

Readiness

Readiness is the Future Force's ability to rapidly respond and meet the demands of the National Security Strategy. Missions within the strategy's operational continuum require clear sets of capabilities derived from specific Combatant Commander mission tasks. In 2020, there continues to be a need to accurately assess, analyze, and predict what, when, and where these capabilities are required. The Army uses a Cyclic Readiness System. The Readiness System, in 2020, assesses capability as a function of combat power over time rather than simply reporting assets on hand. The system assesses the performance level of all systems within a unit and provides an aggregate performance measure as well as a performance potential assessment. It integrates the Human Resource, Training, and Logistic systems and affords a more comprehensive understanding of total force readiness, including the ability to receive input from Joint, interagency or multinational forces assigned as part of a SJFHQ, JTF, or within a JFLCC.

Cyclic Readiness. The Nation calls on combat capability on an irregular basis. Paying for high levels of continuous but unused readiness is costly. Additionally, as defense policy guidance changes, so must Army capabilities. Optimal readiness for units in 2020 does not mean being immediately ready to perform all required tasks, in all environments, all the time. This is too expensive and required skill sets are perishable. The 2020 view of readiness requires a comprehensive understanding of training requirements, time available to prepare, and the trade-offs necessary between all the tasks that compete for limited resources. Technology integrates readiness, sustainment, training, and personnel systems to objectively assess, forecast, and adjust capabilities.

In 2020 and beyond, units deployed or preparing for deployment maintain a high level of readiness in their assigned tasks. Units not actively involved in deployment preparation, or units with additional time available, maintain a minimum baseline level of readiness until requirements arise. When needed, specific mission requirements drive a tailored operational training program. This cost effective system is based on a

minimum essential task list with units maintaining an optimal readiness only for ongoing or immediate missions. All units are capable of prioritizing collective and individual training requirements, suited to their maintenance and personnel status, to minimize training time for specific operational commitments. When the need does arise, units have the ability to incorporate the latest lessons learned, from units already deployed, into their mission-training program and prepare for what is required without a traumatic shift in unit focus and priority. Units can seamlessly transition from initial collective training to preparing for employment to engagement. This cyclic, training based, readiness system provides predictability on which active and reserve component units can plan. Units, regardless of their cycle, are resourced as overall mission and strategy requires and not on a tiered basis tied to a current training proficiency level.

Time is a critical dimension of readiness, sustainment, and training. Given enough time and resources, units can prepare for any contingency. Resources and training time, however, are finite and therefore the measurement of the amount of time required in preparing for a particular task or mission is an appropriate element of readiness assessments in 2020. The effective management of units in 2020 requires an integrated systems approach to assessing readiness in order to maximize the readiness combination of when, what, and where. Commanders and decision makers seek a balance between immediately available capability and capability available at a later time (*when and how long*). Training to do the right task is essential in order to minimize wasted effort, cost, and the potential decline in the capability (*what*). Finally, units must train to do the task in the right place and environment (*where*).

The Cyclic Readiness system was instrumental in the Army's adoption of Unit Manning. Cyclic readiness compliments the entire life cycle of a unit, from accession to separation. A new philosophy of asset and inventory management, that uses a method of real-time tracking and self-health monitoring of human resources and equipment, enhances the commander's situational awareness. The system provides a real time, cost - benefit analysis for decision makers by accessing information about unit strengths and weaknesses. When linked with the joint operation and planning system and theater engagement plans, commanders can now modify or improve potential war game scenarios. The information available to commanders at all levels allows them to

forecast training and readiness schedules tailored for specific missions, in specific environments, in support of the Combatant Commander's requirements. They can identify trends in maintenance, supply, training, and interoperability and predict how changes affect their capabilities, overall future readiness, and sustainability.

The integrated system is the foundation of the Cyclic Readiness, training, and sustainability framework. In 2020, the integrated readiness system is a highly computerized system linked by the network with real time information available to all users. Unit asset, supply stockpiles, active and reserve manpower, and unit training requirement data is collected, analyzed, and reported as useful information. The information provides commanders with the condition of unit resources and train-up times for specified missions. This information can be integrated with mobilization station data linking training capacities with the timing and priorities established for the mission. Commanders and decision makers now have access to the actual availability of units, manpower, and material that comes available over time, as well as, the time required for units to achieve specific capabilities. The integrated deployment system merges this information with storage, handling, and movement requirements and translates the data into numbers of combat units, support units, and material that could be available at appropriate locations in combat theaters. The entire system is supported by a functional checks component that verifies the inputs and outputs and a feedback system that provides the ability to make "on-the-fly" changes to ongoing training or readiness preparations for units. Current OPLANS, METLs, and decision maker preferences determine the quantitative and qualitative measurement criteria for evaluating readiness. Commanders and decision makers continuously analyze and assess the measurement criteria against requirements.

Assess Performance Potential. In 2020, varying degrees of modeling exist, but a key technological break through for 2020 provides real-time modeling for predicting unit level performance. The system captures mobility and support requirements, prioritized mission essential tasks, resource requirements, rates of use, and preparation time requirements. The system is able to then predict future, rather than just measure current readiness. The system assesses individual and unit performance in a real-time,

objective, and non-intrusive manner. It factors in real time data from operationally deployed units, revises training programs, and provides this information to decision makers in an easily interpreted format. Human modeling advances permit the inclusion of intangibles such as leadership, morale, human interaction, and interagency and multinational involvement into an overall readiness assessment.

Commanders and decision makers can assess readiness at all times, across a wide range of contingency operations and circumstances to include during combat operations. Readiness assessment can occur regardless whether a unit is deployed, employed, or at home, thanks to the near real-time update capability. The system takes into account peacetime and combat activity rates, relates them to operational required ability levels, and accurately forecasts resource implications as a unit transitions to a mission ready status. The integrated readiness system predicts the capabilities required to meet the demands of all potential challenges.

All organizations regardless of component, location, or training cycle use the same integrated systems. No longer do garrison units report differently than units employed, or Reserve units different than Active component. The advancements in technology realized by 2020 make the successful integration of all the systems possible. Technology allows near real-time assessment of personnel related readiness data and detailed accounting and assessment of equipment related readiness data. Instantaneous updates of personnel records, on the job training records, and other pertinent personnel data ensures all personnel are meeting training and operational requirements. Advances in cellular transmitters allow real time tracking and continuous self-health monitoring of people and all equipment.

Advanced virtual training techniques in a distributed and simulated environment means better, faster training, and higher readiness. Access to formal training and advanced degrees is available through the new generation Internet. This easily assessable, just in time learning, enhances professional military education at all levels. The network provides connectivity, information security, and overall system integration.

The advances in neural networking, artificial intelligence, and human intelligence amplification have combined to produce a true expert knowledge system. It is a

knowledge system that can anticipate and plan for the needs of a unit and provide adaptive training and execution direction.

Total Force Readiness. The Army no longer simply evaluates the readiness of a unit, it evaluates a unit's ability to deploy and be employed, function in the joint environment, and integrate additional units or key enablers. Decision makers have a mission tailored view of capabilities available over time, in a given area of operation, for a given task. Commanders and decision makers can assess readiness and sustainment while custom tailoring operational training to meet specific performance levels required for a given mission. Joint, interagency, and multinational (JIM) organizations can, when required, link into the Joint Force Commander's integrated readiness network. Readiness assessments afford the Commander a timely assessment of all forces assigned or attached for a given mission or contingency.

Moreover, the ability to understand total force readiness is made possible because powerful computers operate on the Global Information Grid (GIG) protected by state of the art system security. The information provided to commanders and decision makers is easily understood and interpreted, objective and verifiable, and limited to subjective judgments in those few areas that require a high degree of intuition, such as morale levels. The GIG avails information to the appropriate user—the commander or decision maker—who turns the information into knowledge.

Summary. In 2020, an integrated planning, operations, training, personnel, and logistics system enhances readiness. The system provides a time variable, mission scaleable means of managing the Future Force. The system affords commanders and decision makers the information necessary, appropriate for their echelon, to maintain an efficient and effective baseline level of proficiency until Combatant Commanders identify capabilities required for specific missions. Once a commander establishes the need for a specific capability, the system provides that commander all the information needed to assess readiness levels and bring units up to the appropriate level to meet the requirement.