



## Agency Priority Goal Action Plan

# Improve the Department's Ability to Measure, Assess, and Understand Readiness

### Goal Leader:

Stephanie Barna, Acting Under Secretary of Defense for Personnel and Readiness

# Overview

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## Goal

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

## Challenge

- External factors may pose challenges to R2F. These include: a lack of stable, predictable, and adequate funding, changes in operational tempo that increases demand of the Military Services, and real-world-actions of near-peer adversaries.
- Determining/defining metrics that provide leading/predictive indicators of improving and/or declining readiness.

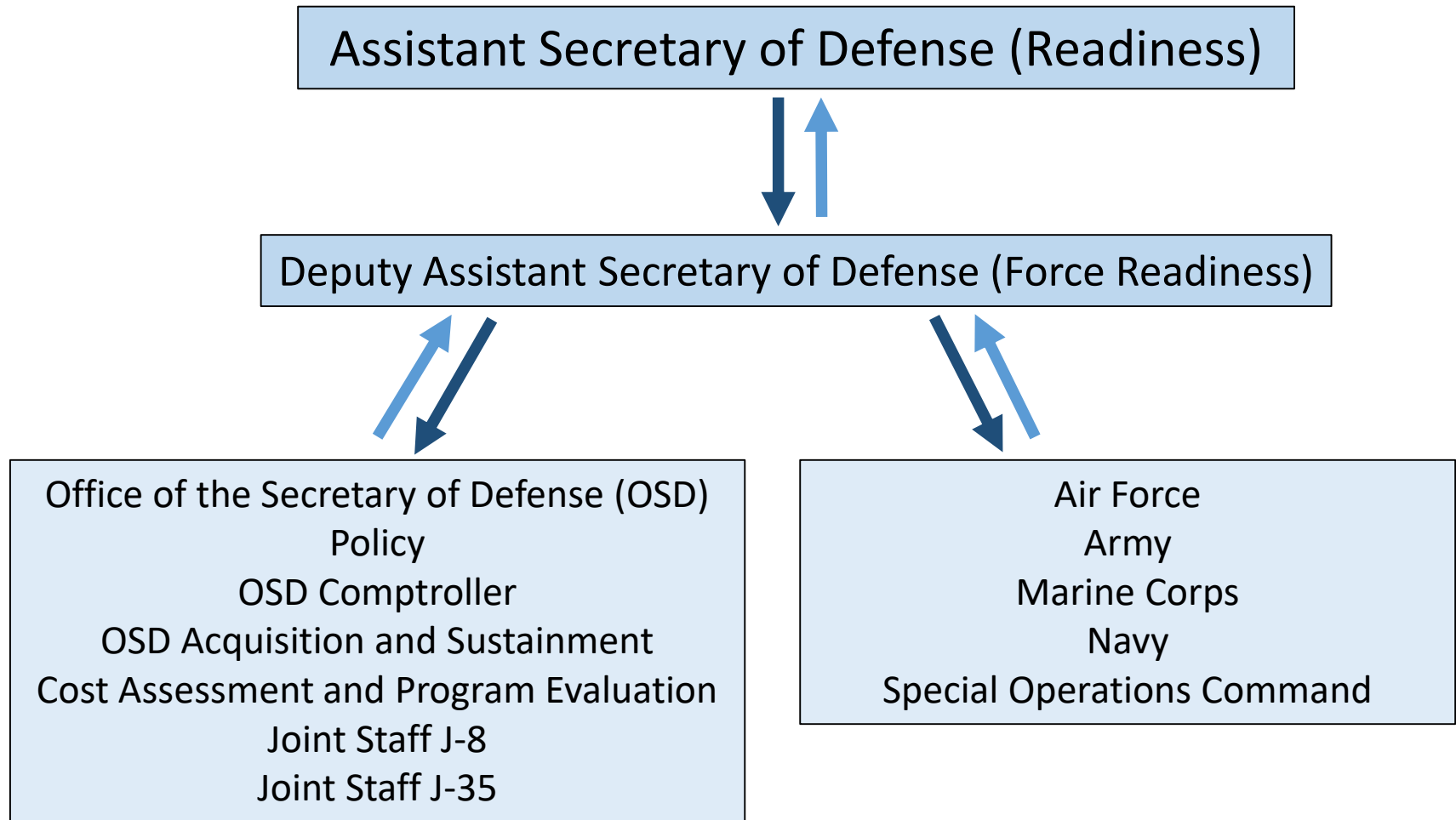
## Opportunity

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

# Readiness Management Group Leadership

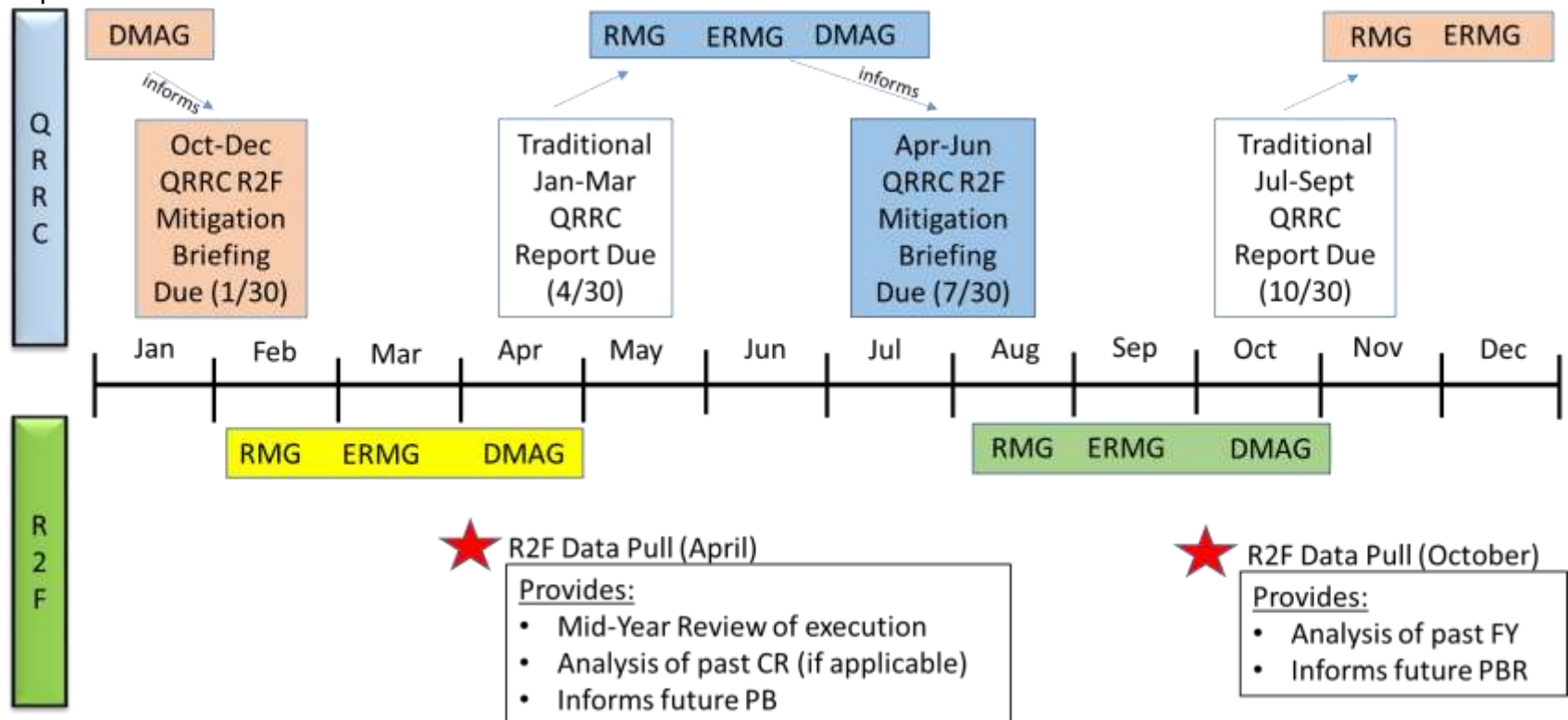
For the Readiness Recovery Framework

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# Goal Structure & Strategies

R2F is implemented and managed through on-going Executive Readiness Management Groups (ERMG), Readiness Management Groups (RMG), and the 3- and 4-Star Forums to assess and analyze metrics/sub-metrics on a semi-annual basis. Each Military Service will be responsible for its readiness recovery goals and recovery dates per this initiative. The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) will ensure compliance with the R2F goals in order to align Military Service and Department efforts.



# Summary of Progress – FY 18 Q3

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On 30 May 2018, USD(P&R) submitted the Defense Planning Guidance (DPG)-directed 45-Day Readiness Review to the Deputy Secretary of Defense. The 45-Day Review identified readiness shortfalls for each Military Services' Major Force Elements (MFEs) that are critical to meet the demands of the National Defense Strategy. Each MFE's readiness and force generation ability is impacted by different factors. As such, every identified MFE in the review has tailored and targeted actions, with associated metrics, to accelerate readiness recovery through the Future Years Defense Program.

The R2F metrics from the 60-Day Readiness Review were revalidated and aligned to the findings of the 45-Day Review. The R2F now provides a holistic readiness framework across the Department and will be the method that enables readiness recovery progress, monitoring and management going forward. The R2F will continue to be updated Semi-Annually through the ERMG venue.

The results of the DPG-directed 45-day Readiness Review, incorporated into the R2F, will be reported in the April – June 2018 Quarterly Readiness Report to Congress (QRRC).

# Key Milestones

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

Performance Measures	Prior Year Results	Q2 2018 Goal	Q2 2018 Results	Goal Achieved?	Q3 2018 Goal	Q3 2018 Results	Goal Achieved?
<b>PM 1.1.1.1:</b> Refine and Improve Readiness Recovery Framework Program Metrics/Goals Build-Up (Overall # of Force Elements (FEs) with a min of 3 metrics / FE).	18 FEs	28 FEs / 84 metrics	48 FEs / 231 metrics	Yes	N/A		Yes
<b>PM 1.1.1.2:</b> Refine Air Force Readiness Recovery Framework Program Metrics/Goals.	6 FEs	7 / 21	12 / 85	Yes	N/A		Yes
<b>PM 1.1.1.3:</b> Refine Army Readiness Recovery Framework Program Metrics/Goals.	4 FEs	5 / 15	9 / 42	Yes	N/A		Yes
<b>PM 1.1.1.4:</b> Refine Marine Corps Readiness Recovery Framework Program Metrics/Goals.	2 FEs	5 / 15	11 / 46	Yes	N/A		Yes
<b>PM 1.1.1.5:</b> Refine Navy Readiness Recovery Framework Program Metrics/Goals.	5 FEs	6 / 18	7 / 55	Yes	N/A		Yes
<b>PM 1.1.1.6:</b> Refine United States Special Operations Command Readiness Recovery Framework Program Metrics/Goals.	1 FE	5 / 15	9 / 3	Yes	N/A		Yes

### Examples of a Force Element (FE):

- Army Armored Brigade Combat Team
- Navy Cruisers/Destroyers
- Air Force Fighter Squadrons
- Marine Corps F/A-18 Fighter Squadrons

# Data Accuracy and Reliability

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

## Data Sources

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

# Additional Information

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## Contributing Programs:

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

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