

Balanced Readiness

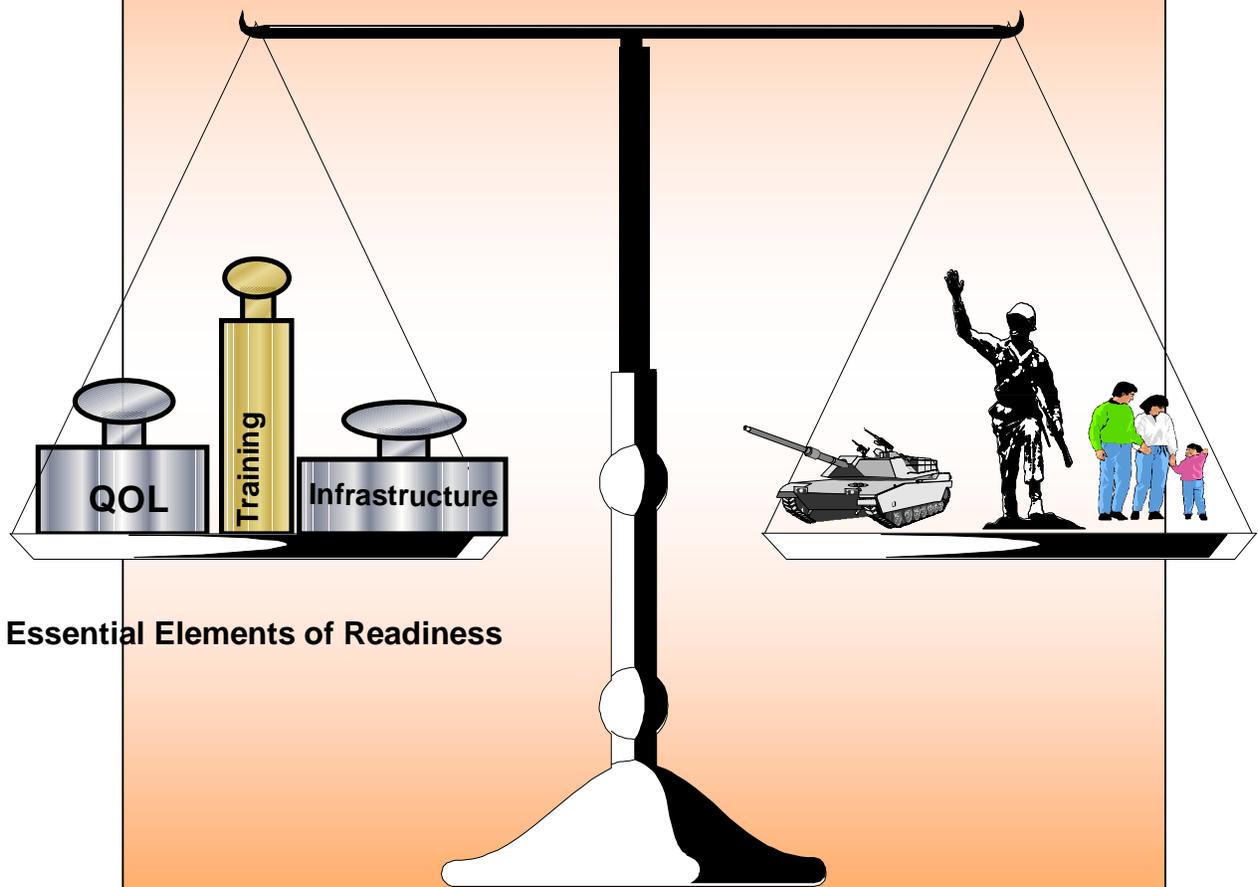


U.S. Army Forces Command



U.S. Army Forces Command

**Our Challenge--
Get The Balance Right**



U.S. Army Forces Command



Seamless integration of the active and reserve components is a major factor of our readiness posture.

Second, as in all things we do, *One Team, One Fight, One Future*--full and seamless integration of the active and reserve components--is a major factor of our readiness posture. Our Army is 54% RC; FORSCOM is 74% RC. We will go to war as an integrated team so we must train as an integrated team. We have taken the initial steps in conducting integrated training events, but we must continue to seek innovative ways to expand opportunities at every level. These opportunities build higher levels of experience for RC soldiers and units. This will pay off in higher readiness. Programs like division teaming, multi-component units, AC/ARNG integrated divisions, training support divisions, and institutional training divisions are not just bumper stickers, they are our Battle Cry!

Third, our gate strategy is based on objective assessments of completed training events prior to moving to the next, more complex event. Specific gates must be established to evaluate units preparing to undergo training for war and to routinely evaluate the ability of a unit to accomplish its mission. Similarly, we must develop our event based readiness strategy that is linked to a quantifiable METL.

Training

Our Training White Paper lays out the FORSCOM training strategy. It captures our emphasis on Winning Spirit; our development of a gate strategy; use of the 8-step training model; our emphasis on multi-echelon training and achievement of the seamless integration of all three components--*One Team, One Fight, One Future*.

First and foremost, everything we do must take advantage of the incomparable Winning Spirit of the American soldier. We cannot allow shifting readiness priorities to dampen this unique combat multiplier.

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Fourth, we use the 8-step training model as the template for planning, preparing, and executing training. As has been the hallmark of our Army in modern times, we will train to standard...not to time. It is essential that we train our leaders to standard and certify them before they train their soldiers. Our leaders must be the master of their craft and we must develop our leaders while focusing on the fundamentals.

And finally, it is imperative that we take a multi-echelon approach to our training if we are to gain maximum benefit from our training resources. Always, we must train soldiers, leaders, and staffs together to fully develop a winning team.



Warfighting readiness is our first priority...our most important focus. Clearly, training readiness remains our central effort however, my challenge to you is to wisely balance training with infrastructure and quality of life.

Infrastructure

High quality installations are essential elements of our overall readiness. They are our force projection platforms, they support home station training, and, most importantly, they provide a home to the force. Each of these functions requires supporting infrastructure--airfields, training ranges, tactical shops, marshalling areas, rail and road networks, deployment warehouses, public works, and, very importantly, quality homes and facilities for soldiers, their families, our civilians, and our retirees.

My challenge to you is to balance training with infrastructure and QOL.

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We are committed to improving the quality of life of our soldiers...

Our facilities must remain capable as technology changes and must be improved to prevent degradation due to wear and age. We can no longer accept this degradation as unavoidable. We can no longer afford to let the backlog of maintenance grow. Repair and maintenance dollars must be wisely applied under a well developed long term strategy. We must achieve the proper balance of resources to retain the sustainability and deployment capability necessary to meet the readiness requirements of today while preparing for the future. Again, my challenge to you is to seek innovative ways to preserve and improve the infrastructure of your installations.

Quality of Life

We are committed to improving the quality of life of our soldiers and their families while improving the quality of support provided to our civilians and retirees. How a soldier feels about himself or herself when getting up in the morning is most directly affected by family, unit, and installation. We must explore bold, innovative solutions to some of our biggest quality of life problems like family housing, barracks, dining facilities, motor pools, soldier pay, retirement, medical, and financial assistance. The senior leadership of FORSCOM and our Army is committed to addressing these quality of life issues. Let's face it, these are the areas we can clearly demonstrate to our soldiers that we truly care! Other QOL areas we can begin improving immediately are the sponsorship program at installation and unit level, and time soldiers have with their families. In addition, we must continue to build upon our successes with Army Family Team Building. These are the areas where we can send the best signal that QOL counts.

I am fully aware that commanders must make difficult choices everyday as they struggle to balance readiness--tough choices have been made in the past and tougher choices

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lie ahead. If we do not adjust the balance by improving our soldiers' quality of life, readiness will suffer as soldiers make the hard decision of choosing between their service to the Nation and responsibility to provide for their families. Accordingly, my challenge to you is to demonstrate in measurable terms that QOL issues are part of your philosophy.

I think it is important to keep all of this in perspective. General Vuono put it best when he said, "...to the officers and NCOs who truly care about their soldiers--their soldiers will give back tenfold." The same principle is true for balanced readiness--for every dollar we spend, we must believe it is an investment in the future of our Army. And for every dollar we spend on QOL, we will get back ten times what we gave. I believe it! I also believe a simple philosophy with soldiers is the best philosophy. That's why I have stuck with my philosophy of TIPS.

TIPS

Choices made to balance readiness must be informed choices, based on first hand knowledge of soldiers, civilians, families, units, and installations. My leadership credo is "People First--Mission Always." For many years, I have used a simple set of four thoughts to guide me to achieve that credo. These thoughts are captured by the acronym TIPS: Talk with others on the team; keep them Informed; make their lives more Predictable; be Sensitive to and considerate of others. I highly recommend TIPS as a great way to help you make the right decisions as we strive to achieve balanced readiness.

Conclusion

Achieving balanced readiness is commanders' business. Our major challenges are clear. We must take action to balance the needs of training, infrastructure, and quality of life as we move toward full integration of the reserve components, reengineer for the future, and manage change as we move toward the Army of the 21st century.

Balanced Readiness Counts!!!

THOMAS A. SCHWARTZ
General, USA
Commanding



**People
first --
mission
always**

Total Army Integration

