



**U.S. ARMY:  
READY TODAY,  
INVESTING IN  
TOMORROW**

FY18 ACCOMPLISHMENTS



The United States Army is the world's most lethal ground combat force in history and stands ready today to deploy, fight and win our nation's wars. We are thankful to Congress for providing us the resources necessary to rebuild our current state of readiness, while allowing us to invest in the future. This summary of the Army's Fiscal Year 2018 accomplishments highlights actions taken in support of the Army's Priorities - Readiness, Modernization and Reform.

Readiness remains our #1 priority. The Army made great gains in readiness this year and remains on track to meet our stated readiness objectives by 2022. We have advanced multiple initiatives to increase the lethality of the force, ensuring the Army is ready for any potential fight.

Additionally, we are taking needed measures to begin modernizing the Army. By increasing investments in research, development, testing and evaluation, we have started setting the conditions for future procurement of the next generation of capabilities as outlined in the Army Vision and Army Strategy.

To ensure we are making the most of the resources provided by the American taxpayer, we have implemented a number of reforms. These activities are directed toward freeing up time, money and manpower for use in higher-priority activities. The Army is committed to ensuring we make the most of every dollar provided to us.

In short, the Army has made tremendous progress in implementing the 2018 National Defense Strategy during the past year. With continued predictable, adequate, sustained and timely funding in the years ahead, we will continue to ensure that America's Army is prepared to deter aggression, respond to worldwide contingencies and, when called upon, fight and win decisively.



**Mark A. Milley**  
General, United States Army  
Chief of Staff



**Mark T. Esper**  
Secretary of the Army

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# WHAT GUIDES US

The **2018 National Defense Strategy** outlines the primary objectives of the Department of Defense - build a more lethal force, strengthen alliances and attract new partners, and reform the Department for greater performance and affordability. The U.S. Army's priorities - Readiness, Modernization and Reform - directly align with the National Defense Strategy. By meeting these objectives, the Army will move closer to achieving the **Army Vision**, which details guidance from the Army's Secretary and Chief of Staff on how to build a more lethal fighting force to deploy, fight and win our nation's wars and sustain our landpower dominance.



# READINESS

The Army's number-one priority is to increase warfighting readiness - the ability of Army Soldiers to deploy, fight and win decisively on any battlefield, against any adversary, at any time. With the generous support of Congress in FY17, FY18 and FY19, the Army is now on track to rebuild readiness across the Total Army by 2022. Maintaining a ready force is essential to effectively deter - and, when necessary, to defeat - threats to our national interests.



## Strengthening Soldiers' Foundations

The Army is investing **eight additional weeks in the basic training** of infantry - with other specialties to follow - to develop more lethal, disciplined and resilient Soldiers prior to their first duty assignments. This 22-week training period will help Soldiers build the necessary foundation in combat fundamentals and will better prepare them to operate within their squads and teams immediately upon joining their units.



## Raising Standards for Modern Warfare

The Army is implementing a new physical fitness test - the **Army Combat Fitness Test** - to ensure Soldiers are physically fit and mentally tough enough to meet the challenges of combat. Preparation for the test will improve Soldiers' physical capabilities and stamina, change the Army fitness culture, reduce preventable injuries and enhance mental toughness. In addition, the Army is decreasing the number of non-deployable Soldiers - in 2015, the non-deployable rate was 15 percent; today it is at 6-7 percent. This reduction equates to moving thousands of Soldiers back into formations, enabling them to support worldwide operations.



## Increasing Training Opportunities

With resources provided by Congress, **the Army increased the number of Combined Training Center rotations to over 20 per year.** The Army also doubled the number of training rotations for select Army National Guard and Army Reserve units. Additionally, the Army is providing Soldiers with more home station training opportunities through the Synthetic Training Environment, which integrates augmented reality, virtual reality and constructive training environments by using advanced technology to simulate combat.

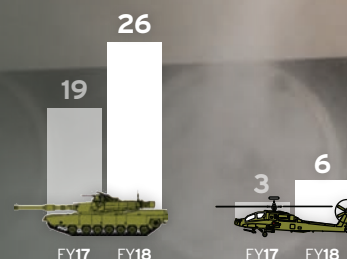


## Eliminating Non-Essential Tasks to Allow Soldiers to Focus on Readiness

The Army is building a more capable and lethal force by **reducing time spent on non-essential training and activities** that would otherwise be spent on building and sustaining combat readiness. To that end, in 2018 the Army consolidated, reduced or eliminated dozens of required activities as part of a larger plan to cut administrative requirements that distract from Soldiers' core missions and responsibilities.

## Building Readiness at the Tip of the Spear

The Army is substantially improving the readiness of our Brigade Combat Teams. **Twenty-six of our Brigade Combat Teams and six of our Combat Aviation Brigades were at the highest state of readiness at the end of FY18, as compared to 19 and three, respectively, in FY17.** With Congressional support, the Army also converted an Infantry Brigade Combat Team into an Armored Brigade Combat Team - the latter being the most lethal and survivable combat formation - and will convert a second IBCT in the coming year to further improve effectiveness.



# MODERNIZATION

The goal of the Army Modernization Strategy, submitted to Congress in May 2018, is to make Soldiers and units more lethal to deploy, fight and win our nation's wars. This strategy will ensure our Army remains the most lethal and effective land force in the world. To execute this strategy, we are unifying our modernization enterprise under one command - Army Futures Command (AFC) - to enable more efficient and effective processes. We are also reducing requirements and acquisition cycles, testing and prototyping more extensively, and making acquisition decisions based on Best Value over Lowest Price Technically Acceptable.

## Modernizing for Tomorrow's Fight

The establishment of **AFC** in July 2018 was the Army's most significant institutional reorganization effort since 1973. AFC will streamline and accelerate acquisition and rapidly deliver warfighting capabilities to the current and future force by reducing the requirements development process from approximately five years to 18 months.

The Army formed **Cross-Functional Teams (CFTs)** to focus on each of the Army's six priorities, and we shifted significant science and technology funding to the Army's modernization priorities. These six priorities are:

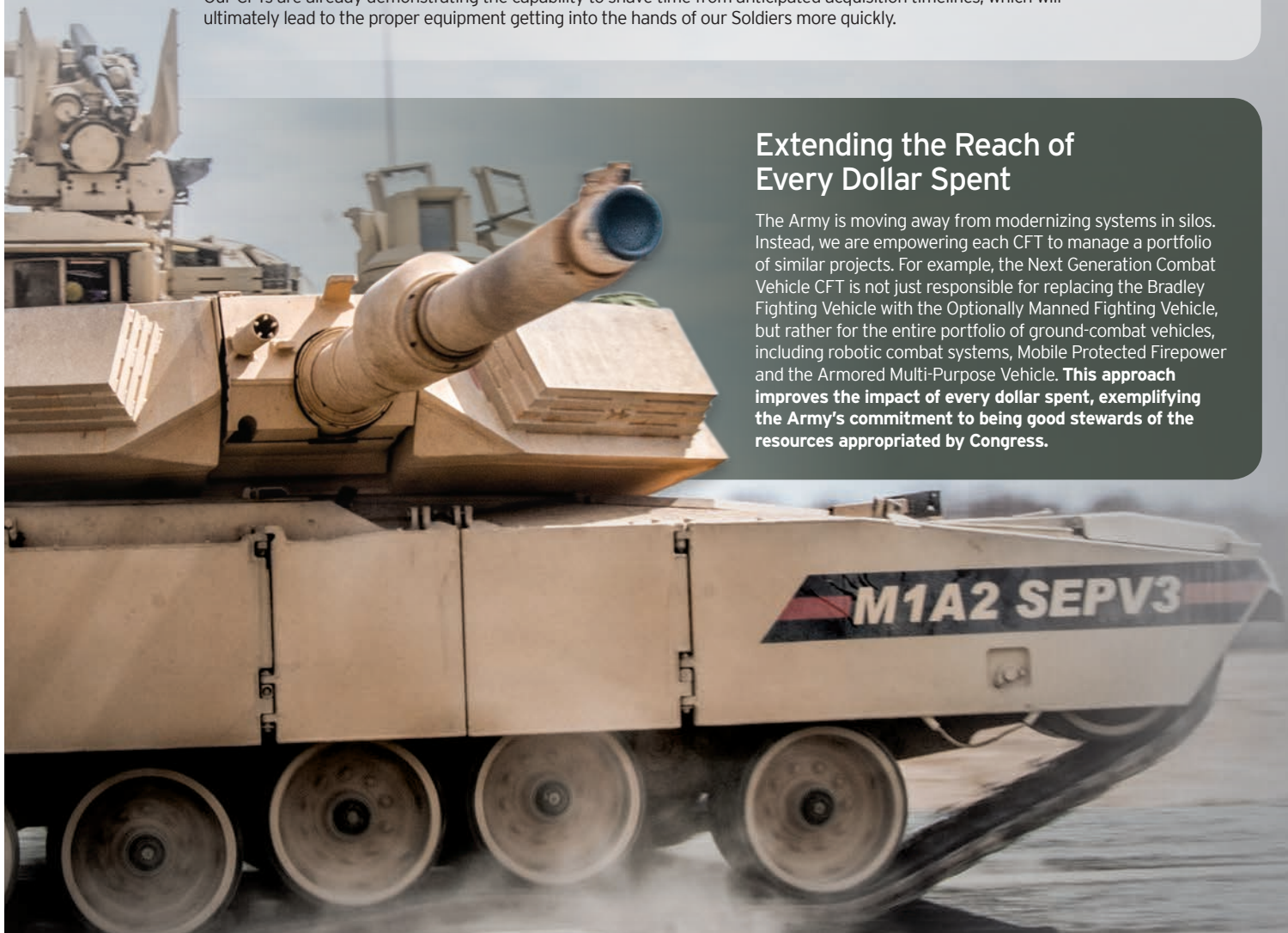
- Long-Range Precision Fires
- Next Generation Combat Vehicle
- Future Vertical Lift
- Army Network
- Air and Missile Defense
- Soldier Lethality

Our CFTs are already demonstrating the capability to shave time from anticipated acquisition timelines, which will ultimately lead to the proper equipment getting into the hands of our Soldiers more quickly.



## Extending the Reach of Every Dollar Spent

The Army is moving away from modernizing systems in silos. Instead, we are empowering each CFT to manage a portfolio of similar projects. For example, the Next Generation Combat Vehicle CFT is not just responsible for replacing the Bradley Fighting Vehicle with the Optionally Manned Fighting Vehicle, but rather for the entire portfolio of ground-combat vehicles, including robotic combat systems, Mobile Protected Firepower and the Armored Multi-Purpose Vehicle. **This approach improves the impact of every dollar spent, exemplifying the Army's commitment to being good stewards of the resources appropriated by Congress.**



The latest version of the Abrams tank (M1A2 SEPv3) is in production and final testing. It is the most reliable Abrams tank ever produced and will help serve as a bridge to developing a next-generation battle tank.

U.S. ARMY PHOTO

# REFORM

The Army is implementing aggressive reforms to free up time, money and manpower for our highest readiness and modernization priorities. These reforms will also empower subordinate commanders to make more effective and timely decisions. We have instituted acquisition reform, scrutinized contract management and closely monitored contract services to increase efficiencies and ensure that every dollar spent goes as far as possible. Further, the Army is continuously monitoring budget execution at command levels, divesting and consolidating legacy information technology systems and focusing on the goal of providing full-scope financial audits.

## The Army Reform Initiative

The goal of the Army Reform Initiative is to move authorities, responsibilities and resources to the lowest levels of command to allow for rapid actions and decisions. The initiative will also save precious resources for higher priorities. **This Army-wide effort has garnered over 700 ideas to eliminate, delegate, consolidate or streamline Army policies, programs and practices.** So far, inputs have included work and structural efficiencies, continuous process improvements and business process engineering efforts.



## Improving Contract Management

The Army is on track to save hundreds of millions of dollars by **reducing contract redundancies and improving contract competition processes.** We are also using data analytics to inform our contracting decisions and to ensure the systems and programs we invest in have high probabilities of success.



## Army-Wide Fiscal Stewardship Program

To ensure the Army optimizes the purchasing power of its operating budget, we established the Command Accountability and Execution Review (CAER) program. CAER is a senior commanders program, under the governance of the Secretary and Chief of Staff of the Army, that leverages monthly venues to focus on supply chain, transportation and contract management at multiple echelons (command, HQDA and DoD enterprises). This full-spectrum approach, championed by the Army's most-senior leaders, has already **generated a marked improvement in the efficient execution of the Army's budget,** maximizing its ability to generate combat readiness and lethality.



## Conducting Financial Audits

We are taking steps to improve the Army's business practices and management of resources. In FY18, the Army conducted its first full financial statement audit, which included classified and sensitive activities. Going forward, we are aggressively implementing the corrective actions needed to remediate auditor findings and ensure **the Army is transparent, auditable and accountable.** By doing so, our organizations will be able to compile and share financial and accounting information that is timely and accurate.



# ALLIES & PARTNERS

The U.S. Army is committed to strengthening existing alliances and attracting new partners. The Army continues to train with, and fight alongside, allies and partners as we further integrate them into our operations. Increased interoperability enables us to amass the greatest possible strength, maximize deterrence and advance long-term mutual interests in a dynamic international operating environment.

## Creating Dedicated Advisor Brigades

By 2020, the Army will activate six **Security Force Assistance Brigades (SFABs)** - five in the Regular Army and one in the Army National Guard. SFABs are specialized units whose core mission is to conduct advise-and-assist operations with allied and partner nations. These units relieve Brigade Combat Teams of advise-and-assist missions, allowing them to focus on building readiness for high-intensity combat operations. The 1st SFAB has completed its first deployment to Afghanistan.



## Strengthening Existing Alliances to Face Future Foes

Funding provided by Congress enabled the Army to **conduct 58 multinational training exercises in 2018, which has enhanced our interoperability with allies and partners.** Increased security cooperation in Europe, for example, has improved the Army's readiness and enhanced joint capabilities with long-standing allies such as Germany, Canada, Britain and France. We also continue to conduct exercises and strengthen our relationships with allies such as South Korea, Japan and Australia.

## Building New Partnerships

In accordance with the 2018 National Defense Strategy, **the Army is pursuing new partnerships** to address shared security challenges. Integrated and interoperable multinational coalitions are required to deter and win future battles. That is why the Army is expanding its partnerships in the INDOPACOM theater with countries such as India and Vietnam.



## Enabling Partners through Foreign Military Sales

Foreign Military Sales (FMS), which include equipment, spare parts, training, maintenance and other services, have facilitated Army readiness by enabling approximately 104 combatant command priority sales across the EUCOM, CENTCOM, NORTHCOM and AFRICOM areas of responsibility. These priority sales have **enabled our foreign partners to become more capable and interoperable with the U.S. Army** as they modernize their forces.



U.S. Army infantrymen search for opposing forces during a multinational training exercise in May 2018.

U.S. ARMY PHOTO BY SPC. HUBERT D. DELANY III

# PEOPLE & VALUES

The Army's greatest asset is our people - intelligent, adaptable and professional Soldiers and Army civilians who are the face of the nation. As such, the Army is committed to taking care of our Soldiers, civilians and their families by providing high-quality services and programs, as well as opportunities for growth and advancement. We are constantly working to improve the quality of life of our people.

## Implementing Talent Management

The Army is overhauling its current personnel management system to attract, develop and retain exceptional leaders and Soldiers. **The Integrated Personnel and Pay System (IPPS-A) will consolidate over 200 human resources and pay systems.** This is part of our new Talent Management Strategy, which will match the knowledge, skills, behaviors and preferences of Army personnel with suitable jobs across the Total Army.



## Raised Standards for New Accessions

The quality of the American Soldier remains high. In 2018, the Army further **raised entrance standards** in a continuing effort to prioritize the quality of our recruits over the quantity. We will continue to grow the Army in the years to come, but will not lower our standards to reach end-strength goals.

## Recommitment to the Army Values

The Army Values bind us together as a profession. **The Army is focused on renewing our commitment to the Army Values** - loyalty, duty, respect, selfless service, honor, integrity and personal courage. We are an organization that takes care of our people - America's sons and daughters - as they are our most precious resource. The Army's senior leaders have asked everyone to recommit themselves to these Values.



## Improving Hiring Procedures for Civilians and Military Spouses

Over the past year, **the Army has implemented best practices to reduce the time it takes to hire civilians**, and we are implementing a number of reform initiatives to achieve our goal of 60 days to hire. Additionally, the Army continues to pursue process improvements and push DoD initiatives to improve and streamline hiring processes for civilians, including military spouses.

# THE WAY AHEAD

Guided by the Army Vision, the Army Mission remains constant – **to deploy, fight and win our nation's wars by providing ready, prompt and sustained land dominance by Army forces across the full spectrum of conflict as part of the joint force.** We will never lose sight of our purpose.

In the near term, the Army will continue to focus on our priorities:

## READINESS

Continue to generate ready forces that are organized, trained and equipped for prompt and sustained ground combat.

## MODERNIZATION

Bring Army Futures Command to full operating capability and continue the work of the Cross-Functional Teams to streamline the acquisition cycle and deliver modern systems and capabilities to the force faster.

## REFORM

Implement reforms to free up time, money and manpower to generate combat readiness and a build a more lethal force.

## ALLIES & PARTNERS

Continue to strengthen our relationships with longtime allies and attract new partners through effective security cooperation and assistance.

## PEOPLE

Implement the Army's Talent Management Strategy to match the knowledge, skills, behaviors and preferences of our Soldiers and civilians with the right jobs across the Army.

## VALUES

Renew our commitment to the Army Values, which bind us together as a profession.

With the support of Congress and the American people, the Army will continue to move forward aggressively with our initiatives to increase readiness, build a more modern and lethal force, reform business processes and strengthen alliances and partnerships. This will ensure that we achieve our Vision and fulfill our Mission for the nation.

Trust and confidence in America's military remains high. The resources provided by Congress are being used to continue building the world's most capable and lethal Army. Predictable, adequate, sustained and timely funding will help the Army remain the finest in the world for decades to come.

A U.S. Army Soldier with the 449th Theater Aviation Brigade kisses his baby after his unit's deployment ceremony in Raleigh, N.C.

U.S. ARMY NATIONAL GUARD PHOTO BY SGT. JAMAR PUGH



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