READINESS - WINNING OUR NATION’S WARS

HOMELAND SECURITY (HLS)

Defending our Nation - abroad and at home - against foreign and domestic threats is fundamental to The Army’s legacy, and our warfighting focus provides capabilities relevant to HLS requirements. HLS missions range from traditional warfighting competencies that defeat external threats to the non-combat tasks associated with supporting civil authorities in domestic contingencies. Operation NOBLE EAGLE mobilized over 16,000 Army National Guard Soldiers to protect critical infrastructure. These Soldiers assisted the Department of Transportation in securing our Nation’s airports while also playing a vital role in securing our Nation’s borders. The Army is moving forward to provide one Civil Support Team (CST) to each state, as required by the National Defense Authorization Act for FY03. The CSTs support Incident Commanders and identify Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) agents and substances, assess current and projected consequences, advise on response measures, and assist with appropriate requests for additional support. To date, OSD has certified 30 of 32 teams, and The Army is working to establish additional teams. Collectively, the certified teams have performed 890 operational missions since 11 September 2001. The Army remains committed to HLS, dedicating Active Component (AC) and Reserve Component (RC) staffs to focus on training, doctrine, planning, and execution of DoD missions in support of civil authorities.

Missile Defense

Robust Missile Defense is a vital warfighting requirement that protects both our homeland and our deployed forces. Missile Defense includes far more than a reactive capability to shoot down missiles in their reentry phase. Missile Defense requires a coherent system of sensors; battle command; weapons systems; and active, passive, proactive, and reactive operational concepts, all aimed at destroying enemy missiles - not only during their reentry phases. Missile Defense must also be able to destroy enemy missiles on the ground, before they launch or during their boost phase once launched. Missile Defense is inherently a joint capability to which The Army is a major contributor.

The Army is deploying and employing Ground Mobile Defense (GMD) assets to contribute to this warfighting capability, accelerating the fielding of the Patriot Advanced Capability 3 (PAC3) system, and developing directed energy weapons that will bring new defense measures to The Army and the Nation. We are posture to assume control of the Medium Extended Air Defense System (MEADS) program in FY03 and intend to begin fielding by FY12.

ADDENDUM A

Data required by the National Defense Authorization Act of 1994

Section 517 (b)(2)(A).
The promotion rate for officers considered for promotion from within the promotion zone who are serving as active component advisors to units of the Selected Reserve of the Ready Reserve (in accordance with that program) compared with the promotion rate for other officers considered for promotion from within the promotion zone in the same pay grade and the same competitive category, shown for all officers of The Army.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>AC in RC*</th>
<th>Army Average**</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major</td>
<td>71.0</td>
<td>82.9</td>
</tr>
<tr>
<td>Lieutenant Colonel</td>
<td>50.0</td>
<td>75.7</td>
</tr>
<tr>
<td>2002</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major</td>
<td>82.1</td>
<td>89.8</td>
</tr>
<tr>
<td>Lieutenant Colonel</td>
<td>43.5</td>
<td>74.5</td>
</tr>
</tbody>
</table>

*Active component officers serving in reserve component assignments at time of consideration.

**Active component officers not serving in reserve component assignments at the time of consideration.

Section 517 (b)(2)(B).
The promotion rate for officers considered for promotion from below the promotion zone who are serving as active component advisors to units of the Selected Reserve of the Ready Reserve (in accordance with that program) compared in the same manner (as the paragraph above).

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>AC in RC*</th>
<th>Army Average**</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major</td>
<td>3.0</td>
<td>5.1</td>
</tr>
<tr>
<td>Lieutenant Colonel</td>
<td>0</td>
<td>6.0</td>
</tr>
<tr>
<td>2002</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major</td>
<td>3.0</td>
<td>5.1</td>
</tr>
<tr>
<td>Lieutenant Colonel</td>
<td>0</td>
<td>6.0</td>
</tr>
</tbody>
</table>

*** Below the zone active component officers serving in reserve component assignments at time of consideration.

**** Below the zone active component officers not serving in reserve component assignments at the time of consideration.
Section 521(b).

1. The number and percentage of officers with at least two years of active-duty before becoming a member of the Army National Guard or the U.S. Army Reserve Selected Reserve units.
   a. Army National Guard (ARNG) officers: 21,108 or 57.9 percent
   b. U.S. Army Reserve (USAR) officers 84,466 or 20.9 percent

2. The number and percentage of enlisted personnel with at least two years of active-duty before becoming a member of the Army National Guard or the U.S. Army Reserve Selected Reserve units.
   a. ARNG enlisted: 143,501 or 45.6 percent
   b. USAR enlisted: 30,199 or 18.2 percent

3. The number of officers who are graduates of one of the service academies and were released from active duty before the completion of their active-duty service obligation. Of those officers:
   a. The number who are serving the remaining period of their active-duty service obligation as a member of the Selected Reserve pursuant to section 1112(a)(1) of ANGCARRA:
      • In FY02, 26 officers were released to the selective reserve to complete their obligation.
   b. The number for whom waivers were granted by the Secretary under section 1112(a)(2) of ANGCARRA, together with the reason for each waiver:
      • In FY02, no waiver, for mental disorder, was granted by the Secretary of the Army.

4. The number of officers who were commissioned as Reserve Officers' Training Corps graduates and were released from active duty before the completion of their active-duty service obligation:
   a. The number who are serving the remaining period of their active-duty service obligation as a member of the Selected Reserve pursuant to section 1112(a)(1) of ANGCARRA:
      • In FY02, 10 ROTC waivers were released from AD and assigned to ARNG to complete their obligation.
   b. The number for whom waivers were granted by the Secretary under section 1112(a)(2) of ANGCARRA, together with the reason for each waiver:
LEADER DEVELOPMENT - TRAINING SOLDIERS AND CIVILIANS, AND GROWING LEADERS

The Army is a profession - the Profession of Arms. Conducting decisive ground combat operations in defense of the United States and its interests is a core competency of this profession. The development of each member of The Army is the foundation of lifelong devotion to duty - while in uniform and upon returning to the civilian sector.

By its nature, our profession is extraordinarily complex and dangerous. The American people entrust The Army with the sacred responsibility to apply lethal force in defense of U.S interests. As such, the Profession of Arms must remain firmly grounded in our constitutional values and must constantly change and grow to preserve its competitive advantage in an evolving strategic environment. At all levels, our leaders - military and civilian - must apply their professional knowledge in increasingly varied and unique situations that are characteristic of today's strategic environment. Ultimately, we must grow professional Army leaders who provide wise and discerning military judgments founded on long experience and proven professional expertise. This capacity is developed only through a lifetime of education and dedicated service - in peace and in war.

Soldiers serve the Nation with the full realization that their duty may require them to make the supreme sacrifice for others among their ranks. Soldiers fighting the war on terrorism today, those who will fight our future wars, and those who have fought in our past wars are professional warfighters and a precious national asset. To ensure we remain the greatest landpower in the world defending the greatest country in the world, The Army and the Nation rely upon their unique and hard-earned experiences and skills. To develop the operational skills required to defend the Nation, training must remain our number one priority.

The evolving strategic environment, the gravity of our responsibilities, and the broad range of tasks The Army performs require us to review and periodically update the way we educate, train, and grow professional warfighters. The Army's strategic responsibilities to the Nation and Combatant Commanders now embrace a wider range of missions. Those missions present our leaders with even greater challenges than previously experienced. Therefore, leader development is the lifefood of the profession. It is the deliberate, progressive, and continuous process that trains and grows professional warfighters and civilians into competent, confident, self-aware, and decisive leaders prepared for the challenges of the 21st Century in combined arms, joint, multinational, and interagency operations.

In June 2000, we convened the Army Training and Leader Development Panel (ATLDP). The ATLDP's purpose is to identify skill sets required of Objective Force Soldier and civilian leaders. Further, ATLDP assesses the ability of current training and leader

- In FY02, no waivers were granted by the Secretary of the Army.

5. The number of officers who are graduates of the Reserve Officers' Training Corps program and who are performing their minimum period of obligated service in accordance with section 1112(b) of ANGCRRA by a combination of (A) two years of active duty, and (B) such additional period of service as is necessary to complete the remainder of such obligation served in the National Guard and, of those officers, the number for whom permission to perform their minimum period of obligated service in accordance with that section was granted during the preceding fiscal year; and the number of officers who are graduates of the Reserve Officers' Training Corps program and who are performing their minimum period of obligated service in accordance with section 1112(b) of ANGCRRA by a combination of (A) two years of active duty, and (B) such additional period of service as is necessary to complete the remainder of such additional period of service as is necessary to complete the remainder of such obligation served in the U.S. Army Reserve and, of those officer, the number for whom permission to perform their minimum period of obligated service in accordance with that section was granted during the preceding fiscal year.

- In FY02, a total of 23 ROTC graduates were released early from their active duty obligation. The remaining ROTC graduates are serving the remainder of their obligation in the National Guard.

6. The number of officers for whom recommendations were made during the preceding fiscal year for a unit vacancy promotion to a grade above first lieutenant and, of those recommendations, the number and percentage that were concurred in by an active duty officer under section 1113(a) of ANGCRRA, shown separately for each of the three categories of officers set forth in section 1113(b) of ANGCRRA:

a. 132 USAR officers from units were recommended for unit vacancy promotion. 110 were favorably considered.

b. 1,971 ARNG officers from units were recommended for unit vacancy promotion. 110 were favorably considered.

7. The number of waivers during the preceding fiscal year under section 1114(a) of ANGCRRA of any standard prescribed by the Secretary establishing a military education requirement for noncommissioned officers and the reason for each such waiver:

- In FY02, no waivers were granted by the Secretary of the Army.

8. The number and distribution by grade, shown for each State, of personnel in the initial entry training and non-deployability personnel accounting category established under 1115 of ANGCRRA for members of the Army National Guard who have not completed the minimum training required for deployment or who are otherwise not available for deployment and a narrative summarizing procedures to be followed in
9. The number of members of the Army National Guard, shown for each State, that 
were discharged during the previous fiscal year pursuant to 1115(c)(1) of ANGCRRA 
for not completing the minimum training required for deployment within 24 months 
after entering the National Guard and a narrative summarizing procedures to be 
followed in FY01 for discharging members of the USAR who have not completed 
the minimum training required for deployment within 24 months of entering 
the USAR. 

a. In FY02, the number of ARNG non-deployable personnel was: 41,824. The 
National Guard Bureau (NGB) maintains the detailed information.

b. The USAR makes a substantial investment in training, time, equipment, and 
related expenses when persons enter military service. Separation before completion 
of an obligated period of service is wasteful because it results in loss of this 
investment and generates a requirement for increased accessions. Consequently, 
attrition is an issue of significant concern at all levels of responsibility within the 
USAR. USAR identifies soldiers exhibiting the propensity for early separation 
and provides counseling in an attempt to retain a qualified and trained force. Reasonable efforts are made to identify soldiers who exhibit likelihood for early 
separation and to improve their chances for retention through counseling, 
retraining, and rehabilitation prior to initiation of separation proceedings. Non 
Prior Service (NPS) enlistees in USAR units will normally be ordered to IADT 
within 270 days of enlistment. NPS direct enlistees in the IRR must enter IADT 
within 180 days after date of enlistment. NPS enlistees may be authorized an 
additional period of delay from reporting as provided in AR 601-25, paragraph 
3-4. In accordance with DA Pam 611-21, USAR unit commanders determine 
alternate MOSs for qualified enlisted soldiers incapable of completing initial 
training. An enlisted Soldier who cannot satisfactorily complete the MOS training 
for which selected will be required to accept training to qualify for an alternate 
MOS as determined by the USAR unit commander (DA Pam 611-21).

The tracking of new soldiers who have not completed training is done by the use 
of the Training Pay category codes. All soldiers who are awaiting shipment to 
Basic training are listed as Pay Category 'P'. Those soldiers who have completed 
Basic training, returned to their USAR unit, and are now waiting to attend 
Advanced Individual Training are coded as Pay Category 'Q'. Those soldiers 
attending training are carried in Pay Category 'P' while they are at school. Those 
soldiers who are not "deployable" for reasons other than lack of IET are listed 
on the personnel databases with a code indicating the reasons for their non-
deployable status.

integrates policies, programs, and human resource issues into a holistic, systematic 
framework that provides a path to personal growth and success and gives our people 
the opportunity to become self-reliant. We recruit soldiers, but we retain 
families - Well-Being programs help make The Army the right place to 
raise a family. And when our families are cared for, soldiers can 
better focus on their mission - training, fighting, and winning our 
Nation’s wars, decisively.

Soldiers appreciate the Nation’s devotion to them, and they are 
grateful for the country’s recognition of their service and sacrifices. Recent 
improvements to the Montgomery GI Bill, TRICARE for Life, TRICARE Reform, Retired Pay Reform, the 4.1% general pay increase, and additional pay increases in 2003, are all important to 
soldiers and their families. These initiatives have helped the Army 
respond to the well-being needs of our people. Army voluntary 
education programs improve our combat readiness by expanding 
soldier skills, knowledge, and aptitudes to produce confident, 
competent leaders. Other Well-Being initiatives include:

- Spouse Employment Summit. The Army is developing 
partnerships with the private sector to enhance employment 
opportunities for Army spouses and provide improved job portability for them.

- Spouse Orientation and Leader Development (SOLD). SOLD connects Army 
spouses and enhances their opportunity to serve as valued leaders who contribute 
to the readiness and future of The Army and our Nation.

- Army University Access Online. eArmyU offers Soldiers access to a variety of 
on-line, post-secondary programs and related educational services. 
www.eArmyU.com is a comprehensive web-portal widely accessible to soldiers, 
including those in Afghanistan, Bosnia, and Kuwait.

- In-State Tuition. To level the playing field for access to education opportunities, 
The Army is working to encourage states to grant in-state status for military 
personnel and families at public colleges and universities in their Soldier’s state 
of legal residence and state of assignment.

- High School Senior Stabilization. This policy enhances predictability by allowing 
families to request stabilization at their sponsor’s current duty location if they 
have a child who will graduate from high school during that year.

- Secondary Education Transition Study (SETS) Memorandum of Agreement 
(MOA). Facilitated by The Army, this agreement among participating school 
superintendents is their commitment to partner and improve high school transitions 
for DoD children. Currently, over 110 school superintendents have signed the 
SETS MOA.
additional Full-Time Support authorizations as the number one priority of the Army National Guard and Army Reserve leadership.

Civilian Component
As a comprehensive effort to consolidate, streamline, and more effectively manage the force, The Army has begun an initiative to transform our civilian personnel system. High quality, well-trained civilians are absolutely essential to the readiness of our force and our ability to sustain operations today and in the future. Recruiting, training, and retaining a highly skilled, dedicated civilian workforce is critical in meeting our obligations to the Combatant Commanders and the Nation. Aggressive transformation of our civilian force - in which projections through FY05 indicate a 16% annual turnover due to retirements and other losses - will ensure we continue to meet those obligations.

As of FY02, The Army employed 277,786 civilian personnel. To forecast future civilian workforce needs with precision, we developed the Civilian Forecasting System (CIVFOR), a sophisticated projection model that predicts future civilian personnel requirements under various scenarios. The Army is working closely with the Office of the Secretary of Defense (OSD) and other federal agencies to demonstrate the power of this system so they can fully leverage its capabilities, as well.

The Civilian Personnel Management System XXI (CPMS XXI) has identified the reforms necessary to hire, train, and grow a civilian component that supports the transforming Army. To achieve this, we have redefined the way civilians are hired, retained, and managed. Mandatory experiential assignments will become the vehicle by which we develop future leaders. CPMS XXI fully responds to current mandates in the President's Management Agenda and incorporates the results of the Army Training and Leader Development Panels. For example, two initiatives for recruiting well-trained civilians are:

- The Army Civilian Training, Education, and Development System (ACTEDS) - a centrally managed program that accesses and trains civilian interns and grows a resource pool of personnel who can accede to senior professional positions.
- The DoD Appropriations Act for FY02 and FY03 provided Direct Hire Authority (DHA) for critical, hard-to-fill medical health care occupations and enabled the resource pool of personnel who can accede to senior professional positions.

The Army Civilian Training, Education, and Development System (ACTEDS) - a centrally managed program that accesses and trains civilian interns and grows a resource pool of personnel who can accede to senior professional positions.
- The DoD Appropriations Act for FY02 and FY03 provided Direct Hire Authority (DHA) for critical, hard-to-fill medical health care occupations and enabled the reduction in average fill-time for these positions to 29 days.

ARMY WELL-BEING
The readiness of The Army is inextricably linked to the well-being of our people, and Army Well-Being is the human dimension of our Transformation. Well-Being responds to the physical, material, mental, and spiritual needs of all Army people - Soldiers, civilians, retirees, veterans, and their families. We recognize the fundamental relationship between Well-Being programs and institutional outcomes such as readiness, retention, and recruiting. To support mission preparedness as well as individual aspirations, Well-Being

Civilian Component
As a comprehensive effort to consolidate, streamline, and more effectively manage the force, The Army has begun an initiative to transform our civilian personnel system. High quality, well-trained civilians are absolutely essential to the readiness of our force and our ability to sustain operations today and in the future. Recruiting, training, and retaining a highly skilled, dedicated civilian workforce is critical in meeting our obligations to the Combatant Commanders and the Nation. Aggressive transformation of our civilian force - in which projections through FY05 indicate a 16% annual turnover due to retirements and other losses - will ensure we continue to meet those obligations.

As of FY02, The Army employed 277,786 civilian personnel. To forecast future civilian workforce needs with precision, we developed the Civilian Forecasting System (CIVFOR), a sophisticated projection model that predicts future civilian personnel requirements under various scenarios. The Army is working closely with the Office of the Secretary of Defense (OSD) and other federal agencies to demonstrate the power of this system so they can fully leverage its capabilities, as well.

The Civilian Personnel Management System XXI (CPMS XXI) has identified the reforms necessary to hire, train, and grow a civilian component that supports the transforming Army. To achieve this, we have redefined the way civilians are hired, retained, and managed. Mandatory experiential assignments will become the vehicle by which we develop future leaders. CPMS XXI fully responds to current mandates in the President's Management Agenda and incorporates the results of the Army Training and Leader Development Panels. For example, two initiatives for recruiting well-trained civilians are:

- The Army Civilian Training, Education, and Development System (ACTEDS) - a centrally managed program that accesses and trains civilian interns and grows a resource pool of personnel who can accede to senior professional positions.
- The DoD Appropriations Act for FY02 and FY03 provided Direct Hire Authority (DHA) for critical, hard-to-fill medical health care occupations and enabled the reduction in average fill-time for these positions to 29 days.

10. The number of waivers, shown for each State, that were granted by the Secretary during the previous fiscal year under section 1115(c)(2) of ANGCRRA of the requirement in section 1117 of ANGCRRA described in paragraph (9), together with the reason for each waiver.
   • In FY02, no waivers were granted by the Secretary of the Army.

11. The number of US Army Reserve members shown by each RSC/GOCOM, who were
   a. Screened during the preceding fiscal year to determine whether they meet minimum physical profile standards required for deployment:
      • In FY02, 78,145 approximately ARNG underwent a retention physical. Of these personnel, 2,661 persons, or 3 percent, did not meet the minimum physical profile standards required for deployment.
      • In FY02, approximately 52,287 USAR soldiers underwent a retention physical. Of these, 41 were identified as having deployment restricting conditions.
   b. Those soldiers who have not completed the required IET within the first 24 months are discharged from the ARNG under AR 135-178 Separation of Enlisted Personnel. Before discharge, every means available is used to ensure the Soldier has had the opportunity to be trained. In some cases, the Soldier was unable to attend the required scheduled training through no fault of the Soldier, and would be given another opportunity to complete their training (e.g. temporary medical condition, death of an immediate family member, failure to complete high school and requiring an additional semester of summer school).

12. The number of members, and the percentage total membership, of the Army National Guard, shown for each State, and for the U.S. Army Reserve shown by each RSC/GOCOM, who were
   a. The number of ARNG soldiers discharged during the previous fiscal year pursuant to 11115(c)(1) of ANGCRRA for not completing the minimum training required for deployment within 24 months after entering the ARNG is 33 Officers and 9,958 enlisted, which includes all 54 states and territories. The breakdown by each state is maintained by NGB.
   b. Those soldiers who have not completed the required IET within the first 24 months are discharged from the USAR under AR 135-178 Separation of Enlisted Personnel. Before discharge, every means available is used to ensure the Soldier has had the opportunity to be trained. In some cases, the Soldier was unable to attend the required scheduled training through no fault of the Soldier, and would be given another opportunity to complete their training (e.g. temporary medical condition, death of an immediate family member, failure to complete high school and requiring an additional semester of summer school).
Recruiting and Retaining the Force

In 1999, The Army missed its recruiting goals for the Active Component (AC) by about 6,300 inductees, and for the Reserve Component by some 10,000. Our recruiting situation was simply unacceptable, and we committed ourselves to decisive steps and reversed that trend.

In FY02, The Active Component achieved 100% of its goal in recruiting and retention - for the third consecutive year. The Army exceeded its AC 79,500 enlisted accession target in FY02 and exceeded our aggregate FY02 retention objective of 56,800 Soldiers in all three categories by 1,437. We are poised to make the FY03 accession target of 73,800, and we expect to meet our Active Component FY03 retention target of 57,000. The FY04 accession target is set at 71,500 (Addendum B).

The Army Reserve has met mission for the last two years, and its recruiting force is well structured to meet FY04 challenges. The Army Reserve continues to maintain a strong Selected Reserve strength posture at 205,484 as of 17 January 2003 - over 100.2% of the FY03 End Strength Objective. Overcoming many recruiting and retention challenges in FY02, the Army National Guard (ARNG) exceeded endstrength mission, accessions were 104.5% of goal, and we exceeded reenlistment objectives.

To ensure that we continue to recruit and retain sufficient numbers, we are monitoring the current environment - GWOT and frequent deployments - to determine impact on morale, unit cohesiveness, combat effectiveness, and support of Well-Being programs that draw quality people to The Army. We continue to examine innovative recruiting and retention initiatives. The challenges we face in FY03 and 04 are two-fold: increase recruiter productivity and recruiting resources necessary to maintain recruiting momentum when the economy becomes more robust. Resourcing recruiting pays dividends well beyond accessions in the year of execution. For example, Army advertising in FY02 influenced not only FY02 accessions, but also potential recruits who will be faced with enlistment decisions in FY03 and beyond. We attribute our success to a series of programs described in Addendum C.

Reserve Component Full-Time Support (FTS)

Today, more than 50% of our Soldiers are in the Reserve Component (RC). The GWOT and Homeland Defense are significant undertakings that demand a high level of resourcing. The RC has been key to our success in these operations. To ensure The Army's RC continues to meet ever-increasing demands with trained and ready units, The Army plans to increase Full-Time Support authorizations 2% each year through FY12, increasing the FTS from the current level of 69,915 to a level of 83,046. The Army recognizes
In future joint operations, Objective Force units will be capable of directing major operations and decisive land campaigns with Army headquarters. Objective Force headquarters at all levels will provide the Joint Force Commander (JFC) with seamless joint battle command and decision superiority. The modularity and scalability of our Objective Force formations will provide an unprecedented degree of flexibility and adaptability to the Combatant Commander - providing the right force at the right time for decisive outcomes.

PEOPLE - OUR MOST VALUABLE RESOURCE

The Army Vision begins and ends talking about people. People are central to everything else we do in The Army. Platforms and organizations do not defend this Nation; people do. Units do not train, stay ready, grow and develop leadership - they do not sacrifice and take risks on behalf of the Nation. People do. Institutions do not transform; people do. People remain the engine behind all of our magnificent moments as an Army, and the well-being of our people - the human dimension of our Transformation - is inextricably linked to Army readiness.

In our Vision, we recommitted ourselves to doing two things well each and every day - training Soldiers and civilians and growing them into competent, confident, disciplined, and adaptive leaders who succeed in situations of great uncertainty. We are dedicated to preparing our Soldiers to lead joint formations, to enabling our headquarters to command and control joint forces, and to providing to those joint formations the capabilities only The Army can bring to the fight: the ability to control terrain and populations.

MANNING THE FORCE

The objective of our manning strategy is to ensure we have the right people in the right places to fully capitalize on their warfighting expertise - this is The Army's commitment to the Nation, Army leaders, Soldiers, and our families. Correctly manning our units is vital to assuring that we fulfill our missions as a strategic element of national policy; it enhances predictability for our people, and it ensures that leaders have the people necessary to perform their assigned tasks. In FY00, we implemented a strategy to man our forces to 100% of authorized strength, starting with divisional combat units. The program expanded in FY01 and FY02 to include early deploying units. In FY02, we maintained our manning goals and continued to fill our Divisions, Armored Cavalry Regiments, and selected Early Deploying Units to 100% in the aggregate, with a 93-95% skill and grade-band match. We remain on target to accomplish our long-term goal of filling all Army units to 100% of authorized strength.

d. Post mobilization training for FSP units is principally common task testing, NBC defense, force protection, sustainment, command and control, weapons qualification, tactical communications training, and branch specific technical training. Virtually all units also require branch specific technical training to meet deployment standards.

17. A description of the measures taken during the preceding fiscal year to comply with the requirement in section 1120 of ANGCRRA to expand the use of simulations, trainers, and advanced training devices and technologies for members and units of the Army National Guard and the U.S. Army Reserve.

The ARNG made significant progress in the use of Training Aids, Devices, Simulators, and Simulations (TADS) during the preceding fiscal year. The ARNG teamed with TRADOC Systems Manager Combined Arms Tactical Trainer (TSM CATT) in developing a Maneuver Gated Training Strategy that incorporates the use of Maneuver Simulators into training plans that produces increased unit proficiency. The ARNG is on the verge of fielding the Abrams Full-Crew Interactive Simulator Trainer (A-FIST XXI), Government Acceptance Testing (GAT) begins in 1st Quarter FY 03, managed by PM Groud Combat Tactical Trainers, GCTT, PEO-STR. The A-FIST XXI will provide us with an appended precision gunnery trainer for the Abrams platform and allows soldiers to train on their assigned combat vehicles at home station, virtually replicating the demanding doctrinal Tank Table Standards of a live range. Following to the rear of the AFIST XXI program by 18 months is the Advanced Bradley Full-Crew Interactive Simulator (ABFIST) that will complement the Abrams trainers for Bradley combat vehicles. In addition, the ARNG is rehosting legacy Simulations Network (SIMNET) assets. The SIMNET Upgrade Program will upgrade legacy SIMNET M1A1 and M2A2 modules with a new PC based visual system and host computer, sound system, input/output linkage and co-locates these modules in Tank and Mechanized Infantry platoon sets with upgraded After Action Review (AAR) stations.

JANUS Battle Staff Trainers are being updated to The Army's approved software solution and hardware procurement is being planned and executed that will support one SAF Future Combat System fielding in a seamless manner. The ARNG took delivery of its first EST 2000 marksmanship training systems in FY 02. The EST 2000 systems will become The Army's approved marksmanship training device in FY 04. It is primarily used to train and evaluate individual marksmanship training for initial-entry soldiers at the Army Training Centers (BCT/OBSU). EST 2000 is primarily used to train and evaluate individual marksmanship training for initial-entry soldiers at the Army Training Centers (BCT/OBSU). EST 2000 is also used to provide unit collective gunnery and tactical training for dismounted Infantry, Special Operations Forces, Scouts, Engineer, Military Police Squads, and Combat Support/Combat Service Support (CS/CSS) elements. These systems also support units conducting the vital homeland defense and airport security missions assigned to the ARNG.
The ARNG developed a unique partnership with PEO-STRH in the development, verification, validation and accreditation of systems and system upgrades. Through the ARNG Distributed Battle Simulation Program (DBSP) civilian infrastructure Commander's receive assistance from graybeard mentors, TADSS Facilitators, and JANUS Tech Team Exercise Support in the planning, preparation, and execution of simulations based training that augments the support provided by TS XXI soldiers and greatly enhanced unit proficiency and readiness.

The Army Reserve continues to focus on integrating simulations, simulators and TADSS into training plans. The Army Reserve, through the Battle Command Staff Training (BCST) Brigades of the Training Support Divisions provided Battle Command Staff Training exercises to the Reserve Component priority units. In all, over 300 Commanders and Staffs received training that focused on technical and tactical proficiency. These exercises replicated the Battle Command Training Program Command Staff Training exercises to the Reserve Component priority units. In all, over 300 Commanders and Staffs received training that focused on technical and tactical proficiency. These exercises replicated the Battle Command Training Program over 300 Commanders and Staffs received training that focused on technical and tactical proficiency. These exercises replicated the Battle Command Training Program.

The Army Reserve continues to integrate into The Army's synthetic environment community by participating in the Synthetic Training Environment Periodic Review and as a member of the Synthetic Training Environment Integrated Concept Team. Through our representation in these and other forums, the Army Reserve has been identified to receive two Corps/Division suites during the fielding of the Warfighter Simulation (WARSIM). The Army Reserve continues to press STRICOM and the National Simulation Center on the priority for the development of Combat Support and Combat Service Support capabilities within WARSIM, ensuring training capabilities for the entire spectrum of Army capabilities. The Army Reserve continues to work the development the Laser Marksmanship Training System (LMTS), a small arms simulator, to enhance Army Reserve soldiers' ability to achieve and maintain marksmanship skills. To achieve this, the Army Reserve has directly supported the Infantry School in the development of the Operational Requirements Document. The Army Reserve has begun fielding of the LMTS as well as the Engagement Skills Trainer 2000. The Army Reserve continues to investigate alternative training mechanisms to simulate urban terrain and potential terrorist activities, including the Virtual Emergency Response Training System (VERTS) to replicate the Fort Dix installation, a power projection platform. The Army Reserve continues to develop the Simulations Operations functional area assessment to ensure that capabilities exist to support the DOD Transformation goal of integrated live, virtual and constructive training in a joint environment.

In 1999, The Army announced its vision to transform into a more strategically responsive force, dominant across the full spectrum of military operations. The Army Vision addresses three essential components: People, Readiness, and Transformation. Soldiers are the heart of The Army, the centerpiece of our formations, and the foundation of our combat power. Readiness remains our overarching imperative; it is the means by which we execute our nonnegotiable contract with the American people - to fight and win our Nation's wars, decisively. To preserve readiness while rapidly changing, Transformation advances on three major axes: preserving our Army legacy by maintaining readiness and dominance today; bridging the operational gap with Stryker Brigades - the Interim Force; and fielding the Objective Force this decade to keep The Army dominant in the years beyond this decade.

Realizing The Army Vision requires the concerted effort of the entire Army, across all components - from warfighting to institutional support organizations. The Army published its Transformation Campaign Plan in April 2001 to synchronize and guide this complex undertaking. The November 2001 Objective Force White Paper describes the advanced capabilities and core technologies needed to build the Objective Force. The Army's June 2002 Army Transformation Roadmap defines Transformation as a continuous process - with specific waypoints - that increases our contributions to the Joint Force while achieving the six Department of Defense (DoD) strategic operational goals. The result will be a more strategically responsive and full spectrum dominant force capable of prompt and sustained land combat operations as a member of the joint force.

In support of the emerging joint operational concepts and architectures, The Army - as the major landpower component - continues to develop ground concepts for a full spectrum, and multidimensional force. These concepts are producing a Joint Force that presents potential enemies with multiple dilemmas across the operational dimensions - complicating their plans, dividing their focus, and increasing their chances of miscalculation.
a. Explanations of the information are available. Readiness tables are classified. This information is maintained by the Department of the Army, G-3, and Training Division.

b. Based on the information shown in the tables, the Secretary’s overall assessment of the deployability of units of the ARNG, and USAR, including a discussion of personnel deficiencies and equipment shortfalls in accordance with such section 1121:
   • Summary tables and assessments are classified. Department of the Army, G-3, maintains this information.

19. Summary tables, shown for each State, for units of the Army National Guard and for each RSC/DRU for units of the U.S. Army Reserve, of the results of inspections of units of the Army National Guard by inspectors general or other commissioned officers of the Regular Army under the provisions of section 105 of title 32, together with explanations of the information shown in the tables, and including display of:

   a. The number of such inspections;
   
   b. Identification of the entity conducting each inspection;
   
   c. The number of units inspected; and
   
   d. The overall results of such inspections, including the inspector’s determination for each inspected unit of whether the unit met deployability standards and, for those units not meeting deployability standards, the reasons for such failure and the status of corrective actions. For purposes of this report, data for Operational Readiness Evaluations will be provided on eSB and FSP units of the ARNG and for FSP units of the USAR. Training Assessment Model data will be provided to meet this reporting requirement for all other units of the ARNG and USAR. Data on ARNG units will be reported by State and on USAR units by RSC/DRU.

   • During FY02, ARNG state level Inspectors General conducted extensive inspections throughout the United States. State level Inspectors General conducted approximately 778 inspections during the year, visiting 877 separate units. Because IG inspections focus on findings and recommendations, the units involved in these inspections were not provided with a pass/fail rating. Results of inspections conducted by Inspectors General are available upon request from the responsible state IG. Operational Readiness Evaluation Data for FSP and eSBs is unavailable as these inspections were eliminated as requirements in 1997. Data available under the Training Assessment Model (TAM) relates to readiness levels and is generally not available in an unclassified format. TAM data is maintained at the state level and is available upon request from state level training readiness officials.
The United States Army Reserve Command (USARC) conducts Organizational Inspection Program (OIP) inspections for RSCs/DSUs. Two such inspections were conducted in FY 2002. Forces Command maintains the results of the CONUSA inspections, Training Assessment Models (TAMs), and holds the data for Reserve component FSP unit inspections.

Summary tables depicting CONUSA inspection numbers by state for the ARNG and by Regional Support Command for the USA units are available from DCSOPS, FORSCOM.

20. A listing, for each Army National Guard combat and FSP unit, and the U.S. Army Reserve FSP units, of the active-duty combat and other units associated with that Army National Guard unit and U.S. Army Reserve unit in accordance with section 1131(a) of ANGCRRA, shown by State for the Army National Guard and RSC/GOCOM for the U.S. Army Reserve:

a. This information is contained in FORSCOM Regulation 350-4, Appendix B and C. An electronic version can be viewed at www.forscom.army.mil/ pubs/ Pubs/ 2530 SEC1-7.HTM and to be accompanied, for each such National Guard and U.S. Army Reserve unit.

b. The assessment of the commander of that associated active-duty unit of the manpower, equipment, and training requirements of that National Guard or U.S. Army Reserve unit in accordance with section 1131(b)(3) of ANGCRRA. Detailed assessments of specific RC units are maintained at the two numbered Armies in the continental United States (CONUSA) and three CONUS-based corps.

c. Army National Guard divisions and esB.

• Manpower. Several esB have shortages in enlisted personnel and junior officers. Duty Military Occupational Specialty Qualification (DMOSQ) is a training challenge because Military Occupational Specialties (MOS) require extensive training, during a limited training window, in schools that are taught simultaneously. Within the esB Full Time Support (FTS) continues to be a challenge. In the esB FTS is approximately 55 percent of requirements. In divisions, recent force structure authorization increases are causing short-term fill percentages shortfalls.

• Equipment. Equipment on-hand versus equipment authorized continues to hamper esB conversion. Shortages in chemical defense equipment and night vision devices limit the full range of training for esB.

• Training. Adequate training resources in FY02 enabled esB to sustain platoon pre-mobilization training proficiency. Distances to crew-served weapons ranges and the availability of adequate maneuver areas continue to challenge most forces.
Today's challenges are more complex; threats are elusive and unpredictable. The fight against international terrorism has overshadowed, but not eliminated, other potential crises. Tension between India and Pakistan persists; stability between China and Taiwan is tenuous; and concern over North Korea escalates. Threats of transnational terrorism and the proliferation of weapons of mass destruction (WMD) - often financed by organized crime, illicit drug transactions, trafficking in women and children, and the sale of arms - further complicate the security environment. Geopolitical trends such as scarce resources, youth population-spike in underdeveloped countries, aging populations in developed countries, and the growth of mega-cities, among others, presage a future strategic environment of diverse and widely distributed threats.

Fully appreciating the internal and external difficulties that profound change engenders, we assessed the operational challenges of the new century against the capabilities of our Cold War Army, recognized the opportunity to leverage the inherent combat power of the technological revolution, and set a clear path ahead - The Army Vision.

The 2002 National Security Strategy (NSS) reaffirms our military's highest priority - defending the United States. To do this effectively, we assure our allies and friends; dissuade future military competition; deter threats against U.S. interests, allies, and friends; and decisively defeat any adversary, if deterrence fails. The NSS directs the Army to transform to a capabilities-based force ready to respond to unpredictable adversaries and security crises. The Objective Force meets these NSS requirements, and Army Transformation will enhance our ability to conduct rapid and precise operations, achieve decisive results at the time and place of our choosing, and safeguard the Nation's ability to exercise our right of self-defense through preemption, when required.

The 2001 Quadrennial Defense Review describes a capabilities-based approach to defense planning that provides broader military options across the operational spectrum, from pre- to post-conflict operations. The force-sizing construct - 1-4-2-1 - takes into account the number, scope and simultaneity of tasks assigned the military; it sizes the force for defense of the U.S. homeland (1), forward deterrence in four critical regions (4), the conduct of simultaneous warfighting missions in two regions (2) - while preserving the President's option to call for decisive victory in one of those conflicts (1) - and participation in multiple, smaller contingency operations.

THE ARMY - SERVING TODAY, BALANCING RISK, MANAGING TRANSFORMATION

Soldiers are the most precise and responsive means to strike and then control enemy centers of gravity on the ground - where people live, work, and govern. American Soldiers are disciplined, professional, and trained for success in diverse missions; they are the foundation of a flexible force that accomplishes its missions in the non-linear battlespace by integrating new, innovative technologies and techniques with current systems and doctrine. Our people adapt under the harshest conditions, whether in the deserts of units. Current simulations do not provide a theater-level simulation system, compatible with current simulation suites that replicate a Major Theater of War scenario.

d. ARNG and USAR Force Support Package Units.
   • Manpower: Shortfalls in FTS manning limit operations and training management. Sustaining DMO SQ impacted by limited school spaces for low density MOS. Some MOS require extensive training (11M, 19K, 13B, 13F, 31, and 63H) and sequential schools require a Soldier's absence from their civilian employment for extended periods.
   • Equipment: Some FSP units have equipment that is incompatible their active counterparts. This creates problems, especially with command and control, during training. Several FSP units will have to acquire needed force modernization equipment at the mobilization station.
   • Training: Some Equipment Readiness Code-A equipment shortages inhibit effective training. Units will require additional training time after mobilization to achieve proficiency on collective tasks. Limited funds and/ or limited days available for training generally cause some soldiers to attend either Annual Training or DMOSQ schools. Distance to training areas and facilities further erodes available training time.

21. A specification of the active-duty personnel assigned to units of the Selected Reserve pursuant to section 414(c) of the National Defense Authorization Act for Fiscal Years 1992 and 1993 (10 U.S.C. 261 note), shown (A) by State for the Army National
The Army restructuring process is complete. All mal-assigned soldiers have been reassigned or retired. Current and projected strength is 98 to 100 percent. The goal under The Army’s Manning Initiative is 100 percent for combat units. The Army Personnel Command Strength Branch, Distribution Division will continue to track titled and non-titled positions.

- The Army restructuring process is complete. All mal-assigned soldiers have been reassigned or retired. Current and projected strength is 98 to 100 percent. The goal under The Army’s Manning Initiative is 100 percent for combat units. The Army Personnel Command Strength Branch, Distribution Division will continue to track titled and non-titled positions.

However, we cannot accelerate Army Transformation without transforming the way The Army does business - from transformation of logistics and acquisition to personnel and installation transformation. Revolutionizing Army business management practices achieves the best value for taxpayers’ dollars; conserves limited resources for investment in People, Readiness, and Transformation; enhances management of personnel systems, installations and contracting; and augments our potential to accelerate arrival of the Objective Force. Changing The Army is first about changing the way we think, and better business practices represent practical application of common sense initiatives that best serve The Army and our Nation.

We are proud of our progress. We are grateful for the strong Congressional support that has helped put The Army on its approach march to the Objective Force. The Army 2003 Posture Statement describes our tremendous progress in Transformation - an orchestrated campaign, synchronized with OSD and Joint Transformation, to achieve the Objective Force and keep America’s Army the dominant landpower in the world.

THE STRATEGIC ENVIRONMENT - THE REQUIREMENT TO TRANSFORM

During the last two decades of the 20th Century, information-age technologies dramatically changed the political, economic, and military landscapes. DESERT SHIELD, DESERT STORM, and operations in Kuwait, Bosnia, and Kosovo illustrated the requirement for transforming our forces to meet the evolving, strategic requirements of our Nation. Survivable and extremely lethal, our heavy forces effectively met the requirements for which they were designed; yet, they were slow to deploy and difficult to sustain. Conversely, our light forces were rapidly deployable, but they lacked the protection, lethality, and tactical mobility that we seek across the spectrum of military operations. We were successful in winning the Cold War and, as a result, smaller than we had been in 40 years. The Army no longer had the luxury of specialized forces built to confront a single and narrowly defined threat like the Warsaw Pact countries.
the way for the arrival of the Objective Force. By 2010, The Army's Objective Force - organized, equipped, and trained for ground dominance, cyber-warfare, and space exploitation - will provide the Nation the capabilities it must have to remain the global leader, the strongest economy in the world, and the most respected and feared military force, by our friends and allies and our enemies, respectively.

The surprise attacks against our Nation and Operation ENDURING FREEDOM, in response to those attacks, validated The Army Vision and provided momentum to our efforts to transform ourselves into an instrument of national power that provides full spectrum operational capabilities that are strategically responsive and capable of decisive victory. In a little over three years, we have begun to realize The Army Vision - People, Readiness, and Transformation.

The transforming Army is enriching as a profession and nurturing to families whose sacrifice has borne the readiness of the force for the past 10 years. Our Well-Being initiatives are our commitment to reverse this trend by giving our people the opportunity to become self-reliant; setting them up for personal growth and success; aggressively investing in family housing; and revitalizing Single-Soldier living space in our barracks. Our manning initiatives have filled our line divisions and other early deploying units to dampen the internal turbulence of partially filled formations and help put a measure of predictability back into the lives of our families.

The Army has carefully balanced the risk between remaining ready for today's challenges and preparing for future crises. With unwavering support from the Administration, the Congress, our Soldiers, and Department of the Army Civilians, The Army has made unprecedented progress in its efforts to transform.

We will achieve Initial Operating Capability (IOC) for the first Stryker Brigade Combat Team (SBCT) this summer and demonstrate the increased responsiveness, deployability, agility, versatility, lethality, survivability, and sustainability that SBCTs provide to Combatant Commanders. In a little over three years from initial concept to fielded capability, the SBCTs will allow us to glimpse the potential for acquisition reform in paving the way for delivery of the Objective Force.

We have constructed the framework for achieving the Objective Force this decade: a Transformation Campaign Plan with Roadmap; the Objective Force White Paper; the Operational and Organizational plans for the Objective Force Unit of Action; and the Operational Requirements Document for the Future Combat System of Systems.

Additionally, The Army is poised to fill ground maneuver's most critical battlefield deficiency - armed aerial reconnaissance - with Comanche, a capable, survivable, and sustainable aircraft that is a cornerstone of the Objective Force.

All along the way, we have tested our concepts in wargames and experiments, checked and rechecked our azimuth to the Objective Force weekly and monthly, and look forward

--

ADDENDUM B

FY03 ENLISTED MANNING
(4TH YEAR OF MANNING PLAN)

NOTES:
*TOE(-) & TDA Fill% Includes FP1 positions / units
Fill% are against PMAD Authorizations and do not include DMO
FP2 TOE & TDA are projected to be 93% - 94% by the end of FY03
Projections include current Stop Loss 1,2,3 & 4 impact
ADDENDUM C

Successful Recruiting Initiatives


• Recruiting Incentives: Incentives, including the Enlistment Bonus Program, the Army College Fund Program, and the Loan Repayment Program, have successfully enabled The Army to execute precision recruiting in FY02. At a time when The Army is engaged in the GWOT, recruiting successes have directly supported combat readiness.

• Corporal Recruiters: Starting in FY99, The Army placed 400 corporals on recruiting duty. This brought the total number of on-production recruiters to 6,161. This program has proven effective by using young leaders to recruit young soldiers.

• "College First" test program: The Army will continue the "College First" test program in FY03. First year applicants receive a $250 per month allowance and second year applicants receive a $350 per month allowance while attending up to two years of post-secondary education prior to entering active duty. There were 342 enlistments for this test through FY01, and 607 in FY02.

• Army Motor Sports Program: The Army launched a partnership with the National Hot Rod Association (NHRA) and Schumacher Racing for a top fuel dragster called "The Sarge." The Army's partnership with the NHRA allows The Army to be the primary partner in the NHRA's Youth Education Services (Y.E.S.) Program.

• Special Forces Candidate (18X) "Off the Street" Enlistment Initiative: The Army will continue its highly successful 18X "Off the Street" Program in FY03. This effort seeks to enlist motivated, highly qualified, and dedicated individuals desiring the adventure and mission focus inherent in the U.S. Army Special Operations Forces. In FY’02, The Army exceeded its assigned mission of 400 applicants, enlisting 465 candidates. Capitalizing on the success of this program, the FY 03 mission will increase to 600.

• The Partnership for Youth Success (PaYS) program provides America’s youth with an opportunity to serve their country while they prepare for their future. Soldiers learn technical skills required by industry along with work ethics, teamwork, communication, and leadership during an enlistment in the United States Army. After completing their active duty tour, the Soldier interviews and completes the application process with the company selected during the recruiting process. A database that matches the job needs of a company with all of the Initial Entry Training job skills offered by The Army enables the young person to choose a particular company and job skill. An agreement with a specific company that reflects the military skill, civilian job, and terms of service is prepared when the young person enlists.
TABLE OF CONTENTS

The Army - At War and Transforming .................................................................1
The Strategic Environment - The Requirement to Transform ........................3
The Army - Serving Today, Balancing Risk, Managing Transformation .......4
Realizing The Army Vision - People, Readiness and Transformation ........7
   People - Our Most Valuable Resource .......................................................8
      Manning the Force ..................................................................................8
         Recruiting and Retaining the Force ....................................................9
         Reserve Component Full-Time Support (FTS) ....................................9
         Civilian Component ...........................................................................10
      Army Well-Being ..................................................................................10
      Leader Development -- Training Soldiers and Civilians - Growing Leaders 12
Readiness - Winning Our Nation’s Wars .........................................................14
   Homeland Security (HLS) ..........................................................................14
      Missile Defense .......................................................................................14
      Chemical Demilitarization .....................................................................15
   Training the Force .....................................................................................15
   OPEF ...........................................................................................................16
   Force Protection and Antiterrorism ...........................................................17
   Sustainment ...............................................................................................18
   Strategic Readiness Reporting .................................................................18
   Installations .............................................................................................19
      Transformation of Installation Management .........................................19
Transformation - Changing the Way We Fight ...........................................21
   Balancing Risk as We Manage Change .....................................................23
   An Information Enabled Army .................................................................24
   Operational Army .....................................................................................25
      The Objective Force ..............................................................................25
      Science and Technology - Moving Toward the Transformed Army .......28
         Enabling the Objective Force Soldier ...............................................29
         Transformational Systems ...................................................................30
      Bridging the Capabilities Gap-Stryker Brigade Combat Teams ..........32
      Preserving the Army's Legacy ...............................................................33
         Aviation Transformation and Restructuring ........................................34
         Army National Guard Restructuring Initiative (ARNGRI) ...............34

CBRNE  Chemical Biological Radiological Nuclear Explosive
CD&E  Concept Development and Experimentation
CMTC  Combat Maneuver Training Center
CONUS  Continental United States
CONUSA  Continental United States Armies
CPMS  Civilian Personnel Management System
CROP  Common Relevant Operating Picture
CS  Combat Support
CSS  Combat Service Support
CST  Combat Service Team
CTC  Combat Training Centers
DARPA  Defense Advanced Research Projects Agency
DCG S-A  Distributed Common Ground System-Army
DHA  Direct Hire Authority
DoD  Department of Defense
eArmyU  Army University Access Online
ERP  Enterprise Resource Planning
FCS  Future Combat System
FM  Field Manual
FORSOM  Forces Command
FRMV  FCS Recovery and Maintenance Vehicle
FRRI  Federal Reserve Restructuring Initiative
FYDP  Future Years Defense Programs
GCSS-A  Global Combat Service Support - Army
GIG  Global Information Grid
GMD  Ground Mobile Defense
GWOT  Global War on Terror
HIMARS  High Mobility Artillery Rocket System
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>HLS</td>
<td>Home Land Security</td>
</tr>
<tr>
<td>HMMWV</td>
<td>High Mobility Multi-purpose Wheeled Vehicle</td>
</tr>
<tr>
<td>HQDA</td>
<td>Headquarters Department of the Army</td>
</tr>
<tr>
<td>I3MP</td>
<td>Installation Information Infrastructure Modernization Program</td>
</tr>
<tr>
<td>ICV</td>
<td>Infantry Carrier Vehicle</td>
</tr>
<tr>
<td>IMS</td>
<td>Intelligent Munitions Systems</td>
</tr>
<tr>
<td>ILE</td>
<td>Intermediate Level Education</td>
</tr>
<tr>
<td>IMA</td>
<td>Installation Management Agency</td>
</tr>
<tr>
<td>IMINT</td>
<td>Imagery Intelligence</td>
</tr>
<tr>
<td>IOC</td>
<td>Initial Operational Capability</td>
</tr>
<tr>
<td>I-PAT</td>
<td>Implementation Process Action Team</td>
</tr>
<tr>
<td>ISSP</td>
<td>Information Systems Security Program</td>
</tr>
<tr>
<td>ISR</td>
<td>Intelligence, Surveillance, and Reconnaissance</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technologies</td>
</tr>
<tr>
<td>JFC</td>
<td>Joint Force Commander</td>
</tr>
<tr>
<td>JPME</td>
<td>Joint Professional Military Education</td>
</tr>
<tr>
<td>JRTC</td>
<td>Joint Readiness Training Center</td>
</tr>
<tr>
<td>LOS</td>
<td>Line-of-Sight</td>
</tr>
<tr>
<td>LSI</td>
<td>Lead Systems Integrator</td>
</tr>
<tr>
<td>LOGCAP</td>
<td>Logistics Civil Augmentation Program</td>
</tr>
<tr>
<td>MACOM</td>
<td>Major Army Command</td>
</tr>
<tr>
<td>MASINT</td>
<td>Measurement and Signals Intelligence</td>
</tr>
<tr>
<td>MCS</td>
<td>Mounted Combat System</td>
</tr>
<tr>
<td>MEADS</td>
<td>Medium Extended Air Defense System</td>
</tr>
<tr>
<td>MEMS</td>
<td>Micro-Electro Mechanical Systems</td>
</tr>
<tr>
<td>MILCON</td>
<td>Military Construction</td>
</tr>
<tr>
<td>MILES</td>
<td>Multiple Integrated Laser Engagement System</td>
</tr>
<tr>
<td>MLB</td>
<td>Mobile Light Brigades</td>
</tr>
</tbody>
</table>
Feb 11, 2003

America's armed forces are the most powerful in the world. And America's Army remains the most respected landpower to our friends and allies and the most feared ground force to those who would threaten the interests of the United States.

Since before the birth of the Nation, American Soldiers have instilled hope in a noble dream of liberty. They have remained on point for the Nation through nine wars, and the intervals of peace in the years between - defending the Constitution and preserving freedom. Magnificent in their selfless service, long in their sense of duty, and deep in their commitment to honor, Soldiers have kept the United States the land of the free and the home of the brave. This is our legacy. Our Soldiers who serve today preserve it.

In October 1999, we unveiled our vision for the future - "Soldiers, on point for the Nation, transforming this, the most respected army in the world, into a strategically responsive force that is dominant across the full spectrum of operations." The attacks against our Nation on 11 September 2001 and the ensuing war on terrorism validate The Army's Vision - People, Readiness, Transformation - and our efforts to change quickly into a more responsive, deployable, agile, versatile, lethal, survivable, and sustainable force.

While helping to fight the Global War on Terrorism, The Army is in the midst of a profound transformation. Readiness remains our constant imperative - today, tomorrow, and the day after. Transformation, therefore, advances on three broad axes: perpetuating The Army's legacy by maintaining today's readiness and dominance; bridging the operational gap with an Interim Force of Stryker Brigade Combat Teams; and fielding the Objective Force to fight and win conflicts in the years beyond this decade.

As they have throughout The Army's 227-year history, Soldiers remain the centerpiece of our formations. Versatile and decisive across the full spectrum of joint missions, land forces have demonstrated time and again the quality of their precision in joint operations. Our responsibility is to provide Soldiers with the critical capabilities needed for the tough missions we send them on.

After three and a half years of undiminished support from the Administration and the Congress, and the incredible dedication of Soldiers and Department of the Army civilians, we have begun to deliver The Army Vision. With continued strong support, we will win the war against global terrorism, meet our obligations to our friends and allies, remain ready to prevail over the unpredictable, and transform ourselves for decisive victories on future battlefields.

We have achieved sustainable momentum in Army Transformation; the framework is in place to see the Objective Force fielded, this decade.

ERIC K. SHINSEKI
General, U.S. Army
Chief of Staff

THOMAS E. WHITE
Secretary of the Army
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOLD</td>
<td>Spouse Orientation and Leader Development</td>
</tr>
<tr>
<td>SRS</td>
<td>Strategic Readiness System</td>
</tr>
<tr>
<td>SSF</td>
<td>Single Stock Fund</td>
</tr>
<tr>
<td>S&amp;T</td>
<td>Science &amp; Technology</td>
</tr>
<tr>
<td>TIM</td>
<td>Transformation of Installation Management</td>
</tr>
<tr>
<td>TLDD</td>
<td>Tactical Logistics Data Digitization</td>
</tr>
<tr>
<td>TRADOC</td>
<td>Training and Doctrine Command</td>
</tr>
<tr>
<td>TSV</td>
<td>Theater Support Vessel</td>
</tr>
<tr>
<td>UA</td>
<td>Unit of Action</td>
</tr>
<tr>
<td>UAV</td>
<td>Unmanned Aerial Vehicle</td>
</tr>
<tr>
<td>USAR</td>
<td>United States Army Reserve</td>
</tr>
<tr>
<td>WMD</td>
<td>Weapons of Mass Destruction</td>
</tr>
<tr>
<td>WOES</td>
<td>Warrant Officer Education System</td>
</tr>
</tbody>
</table>