37TH CSA's ★★★★ THOUGHTS ON THE FUTURE OF THE ARMY

TRUST, DISCIPLINE, FITNESS

14 June 2011

Over the past several months, I've developed a deeper understanding of the challenges and opportunities ahead for our Army. We are the most capable and decisive Army in the world. We have been at war for ten years—Active, Guard, Reserve, Operating Force, Generating Force, Army Civilians, and our Families. As we step off together and look to the future, my commitment to every Soldier, Civilian and Family Member serving today is that we will remain the best Army in the world. In this pamphlet, I share my thoughts about what we need to do to live up to that commitment.

Secretary of the Army McHugh and I have partnered in this effort. Within this pamphlet is our shared vision of The Role of the Army, and together we have established 2020 as our planning horizon.

Leaders at every level will have a role in creating the Army described in these pages. In particular, Senior Military Commanders and the Department of the Army Staff will need to work closely with the Assistant Secretaries of the Army and our Senior Executive Civilians to achieve our objectives.

I do not want this effort to create additional process. Rather, initiatives will be integrated, tracked, and brought to recommendation through the Army Campaign Plan and Army Synchronization Meeting prior to being presented to the Secretary of the Army for decision.

This work will be integrated with other on-going work including but not limited to Generating Force Reform, Army Acquisition Reform, and Force Management Review.

It is the image on the cover of this pamphlet that must guide and inspire us. Soldiers doing what their Nation asks who trust each other with their lives and trust us with their future.

We will not let them down.

I am proud to serve with you.

Martin E. Dempsey
General, United States Army
37th Chief of Staff

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Guidance

Role of the United States Army

The United States Army is America's sons and daughters, men and women of courage and character, and leaders of consequence – bonded together in a Profession of Arms – organized, trained, and equipped to be the most decisive land force in the world. At the Nation's call, we will take on any mission, anytime, anywhere, bar nothing. We are a clear symbol of national resolve and commitment. From start to finish, in the lead or in support, we remain ready to shape, influence, engage, deter, and prevail. We are the strength of the Nation.

Our Path Forward

We will provide whatever it takes to achieve the Nation's objectives in the current fight. At the same time we will develop a shared vision to build the Army of 2020–designing and preparing units, developing Soldiers, and growing leaders to win in an increasingly competitive learning environment. We will master the fundamentals of war but remain versatile and adaptable to any task our Nation may call upon us to perform. We will maintain our strong connection to our broad and diverse Republic and be good stewards of its resources. Through smart change, we will become more capable and provide our Nation the options it will require in an uncertain future. We will succeed because Army leaders are engaged, empowered, and accountable.

"Once we have a war there is only one thing to do. It must be won. For defeat brings worse things than any that can ever happen in war."

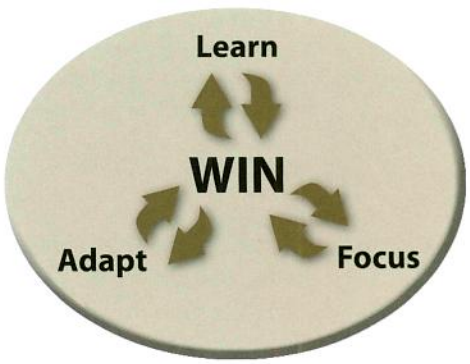
~ Ernest Hemingway

Building Blocks: Trust, Discipline, Fitness

When we deploy, we can requisition nearly everything we need. We cannot requisition trust, discipline, and fitness. These qualities have to exist in every unit and in every Soldier of our Army all the time. Everyday we should ask ourselves if we are doing enough to contribute to a climate of trust, ensure the discipline of our soldiers, and increase the fitness of the force.

Imperatives for Success

Our Army must accomplish any assigned task. Stated more precisely, we must **WIN**. Ours is a profession in which we cannot and will not accept anything less. In today's complex, rapidly changing, and increasingly competitive environment, we must **LEARN** – faster, better, and more deeply than our competitors and adversaries. As we learn, we must **FOCUS**. The imperative to focus demands that we identify the most important skills and tasks in our particular specialties and then seek to truly master them. We must **ADAPT**. We must be the Army the Nation needs us to be. This means we must expect and embrace change. **WIN-LEARN-FOCUS-ADAPT**. These are our imperatives.



Focus Areas

Over the past decade, our Army has performed superbly in the most difficult environments imaginable. Through it all, our Army remains the most capable and decisive land force in the world. However, as a learning organization and after ten years of war, the Secretary of the Army has reframed our role as an Army and has set a clear path forward for institutional adaptation to realize his vision. In turn, I have established nine focus areas that will serve as the foundation from which we will deliver the Secretary of the Army's vision.

The Nation: The Army exists to serve the Nation. As our primary responsibility, we remain prepared to fight on the Nation's behalf, but we also seek to provide our Nation's leaders with the broadest possible number of options in dealing with a complex 21st Century security environment. We work collaboratively with the other instruments of national power—political, diplomatic, information, economic—because we are at our best as a Nation when each of these instruments of power brings its unique capabilities to bear on a problem. We can lead or we can support. We reflect the Nation's rich diversity and values, and our commitment to a mission is a clear symbol of America's resolve. Within this focus area, we will look to 2020 and examine our roles, missions, and capabilities to ensure we are building the Army the Nation needs. We will reinforce our reputation as good stewards of the Nation's resources and remain accountable to our appointed civilian leadership, the American people, and their elected representatives. Within this focus area we will work aggressively to ensure we remain firmly "connected" to America.

"When we assumed the Soldier, we did not lay aside the CItizen." ***~ George Washington***

The Joint Fight: Just as we are at our best when working in concert with the other national instruments of power, we are at our best when operating as part of the Joint Team. We will build our Army to meet the needs of combatant commanders. In so doing, we must create as much versatility as possible so that we can adapt when it becomes necessary. Within this focus area, we will examine unit designs, determine the best mix of capabilities and stationing concepts between the active and reserve components, and improve access to those capabilities to achieve a greater degree of versatility and adaptability within our Army.

The Profession: The Army is a profession in a unique and important trust relationship with each other and with the Nation. We are currently in a campaign of learning about the skills, knowledge, attributes, and behaviors that should define us as a profession. Within this focus area, we will work to understand the impact of the past ten years of war on us. We will examine our policies and strategies to ensure that they enhance our sense of belonging to the profession and contribute to our development as professionals.

The Army Family: We are one Army: active and reserve component Soldiers, Civilians, Families, our Wounded and our Gold Star Families. Over the past ten years, we have learned a great deal about what this large and diverse "Family" needs, and we must continue to learn. Within this focus area, we will identify the menu of activities that currently exist to support the Army Family, assess where there are gaps and redundancies, measure outcomes, prioritize programs and resource those programs producing the best results. We will recommit to the Army Family Covenant and continue to build resiliency across the force. We will keep faith with our Wounded and Gold Star Families. To ensure consistency and manage expectations across the Army, we will establish common levels of support at posts, camps, and stations, as well as for those individuals who are not supported by a local installation.

Leader Development: The Army is the Nation's preeminent leadership experience. This is true not only because of the responsibilities and authorities we invest in our leaders while deployed, but also because of the investment we make in their development throughout their career. Within this focus area, we will examine our leader development strategy to ensure that we have clearly identified the knowledge, skills, and attributes necessary for the leaders of Army 2020. We will examine our training and education programs to assess our ability to produce these leaders. We will examine our personnel policies to ensure that they contribute to the Army leadership experience.

"Leadership is intangible, and therefore no weapon ever designed can replace it." ***~ Omar Bradley***

Mission Command: Mission Command is our warfighting function that integrates the art and science of command by building a trust relationship among leaders, empowering them through the decentralization of capabilities, and holding them accountable for the creation of a shared understanding of the operational environment from the bottom-up as well as the top-down. Within this focus area we will examine our leader development strategies, our organizational design, and our modernization programs to ensure that they support and produce the outcomes we seek in this key warfighting function.

The Squad: We seek to overmatch our potential adversaries at every echelon. In assessing our ability to overmatch, we traditionally view the force from the top-down. However, as we build Army 2020, we will begin by looking at the force from the bottom-up with the squad as the foundation. Within this focus area, we will examine the required capabilities at the squad level to achieve overmatch including but not limited to lethality, mobility, access to information, emerging power and energy demands, protection, and sustainment. We will also explore options for improving our ability to train squads both at home station and at the combat training centers.

The Human Dimension: We are an Army of men and women who have demonstrated incredible resolve through ten years of conflict. We have all been at war for ten years—Active, Guard, Reserve, Operating Force, Generating Force, Army Civilians, and our Families. During that time we have learned a great deal about how the physical, emotional, cognitive, spiritual, and social dimensions of human nature interact to define the Human Dimension of service in our Army. We must continue to learn. Within this focus area we will promote proponency for the Human Dimension with the goal of determining whether we have the right programs in place and that these programs are properly integrated to address the known and emerging challenges to the Human Dimension of our Army.

21st Century Training: In the mid-80s, the Army experienced a revolution in training built around disciplined training management, the After Action Review, and the Combat Training Centers. While these three aspects of training will endure, we seek another revolution in training. Within this focus area, we will examine how new learning technologies can provide training at the point of need. We will examine how we can replicate the complexities and uncertainties of the contemporary operating environment in the institutional schoolhouse, at home station, and at the Combat Training Centers. Our training must prepare individuals, leaders, and units for both the combined arms maneuver and wide area security core competences. Therefore, we will identify and then focus on achieving mastery of a limited number of tasks fundamental to each. We will seek better and more affordable drivers capable of creating complex environments and realistic scenarios for training events, challenge our training support community to develop more interesting and realistic interactive simulations, examine the potential in multiplayer on-line gaming, create easily accessible and relevant applications, and we will explore the adaptation of Intelligence Surveillance and Reconnaissance (ISR) platforms currently used in-theater to enhance home station training.

Portfolio of Initiatives

The Nation

1. Connection Between the Nation and the Army: We will assess our current posture and establish goals for our future relationship with the Nation. This work will consider adaptations to existing programs and the intoduction of new "Soldier-for-life" initiatives leveraging our active and reserve components. (Lead: DAS; Support: G-1, TRADOC, NGB, OCAR) Decision NLT Dec 11.

2. Stewardship of National Resources: We will continue to be good stewards of public resources by developing force structure, size, and capability alternatives that will allow the Army to provide our national leaders the land power options they require for the future joint force within a range of projected resourcing levels. (Lead: G-3/5/7; Support: TRADOC, FORSCOM, AMC, G-8, NGB, OCAR) Decision NLT Nov 11.

3. Accountability: We will review our objectives and measure progress in achieving them to ensure we meet congressionally-mandated "auditability" standards by 2017. We will utilize an auditable, integrated system to fully assess performance and costs, thus empowering leaders at all levels to determine the true costs of operations and the resources that affect budgets. (Lead: G-8; Support: G-3/5/7, AMC, PAE) Recommendations NLT Dec 11.

4. The Environment: We will support and learn from the net-zero pilot programs and seek to rapidly implement best practices from contingency base camps and the battlefield to our installation power projection platforms at home. (Lead: G-4; Support: ACSIM, AMC, G-8) Recommendations NLT Sep 11.

5. Uniforms and the Army Brand: We will examine modifications to the wear and appearance of the Army uniform to promote an Army brand that reflects the professionalism, esprit des corps, and the honored traditions of our Army. (Lead: SMA; Support: G-1, G-3/5/7, G-4) Decision NLT Sep 11.

6. Diversity: We will review our existing diversity strategy to ensure we remain representative of the Nation we serve. We will be informed by the recent work of the Military Leadership Diversity Commission. (Lead: G-1; Support: TRADOC) Action Plan NLT Dec 11.

The Joint Fight

1. Force Mix: With 2020 as our requirements horizon, we will examine the number and type of Brigade Combat Teams (BCT), Functional Brigades, and Multifunctional Brigades we assess we need to accomplish our National Security Strategy tasks to Prepare, Prevent, Prevail, and Preserve in a complex and unpredictable full spectrum environment. (Lead: G-3/5/7; Support: FORSCOM, TRADOC, AMC, G-1, G-2, G-8, NGB, OCAR) Decision NLT Nov 11.

2. Force Design: We will examine internal BCT design and assess the feasibility of adding a 3rd maneuver battalion and an engineer battalion to those BCTs currently lacking that capability. (Lead: G-3/5/7; Support: TRADOC, FORSCOM, NGB, OCAR) Decision NLT Nov 11.

3. Operational Reserve: We will continue to examine the options to maintain an operational reserve component with the goal of approving an implementation plan to influence Total Army Analysis (TAA) 14-18. (Lead: G-3/5/7; Support: FORSCOM, TRADOC, NGB, OCAR) Decision NLT Nov 11.

4. Echelons of Mission Command: We will examine the structures, roles, and responsibilities of headquarters at echelon-above-brigade to determine if we have the right mix of capabilities to implement mission command. This work will be informed by adjustments recommended in the TRADOC Operating Force Officer Grade Plate Review and be integrated into the Army 2020 analysis to affect TAA 14-18. (Lead: G-3/5/7; Support: TRADOC, FORSCOM, AMC, G-1) Decision NLT Nov 11.

5. Trainees, Transients, Holdees, and Students (TTHS): We will examine the TTHS account to determine if it is properly sized and adequately supports functional training and professional military education. (Lead: TRADOC; Support: G-1, FORSCOM, NGB, OCAR) Decision NLT Dec 11.

6. Temporary End Strength Increase (TESI) and 27K End Strength Reductions: We will develop courses of action for ending the TESI and implementing the pending 27K reduction in baseline end strength. Options must support the likelihood of changing combatant commander theater requirements and must be flexible enough to respond to unforeseen contingencies. (Lead: G-1; Support: G-3/5/7, TRADOC, FORSCOM) Decision NLT Nov 11.

7. Modernization: In collaboration with the ASA (ALT), ASA (FMC), and CIO/G-6, we will revise our modernization strategy to ensure it is integrated with the Army 2020 analysis, supportive of the 37th CSA focus areas, and reflective of a new fiscal environment. (Lead: G-8; Support: G-3/5/7, TRADOC, AMC, G-4, NGB) Decision NLT Dec 11.

8. Energy: We will reduce the vulnerabilities of our operational force and contribute to sustainable resource management by developing a Contingency Basing Campaign Plan that improves the energy efficiency of contingency bases; by developing Smart and Green Energy initiatives that employ novel commercial utility smart micro-grid technologies, energy efficient structures, mobile power generation capabilities, and alternative power sources; and by defining operational energy requirements and identifying additional capability gaps through the Joint Capabilities Integration Development System process. (Lead: G-4; Support: G-3/5/7, G-8, ACSIM, AMC, NGB, OCAR) Recommendations NLT Sep 11.

The Profession

1. The Profession: We will continue to study the impacts on our profession after a decade of war. By the end of the year, we will identify key attributes, identify initiatives to deliver them, and propose any necessary policy revisions. (Lead: TRADOC; Support: USMA, G-3/5/7) Decision NLT Jan 12.

The Army Family

1. Families: We will conduct a comprehensive review of programs designed to support Army Families to determine if they are delivering the desired outcomes. We will eliminate redundant and poorly-performing programs and ensure we are resourcing the most important programs. (Lead: ACSIM; Support: G-1, NGB, OCAR) Recommendations NLT Dec 11.

2. Common Levels of Support: We will establish a common level of support across all Army installations that meet Soldier, Civilian, and Family needs. (Lead: ACSIM; Support: G-3/5/7, NGB, OCAR) Recommendations NLT Dec 11.

Leader Development

1. Identify and Master Fundamentals: We must gain control of the proliferation of "task lists" and identify a limited number of fundamental tasks at each echelon that, when mastered, enable us to achieve proficiency in our core competencies of combined arms maneuver and wide area security. (Lead: TRADOC; Support: G-3/5/7, FORSCOM, NGB, OCAR) Recommendations NLT Sep 11.

2. Adapt The Army Leader Development Strategy: We will add "inquisitiveness" and "adaptability" to key leader attributes and determine how we will deliver them through our leader development strategy. (Lead: TRADOC; Support: G-3/5/7) Recommendation NLT Sep 11.

3. Adapt The Army Learning Model: We will change our platform-centric learning model to one that is centered on learning through facilitation and collaboration and that leverages emerging technologies. We will implement the Army Learning Concept 2015. (Lead: TRADOC; Support: FORSCOM, G-3/5/7, NGB, OCAR) Implementation Plan NLT Dec 11.

4. Evaluation Reports: The Army will revise the Officer and Non-Commissioned Officer Evaluation Reports. We will review progress toward this goal during the 2011 Army Training and Leader Development Conference. The new evaluation reports will adapt to new leader attributes, incorporate a requirement for 360 degree assessments, and re-institute the senior rater block checks for company grade officers. (Lead: G-1; Support: TRADOC, NGB, OCAR) Decision NLT Oct 11.

5. Broadening: The Army will provide career management options that create opportunities to broaden Army officers beyond tactical experiences and better prepare them for continued service. We will identify and integrate broadening opportunities into officer and noncommissioned officer career timelines in order to develop the kind of leaders we need for the future. (Lead: G-1; Support: G-3/5/7, NGB, OCAR) Recommendations NLT Oct 11.

6. Army Career Tracker and Green Pages: We will develop and then implement a Talent Management Strategy for the officer, non-commissioned officer, warrant officer, and Civilian cohorts of our Army. (Lead: G-1; Support: G-3/5/7, NGB, OCAR) Recommendations NLT Jan 12.

Mission Command

1. Mission Command: We will continue to develop mission command as a warfighting function and empower the Mission Command Center of Excellence at Fort Leavenworth to integrate the many activities related to mission command. (Lead: TRADOC; Support: G-3/5/7, FORSCOM) Recommendations NLT Sep 11.

2. Doctrine 2015: In collaboration with the CIO/G-6, we will initiate a Doctrine 2015 Strategy to categorize our manuals differently, reduce their length and number, and leverage emerging technology to make them more collaborative and accessible. (Lead: TRADOC; Support: G-3/5/7) Recommendations NLT Sep 11.

3. Reestablish Habitual Relationships, Brigade through Corps: We will refresh mentoring relationships, enhance trust, and reestablish accountability among senior and subordinate leaders by developing courses of action to reconnect modular brigades to divisions and corps. (Lead: G-3/5/7; Support: TRADOC, FORSCOM, NGB, OCAR) Recommendations NLT Sep 11.

4. Network-Enabled Mission Command: In collaboration with the CIO/G-6 and ASA (ALT), we will continue to refine network structure and design to empower our formations from "the edge" to the highest levels of mission command that are as responsive in garrison as they are while forward deployed. (Lead: G-3/5/7; Support: G-8, TRADOC, FORSCOM) Recommendations NLT Sep 11.

The Squad

1. The Squad: We will focus on the squad as the basic building block of our Army by examining the training, leader development, and materiel factors necessary for the squad to overmatch any opponent. Materiel options will address, as a minimum, lethality, protection, situational awareness, mobility, Soldier load, and power and energy enhancements. (Lead: TRADOC; Support: G-1, G-3/5/7, G-4, G-8, FORSCOM) Recommendations NLT Nov 11.

The Human Dimension

1. 9 Month Boots On Ground (BOG): We should seek to improve the resilience of the force by developing a plan for moving the Army to a 9 month BOG while deployed. Our goal should be 9:18 month BOG-Dwell initially and 9:27 month BOG-Dwell as soon as possible. (Lead: G-3/5/7; Support: G-1, FORSCOM, NGB, OCAR) Recommendation NLT Sep 11.

2. Army Physical Readiness Test: Learning from ongoing prototypes, the Army will refine and implement a new physical fitness test that measures strength, endurance, and mobility that correlates to performance of warrior tasks and battle drills and that provides a predictor of successful physical performance on the battlefield in full spectrum operations. (Lead: G-3/5/7; Support: TRADOC, FORSCOM) Recommendation NLT Mar 12.

3. Medical Health Screening: The Army will develop policy recommendations to improve pre-accession health screening, to include behavioral health and past behavioral data from local background checks, social media, school records, and one-on-one interviews with health care providers in order to effectively identify potential recruits with pre-existing health issues and reduce the number of Soldiers who are not available to deploy. (Lead: TSG; Support: TRADOC, FORSCOM, AMC, NGB, OCAR) Recommendations NLT Apr 12.

4. Resilience: The Army will assess, integrate, and reinforce the most effective resilience programs and policies to aid Soldiers, Leaders, and Families to grow and thrive in the face of challenges and adversity. In particular, we will seek solutions to the unique challenges of the reserve component. (Lead: G-3/5/7; Support: G-1, NGB, OCAR) Recommendations NLT Sep 11.

5. Wounded Warriors: The Army will assess, integrate, and reinforce the most effective programs and policies that support our Wounded Warriors and their Families across the active and reserve components. (Lead: TSG; Support: FORSCOM, NGB, OCAR) Recommendations NLT Sep 11.

6. Survivor Outreach Services: We will assess and adjust, as necessary, our Survivor Outreach Services to ensure that they are effective in meeting the needs of our Army's family of survivors. (Lead: ACSIM; Support: G-1, G-8, NGB, OCAR) Recommendations NLT Oct 11.

7. Transition Services: We will assess and adjust, as necessary, our transition services to ensure that they are meeting the needs of Soldiers transitioning out of the service. (Lead: G-1; Support: IMCOM, G-8, FORSCOM, NGB, OCAR) Recommendations NLT Oct 11.

21st Century Training

1. Revitalize Home Station Training: The Army will develop a plan to revitalize and appropriately resource home station training. (Lead: G-3/5/7; Support: G-2, ACSIM, FORSCOM, TRADOC, NGB, OCAR) Recommendations NLT Sep 11.

2. The Training Brain: We must replicate complexity and uncertainty in our training and education and be able to create credible and relevant environments to challenge our leaders. Toward that end, in collaboration with the CIO/G-6, we will seek to exploit the capabilities of TRADOC's "training brain." (Lead: TRADOC; Support: G-3/5/7, FORSCOM) Recommendations NLT Sep 11.

3. Connecting Soldiers to Digital Applications: We will put the latest training technologies in the hands of Soldiers more quickly with the goal of providing learning at the point of need. (Lead: TRADOC; Support: G-3/5/7, G-8, G-4) Recommendations NLT Sep 11.