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25 July 2014

MEMORANDUM FOR THE SECRETARY OF THE ARMY

SUBJECT: FY14 Personnel Assessment

1. As we look to close out FY14, the following is my assessment of the Army's most significant personnel programs and recommended priorities as we focus our efforts for FY15. This assessment covers the Secretary of the Army and Chief of Staff of the Army's priorities from guidance and directives published throughout the year.

2. **Readiness:** We remain fully capable to meet all manning requirements for forces deploying in support of Operation Enduring Freedom (OEF), the Global Response Force (GRF), and priority units in the Army Contingency Force (ACF). During BCT reorganization we've ensured maximum utilization of personnel to maintain readiness while minimizing turbulence for our Soldiers and their Families. Continued drawdown and reorganization will impact our ability to maintain and sustain a contingency force at the same levels in the future. As we shape the Army for 450K, we anticipate some formations will experience shortages in some specialties. These shortages are driven by our FY14 and FY15 accessions and separations that target future force structure and end strength. In FY15 we will require real time updates to manning guidance to achieve optimal personnel readiness and reinforce the Senior Commander's role. We have developed manning policies to enable the sustainment of 2/1CD as the initial Korea Rotation BCT and we are on path to meet these requirements. In FY 15 we will need to closely assess the impacts of expanding and sustaining this model for subsequent rotations.

We increased institutional readiness by manning the generating forces, particularly TRADOC, with greater precision by grade plate. Our re-greening initiative reinvested 1800 experienced officers and NCOs into institutional formations from Nov 13 - Jun 14. We are attacking Cadet Command PMS and APMS assignments to improve quality for FY15.

In FY15 we will continue to reassess how we spread our talent across the Army along with the impacts of drawdown and reorganization. We will focus our efforts to develop a sustained readiness model in coordination with G-3 and FORSCOM. We will sustain the All-Volunteer Force while responsibly executing the drawdown and maintaining readiness in our formations.

3. **Drawdown:** We remain on plan to end FY14 at, or slightly below, 510K Active Component Soldiers, from an FY13 endstrength of 532K. Involuntary separations are key to ensuring we achieve a 450K Army by FY17. We will require continued officer and enlisted involuntary separations and continued improvements in the timely

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processing of cases through Integrated Disability Evaluation System (IDES). We have completed our first year of officer separation boards selecting 1,972 officers (CPT-COL) for involuntary separation. Additionally, lower promotion rates have increased the number of two time non-selects in FY14. Approximately 1,366 officers were twice not selected for promotion and will depart our ranks this year. We will involuntarily separate a total of 3,338 officers this FY. While we receive mostly positive comments from the field on our execution of this difficult task, in FY15 we will make adjustments to pre-board counseling and improvements in our notification. Our most significant challenge for FY15 is to monitor unintended impacts of multiple reduction boards combined with lower select rates. This is essential to stay ahead of any increased attrition. Leader engagement is critical. In FY15 we will continually review all options to reduce the impact of officer separation boards on our most junior officers.

To right-size the enlisted force, we decreased accessions from 69K to 58K and continued use of the Qualitative Management Program (QMP) and Qualitative Service Program (QSP). QSP selections in FY14 will select 800 Soldiers for separation in FY15. QSP selections and precision retention efforts in FY15 will result in 1600 involuntary separations in FY16 and more than 10,000 in FY17.

Despite these drawdown efforts, we will strive to return promotion selection rates to pre-surge levels and continue to provide opportunity to the force through a Career Intermission Pilot Program, below the zone promotions, graduate-level schooling, as well as increased emphasis on broadening assignments. We will also re-examine accessions to Officer Candidate School (OCS). We closed FY14 with a concerted effort to reach out to transitioning Soldiers and provide them opportunities to serve in the USAR. The AC to RC pilot program at Fort Hood, for example, actively supports Soldiers transitioning between components and provides centrally funded MOS reclassification training to Soldiers who volunteer to serve in critical USAR shortage billets. FY15 will require additional draw down boards in JAG and AMEDD branches as well as subsequent separation boards from CPT – COL in the ACC. To close the knowledge gap within our officer corps, HRC will prepare Officer Professional Development (OPD) Training Packages and conduct visits to increase transparency and retain trust in the officer corps.

4. **Civilian Personnel:** As the military force is reduced and the Army navigates an era of funding constraints, we must reduce the Civilian workforce. We are in the process of drawing down our Civilian workforce from a wartime high of 285,000 in FY10, down to an estimated 255,423 by the end of FY14, with additional reductions projected through FY19. We will use all available workforce shaping tools such as Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Pay (VSIP) to reduce turbulence in our Civilian workforce, while retaining the skills we need to meet mission objectives. Reductions In Force (RIF), while not preferred, are linked primarily to available funding and will be mitigated to some extent by changes in military missions. For example, unit inactivations will drive changes to training,

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training support and installation support requirements supported by our civilian personnel. For FY15 we must increase commander's knowledge of civilian workforce reductions and emphasize their role in shaping the reductions. We must establish a clear endstate and objectives for the size of the civilian workforce to include assessing new talent into our workforce.

5. **Active Component Military Manpower Program:** As approved in POM 16-20 there are a number of force shaping actions that we will begin to implement. These include another grade plate roll down, temporarily reduced accessions to decrease involuntary separations, and adjusting unit inactivation dates. These actions reflect both good force management practices and reduce the cost of force.

6. **Sexual Harassment/Assault Response & Prevention (SHARP):** The Army implemented an unprecedented number of policies and initiatives – approximately 18 in FY14 alone, for a total of 30 since January 2013. We launched a centralized SHARP Schoolhouse, now called the SHARP Academy, to expand the knowledge and skills of SARCs, VAs and other SHARP personnel. The first students graduated in March. The Academy, which will become fully operational in FY15, will transition to TRADOC and will be located at an installation yet to be determined. The 7th Annual SHARP Summit was attended by 200 Army Commanding Generals, Command Sergeants Major and other key leaders and provided an opportunity for commands to brief the status of their command plans and how the Army can enhance victim services. The second CSA Advisory Panel was held in March, and provided an avenue for open dialogue between the CSA, survivors, SARCs and VAs. We kicked off Sexual Assault Awareness Month by recognizing the Sexual Assault Response Coordinator of the Year. We published the Army's first official SHARP Campaign Plan, which operationalizes the lines of effort set forth in the DOD Strategy and the Strategic Direction to the Joint Force on Sexual Assault Prevention. A SHARP Resource Center (SHARP-RC) pilot was launched in July at 11 installations throughout the Army, and Army Research Institute executed SHARP focus groups at 12 installations.

We are focused on supporting OSD efforts as we prepare to report to the President on DoD's efforts to address sexual assault in the military. Among the other significant Army policy changes was the creation of the Special Victims Counsel program, expanded scope of the Command Climate Survey which now includes SHARP-specific questions, and a requirement for Officer and NCO evaluations to include support of the SHARP program. The increase in the number of reports in FY13 is indicative of the success of our efforts with a 51% increase over FY12 numbers. In FY15, we'll focus on the implementation of a milSuite Army-Only Anonymous Blog in coordination with CIO/G-6, the smooth transition of the SHARP Academy to TRADOC, refinement of SHARP metrics, implementation of lessons learned from the SHARP-RC pilot, a recommended course of action for a SHARP Military Occupational Specialty for those serving in SHARP positions, improved

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training products and methods such as bystander intervention, and publication of AR 600-20 and associated DA Pamphlet. The next CSA SHARP Summit will be held in February 2015 with a focus on improvements and best practices.

7. **Ready and Resilient:** Efforts in FY14 focused on increasing leader involvement in maintaining a positive command climate that upholds Army values and standards, builds trust and resilience, and strengthens the Army profession. Integrating, evaluating and optimizing R2C to support leaders, Soldiers, Families and DA Civilians has remained a top priority. This objective was operationalized with the simple renaming of the Human Resources Policy Directorate (HRPD) to the Army Resiliency Directorate (ARD) on 1 Oct 13. This decision, coupled with a Secretary of the Army Directive to align Comprehensive Soldier and Family Fitness (CSF2) to the G-1, was a first step in synchronizing the policy, programming, and communications efforts of R2C. In coordination with ACSIM, OTSG, and OCCH, we continue to work to find efficient and effective ways to prioritize programs that build readiness and resiliency in the force at best value within budgetary constraints. FY15 must focus on establishing firm resourcing within the base budget as well as the personnel authorizations required to perform the R2 mission. Strategic Review Group (SRG) decisions and VCSA-sponsored lightning visits to major installations inform the direction of R2 resulting in policy and program changes. ARD has made a concerted effort to change the narrative from stressors on the force and has significantly reduced the stigma associated with seeking help to the overall Army Strong focus. The focus in FY15 is to sort thru the complexity of R2 requirements, systems, program, processes, and training. Analytics and assessments are absolutely critical. Our goal is to establish 8 core programs that underpin the Army's R2 Program. If we get the policy and resources right at Department of Army level, Leaders and Soldiers will not be struggling to sort them independently across the Army.

a. **Comprehensive Soldier and Family Fitness (CSF2):** As a key component of the Army's Ready and Resilient Campaign, CSF2 is committed to developing an Army culture of total fitness and increased psychological health. To date, we've trained more than 23,000 Master Resilience Trainers (MRTs), working toward our goal to have at least one Soldier per company, one spouse volunteer per company size FRG, and one DA Civilian per 250 Civilians. We currently have 16 CSF2 Training Centers at installations across the United States and will expand to additional CONUS and OCONUS locations in FY15 and FY16. An Executive-level course, to train our Army leaders, is in full swing with 538 courses either completed or pending. We have developed a Training Support Package, with video component, that helps MRTs deliver the training with real world vignettes. Mandatory resilience and performance training during in-processing is also underway, with every new Soldier arriving at a new installation going through 16 hours of training. In FY15 we will focus on expanding the CSF2 Program by providing these resilience and performance skills to teens who are valued members of the Army Family and

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potential future recruits. Program evaluations and studies show this training is effective and we are beginning to see the positive effects around our Army.

b. **Suicide:** While the Army is experiencing a noticeable decrease in suicides year-to-date (YTD) in CY 2014 compared to CY 2013, Commanders, leaders, and peers must remain constantly vigilant against this complex problem that continues to challenge both the Army and our Nation. As of 18 July 2014, the number of confirmed and suspected Active Component (Active Army) suicides is slightly lower this year (63) compared to last year (68), for a delta of -5. The decrease is more significant in the Reserve Component; the Army National Guard is currently tracking 37 cases compared to 68 last year, a delta of -33, while the US Army Reserve is tracking 23 versus 35, a delta of -12. Overall, the Army is tracking 123 cases for CY 2014 in comparison to 173 in CY 2013 (YTD), a delta of -50 so far. We believe continued leadership emphasis and R2 efforts are making a major contribution. Training continues to be a key component of suicide mitigation efforts. So far in FY 2014, we have distributed ~9,000 Applied Suicide Intervention Skills Training (ASIST) training kits Army-wide and will distribute an additional ~29,000 kits by 30 September 2014. We have updated the Ask, Care, Escort - Suicide Intervention (ACE-SI) training and deployed mobile training teams (MTT) to teach the revised ACE-SI curriculum. Our goal is to stop MTTs and have trained personnel who will train others on a continuous basis such that training will be perpetuated and available at all times. Finally, we revised ACE for Soldiers and ACE for Army Civilians training to incorporate improvements to the content. In FY15, we will increase our awareness of bystander best practices, continue to promote proven CSF2 strategies to build resiliency in the force, and ensure timely and close access to behavior health (BH) resources such as embedded BH or Military One Source.

8. **Integrated Disability Evaluation System (IDES):** Teaming with VA, MEDCOM, and TSG we have made tremendous strides in streamlining the evaluation for a Soldier's total benefits and compensation program (and contributing to improving readiness by reducing our non-deployable population). We are now meeting or exceeding all goals in the areas we can control from quality to timeliness. VA should begin meeting their timeliness goals by October 2014, which will allow the complete process to meet goals by January 2015. Our major challenge for FY15 is reducing the Temporary Disability Retired List (TDRL) backlog of cases which was created as we surged to eliminate the DES backlog in 2011-2013. With the larger systemic DES process repaired, during FY15, we are now agile enough to focus efforts on expediting the DES cases for Soldiers in inactivating units or units preparing to deploy which improves readiness where we need it.

9. **Leader Development:** In addition to fielding the new Officer Evaluation Report (OER), there are a variety of other enablers to ensure the Army manages top talent and holds leaders accountable for their actions. In FY14 we completed the results of

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the CSL Audit and we are implementing the recommendations. We implemented changes to COL/LTC CSL, SSC and CGSC selection – further increasing getting our best leaders into PME in a timely manner and into critical leadership position. In FY15, we will expand the CSL selection and slating process to our CSM/SGMs. We established a Cyber Branch within HRC to more effectively manage, leverage and track officers, WOs and NCOs in cyber related positions. In FY15 we will develop a more robust and competitive Advanced Civil Schooling (ACS) program for our top tier CPTs. The Multi-Source Assessment Feedback (MSAF) process and Command Climate Survey, both of which were improved in 2014, allow senior leaders to better assess the state of the profession. Emphasis in this area is essential to our changing culture at the lowest level and fostering trust through accounting of efforts. Key changes include: SHARP goals and objectives are required for all Officer and NCO evaluations; Army leaders must assess Command Climate to include senior rater involvement; and 360 degree assessments are an additional tool for raters to conduct developmental dialogue with O5 and O6 level commanders. These three significant changes enable leadership at various levels to remain engaged in the conduct of their subordinates and improve accountability throughout the chain of command. Looking forward to FY15 we will we review/revise the AER, obtain approval of a new NCOER, and support OSD's Military Professionalism office.

10. **Soldier For Life (SFL)**: SFL continues to provide a “connection” capability that links Soldiers with various potential education, employment, and healthcare opportunities in order to successfully reintegrate them, their Families, and Veterans back into their communities. In FY14, the development of a “one stop shop” webpage for Soldiers, Veterans, Retirees and potential recruits provides information to “Start Strong, Serve Strong, Reintegrate Strong, and Remain Strong”. This message was reinforced to the field during widely attended installation and community wide employment summits at Fort Bliss and Fort Campbell. In FY15, we will work to institute Soldier for Life Centers on every installation. While each installation will independently develop the blueprint for redesigned delivery of services to best meet the needs of their supported populations, the Army will be uniform in its commitment to provide consistent, quality service to all Soldiers. SFL continues to conduct several engagements in the NCR and with Army, governmental, corporate and community partners nationwide in an effort to build and sustain support for our Army.

11. **S2020**: We are on track to complete all required actions to integrate women into positions, occupations, and units previously closed or request an exception to policy to close by January 2016. The most significant accomplishment in this area was the opening of 33,000 positions in 132 open occupations across all components. We submitted notification to Congress to open all positions in open occupations within 160th SOAR. We continue to work closely with TRADOC as they conduct physical demand studies to inform a decision on opening 14 closed occupations

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(approximately 176,000 positions across all components on FY15 documents). To ensure our efforts are successful, TRADOC simultaneously conducts a gender integration study while USASOC coordinates with USSOCOM to develop a plan for integrating women in special operations and long range reconnaissance. In FY15, we will closely monitor progress through ARI's survey efforts and Commander's input from the field. Key decision points dependent on the physical demands study include: documenting engineer and artillery enlisted positions, opening infantry and armor officer branches, and further expanding Army schooling that results in awarding special skill identifiers to women. This includes, but is not limited to, Bradley Infantry Fighting Vehicle Course, Sapper School, and Ranger School.

12. **Integrated Personnel and Pay System-Army (IPPS-A)**. This important future Web-based Human Resources (HR) record system, currently under development, will standardize, streamline, and integrate Soldier personnel and pay processes and data across the Active Army, Army National Guard, and Army Reserve. We remain focused on sustaining momentum and delivering this system to the field on time and on budget. Wave 1 for example, provided ARNG Soldiers access to view and retrieve their Soldier Record Brief (SRB) and included SRB Training. In FY15 we will leverage those lessons learned and field other waves to active component and the US Army Reserve. When fully implemented, IPPS-A will create a comprehensive personnel and pay record for each Soldier for their entire career; enable approved personnel data updates to automatically trigger pay transactions; track Soldiers' transitions between assignments and Components; and make personnel and pay information more accessible online for authorized users. This FY, we have established a lab in HRC to allow us to exploit the capabilities of IPPS-A – to really challenge and reengineer our business processes from top to bottom. In addition we have established aggressive measures to improve data quality and synchronization to set the conditions for IPPS-A and MILPAY Audit Readiness.

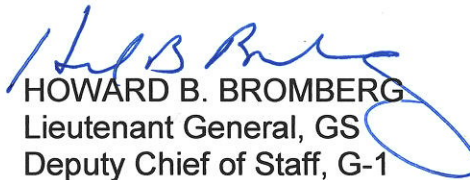
13. **Increasing AG Capacity**: To better support Senior Commanders on the ground, it is essential that we educate, train, and develop agile AG Soldiers and Leaders on the delivery of human resources. The re-alignment of some billets from Human Resources Centers to Corps and Division G-1s is a much needed first step in this effort and will provide better personnel accountability and strength reporting at the senior commander level. We anticipate the Army will approve the Force Design Update (FDU) for this initiative allowing us to execute in FY15. Additional force structure changes and realignments may be required to ensure Senior Commanders and G-1s have the essential capability. It is critical that the G-1s across the Army understand their role to support the commander in building readiness and resiliency. The central selection of critical AG billets as well as senior General Officer input to assignments out of CSL billets will ensure AG talent is properly distributed as we increase AG capacity.

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14. **Recruiting and Accessions:** As we look to 2015 we must ensure we have a holistic enlisted and officer accessions strategy. During FY14 we discovered a gap in recruiting oversight created by the inactivation of Army Accessions Command. In FY15, working with TRADOC, the G-1 will gain approval of the Army Accessions Strategy for officers and enlisted Soldiers. We will address diversity, women, and human performance optimization as we look to the future.

15. In summary, we are facing many challenges as we move into FY15. I believe we have a solid foundation of programs and policies in place to address these challenges and adjust as the conditions change.


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