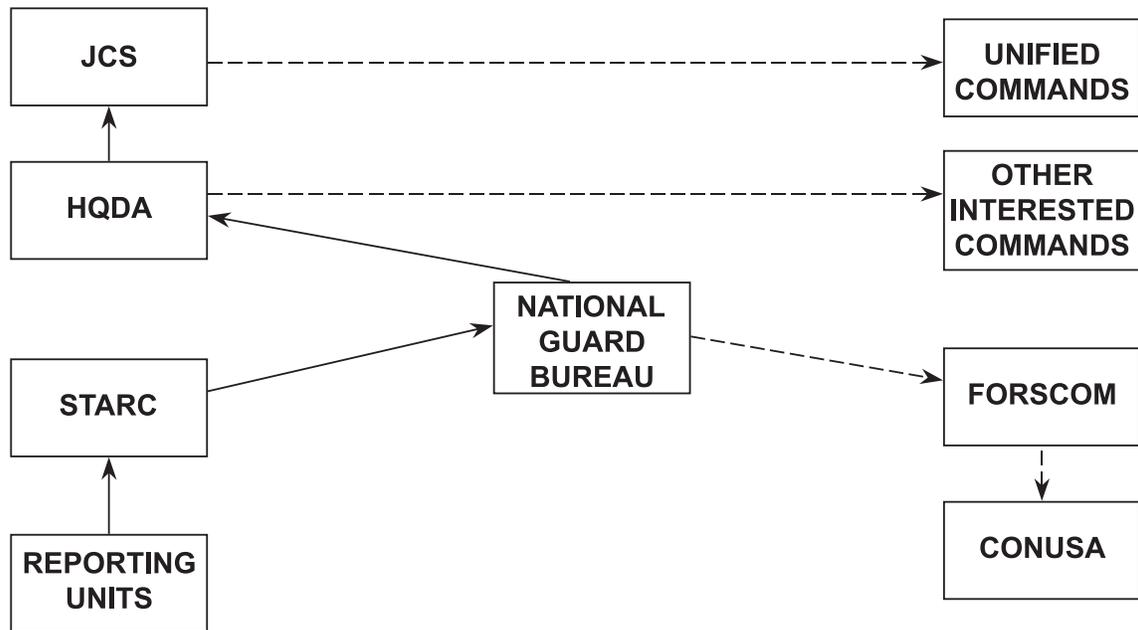


Figure 8-10. Army National Guard Unit Status Reporting Channels

b. Personnel data. The USR provides indicators of a unit's personnel status (P-level) by comparing available strength, available MOS qualified strength, and available senior grade strength against wartime requirements. In addition, assigned strength and personnel turnover data are also provided.

c. Equipment-on-hand (EOH) data. The USR provides indicators of a reporting unit's EOH status (S-level) by comparing the fill of selected equipment to wartime requirements. A level is determined for all of a unit's primary items of equipment to include: principal weapons systems and equipment (ERC A/P); each individual pacing item (ERC P); and support items of equipment (ERC B/C). The unit's overall S-level is equal to the lower of the ERC A/P or ERC P computations. While not a factor in determining the unit's overall S-level, the EOH status of ERC B/C items may be considered by the commander when determining whether the unit's overall C-level should be subjectively upgraded or downgraded.

d. Equipment readiness (ER). The USR provides an ER status (R-level) indicating how well the unit is maintaining its on-hand equipment. An R-level is calculated for all reportable equipment on-hand in the unit. Reportable equipment is listed in AR 700-138, Appendix B. A separate R-level is calculated for each on-hand pacing item (ERC P). The unit's overall R-level is calculated by comparing the aggregate Fully Mission Capable (FMC) rate for all on-hand reportable equipment, regardless of ERC (including pacing items), and a separate calculation for each ERC P item. The unit's overall R-level is equal to the lower of these calculated levels.

e. Training data. The USR provides a training readiness status (T-level) for the reporting unit. The T-level indicates the commander's evaluation of the current ability of the unit to employ its weapon systems and equipment effectively and to perform those critical tasks required by the wartime mission(s) for which the unit was organized or designed. Commanders of reporting units determine their units' T-levels by applying two unit training metrics that translate their Mission-Essential Task List (METL) assessments into two distinct training status levels (T-METL and T-Days). T-METL reflects the percentage of the METL for which unit personnel are trained, as evaluated in accordance with Army doctrine for training assessments. T-Days reflects the number of training days estimated by the commander that are needed to reach a fully trained status in all METL tasks. The lower of T-METL and T-Days status levels is reported as the unit's overall T-level in the USR. In addition, a training level review process (TLRP) is provided to assist commanders in assessing the credibility of their T-level determinations based on the unit's execution of applicable doctrinal training events.

f. Mission accomplishment estimate (MAE). The MAE is the commander's subjective assessment of the unit's ability to execute that portion of its wartime mission it would be expected to perform if alerted/committed within 72 hours of the "as-of" date of the report. The estimate is expressed in terms of the percentage of the wartime mission that could be accomplished if the unit were alerted/committed. The C-level and the MAE reflect the commander's assessments of the overall status of his or her unit and its ability to accomplish assigned wartime missions within a set time period.

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g. Determining the unit's C-level. To determine the overall C-level, the commander reviews the status levels attained in the measured resource and training areas. The overall unit C-level will normally be identical to the lowest level recorded in any of the unit's individually measured resource areas of personnel, equipment-on-hand, equipment readiness, and training, but the overall category may be subjectively upgraded or downgraded by the unit commander based on the MAE. Modification of a unit's C-level does not permit modification of the computed status of each individually measured area, which must be reported without adjustment.

8-20. Use of USR data at HQDA

a. At HQDA, the USR is part of a larger readiness picture compiled from many functional reports and sources. It provides a channel whereby the chain of command is alerted to the status of units and, thus, can exercise the appropriate management actions and provide the required assistance. DA uses the USR in conjunction with other personnel and logistics reports to improve resource management of people, equipment, and the programming of facilities and training areas to increase the combat effectiveness of subordinate elements.

b. The Office of the Deputy Chief of Staff, G-3 receives the reports from the major commands via the Army Status of Resources and Training System (ASORTS), which interfaces with GSORTS. Upon receipt, ODCS, G-3 prepares USR summaries for active and RC units. Copies of these summaries, in the form of computer printouts, are provided to elements of the DA Staff, as well as other appropriate agencies. Data may be assembled by type unit, OPLAN, major command, unit category, or in other formats to meet specific needs.

c. The Chief of Staff receives a monthly written readiness summary and briefing from the ODCS, G-3, with significant input and analysis from the ODCS, G-1, ODCS, G-4, and other ARSTAF elements. The status of major units by strategic force package (SFP) is provided as well as a trend projection of each resource area. This briefing provides an analysis of the latest USR information to the Army leadership.

d. Each principal DA Staff element uses the information provided by the ODCS, G-3 to effect resource allocation in consonance with the DAMPL and ALO. Aggregate data from the USR also serves as a yardstick to judge how well the functional systems of personnel, logistics, and training are performing.

8-21. Strategic Readiness System (SRS)

a. Background. Pursuant to a directive from the Chief of Staff (CSA), the Army has developed and is currently fielding a radically different readiness management process known as the Strategic Readiness System (SRS). The decision to do so was a result of several converging factors. First, the USR system has several widely acknowledged limitations: it measures only the Army's operating force units against a limited set of metrics; uses lagging indicators to retroactively assess the ability of units to perform wartime missions; and does not provide a firm linkage between readiness and resource decisions. Second, in the National Defense Authorization Act of 1999, Congress directed that the Secretary of Defense and the Services develop a readiness reporting system that would provide more accurate, timely, and objective information than current systems. Finally, a CSA-directed Army War College study recommended that the Army revamp the system so that it is mission-focused, evaluates strategic readiness, takes full advantage of IT, and assesses the Army's future capability to perform its missions. After considerable research, the Army elected to use a "balanced scorecard" methodology for the new system.

b. System description. SRS is an integrated strategic management and measurement system that revolutionizes the way the Army thinks about and reports readiness. The system helps ensure that all levels of the Army recognize and align their vision, objectives, and initiatives to those articulated in the Army Plan (TAP). Additionally, it measures each element's progress towards achieving these goals. SRS is a comprehensive automated reporting system designed to facilitate the early detection of critical resourcing issues through the use of specific leading, predictive performance measures. Ultimately, the HQDA goal is to incorporate most, if not all, current USR requirements into SRS.

c. System architecture. At the pinnacle of the SRS is the Army Scorecard, more commonly referred to as the Army Mission Map. It is a tool for measuring and determining how well the Army is executing its strategy. This document sets forth the vision, objectives, initiatives, and measurement metrics for the Army as a whole as determined by the SECARMY and the CSA. The Army Scorecard is the top scorecard level, Level 0, and represents the Army as a whole. Beneath Level 0 are Level 1 scorecards, prepared by the ARSTAF and the MACOM. Level 2 scorecards represent Major Subordinate Commands of Level 1 organizations. This hierarchical model can be applied to as many subordinate levels as needed; however, the current intent is to extend the hierarchy only as far as the Division/Separate brigade level. The model is portrayed graphically in Figure 8-11.

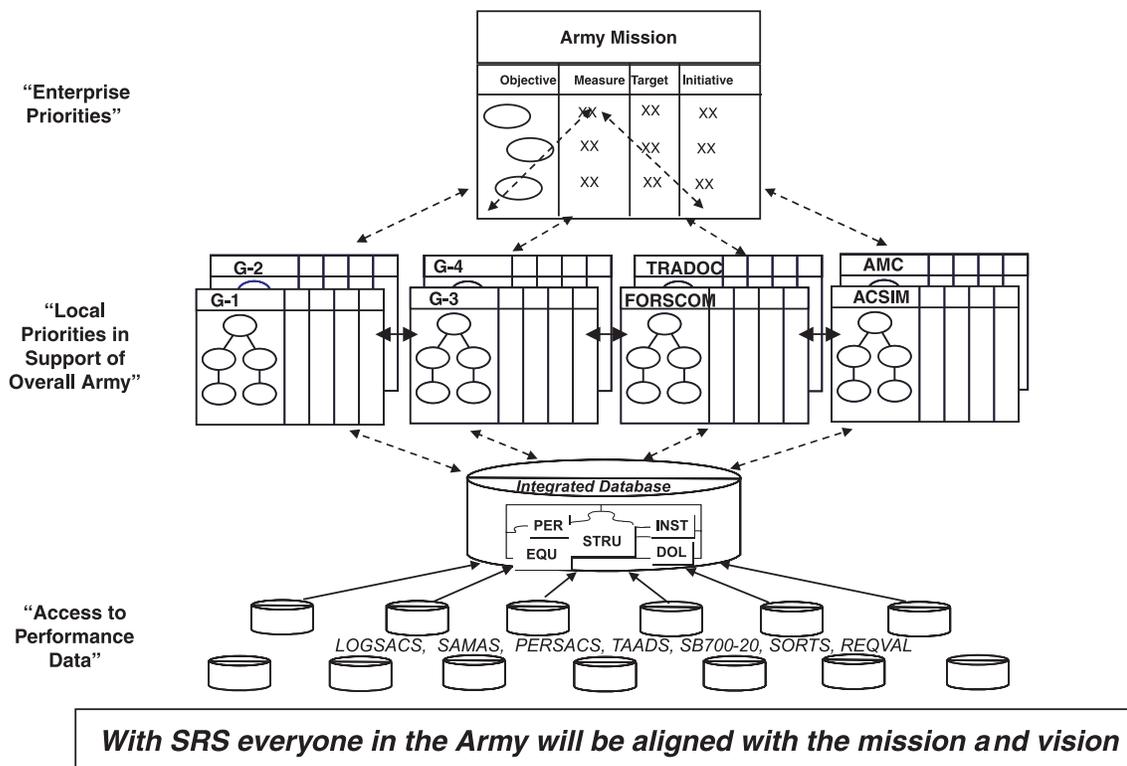


Figure 8-11. SRS Architecture

d. Army Mission Map. The Army Mission Map presently contains 21 objectives. Six objectives replicate the core competencies of the Army as defined in FM-1, The Army. Seven objectives capture essential Title X missions. Four relate to the development of better business practices. Three concern the well being of soldiers and their families. The final objective addresses the securing of adequate resources to enable the attainment of the other 20 objectives. Each of these 21 objectives is assessed through the measurement of two, or at most three, critical metrics. Standards are applied, and each objective is evaluated and reported using a red, amber, green methodology. The scorecard is intended to be a dynamic document, changing to keep pace with the strategic environment and evolving Army mission requirements. The Army Mission Map is portrayed in Figure 8-12.

e. Subordinate scorecards. Each subordinate organization is required to develop a unique scorecard identifying specific objectives that define readiness based upon its missions and functions and how it supports the attainment of the objectives contained in the Army Scorecard. Evaluated in its totality, each subordinate scorecard demonstrates that organization's level of success in achieving the Army's strategic objectives. An extensive program has been undertaken to train key personnel in the scorecard development and implementation process.

f. SRS automation. SRS has been automated, through a web-enabled graphical interface, to provide a visual display of the various scorecards, provide drill-down capabilities, and generate reports. Users will have the ability to view scorecards, both vertically and horizontally, examine relationships, and update scorecard metrics. The automated system imports and stores data from relevant databases for display via the scorecards. As scorecards are approved, they are incorporated into the automated system and organizations begin reporting utilizing the system.

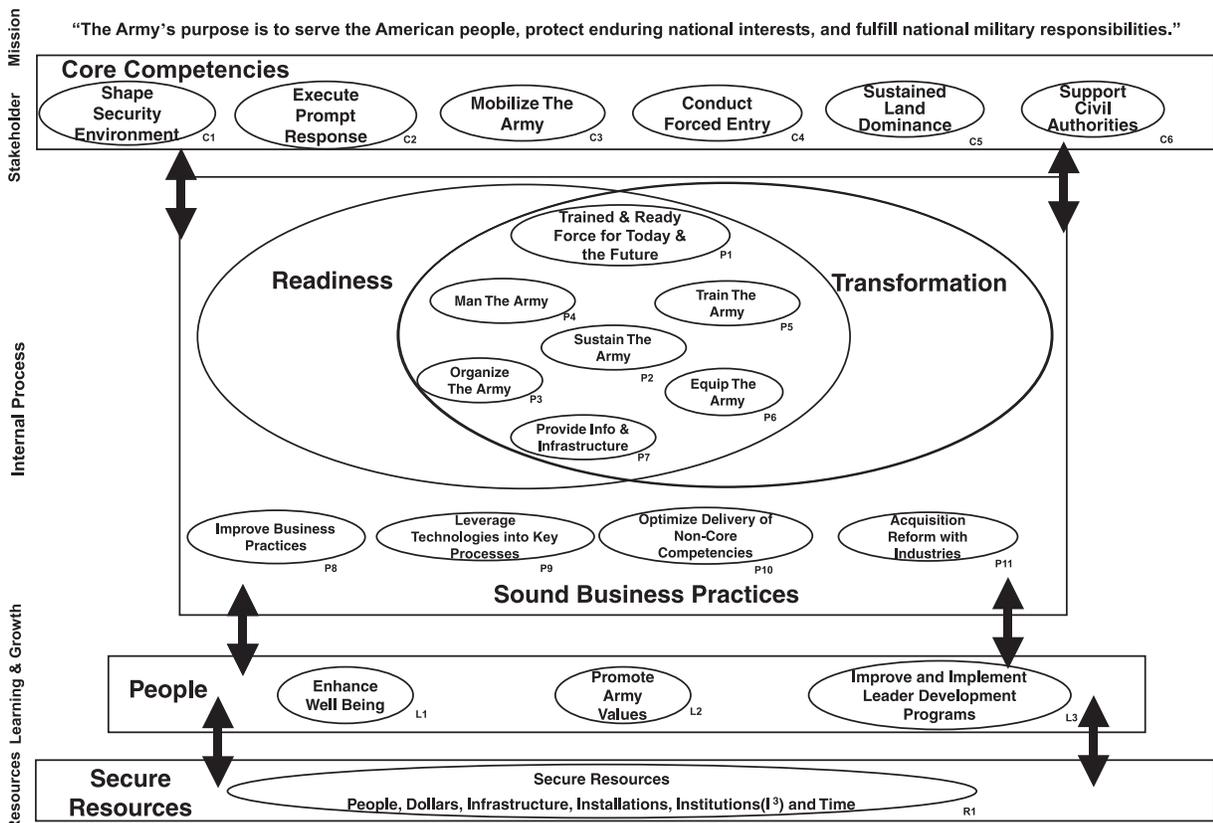


Figure 8–12. Army Mission Map

Section V
Summary and references

8–22. Summary

Readiness is a primary mission of military forces in peacetime. Recognizing that readiness is highly situational and subjective, it is, nevertheless, a yardstick for programming and budgeting. The Army’s readiness strategy entails maximizing readiness within available resources to meet the demands of war plans. The more accurately the Army captures and quantifies readiness, the better the Army can articulate resource needs to the DOD and the Congress.

8–23. References

- a. DOD Directive 5149.2, *Senior Readiness Oversight Council (SROC)*.
- b. DOD Directive 7730.65, *Department of Defense Readiness Reporting System (DRRS)*.
- c. CJCS Instruction 3401.01C, *Chairman’s Readiness System*.
- d. CJCS Instruction 3401.02, *Global Status of Resources and Training System*.
- e. CJCS Manual 3150.02, *Global Status of Resources and Training System. (GSORTS)*.
- f. Army Regulation 71–32, *Force Development and Documentation - Consolidated Policies*.
- g. Army Regulation 220–1, *Unit Status Reporting*.
- h. Army Regulation 700–138, *Army Logistics Readiness and Sustainability*.
- i. Field Manual 1, *The Army*.
- j. Field Manual 100–11, *Force Integration*.
- k. HQDA Letter 11–05–01–5, *FY 00–05 Department of the Army Master Priority List (DAMPL)*.