

**Providing the Best Quality Force
to Our Nation:
A Commitment To Excellence**



31 March 2004

Introduction

Ours is a nation at war. Our Army is fighting the Global War on Terrorism (GWOT) on many fronts – at home and abroad, while simultaneously transforming ourselves from within. We face many challenges not only in executing our missions, but in redefining and transforming how we support our nation’s most precious resource – the men and women of our Armed Forces, be they Soldiers, civilian employees, retirees, veterans, family members or civilian contractors.

This paper describes many of the challenges the Army’s Human Resource community is taking lead on to strengthen and enhance our commitment to our people. It should help set expectations by outlining the road ahead in order to reduce the uncertainty caused by the many challenges our Army is facing.

We are in the midst of enormous change, both internally and externally. Regardless of component, we are deploying far more than ever before across the spectrum of military operations. We are a far more expeditionary force, focused on Joint operations and truly living the Warrior Ethos every day. While new weapon systems and organizational designs receive the lion’s share of publicity outside the Army, inside the Army, our leaders remain focused on the Army Team – Soldiers (Active and Reserve), families, civilians, contractors, retirees, and veterans. People are the Army, and over the next few years, changes in how we man the Force and enable Well-Being will reinforce the Army’s commitment to its People.

Adapting to a more Joint and expeditionary mindset requires making Soldiers more effective, deployable and survivable and also means ensuring the mission of our Department of the Army (DA) Civilians and contractors are likewise transforming. These challenges are giving us the opportunity to seize and maintain the initiative, always remembering - the Soldier remains indispensable to the Joint Team - the centerpiece of our combat systems and formations.



The men and women who operate our personnel systems are among the finest in our Army. Their focus, commitment, dedication, initiative and selfless service will ensure innovative, forward-looking programs are in place to keep our Army the best in the World.

The Army is in a period of personnel change greater than anything we have experienced since the inception of the all-volunteer Army. Over the next few years, with the ongoing war on terrorism, our increased personnel and operational tempo, and the major reorganization of our combat formations, the entire Force will continue to experience significant levels of turbulence. The Army has received approval to temporarily increase its Active Strength over the next four years by 30,000 additional Soldiers in order to increase capabilities by restructuring and modularizing our combat maneuver brigades/Units of Action (UAs). This will increase our combat power and effectiveness. These actions will require us to recruit more than twenty thousand additional new Soldiers as we simultaneously rebalance more than 100,000 active and reserve Forces and convert thousands of military positions into civilian positions. In the near-term, these are presenting us with unique challenges in terms of stability and predictability. We will endure a short-term period of turbulence in order to gain stability for the Force in the long-term. We are revisiting hundreds of personnel policies related to manning the Force. But as we face these challenges, changing our policies, procedures, and practices is only part of the solution. Perhaps the most significant changes will occur as we relook and challenge our culture – how we have done things in the past, how we transition from an individual to a unit focus, and how we break down outdated manning precedents to truly become an expeditionary force focused on Joint operations in a rotation-based Army.

At the individual level, Army leader development will be subordinate to mission requirements; so too at the institutional level it will be subordinate to Joint requirements. If we are to create a culture that empowers our leaders to think beyond their own service for creative solutions to tactical and operational problems, Army leader development must be fully Joint, incorporating Joint education and experience. We must build a bench of leaders able to think creatively at all levels of war, leaders able to operate comfortably in Joint, inter-agency and multi-national environments. And if achieving that requires submitting our internal educational institutions to Joint oversight, we should not shrink from it.

- From The White Paper on Joint Expeditionary Mindset

The Case for Change

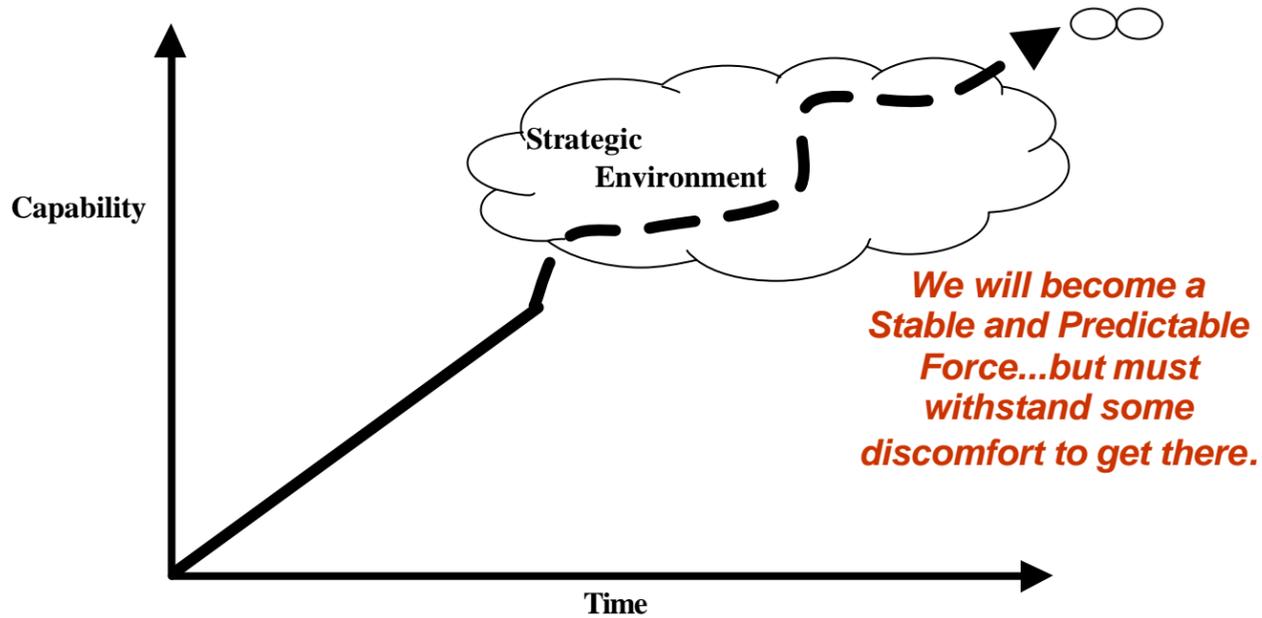


The Army's mission is to fight and win the Nation's wars – and we are accomplishing our mission. Since the late 1980's, our overall strength has been reduced by approximately 45%, while missions have increased five fold. We currently are engaged in operations in over 120 countries around the globe – fighting wars, keeping the peace and preparing for future operations. We continue to maintain a high state of readiness, but readiness today does not necessarily translate into readiness tomorrow. Clearly change begets change and the increasing turbulence caused by our current operating environment severely impacts our readiness and combat capability. In order to maintain readiness, we must focus our efforts on reducing turbulence, while increasing capabilities.

Army Training and Leader Development Panel (ATLDP) studies, Army Research Institute (ARI) surveys, and feedback from the field dramatically tell us we need to relook how we access, train, lead and manage our Total Force. While our mandate has always been to “take care of Soldiers and their families,” the Global War on Terrorism (GWOT) reinforces the need to recommit ourselves to the Army Team. Our approach is holistic and focused on two overarching programs. These programs, **Force Stabilization** and **Well-Being**, which will be described in detail later in this paper, are inextricably linked to Army readiness. In an era of ever-increasing deployments, members of the Army Team, especially family members, need as much stability and predictability as possible. Plans and programs must be flexible and responsive to national security requirements. Initiatives to address this include adjustments to our mix of Active, Reserve, and Civilian Component capabilities because a Total Force plan is critical to our Army's success. It requires changes in how the Army Team serves our nation. We must establish a Continuum of Service that allows members of the Army Team to seamlessly

transition from one form of service to another. Force Stabilization initiatives form another element of this plan by providing stability for Soldiers and units while enhancing unit cohesion.

Our Force - - Relevant and Ready



- Balance Army Core Competencies and Capabilities**
- Train and Equip Soldiers and Grow Leaders**
- Provide Relevant and Ready Land Power Capability to the Combatant Commander and the Joint Team**
- Care for Soldiers, Civilians, Retirees, Veterans and their families**

This is a period of significant turbulence throughout the Force. Near term deployment tour lengths are currently one year; however, plans are ongoing to develop 6-month rotational models for maneuver brigades. Until then, the Army will use some level of Stop Loss / Move to sustain unit (squad, crew, team) cohesion and maintain strengths in the deployed theater. At steady state of Force Stabilization, units will be manned with Soldiers who come into the units, train, and deploy – together as a team with the unit being our centerpiece. Force Stabilization will ultimately cause fewer moves for Soldiers and their families.

G-1 Vision



Our Nation is at war and our Army is spearheading that effort. We stand ready to meet today's challenges. The Army is prioritizing wartime requirements, incorporating next-generation capabilities into current systems where appropriate, and preserving essential investments in the Future Force. Our focus is becoming more Joint and expeditionary. With the support of the American people, we continue to carry the fight to our enemies in order to provide security here at home.

The G-1's vision is to **man the Army with quality people and provide the Army Team the best possible environment to grow and develop personally and professionally. We do this understanding change begets change. But we do not change just to make change -- the focus of our every effort is to support the war and ensure every action is done with a Joint expeditionary focus reinforcing the Warrior Ethos.** We are accomplishing this through changes to a comprehensive and integrated Army Human Resource System. This program enables the manning, readiness and Well-Being of the Army through transformed systems, programs, policies, and procedures. All actions, policies, and programs are focused on our requirements to the Nation while ensuring the personal, professional and leadership development commitments to our People are met.

The Army G-1's primary responsibilities are to man the Force and facilitate its Well-Being. These responsibilities represent our non-negotiable contract with the Army Team. We execute this contract by continuously demonstrating our **commitment** to the Force through a variety of people programs – all designed to meet these responsibilities. As we continue to execute the GWOT and transform, we remain prepared for current and future threats. Our commitment to the Force and our Nation can be summarized by these simple tenets:

☞ Warrior Ethos

- We are all Soldiers first
- We live the Army Values

☞ A Campaign-quality Army with a Joint and Expeditionary Mindset

- Our Army is serving a nation at war
- We are a Multi-Component Team

☞☞ Force Stabilization

- Stabilization
- Unit Focused Stability
- Move from Alert-Train-Deploy to Train-Alert-Deploy

☞☞ Well-Being

- The Army recruits Soldiers, but retains families
- People are the Cornerstone of our Formations

☞☞ Civilian Creed - We support the Soldier and the Nation

Our commitment is demonstrated through initiatives, to better prepare our Force to face current and future threats. A key near-term challenge is personnel turbulence. There are many factors which cause turbulence across the Force: individual-centric professional development policies; failure to align the Soldier assignment cycle with the unit's operational cycle; use of technology restricted by culture and mistrust; and many others. Due to ongoing Army initiatives and transformation efforts, we will see a significant amount of force structure changes and turbulence over the next several years. Some of the changes such as AC/RC rebalancing and Modularity are documented and are being accounted for in updated manning programs. Other changes that are expected to affect units as early as the current fiscal year are still being developed. In the near-term these will result in challenges to stability and predictability.

What is Right Today

Our Soldiers

Without question, we have the best Soldiers in the best Army in the world.



The Army maintains the highest states of readiness, training, and effectiveness. We have recently fought and won two wars and continued to fight the GWOT while transforming. Our Soldiers enjoy the highest credibility with the American people. They are respected and feared by our enemies. Our Soldiers have a true Warrior Ethos and live by the Army Values and we continue to recruit and retain the best educated, trained and led Soldiers in the world.

Our Civilians

Our civilian workforce is made up of over 280,000 dedicated people who support our Soldiers in the United States and in numerous countries around the world. Our Civilians include scientists, educators, engineers, logisticians, and administrators. They deliver health service to the Soldiers and their families, they operate morale, welfare, and recreation facilities, and they care for our children. Civilians share Army Values and are highly valued members of the total Army Team.

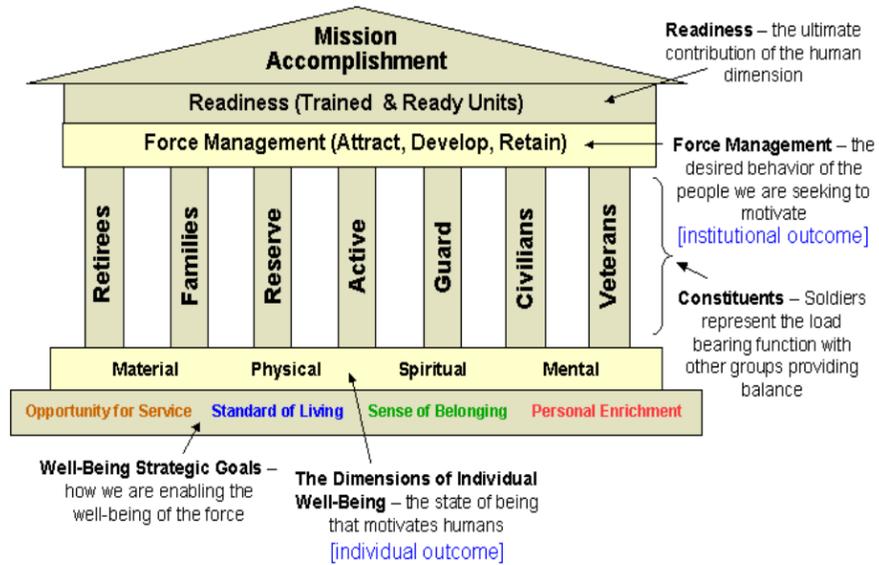


Army Well-Being



Army Well-Being is the Human Dimension of Readiness, inextricably linked to the relevance, capability, and preparedness of the Army through its people. That human dimension is the personal, physical, material, mental and spiritual state of our Soldiers (Active and Reserve), families, civilians, contractors, retirees, and veterans that contributes to their performance and support of the Army's mission. It is both a philosophy and a program that provides leaders a powerful means to address, assess, analyze, and improve upon the many people issues associated with preparing units for deployment, restoring deployed units to pre-deployment readiness, and taking care of their families

Well-Being The Human Dimension of Readiness



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through all phases of the deployment cycle. The responsibility for Army Well-Being is shared between leaders and individuals, balancing the peoples' needs with the requirements of the warfighting Army. While many "people services" are delivered by installations, the requirements for those services (especially for the Reserve Component) transcend installation boundaries, and the effect of these services ultimately impacts at the unit level. Services are delivered to people, by people and for people. Unit level leaders are ultimately responsible for ensuring that the effects of the services, not the activities of the service providers, impact their Soldiers at the unit level. Well-Being focuses on mission preparedness and personal readiness, incorporating Soldier and family readiness into a new framework that orients on maintaining a self-reliant, resilient Army Team throughout the deployment cycle.



Two recent and important Well-Being initiatives include the Deployment Cycle Support (DCS) and the Disabled Soldier Support System (DS3). They have been initiated to support commanders in the reintegration of deployed Soldiers and Army civilians into pre-conflict environments – basically to ensure our Soldiers and families receive all the support they need and deserve when they return from deployments. DCS is a program that is being executed in the combat zones, as well as at home stations and demobilization stations for Soldiers and Army civilians returning from the deployed theater, as well as their families. The DS3 is a program that provides the Army's most severely disabled Soldiers and their families with a system of personal support to effectively monitor, follow-up, and assist them in their transition from military service.

Army Well-Being goes beyond the traditional view of personnel by leveraging the concept of human capital. Soldiers and Army civilians are assets in whom the Army strategically invests to achieve a competitive advantage. This comprises the core of a Joint Expeditionary Mindset - self-reliant, resilient team members prepared for operations across the entire spectrum of operations with a high degree of confidence; a clear sense that their parent service has prepared them and their families for the challenges associated with deployment and war. Our retirement services program has also been energized to keep Army retired Soldiers and family members abreast of their rights and privileges, inform them of developments in the modern Army, and to inspire goodwill and a desire to support the Army in their civilian communities.

Technology Initiatives. To enhance Soldiers' involvement in programs that affect them, we have significantly increased the use of web-based technology. Today, Soldiers can access their Official Military Personnel File (OMPF), request assignment opportunities through the Assignment Satisfaction Key (ASK), and receive notification of assignments via Army Knowledge Online (AKO). The U.S. Army Human Resources Command (HRC) has placed the Officer Record Brief and the newly developed Enlisted Record Brief on the web to give Soldiers round-the-clock access.



There has never been an easier means to access and view data or ensure changes are made to Soldiers' personnel records, and it is going to get better. Soldiers review and validate the same data selection and promotion boards view. Soldiers' official files and record briefs are an essential part of the online validation process and must be checked before deployments, especially for those who are in the promotion zone. The automated Selection Board System has greatly reduced promotion board members' time away from home station.

Manning The Force

Winning the GWOT and transforming the Force remain our top priorities. The Army's personnel manning guidance, how we man our formations, outlines requirements to support deployed Forces while at the same time stabilizing the remaining Forces in order to increase readiness, deployability, and overall capabilities. The goal of the new manning guidance is to provide fully manned, ready, capable, and deployable units for combatant commanders.

To satisfy the needs of an Army at War, units will be required to sustain levels of readiness greater than the capabilities of an individual manning system. The end state we seek is broad: continuity in training, stability of leadership, unit cohesion, enhanced unit readiness and combat effectiveness, and greater deployment predictability for the Army Team. Manning programs will 1) stabilize Soldiers and families by slowing down PCS moves and extending tour lengths, and 2) synchronize Soldier's assignments with unit operational cycles. To achieve this, we are revising manning policy and changing the way we access, train, develop, assign, evaluate, promote, retain, and separate members of the Army Team.

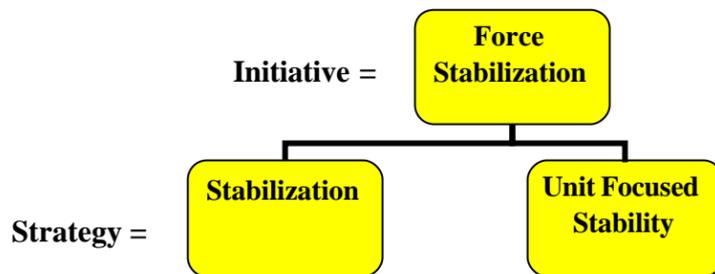
Force Stabilization

“What we're trying to develop is a wartime personnel construct that we manage in peace and war, rather than what we currently have which is a peacetime construct that we stretch during wartime”.

- General Peter J. Schoomaker

The Army is implementing Force Stabilization with two complementary pillars, Stabilization and Unit Focused Stability, beginning 4th Quarter FY04. These programs will increase combat readiness while stabilizing the Force and providing the Army Team with increased predictability. With Stabilization, tour lengths for Soldiers and their families will be extended to provide units increased cohesion, readiness, stability, and predictability. Soldiers and families will move only when necessary to support: 1) needs of the Army, 2) leader development needs, and 3) Soldier preference. Unit Focused Stability (UFS) synchronizes Soldiers' assignments with their unit's operational cycle; achieving higher levels of training effectiveness, agility, deployability and combat readiness.

Under the Stabilization strategy, Soldiers and officers are accessed and serve extended tours in the same BCT/MTOE unit or at the same installation. The goal is to stabilize Soldiers and families for as long as possible, moving them only to support requirements based upon 1) needs of the Army, 2) leader development, and 3) Soldier preference. Stabilization through company grade MOS and branch qualifying equivalents will optimize cohesion within the units. Soldiers attend professional development courses such as BNCOC and the Captain's career course and return. Following this initial “extended” tour, leaders are encouraged to serve repetitive assignments at their Stabilized installation or region unless they are required to depart for professional development or institutional Army requirements (no moves to same duty position at different posts).



For the Army: Force Stabilization provides more cohesive, agile, deployable combat-ready forces

For the Soldier: Force Stabilization provides stability and predictability for Soldiers and their families

For the Families: Force Stabilization allows family members to establish and maintain continuity and a sense of belonging in their community

Unit Focused Stability. Under UFS, Soldiers arrive in their units together and then train and fight together. This program sets the conditions for the Army to build better and more deployable combat units and is comprised of two manning methods: Lifecycle and Cyclic. Under both methods, Soldier assignments are synchronized to the unit's operational cycle. Lifecycle manned units progress through 3 phases: reset, train, and ready over the 36-month operational cycle. During the Reset Phase, all programmed personnel movements occur. Units build from individual through collective training capability during the Train Phase, culminating in a validation or certification event. During the Ready Phase, the final and longest phase, units can expect to complete an operational deployment of up to 12 months. Building a team that stays together with minimal arrivals and departures allows units to achieve higher levels of training and preparedness. Instead of additional training time being allocated to retraining tasks because of arrivals and departures, additional training time can be devoted to training additional skills or achieving a higher level of readiness for existing tasks.

The first unit being stabilized under the lifecycle program is the 172d Separate Infantry Brigade in Alaska. Later this year, this method will expand to include the 2d Cavalry Regiment and selected Brigade Combat Teams (BCTs) of the 10th Mountain Division and 101st Air Assault Division. Over the next several years, as the additional combat units convert to Units of Action (UAs), they will be manned according to this method.

Cyclic manning is most applicable to command and control or Combat Support/Combat Service Support units that provide oversight or support to multiple Lifecycle or other units and need to be manned at a continuously high level. Units where continuity of operations is more critical than cohesion are hallmarks of these type of units. Units manned under this method go through two phases annually - Sustain and Ready. All programmed movements will occur during the short Sustain Phase. Soldiers are assigned to the unit for any number of Sustain and Ready Phases. The Ready Phase allows the unit to integrate new Soldiers while providing continuous support.

The individual replacement system (IRS) will continue to sustain a portion of the Total Army. The Institutional Army will be predominantly managed and sustained through individual replacements due in part to the size, mission and focus of these elements and to provide flexibility for senior Soldiers to align their next tactical assignment with the unit operational cycle. Soldiers on Stabilized installations who are promoted and not filling a valid, authorized position on the installation will move to a valid authorized position, ensuring career development is not adversely affected. Similarly, Stabilization will not preclude reassignments for hardship or compassionate reasons that may occur.

Officer Manning

The Officer Personnel Management System's (OPMS) purpose is to enhance the officer corps' effectiveness, professionalism, and readiness. OPMS is an evolutionary system that balances the needs of the Army with aspirations and developmental requirements of the officer corps. OPMS is continually modified by external environmental factors, as well as doctrine, the dynamics of force structure, Force Stabilization, and leader development principles. It is currently being reviewed to ensure it is in synch with Army requirements and enhances the Warrior Ethos. This review includes analysis of: the Army bench; conduct of Functional Area and Career Field Designation Boards; the need to modify instructions to DA Centralized Promotion, Command and School Boards; how the current Officer Evaluation Report is working; and how well the four separate career fields are supporting the Army's needs.

Current Environment and the Way Ahead.

Officer manning will change significantly over the next few years as we move from an individual-centric assignment system to a unit-focused concept. Army priorities take precedence as we slate officers to units based on their experience and skills. Professional development requirements are being re-visited to support our expeditionary Force. Once deployed, we will not cause unit turbulence by reassigning officers out of stabilized units.



Promotion System. The officer promotion system constitutes a vital aspect of military personnel management affecting each officer. As we continue the GWOT and transform our Army, we will ensure manner of performance – not requirements – remains the primary driver for selection. We are re-looking selection board guidance to ensure it addresses our current and projected operational environment, not the way we were.

Leader Development. Leader development is the means by which we maintain a highly effective officer corps prepared to meet the challenges of a more Joint and expeditionary Force. We must weigh educational requirements against the sustained and continuous

challenges currently facing an Army at war. Although operational requirements take precedence over leader development, programs are being modified to train and educate officers during lulls or when it best suits the unit's operational requirements. Joint experience and training is increasingly important as we look to increase opportunities to work and learn with our sister Services.

UFS (Lifecycle Manning) and Command Tour Lengths. All BCT Soldier assignments are synchronized to ensure they remain in the unit through its operational cycle. Command billets lengths are the only positions that are being modified depending upon the operational mission and unit's deployment timeline.

Current Army command tours for battalion and brigade commanders remains 24 months. However, recently, the CSA modified the policy for Command Select List (CSL) units deployed in support of GWOT. General officer commanders with subordinate units determine whether to change commanders before or after deployment. Units that are not deployed or preparing for deployment may change command within the operational cycle at the 24-month mark, while commanders who are deployed or are deploying may be required to serve for greater periods of time. Increasing the length of command deepens the experience of each commander. The Army will ensure promotion selection board guidance continues to emphasize the selection of officers based upon their duty performance, and that command opportunity does not affect the number of officers selected for promotion. For captains, we will continue to facilitate company command opportunities for most branches.

A number of recent Army initiatives have already changed command opportunity for some branches. These include reduction of Field Artillery and Air Defense Battalions while Civil Affairs, Military Police and Chemical units have been activated. Modularity will also change command opportunity, increasing the command opportunity for some branches. Furthermore, changes in the command positions associated with Division troops will change as unit of employment elements replace divisions. As can be seen with the ongoing GWOT and units transforming due to Modularity, command opportunities and programs are radically changing. We are working with Branch proponents to ensure our programs and plans will change with them.

Enlisted Manning

Enlisted Soldiers are the core of our military might and the key to our success on the battlefield. Noncommissioned officers and the junior Soldiers they lead must be accessed, trained, and developed to assume their diverse role in America's Army. Enlisted Soldiers represent approximately 80 percent of the Army. Readiness of the enlisted Force remains a critical component of Army readiness. Every policy, every procedure is being examined, validated, or changed to support Force Stabilization.



We are learning as we progress and are making organizational changes at HRC to more effectively manage units. As we reset units and man BCTs or UAs, we are working with our branch proponents to revamp new career paths for every skill in order to include Force Stabilization considerations and professional military education, and to help set career expectations for our Soldiers.

Enlistment. Accessions will continue to infuse the Army with young Soldiers, which will become the NCOs of tomorrow. Initiatives in enlistment such as the Variable Enlistment Length (VEL), where Soldiers enlist for period of training plus term of service, are being implemented to support UFS. Aligning Soldiers' first enlistment to accommodate the life cycle of the unit is already approved and being implemented. The 2nd Cavalry Regiment will be the first unit to receive Soldiers enlisted under VEL. We will continue to use enlistment bonuses to attract Soldiers in critical skills and to facilitate BCT/UA unit stabilization through the operational cycle of the organization.

Non-Commissioned Officer Education System (NCOES). The NCOES remains the foundation of our development system today – and it is evolving as we synchronize it with other Army initiatives. Due to the large number of units involved and recent deployments, thousands of NCOs have been unable to attend scheduled NCOES training, through no fault of their own. To maintain trained, cohesive teams, and to reduce turbulence, Soldiers' attendance at NCOES will be deferred until their units redeploy. Priority for NCOES attendance is first to Soldiers prior to deployment, with the next priority to those returning. Policies are being adjusted to ensure Soldiers are not penalized if the Army cannot provide them with the right training at the right time. Our current education system produces outstanding NCOs who are training and leading Soldiers. We are working towards the right balance between resident school attendance and various distributive-learning initiatives. The mission of the NCOES will remain the same – quality professional military education centered on leadership, technical expertise and training the force.

Leader Development. Providing Soldiers with the opportunity to progress through the leadership ranks, demonstrating mastery of their skills, and providing opportunities to train and develop others in the same vein are critical aspects of professional development. The majority of Soldiers will spend their early years working in their job specialty at a

single location before branching off to a functional or special assignment, such as Drill Sergeant or Recruiting, followed by a return to a leadership position within their primary specialty. Leader development curricula will focus on learning skills needed for the next higher grade. With this focus, NCOES will be linked to the promotion system at certain grades with common-leader training delivered to the field via various means. Efforts to use existing installation and unit resources will be explored. These philosophies will require programs capable of being exported via Mobile Training Teams, Distance Learning or other unconventional delivery methods. The leader development of the NCO Corps must provide an orderly, systematic approach to technical, professional, and leadership training. This approach trains Soldiers to employ situationally dependent skills and will change the culture of the NCO Corps from a career skill-centric corps to one that embraces the Joint Expeditionary Mindset. Technical skills must be assignment oriented and delivered where the Soldiers are. These efforts, which bring the education system to the Soldier, will enhance the Army's ability to transition to Unit Focused Stabilization.

Promotion. Enlisted promotions will continue to be requirements based Army-wide to ensure equitability and fairness. As leader development career paths change to accommodate Force Stabilization and Modularity concepts, Soldiers with the desired skill sets, experience, demonstrated performance and potential for greater responsibility will continue to be the ones selected for promotion.

Reserve Component Manning

We are one Army, composed of three significant elements: the Active Force, the National Guard, and the Reserves. The National Guard and the Reserves make up our Reserve Component. The operational tempo for our Reserve Component (RC), Guard and Reserve, has increased dramatically over the last three years. The contributions of these Soldiers, both in defense of the homeland as well as abroad, cannot be overstated. Because of the increased reliance on the RC, we are working diligently to address the many challenges that face the modern Citizen-Soldier.

The Army National Guard (ARNG) and the United States Army Reserve (USAR) are implementing programs to increase readiness, provide stability, and enhance Well-Being for Soldiers and their families, employers, and communities.

Manning the Force. In October 2003, the US Army Personnel Command and Army Reserve Personnel Center merged to create the US Army Human Resources Command (HRC). The newly created HRC is developing processes and systems aimed at improving manning in the Army Reserve, providing HR services from remote sites, and ensuring personnel receive their benefits and entitlements. Reserve Soldiers are globally dispersed and are not installation based. Consequently the HRC utilizes the state of the art Soldiers Management System to track and record communication with Soldiers, as well as services delivered to Soldiers and their family members while on active duty.

These management tools enable predictability of care and career management for ready Soldiers mobilized and deployed to units.



Manning and Rotation Models. Both the National Guard and the Army Reserve are developing predictive manning and deployment models with an end-state goal of affording the greatest readiness while providing predictability for Soldiers, their families and employers. Although both RC models are similar, there are unique differences based on their scope and mission as a reserve component.

ARNG Predictive Deployment Mode. The ARNG has two missions – a federal mission when called upon by the President, and a state mission when called upon by the state Governor. The ARNG Predictive Deployment Model will ensure there are sufficient Soldiers available and trained for the federal mission as well as a sufficient number of Soldiers available to the state Governor in times of state emergency. This balance is critical in meeting the state-federal mission. The model has three phases.

Phase 1 – Ready Phase. The model outlines a process by which 25 percent of Guard Soldiers (units) will be available for the federal mission at any time. These units will maintain a high state of readiness and training, and will move to active duty using the “Train-Alert-Deploy” model for deployment (in contrast, today’s model call for “Alert-Mobilize-Train-Deploy”, a timely process). These Soldiers will not be available for state use. This phase is from 9-18 months.

Phase 2 – Enhanced Training Phase. Another 25 percent will be in an enhanced training phase, preparing for movement into the Ready Phase. These Soldiers will be available for state missions as determined by the state Governor. This phase is from 18-24 months.

Phase 3 – Homeland Defense and Security Phase. The final 50 percent of our units will be resetting from the Readiness Phase, and are available for state missions as required by the state Governor and in support of Homeland Defense and security as appropriate. This phase is from 36-48 months.

This model affords 75 percent of the units and Soldiers available within the state for state mission requirements, while meeting federal mission requirements on a predictable timeline. Based on this model, a goal of deployment for one year every five to six years is attainable. This will provide units, Soldiers, families and employers predictability for deployment – the major complaint articulated by our Soldiers and families throughout the GWOT.

USAR Rotational Force Model. Within the USAR, units will undergo Train, Sustain, Ready and Reset phases not unlike the three phases of active units, although the time spent in each phase may vary from the Active Component. In the Train and Sustain Phase, Army Reserve Soldiers will attend institutional training and development courses. In the Ready Phase, Reserve Soldiers will undergo more intense collective training to develop team cohesion, while maintaining high personal readiness. During this phase, Soldiers will be aware of the potential for mobilization and can anticipate being deployed in support of a contingency.

Rotational packages, built to support combat forces, reduce the need for cross leveling among units while increasing predictability in the Force. Soldiers will have a predetermined window for mobilization. Once the “package” completes rotation in the Ready Phase, it will move to the Reset Phase, where the Army will begin to transition known and predicted losses and forecast replacement for these positions.

The Army Reserve will accomplish the Rotational Force concept through a shift from unit management to inventory management. Although this seems contrary to unit cohesion, this concept will allow growth of strong Army Reserve leaders by allowing a Soldier to live and train to an individual standard in one location while maintaining unit affiliation and collective training capability in a unit requiring his/her skill and grade. This process will move the Army Reserve away from a system that locks leader growth into geographically isolated units, and provide the right mix of operational assignments for the Army Reserve. The Army will have the visibility and capability to select opportunities for Soldiers on a rotational level and to arrange training opportunities for them to enhance cohesion with that unit.

The Sustain and Reset Phases of Army Reserve management is enhanced through a proactive, centrally located command providing regionally based career development and personnel management. The HRC is centralizing the functions of 10 Regional Readiness Commands and three Major Army Commands. Soldier self-service, already in place, will continue to be enhanced to meet the needs of Soldiers nation-wide. To date, over 3.5 million documents have been viewed or downloaded and over 417,000 Soldiers have made address changes and other

personnel data changes from locations all over the world to include Afghanistan, Iraq and Kuwait.

Along with building rotational packages for support of long-term contingency operations, the Army Reserve continues to build its institutional training base. Experience gained by Army Reserve Soldiers mobilized for rotation will benefit the institutional base as Soldiers transition from the Ready phase and to the institutional base. Currently, there are over 30,000 Soldiers in the institutional training base, and the benefits gained from rotating experienced Soldiers through these geographical based units will serve to further develop the Army Reserve warrior.

Continuum of Service. This initiative will make it easier for members of the Army Team to seamlessly transition from one form of service to another. It will enable our RC Soldiers to support military operations on a voluntary and involuntary basis. This initiative will eliminate significant barriers in statutory construct that discourages service of the RC Soldiers beyond the traditional participation requirements of 48 drills and two weeks of active duty for training. We will reward, not discourage, additional service during a military career. By amending the purpose statement of the RC, we will enhance the ability for voluntary support provided by the Guard and Reserve, rather than characterizing the RC force as only a force to be used during and after planned mobilization. This will allow for greater fluidity within the Army while accurately reflecting the voluntary support provided by the RC.

RC TTHS Accounts – Getting Force Structure Right. Over time, the Army has developed an authorized end strength above its operational force structure. This allowed for the establishment of a TTHS account (Trainee, Transient, Holdee and Student) within the Army. Soldiers unavailable for deployment due to their specific status were placed into this account, which freed spaces in the operational structure to be manned with deployable Soldiers, thus increasing unit readiness.

In both RCs, the force structure has been above the authorized end strength. Soldiers unable to deploy based on their specific status are filling deployable positions within units. This causes a level of “unreadiness” within the units. Since GWOT, the requirement for RC units to deploy at a greater readiness level has increased. The structure and end strength delta had to be addressed.

Based on the requirement for increased readiness within our RC units, the Army is adjusting the RCs force structure over time, which will allow for a development of like TTHS accounts within the RC. These will be managed differently within each reserve component, based on their unique requirements. However, the end result will be a higher level of readiness within units over time and Soldiers more appropriately accounted for.

Deployment Models Streamlined. The Army is relying on the RC to a much greater extent. With increased usage, the challenges within our mobilization and deployment processes are evident. It requires a review of our readiness standards and process within

the RC. The current model has not been as effective as it could be, causing excessive cross leveling between units during the alert phase, turbulence within our units, and unpredictability for our Soldiers. While establishing TTHS like accounts in the RC, implementing modularity, and developing a predictive rotational model will increase readiness within RC units – making RC units and Soldiers more ready and accessible. However, the mobilization process must be aligned to leverage this readiness capability. We are re-engineering the pre- and post-mobilization policies and processes to maximize RC mission time. In addition, we are looking to utilize the Home-Station Mobilization (HSM) model, where appropriate, to reduce time spent processing. Over time, we will move from the “Alert-Mobilize-Train-Deploy” concept today to the “Train-Alert-Deploy” model. This model leverages the advantage of the higher readiness and training levels within RC units and reduce time spent at mobilization stations. Increased RC accessibility will decrease the overall time required for RC units to be on active duty, moving toward a six month to one year active duty rotation tour.

Personnel Systems. As the RC transforms to meet future mission requirements – so too must their personnel systems reform. The Army Team is moving toward one integrated personnel database – the Defense Information Management Human Resource System (DIMHRS). The USAR is the first RC scheduled for full implementation of DIMHRS. As an interim solution, the ARNG is implementing eMILPO in FY2004. eMILPO will ease the transition for the ARNG to DIMHRS and provide added functionality for deployed Soldiers. As we fight as one team, our systems will become interactive, evolving to one system, which will allow for better support of the Army Team.

Family Assistance. Families are critical to the Army’s continued success as an all-volunteer force. Soldier Well-being is intrinsically tied to all aspects of family Well-being. The RCs face different challenges in addressing family readiness and assistance based on their decentralized nature – they are not installation based. With geographic dispersion comes community support challenges that include access to services in geographic isolated areas where no active installation services are available. As RC units across America deploy to support GWOT, our families across America rely on the RC support channel to meet their needs. To accomplish this, the RCs established Family Assistant Centers (FAC) to support families through their Soldiers’ alert, deployment, redeployment, and reconstitution. FACs are becoming a critical piece of the RCs deployment cycle support requirements for reintegration and decompression of Soldiers coming back from deployment. Over time, as the importance of family readiness and assistance becomes more evident within the Army, FACs will become institutionalized as an important aspect of overall unit readiness and capability.

Employer Support. Like their active component counterparts, when an RC Soldier deploys – they leave their family behind. Unlike their counterparts, RC Soldiers also leave their full-time employment behind. This causes unique challenges for these Soldiers. Employer support is critical to maintain a robust all-volunteer force within the RC. Today, employers are concerned with predictability of deployments as well as challenges of replacing key workers, especially in small businesses. RC Soldiers are concerned with providing the same standard of living to their families while deployed as

they had prior to active duty. The RCs, along with the National Employer Support of the Guard and Reserve (NESGR), are working closely with state and local officials to ensure our Soldiers maintain positive employee-employer relationships throughout the deployment process. Critical to this, however, is predictability of deployments and a unit rotational model to assist both the Soldier and employer.

Civilian Manning

Civilian Personnel Operations. The Department of the Army is heavily engaged in the redesign of the personnel system to manage civilians. Dramatic changes are being made to make these systems more “user-friendly”, efficient, and effective. Increasingly, we see a need to realign our civilian worker policies and procedures in support of our Soldiers and critical support operations. This dictates that we have a flexible, accessible and responsive personnel system to support their needs. Civilians can now review job announcements, apply for promotion, verify the status of their application, review and update benefits and check their pay and leave status online. Soon, working through the Army portal, we plan to improve access to these services and add more services to include the ability to review and verify their own personnel folder, review their performance and training history and update common elements like current address.



Commanders and managers can review the status of their current personnel action requests online and access work force demographics to include composition, supervisory ratio and grade distribution. Through formatted reports they can ascertain how many of their positions have been committed, referred or announced. Furthermore, they can influence the priority of their work by stating their preference or desires in the self contained interactive messaging system.

Additionally, the power of the Workforce Analysis and Civilian Forecasting Systems will soon be made available to staff offices and field activities. The predictive analytics of these tools will allow them to project accession requirements and losses, make work force structuring decisions and pursue options that meet future mission requirements and support civilian employee needs.

In a further effort to improve the effectiveness of civilian personnel service delivery to Commanders and managers in the field, the operating elements of the civilian human resource management community have been realigned under the Civilian Human Resources Agency (CHRA). Advisory centers serving as the direct link/consultant to mission activities are supported by a dedicated operational element at the regional center,

which is responsible for delivering the right product at the right time. The CHRA is now centrally responsible for the operational effectiveness of the entire service delivery process to include establishing and maintaining standards and measurements, overseeing performance, assuring quality and timeliness. This positions us to successfully orchestrate and manage large Army-wide programs like military to civilian conversions and implementation of the Installation Management Activity concept while remaining responsive to command, installation and individual employee needs. All Army Commanders, managers and employees can look forward to standard processes and uniform performance as this concept matures.

National Security Personnel System (NSPS). Current operations also indicate the need to revise civilian personnel systems to better support contingency operations. Nothing in recent memory will impact the Army's civilian Force more than the implementation of the National Security Personnel System (NSPS). DoD is developing the specific features, regulations, and policies of this system.

By law, the design of NSPS will encompass the following principles:

- Be flexible and contemporary;
- Not waive or modify merit system principles;
- Not waive or modify prohibited personnel practices (laws to protect veterans' preference and whistleblowers, laws to prevent nepotism, political favoritism);
- Ensure that employees may organize, bargain collectively;
- Include a performance management system that is fair, credible, and transparent; links performance management to the agency's strategic plan;
- Provide adequate training and retraining on performance management;
- Provide effective safeguards to ensure that the system is fair and equitable;
- Ensure that the overall amount allocated for compensation is not less than what it would have been under the old personnel system through FY 2008.

The NSPS will bring the most far-reaching changes to the civilian personnel system in decades and will change many aspects of key personnel functions for much of the workforce. These include staffing assignments, promotion, pay, job classification, discipline, adverse actions, employee appeals, and labor relations. NSPS legislation also mandates a pay for performance evaluation system.

The benefits of NSPS include providing senior managers with greater flexibility in managing their civilian work Force; managers empowered to compete on more equal footing for the best available talent; and the ability to offer compensation competitive with the private sector and reward outstanding service and performance.

Senior Army Work Force (SAW). The key tenets for SAW are:

- ☞☞Central management of GS 12-15 (or equivalent) supervisors, managers and leaders
- ☞☞Addresses Army Training and Leader Development Panel – Civilian (TLDP-C) recommendations
- ☞☞Provides senior leaders greater flexibility when coupled with NSPS;
- ☞☞Builds the “civilian bench” along the lines of “the bench” concept envisioned in Army Focus Areas.

Coupled with the legislative changes and the management flexibilities identified in NSPS, the SAW will be a Force multiplier and will enable Army leadership to focus on training, readiness and fighting the Global War on Terrorism.

Military to Civilian Conversions. The National Defense Authorization Act for FY2004 authorizes changes in the personnel system that will provide the Department of Defense sufficient flexibility in the management of civilian personnel to permit assigning active duty military tasks to civil servants or contractors. Headquarters, Department of the Army has undertaken the task of identifying up to 15,000 military positions that will be converted to civilian positions by FY 2007. The Civilian Human Resources Agency (CHRA) will aid management officials in determining equivalent civilian pay plans, series and grades for identified vacancies. The CHRA will centrally manage actions to identify existing and create new position descriptions, initiate and execute personnel actions, utilize all available hiring flexibility to fill vacancies, and modify automation tools to allow a valid audit of this effort. To ensure mission continuity, CHRA will utilize its worldwide network of Civilian Personnel Operations & Advisory Centers to conduct the recruitment of high quality candidates to swiftly fill these vacancies

Military Personnel Operations

Soldiers deployed around the world require the very best personnel and financial support. Soldiers will soon be able to take care of routine personnel business such as changing an address, or applying for special programs online. Working through the Army portal, they will be able to access the Joint Enterprise System that will provide both personnel and pay service. Commanders will be able to access real-time on-line strength data. Staff officers will have access to intelligent software and predictive analytics to help them conduct MOS strength management and directly support Soldiers in the field. As one of the interim solutions, eMILPO currently provides the Active Army with a web-based system to update personnel information and manage strengths.

The Deployed Theater Accountability Software (DTAS) is another solution, a stand-alone, classified subset of eMILPO that provides combatant commanders with real time personnel asset visibility. The DTAS will be the Army's interim deployed accountability tool, capturing key Soldiers information, such as name and six-digit grid location, on a daily basis.

Compensation and Entitlements. The Army continues to focus on top quality compensation for Soldiers and DA Civilians. The Army supports pay raises designed to maintain a competitive and equitable military compensation package consistent with the private sector. Over the past few years, great strides have been made in closing pay comparability between Soldiers and private sector pay for those with similar levels of education and experience. The FY 2004 pay raise targeted mid-grade non-commissioned officers and warrant officers and ranged from 3.7 to 6.25 percent. The average raise across the Services was 4.1 percent, which significantly exceeded the employment cost index and continued our efforts to bring pay in line with the private sector. While the data indicates we are not quite there, we will continue to develop programs that offer competitive compensation packages designed to address the dynamic environment of an expeditionary force.

We continue to make tremendous strides in reducing out-of-pocket housing costs for our Soldiers. Basic Allowance for Housing (BAH) is intended to provide sufficient recompense to meet the average basic housing needs of all Soldiers based on their Regular Military Compensation. Proposed FY 2005 BAH increases will reduce median out-of-pocket expenses to zero. Our commanders have been instrumental in ensuring BAH program estimates and housing cost data collection are accurate, thereby generating allowances to cover the average cost of adequate housing.

Recent legislative changes allow us to provide flexible special pays and incentives to our Soldiers. Increases to special pays, such as Hostile Fire Pay, Family Separation Allowance, Assignment Incentive Pay, and the authorization of per diem for family members of seriously injured Soldiers provide some measure of comfort and support to our Soldiers and their families as we fight the GWOT. We will continue to develop programs that address the unique challenges we face as an expeditionary Army.

Moving Ahead

Our Army is on the move. Everything we do must strengthen the Army Team as it fights the GWOT, reorganizes, and transforms. As we implement Force Stabilization and enable Well-Being, every member of the Army Team plays an essential role for our Army. Manning the Force and Well-being are key to ensuring our Army is relevant and ready. Personnel programs and support are being dramatically changed as we go from "in line" to "online."

Change is everywhere, but it is not change for the sake of change--it is to make us far more relevant and effective. The Army, as an institution, is going through a period of significant change, one that is almost unheralded in its history. We are decisively engaged, fighting on many fronts while internally changing our force structure, force mix, manning policies and procedures.



We are at the beginning of a journey where in many cases the path is unclear, and in fact we are building the road as we travel down it. Regardless of where the road goes during this period of change the basic tenets remain unchanged—we will man the Army with quality people and provide the Army team with the best possible environment to grow and develop personally and professionally. Our priority remains the people who make our Army great.

Ensuring the Army remains relevant and ready requires our highest commitment to the best Soldiers in the World.

