



1980 – 2001

2001 – 2014

2015...

## READINESS CONCEPT / FORCE GENERATION

*Tiered Readiness (ALO)*

*Progressive /  
Cyclic Readiness  
(ARFORGEN)*

*Sustainable Readiness  
(SRM)*

## THREAT

Soviet Union, N. Korea...  
Nation state aggressors

Islamic extremist...  
Nation state sponsors

Complex world,  
Russia...hybrid warfare

## READY FOR WHAT?

War Plan Focused  
(Contingency Demands)

Current Ops Focused  
(Known Demands)

Current Ops + War Plans  
(Known + Contingency Demands)

## DOCTRINE

Airland Battle

Full Spectrum Operations  
Counterinsurgency

Unified Land Operations  
... Win in a Complex World

## RESERVE COMPONENT

Strategic Reserve

Operational Reserve

Operational Reserve  
Operational Depth  
Strategic Depth

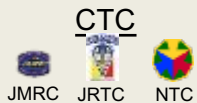
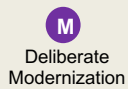
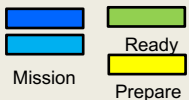


# SRM Module Illustrative



Unit	FY A				FY B				FY C				FY D				
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	
Unit	O/N/D	J/F/M	A/M/J	J/A/S	O/N/D	J/F/M	A/M/J	J/A/S	O/N/D	J/F/M	A/M/J	J/A/S	O/N/D	J/F/M	A/M/J	J/A/S	
X/XX BCT	E	MA	MA	MA	E	PT	M	PT	PB	E	MA	MA				PB	PB
X/XX BCT	E	PB			E	MA	MA	MA		E	MP	MP	MP				
X/XX BCT	E		PB	PB	E		MA	MA	MA	PT	M	PB	E				MA
X/XX BCT	E	MA	MA	MA	E	PT	PB	PB					M	PB	E		
X/XX BCT	E	MA	MA	MA	E	PT	M	PB								PB	E
X/XX BCT	E				E	PB				M	MA	MA				M	PB
X/XX BCT	E	MA	MA	MA	E												
X/XX BCT	E	PB			E					M	PB	E				MP	MP
X/XX BCT	E				E	PB	M	PB								PB	PB
X/XX BCT	E				E												
X/XX BCT	E	PB	PB		E												

**Modules**



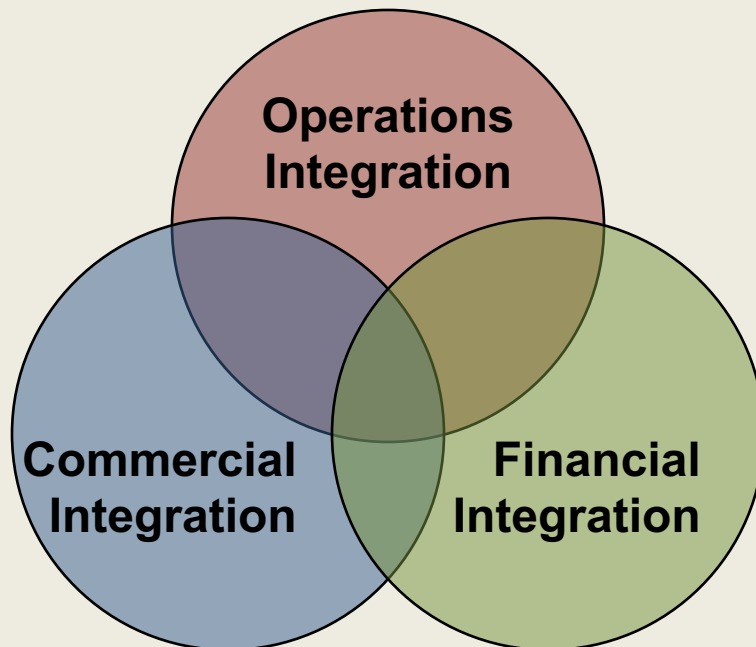


# Focused on integration and efficiency to increase readiness performance



## Transformation and Synchronization rests on operations, commercial, and financial integration across the sites & HQ

### Transformation & Synchronization



### Operations Integration

Shift from independent operations at each site to accountability to and support from central operations executive function (standards, targets, resource allocation, best practices, etc.)—*centralized planning, decentralized execution*

### Commercial Integration

Shift from multiple, independent business development organizations to a single, integrated organization (*e.g., you buy a car from Ford, not from the Ford Hermosillo Plant*)

### Financial Integration

Common and standard definitions, cost center breakdown, and financial processes—*current “apples and oranges” figures impede operations integration and optimization*



# Depot Processes / Workload Planning



LOE FOCUS:		<b>Depot / Arsenal Business Process Optimization: Synchronizing Workload Planning, Programming (Forecasting), Budgeting &amp; Execution Management</b>		
OBJECTIVE:		<b>Optimize depot performance capacity (output efficiency &amp; effectiveness) by refining and standardizing planning, programming and management processes in support of “sustainable readiness”</b>		
OBJECTIVE FOCUS AREAS		KEY TASKS (ENABLING / SUPPORTING / TERMINAL)		
(1) Understanding Depot Business Processes	1.1	(E)	Analyze depot business processes; identify common requirements & processes	
	1.2	(S)	Identify challenges (obstacles, inefficiencies, duplicative activities, etc..) and issues (e.g: inability to plan, program / forecast, control workload) that have an impact on output and “meeting schedule”	
(2) Depot Capacity	(2.1) Current Depot Capacity	2.1.1	(E) Determine “true line capacity” in each Depot / Arsenal	
		2.1.2	(S) Assess each Depot to determine causation and/or limiting factors for each Depot’s current (“true line”) capacity.	
	(2.2) Optimize Depot Operating Capacity	2.2.1	(S)	Determine ways / means to optimize production line(s) <i>(determine forecasting indicators, planning / programming processes, workforce, etc..)</i>
		2.2.2	(S)	Determine ways / means to reduce “cycle time”
(3) Enhanced Depot Business Processes <i>Planning, Programming, Budgeting &amp; Management</i>	3.1	(T)	<b>Develop &amp; integrate standardized (enhanced) business / management processes which enables enhanced:</b> <ul style="list-style-type: none"> <li>▪ <i>Planning (determining &amp; prioritizing requirements)</i></li> <li>▪ <i>Programming (budgeting) &amp; Managing (workload, workforce, inventory, facilities, etc.)</i></li> <li>▪ <i>Prioritization / programming (reinvesting) savings gained through efficient execution</i></li> <li>▪ <i>Reporting (management metrics &amp; status of current / future depot operations)</i></li> </ul>	
(4) Product Integration	4.1	(T)	<b>Incorporate products (specified or implied “events &amp; activities”) into LOE-5</b>	



# Questions



U.S. ARMY



✓ Backup --- not included in presentation



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***Sustainable Readiness is the Army's force generation concept adapted to the needs of a contingency force that is globally responsive and regionally engaged***

- Sustains optimized levels of readiness throughout the Total Force; eliminates “readiness cliff” common to units under ARFORGEN:
  - Normalizes manning
  - Synchronizes equipping & modernization milestones with operational requirements
- Assesses the Army's ability to satisfy *both* current Global Force Management Plan (GFMAP) requirements as well as War Plan demands
  - Provides Army leaders with appropriate mitigation strategies consistent with available resources
- Operationalizes the Reserve Component (RC)
  - Leverages the unique capabilities of ARNG and USAR forces to support early and mid-deploying forces
- Extends the Army's planning timeline by analyzing our ability to meet requirements four years into the future:
  - Synchronizes readiness resource decisions with POM development





## Basic Modules

### Mission

(C1 (Objective) /C2 level readiness)

Less than C1 (Objective) /C2 level readiness (A1)

### Ready

C1-level readiness (Objective)

C-Level Readiness C2 Threshold

### Prepare

C-level readiness C3

C Level Readiness C4

## Module Labels

**MP:** Prepare to Deploy Order (PTDO)

**MA:** Mission Allocated

**MD:** Assigned Forces Demand (AFD)

**PR** **PB** Building Readiness (C3/C4)

**PT:** Transitory State

**PL:** Limited Resources

***Labels enable activity and resource synchronization and provide visibility of Army unit and capability readiness***



U.S. ARMY

## 1 Demand Assumption for Planning



**Readiness Requirements**

What does a Ready Army look like? (Ready for what?)



**Assess Risk**

**Forecasted Readiness**

## 2 Force Provider assessment

- FORSCOM
- ARNG
- USAR
- ASCCs
- DRUs

	10	20	30	40	50	60	70	80	90	100
FORSCOM	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
ARNG	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
USAR	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
ASCCs	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
DRUs	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

## 4 Mitigate Risk (Synchronization and Resource Planning)

- Manning
  - Training
  - Leading
  - Equipping
  - Sustaining
  - Installations
- Capability & Capacity**

- Identify options to reduce risk
  - Increase RC readiness
  - Adjust RC force generation cycles
  - Adjust sourcing options
  - Increase unit inventory
  - Adjust manning guidance
  - Adjust equipping guidance
  - Etc.

How much readiness can the Army generate?

## 5 Readiness Objectives

