

The Army Vision: A Status Report

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Since 1775, Army forces have deterred, compelled, reassured, and supported in war, conflict and peace. The Army's history spans over 225 years of service to the Nation, domestically and overseas. Army forces have fought 10 wars, from the American Revolution to the Gulf War. They have engaged in expeditions and contingency operations in US territories and projected land power around the world. They have performed stability and support operations in Latin America and the Caribbean and defended friendly countries in Asia and Europe during the Cold War. . . . Throughout the nation's history, Army forces have demonstrated that the Army remains the nation's strategic land combat force, a service with the diverse capabilities needed to conduct full spectrum operations anytime, anywhere.

FM 3 0, Operations

The Army is changing. Not since the end of the last century has our Army undertaken such a profound and comprehensive effort to transform itself. We can all be proud of the tremendous accomplishments achieved thus far, and while there is much more to be done, this magnificent Army of ours has proven something important: we are adaptive. And we have proven that we CAN change. Over one million strong, we are an agile and forward thinking Army capable of transforming to meet the challenges of a new century and the emerging needs of our Nation. From squad level to Department of the Army level, our strength comes from our agility in adapting to new situations an ability that is rooted in proven and sound fundamentals of our leadership training process: our Troop Leading Procedures and the After Action Reviews. We are a learning organization, and this Army will continue to adapt to change today and in the future, just as it has for the past 226 years.

The requirement to transform the Army is based upon the evolving security challenges of the 21st century and the compelling need to respond more rapidly and decisively across the full spectrum of operations. In support of the emerging National Security Strategy (NSS) and National Military Strategy (NMS), the strategic significance of land forces will lie in their ability not only to fight and win our nation's wars, but also to provide the National Command Authorities a range of options for influencing the global environment to the advantage of our country and its allies. An Objective Force that provides full spectrum dominance will be fundamental to our nation's future joint operational concepts and will meet the joint requirements for dominant land maneuver forces.

Where is The Army today?

The Army has accelerated the process of transforming itself into an Objective Force that will be more strategically responsive and dominant across the entire spectrum of military operations and decisive at every point on that spectrum. The Objective Force will be more responsive, more deployable, more agile, more versatile, more lethal, more survivable, and more sustainable than today's force. And we are committed to achieving the Objective Force this decade. But Transformation is much more than equipment. The Army Vision addresses three things: People, Readiness, and Transformation. It begins and ends with People because Soldiers are the centerpiece of Army formations. What follows is a brief status report on the three components of The Army Vision.

People:

"We must restore faith with our Soldiers; . . . they are burdened with too few personnel, aging equipment, and poorly maintained homes and facilities. . . . America today enjoys a vibrant standard of living that is the envy of the world. At significant personal sacrifice, the American Soldier guarantees that way of life, but he and his family do not share in it fully. Our Soldiers are proud and capable and honorable. They perform every mission that we ask of them professionally and at a high standard. . . . They are a tremendous bargain for the Nation – American Soldiers have provided far more in readiness than we have paid for. But we should not expect such selfless devotion to include the sacrifice of their families' well being." General Eric K. Shinseki, CSA, Congressional testimony, 27 Sep 00

The Army's readiness is inextricably linked to the well being of all its people Soldiers, civilians, retirees, veterans, and their families. The most significant investment in our Nation's security is the investment in our people. The Army must provide adequate housing, schools, and medical and dental care with the quality and access comparable to society at large. These essential benefits must provide Soldiers and families resources to be self reliant both when the force is deployed and when it is at home station. In order to address concerns that have surfaced and begin restoring faith with our Soldiers and their families, The Army stood up two task forces in 1999: the Well Being Task Force and the Turbulence Task Force.

During the 1999 2000 academic year, the U.S. Army War College Well Being Task Force identified issues of greatest concern to Soldiers and families affecting their overall personal well being. Among the issues raised were the quality and accessibility of health and dental care, adequate housing, pay and other compensation, quality of schools and the school experience, eroding retirement benefits, and time spent away from home and family.

Congress helped The Army progress in taking care of its people with the FY 01 pay raise, pay reform, and retirement reform. The Army continues to push for improvements in military health care and dental care and for even greater pay increases to make our Soldier and family housing compensation commensurate with the actual cost of living.

Initiated by General Dennis J. and Mary Jo Reimer, the Secondary Education Transition Study (SETS) was conducted over the course of 18 months in 1999 and early 2000, in concert with local public and Department of Defense schools. The intent of this study was to examine and find solutions to the turbulence experienced by high school students of military families due to recurring moves from one school system to another. The SETS conference convened in May 2000, and again in March 2001, to brief The Army leadership on recommendations for implementing policies and procedures to improve the quality of our children's high school experience. Since that time, local initiatives in many communities are already in place, and a comprehensive memorandum of agreement, involving nine Army communities in CONUS, Germany, and Korea, was signed in May 2001 by participating school officials. These initiatives facilitate reciprocal agreements between these school systems, thereby ensuring that courses, tests, and other schoolwork, including graduation prerequisites, completed at one school, will be acceptable at another. The goal of this program is to help our high school students by making their transitions from one school district to another smoother in terms of credit transferal, socialization, graduation prerequisites, testing requirements, and participation in extracurricular activities. Work continues in other states to expand this Army initiative.

The Army senior leadership is committed to giving something back to the youth of America and to improving the quality of math, science and technical education in the Nation's schools. Driven by this commitment, The Army is planning to launch a nationwide, web based, group/team competition centered around math, science, and technology for 6th to 9th graders. The initiative envisions the use of Army resources, infrastructure and personnel for logistics and administrative support. It also envisions strategic partnerships with industry and academia as a critical component. Given that numerous other nationwide science and math competitions exist, The Army is approaching this initiative strategically to augment the current landscape with a broadly inclusive competition targeted at students with a wide range of math and science competencies. The Army has completed its Stakeholder analysis, the first phase of a four phased approach that also includes a Business case; Research, Design and Development of a Science Fair Beta Test, and a phased roll out of that Beta Test. Final implementation of the Science Fair is planned for Academic Year 2002 2003.

In September of 1999, The Army War College Turbulence Study Group explored the concept of turbulence in The Army to determine ways to reduce it. The Study Group defined turbulence as the effect on readiness and well being caused by job position turnover and the absence or lack of predictability. It handed off the study results to a Headquarters, Department of the Army Turbulence Task Force which had the mission of analyzing the recommendations of the Army War College Turbulence Study Group and designing Action Plans to implement those recommendations approved by Army senior leaders and the Major Commands. In April 2000 the DA Task Force finalized its master action plan. The Army is in the process of implementing recommendations from that master action plan, and the following actions are being pursued or have been implemented:

1. Establishing a Central Tasking Authority to reduce short notice taskings, ensure that taskings adhere to strict timelines, and minimize non operational taskings as much as possible.

2. Offering Soldiers the opportunity to request stabilization if they have children who are high school seniors.
3. Restricting the amount of time Soldiers spend working on weekends while in garrison.
4. Authorizing Soldiers 4 day weekends in conjunction with every federal holiday.
5. Stabilizing lieutenants in their platoon level jobs for a minimum of one year to ensure they build an adequate leadership foundation.
6. Moving all battalion and brigade changes of command to a summer cycle.
7. Exploring the possibility of routinely scheduling PCS moves in the summertime, especially for families with school age children.
8. Pursuing actions to give Soldiers PCS orders a year out from their assignments.

Another effort to reduce turbulence, especially AC personnel tempo (PERSTEMPO), is to increase mission requirements of the Reserve Component. In order to improve the predictability of unit schedules, The Army Staff developed a five year calendar that includes all training center rotations, deployments to Bosnia, and other rotational missions such as those in Kuwait, Saudi Arabia, and the Sinai. Our manning initiative should also reduce turbulence at unit level. Many units are reporting C1 in personnel for the first time in five years. The Deputy Chief of Staff for Personnel is also working to better manage PCS moves so Soldiers don't rotate out of places like Bosnia into a unit about to deploy elsewhere. The Army is working hard to improve predictability so that Soldiers can make plans and provide for their families in a more timely and comprehensive manner.

Readiness:

" . . . Training at the battalion level and below. This is where I see the heart of warfighting readiness. . . . Unless squads and platoons and companies can do what they need to do, which is what I call short sword warfighting, unless you can get the short sword warfighting business done, you're not ready. . . . Crews, squads, platoons, companies, battalions this is where Army readiness resides. And inside short sword warfighting readiness, it's sergeant's time which provides the foundation for training excellence in The Army."

General Eric K. Shinseki, CSA, Sergeants Major Luncheon, 16 Oct 00

The Army has a nonnegotiable contract with the American people to fight and win the Nation's wars decisively. It evaluates its capability to fight and win those wars through the readiness reporting of its earliest deploying units: ten divisions, two cavalry regiments, and five special forces groups, all in the Active Component. Readiness reports assess the preparedness of Soldiers and their equipment and evaluate the realism of their training to prepare them for the rigors of combat. But given the greater complexity of today's strategic environment different from the Cold War environment and one in which the Reserve Component and Institutional Army share The Army's missions readiness has taken on broader implications. Cold War readiness standards no longer suffice as measures of our capability to meet today's operational requirements. In 1999, The Army faced readiness challenges on several different fronts, manning and recruiting initially being of foremost concern. Full spectrum dominance may, at times, challenge high levels of warfighting readiness. This challenge must be anticipated and the risk mitigated, where possible. To study the challenges to its readiness, The Army directed The U.S. Army War College to convene a Readiness Study Task Force. The outcome of their year long study is a report recommending changes to The Army's readiness reporting system from a design focused system to a mission focused system. To that end, the Office of the Deputy Chief of Staff for Operations and Plans designed a Strategic Readiness System (SRS) to better assess, track, and report The Army's overall readiness, taking into account mission requirements, the Reserve Component, and the Institutional Army. Full implementation of SRS is expected in 2002.

Manning:

In 1999, The Army faced two significant personnel challenges adversely affecting readiness: unit manning and recruiting. Personnel shortfalls across The Army were so deftly and evenly distributed that there was little discernible pain, no issue of inadequate end strength Soldiers still felt the effects. The vast majority of Active Component formations then were undermanned. Exacerbating this shortfall in the force in FY 99, The Army missed its active component recruiting mission of 74,500 by about 6,300 inductees and our Army Reserve recruiting mission by some 10,000.

To attack the manning challenge, The Army moved to fill its active component divisions and cavalry regiments to 100%. Implementation of that 100% manning effort is currently in its final stages. Reports from the field indicate that units benefit significantly from this new manning initiative. These units achieved higher readiness, some reaching a C1 rating in personnel for the first time in five years. The bill payers, however, have been in the Institutional Army, which experienced some pain due to concentrated personnel shortfalls. The Army had to take this measure to be able to assess accurately the nature and extent of its personnel shortages across the force. The Army had to get its house in order if it ever hoped to make the case to Congress that The Army was too small for its mission profile and under resourced for its current endstrength. In the next five year budget submission, The Army will, in fact, make the case that it cannot accept a force structure/endstrength decrease without a major change in the National Military Strategy.

The second piece of the personnel equation was reversing the serious slide in recruiting, which The Army accomplished in FY 2000 for the first time in at least five years thanks in large measure to the remarkable efforts of the NCOs of the U.S. Army Recruiting Command (USAREC) and the reinforcing efforts of CONUS unit commanders. The Army not only met the goals for Active, Guard, and Reserve accessions, it exceeded all expectations by achieving a 22,000 recruit turnaround in a 12 month period, making up for the shortfalls of 1999 and exceeding the increased accession goal for 2000. The Army's new recruiting campaign, *An Army of One*, continues to resonate with youngsters across the country, and The Army declared in late July that it would meet its 30 September recruiting targets. It's been a long time since we were able to make such early predictions with confidence.

Recruiting and Retention:

Several other initiatives are behind our recent successes in recruiting. Last year, The Army instituted several initiatives, including GED(+), College First, and the Hometown Recruiter Program, to enhance The Army's ability to bring youngsters into the force. These programs have helped the Army improve its overall recruiting posture.

Another incentive program, USAREC's Partnership for Youth Success (PaYS) project, offers a formal arrangement between private industry and The Army. This program ensures that young Americans who serve in The Army and gain life skills in education, training, discipline, teamwork, and leadership are able to transfer these skills to civilian jobs upon completion of their service commitment. Currently, ten corporations have formally signed on with The Army, and 1503 soldiers are signed up for the program. The PaYS program will once again be highlighted as an "Investment in America" during the Conference Board Annual Human Resource Conference held in New York City in October 2001 with executives from across Corporate America

Army University Access Online has proved to be an incentive to many potential recruits, and it has provided a revolutionary means of allowing Soldiers everywhere an opportunity to earn their college degrees. Twenty different accredited universities and colleges currently participate in the program, including such diverse campuses as Penn State, Central Texas College, and Fayetteville Technical College.

In the realm of retention, we are achieving great success. To sustain the force at acceptable manning levels, The Army must maintain an aggregate retention rate of 67 percent. For FY 00 and thus far this FY, The Army met or exceeded its reenlistment goals. This has been especially true in those units performing missions in the Balkans. Currently, the FY 01 aggregate retention rate is 105.7%

AC/RC Integration:

Today, nearly 2,000 Soldiers from the Guard and the Reserve are on point for the Nation around the globe, serving in places like Bosnia, Kosovo, Saudi Arabia, and Kuwait. There are also hundreds of individual augmentees with civil affairs, psyops, military intelligence, transportation, postal, and medical support skills deployed overseas serving alongside their active duty counterparts. In 2000, The Army set a precedent by placing a National Guard unit in command of active duty units in Bosnia for the first time since World War II. In February 2000, the headquarters of the 49th Armored Division, Texas Army National Guard assumed the Task Force Eagle mission from the 10th Mountain Division. The 49th Division did a superb job and set a standard for other National Guard units to follow. Along with the 3rd Armored Cavalry Regiment, they demonstrated beyond a doubt that AC/RC Soldiers and units can serve side by side under tough and demanding conditions. In October 2001, the 29th Infantry Division, Virginia Army National Guard, will assume command of Task Force Eagle in Bosnia. National Guard and Army Reserve Soldiers carry a heavy load for our Army and our Nation. They are valuable assets whose service makes them even more valuable in the workplace. They bring to the civilian sector a broader view of life, a keen understanding of teamwork, and leadership skills that cannot be gained in the civilian workplace. When these Soldiers return from their rotations, they infuse their communities with new energy and a greater respect for diversity. They assume leadership roles in the community and serve as role models whose service has made a difference in the world. The Army will continue to integrate Reserve and National Guard units and Soldiers into our contingency operations and rotational missions abroad.

Training and Leader Development:

As a logical extension to the training revolution of the 1980's crafted by General Carl E. Vuono, The Army conducted Phase I (Officer) of its in depth Army Training and Leader Development (ATLD) study of issues affecting The Army's culture and its Training and Leader Development doctrine. The ATLD Panel (ATLDP) surveyed and interviewed over 13,500 officers and spouses. Phase II, the NCO study which interviewed over 30,000 officers, warrant officers, noncommissioned officers and spouses will be completed in November 2001, and a Warrant Officer study will be conducted in 2002. The primary objectives of the panels are to identify skill sets required of Objective Force leaders and assess the ability of current training and leader development systems to cultivate those skills. Study participants addressed issues affecting Army Culture, the Officer Education System, Training, and Leader Development. This study represents a candid self assessment by The Army and seeks to keep faith with Soldiers and set a course for improving all aspects of The Army's culture by bringing institutional beliefs and practices in line. It is a testament to the strength of The Army that it is willing to take such an honest look at itself. For The Army, such self assessment has its roots in the After Action Review (AAR) process. This kind of healthy introspection characterizes a true profession and a learning organization. In the ATLDP surveys and interviews, Soldiers and their families echoed findings of the U.S. Army War College Well Being Task Force by expressing concerns about the Army's commitment to well being as it relates to their family and personal time, health care, housing, and retirement benefits. Many in the field believe micromanagement is pervasive and the officer assignment process is focused on personnel management rather than leader development. Junior officers are disappointed because they are often rushed through developmental leadership positions, thus limiting their opportunity to master tactical and leadership skills. Respondents also indicated that the value of tough, realistic training is often lost because of a high operational pace that adversely impacts training, predictable time for families, and opportunities for self development. The study recommendations were grouped into seven major categories considered as imperatives for the Army: Army Culture, Officer Education System, Training, Systems Approach to Training, Training and Leader Development Model, Training and Leader Development Management Process, and Lifelong Learning. Included in the recommendations under those imperatives are the following:

1. Reduce the Operational Pace by re establishing discipline in the training management process and by eliminating nonmission related compliance training in AR 350 41, *Training in Units*, and other DA and MACOM level documents.
2. Conduct a review of the OER this year. Involve the field in the review.
3. Revise DA PAM 600 3, Commissioned Officer Development and Career Management, to focus on growing leaders and providing quality educational and operational experiences.
4. Provide all majors with quality resident intermediate level education based on OPMS XXI.

5. Develop doctrine for mentoring in FM 6 22 (22 100), *Army Leadership*.
6. Rewrite FM 7 0 (25 100), *Training the Force*, and FM 7 10 (25 101), *Battle Focused Training*, to adapt to full spectrum operations.
7. Give more training time to company commanders and platoon leaders by providing more discretionary training opportunities.
8. Train on warfighting METL tasks unless ordered to change to stability operations tasks or support operations tasks by the Corps Commander.
9. Establish a single Army proponent for training and leader development to improve the linkage between training and leader development, policy, and resourcing.
10. Provide the doctrine, tools, and support to foster lifelong learning in the Army through balanced educational and operational experiences supported by self development.

The Army has already implemented many of the study's recommendations and is undertaking implementation of the others.

Transformation:

"The Cold War system was a system built around weight. . . . The globalization system is built around speed. In the Cold War, the big ate the small. In globalization, the fast eat the slow. . . . globalization is happening in a power structure . . . that is maintained and preserved . . . by something called the U.S. Army . . . without America on duty, there's no America Online."
 Thomas Friedman, author of *The Lexus and the Olive Tree*

Over the past two years, The Army implemented solutions and strategies for change some through long range planning, others through more expedient measures. Building fiscal support for Transformation required tremendous effort with Congress during the first year. Through the concerted efforts of many senior leaders, The Army pushed its plan for funding Transformation through the system, moving from an Operational Requirements Document to a Request for Proposals in a matter of seven months a process that normally takes years.

Legacy Force:

A trained and ready Legacy Force affords The Army the necessary time and flexibility to pursue investments needed to get the Objective Force right. The Legacy Force must maintain the readiness to fight and win decisively against any threat for the next 15 to 20 years. When the Nation calls, The Army will go to war with this force. Modernization and selective recapitalization continue to be the primary emphasis with the Legacy Force. In April 2001, as a logical conclusion to the digitalization initiatives begun by General Gordon R. Sullivan, the 4th Infantry Division (ID) (Mechanized) The Army's first digitized division completed its Division Capstone Exercise One (DCX I) at the National Training Center, Fort Irwin, CA. The DCX I provided The Army an opportunity to showcase the tremendous increase in combat capability of a maneuver brigade and the aviation brigade of the 4th ID. Digitized command and control systems like Force XXI Battle Command Brigade and Below (FBCB2) provided remarkably enhanced battlefield situation awareness, from crew to division level. With it, commanders were better able to *see first, understand first, and act first, and finish decisively*. In October 2001, the division will complete its experimentation with DCX II. The Army will continue to digitize and recapitalize selected Legacy formations until the transition to the Objective Force is complete.

Interim Force:

In the spring of 2000, Congress approved funding for two Interim Brigade Combat Teams (IBCT), and The Army programmed for 4 more. The first two IBCTs, the 3rd Brigade, 2ID and the 1st Brigade, 25th ID (Light), are currently standing up at Fort Lewis, WA. These two brigades are expected to complete transformation to IBCTs no later than FY 03 and FY 04, respectively, with the fielding of the recently selected Interim Armored

Vehicle (IAV). In July of this year, we announced the next four brigades to transform into IBCTs: The 172nd Infantry Brigade (Sep) at Forts Richardson and Wainwright, Alaska; the 2nd Armored Cavalry Regiment (Light) at Fort Polk, Louisiana; 2nd Brigade, 25th Infantry Division (Light) at Schofield Barracks, Hawaii; and the 56th Brigade of the 28th Infantry Division (Mech), Pennsylvania Army National Guard. The Interim Force will meet an operational shortfall that currently exists between the capabilities of our early arriving light forces and our later arriving heavy forces. The IBCTs are operational forces that will help meet warfighting and contingency needs for the next 25 to 30 years. The Interim Force will also serve as the vanguard of the Objective Force by validating operational and organizational concepts, training and leader development initiatives, and deployment scenarios.

Objective Force:

The Objective Force is a system of integrated capabilities space, air, ground, direct, and indirect, internetworked with Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR). The Army has established a general officer led task force to integrate The Army's plan to achieve the Objective Force this decade and seeks to accelerate traditional timelines through an active, innovative partnership with Industry. Establishing a cooperative effort with the Defense Advanced Research Projects Agency (DARPA) the largest service effort in DARPA's history The Army intends to mine technologies in the key areas of lethality, survivability, and C4ISR. Two key milestones govern achievement of the Objective Force. The first occurs in 2003, when The Army selects the best technologies and concepts to go into the next phase of the program. Science and Technology (S&T) performance is reviewed monthly at the Chief of Staff level in order to assess The Army's return on its investments (currently over a billion dollars per year through 2005). When appropriate, The Army will shift resources to the most promising technological solutions. The Army will fund the second milestone, a System Development and Demonstration beginning in FY 06, by programming additional dollars starting in the '03 POM build. These dollars fund strategies for system development and demonstration focused on the Future Combat System. The intent is to accelerate the transition to Research and Development (R&D) by collapsing the traditional timelines. Mastering the transitions from S&T to R&D and then from R&D to first unit equipped will be critical to achieving the Objective Force this decade.

Conclusion:

Army Transformation to the Objective Force this decade. We must continue to pursue this goal with the same tenacity we have displayed over the past two years. It is a mind set that embraces change and eagerly looks forward to the future. By undertaking the comprehensive transformation of the Operational Army and the Institutional Army across doctrine, training, leader development, organizations, materiel, soldier systems, and facilities, our Army is making history. As leaders, we all have a responsibility to educate the force on the changes occurring in our future. Change is difficult, but communicating the message of change will help this Army master the transitions ahead of it, in this decade and beyond. There will most certainly be another war in our future. If history is any indicator, it will happen sometime in the early decades of this century. Our Army will be ready. We have never let the country down, and we stand ready today and every day, to fight and decisively win our Nation's wars.