



Agency Priority Goal Action Plan

Force Readiness: Improve the Department's ability to measure, assess, and understand readiness

Goal Leader:

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Overview

Goal Statement

- Utilizing the Readiness Recovery Framework (R2F), the Department developed plans and quantifiable standards to improve readiness conditions and address risks to national security, as well as identified opportunities to create trade-space to reinvest in readiness recovery, recapitalization, modernization, and innovation. The Department's goal will be to continue to refine each Military Service's R2F Metrics/Goals with the ultimate aim of increasing the lethality of the Joint Force through enhanced readiness. Readiness is defined as the ability of military forces to fight and meet the demands of assigned missions.

Challenge

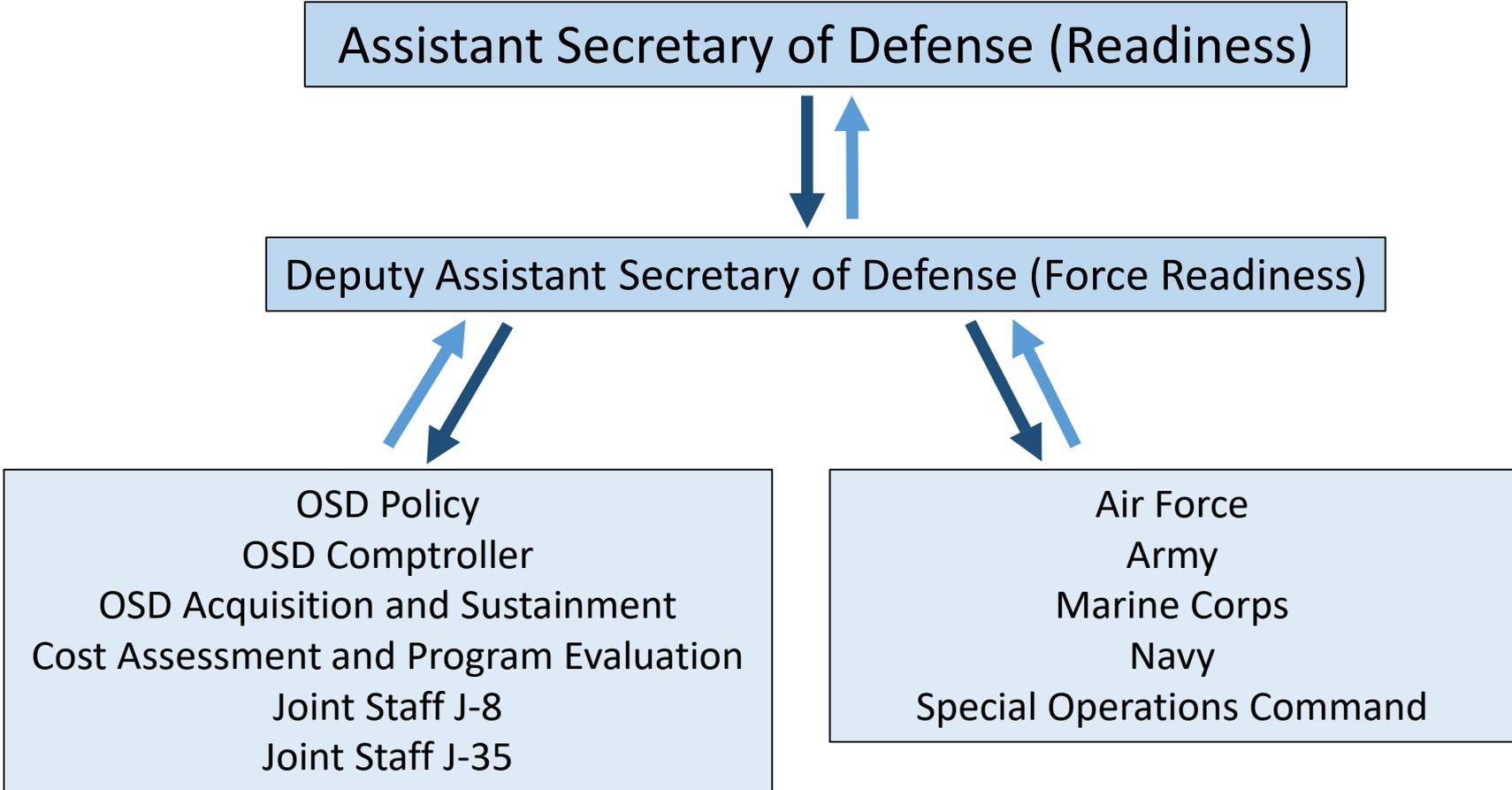
- External factors may pose challenges to R2F. These include: a lack of stable, predictable, and adequate funding, changes in operational tempo that increases demand of the Military Services, and real-world-actions of near-peer adversaries.

Opportunity

- This action plan contributes to increasing the readiness of the Military Services and creating a more lethal Joint Force by improving the Department's ability to measure, assess, and understand readiness. More specifically, this effort will refine and improve readiness metrics for each Military Service that will be used over time as a way to track readiness improvements.

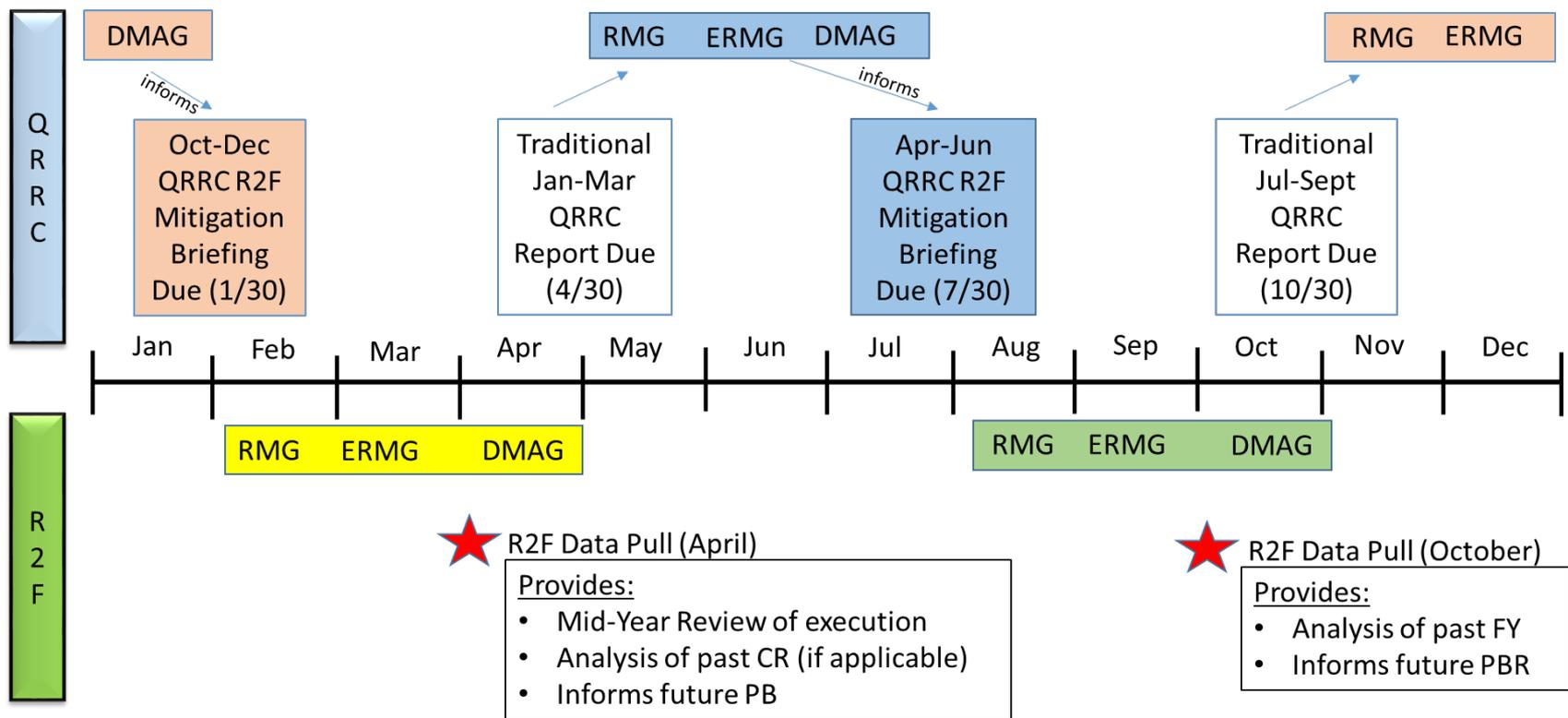
Readiness Management Group Leadership

For the Readiness Recovery Framework



Goal Structure & Strategies

R2F is implemented and managed through on-going Executive Readiness Management Groups (ERMG), Readiness Management Groups (RMG), and the Deputy's Management Action Group (DMAG) forums to assess and analyze metrics/sub-metrics on a semi-annual basis. Each Military Service is responsible for its readiness recovery goals and recovery dates per this initiative. The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) shall ensure compliance with the R2F goals in order to align Military Service and Department efforts.



Summary of Progress – FY 19 Q4

The R2F continues to form the basis for the semi-annual mitigation Quarterly Readiness Report to Congress (QRRRC). Service force elements are assessed semi-annually and metrics added where force elements are experiencing readiness shortfalls. The R2F is updated semi-annually in the ERMG and will undergo continued validation as conditions and readiness levels evolve, to include expansion of Major Force Elements (MFE) and readiness metrics where required.

The scheduled semi-annual review and validation of the R2F metrics for each of the Military Service's Major Force Elements was completed in FY19 Q3. Metrics were refined from the previous review in December, 2018; however, no additional force elements were identified for inclusion. The next semi-annual R2F review began in in November and is expected to be completed in December, 2019.

Key Milestones (Potentially One Slide for Each Strategy)

- APG 1.1.1: Improve the department's ability to measure, assess, and understand readiness

Milestone Summary			
Key Milestone	Milestone Due Date	Milestone Status	Comments
PM 1.1.1.1: Refine and Improve Readiness Recovery Framework Program Metrics/Goals Build-Up (Overall # of Force Elements (FEs) / # FE assessed).	Q3	Complete	35 / 71 (Overall # of Force Elements (FEs) with metrics/ # FE assessed). Force Elements and metrics reviewed semi-annually in Q1 and Q3.
PM 1.1.1.2: Refine Air Force Readiness Recovery Framework Program Metrics/Goals.	Q3	Complete	14/35 (Overall # of Force Elements (FEs) with metrics/ # FE assessed). Force Elements and metrics reviewed semi-annually in Q1 and Q3.
PM 1.1.1.3: Refine Army Readiness Recovery Framework Program Metrics/Goals.	Q3	Complete	9/9 (Overall # of Force Elements (FEs) with metrics/ # FE assessed). Force Elements and metrics reviewed semi-annually in Q1 and Q3.
PM 1.1.1.4: Refine Marine Corps Readiness Recovery Framework Program Metrics/Goals.	Q3	Complete	6/11 (Overall # of Force Elements (FEs) with metrics/ # FE assessed). Force Elements and metrics reviewed semi-annually in Q1 and Q3.
PM 1.1.1.5: Refine Navy Readiness Recovery Framework Program Metrics/Goals.	Q3	Complete	6/7 (Overall # of Force Elements (FEs) with metrics/ # FE assessed). Force Elements and metrics reviewed semi-annually in Q1 and Q3.
PM 1.1.1.6: Refine USSOCOM Readiness Recovery Framework Program Metrics/Goals.	Q3	Complete	0/9 (Overall # of Force Elements (FEs) with metrics/ # FE assessed). Force Elements and metrics reviewed semi-annually in Q1 and Q3.

Closeout APG Reporting for FYs 2018-2019 Cycle

The Department continued assessing the Service Force Elements (FEs) with validation and refinement of Service R2F metrics during the second of two semi-annual reviews. In coordination with OSD Components, the Joint Staff, and the Services, the R2F were validated and updated where necessary through the ERMG and reported to the Deputy Secretary of Defense/Secretary of Defense and Congress.

The Department increased the number of evaluated FEs in order to create a more fulsome picture of readiness for the Department, and its ability to enable Dynamic Force Employment (DFE) in support of the implementation of the National Defense Strategy (NDS). The Department implemented the use of Directed Readiness Tables (DRT) which represent the level of Service readiness required to enable DFE.

The re-scoping of the Defense Readiness Reporting System-Strategic (DRRS-S) began in Q4FY18. This effort, and its relationship with the OCMO reform team will ensure compliance with the FY19 NDAA which required the Department to consolidate all Service-specific readiness reporting systems into the DRRS-S. DRRS-Navy completed their transition to DRRS-S, while the Army and Marine Corps are in the process of transitioning to DRRS-S. The Readiness Reporting Reform (R3) Working Group completed their assessment of the readiness reporting enterprise and the results and plan of action and milestones are included in a report that is due to Congress on 1 February, 2020.

Data Accuracy and Reliability

All data is from the DPG-directed 45-Day Readiness Review, and Department of Defense R2F process; there are no known data limitations at this time.

Data Sources

- R2F
- 45-Day Review
- Defense Readiness Reporting System (DRRS)
- Joint Staff Apportionment Table
- Military Service-derived data

Additional Information

Contributing Programs:

Internal: Ongoing efforts include periodic RMGs, ERMGs, and 3 and 4 Star level forums. Key organizations involved include: P&R, Cost Assessment and Program Evaluation (CAPE), Policy, Joint Staff (J3 and J8), the Military Services, United States Special Operations Command (USSOCOM), and Comptroller. The Military Services and USSOCOM are responsible for updating their respective R2F metrics and goals and P&R is responsible for leading the overall effort.

External: R2F is reported semi-annually to Congress via the QRRC.