

FINAL DRAFT 8 December 2002

THE OBJECTIVE FORCE



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Department of The Army
Objective Force Task Force
2531 Jefferson Davis Highway
Arlington, VA 22202

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8 December 2002

MEMORANDUM FOR Army Leaders

SUBJECT: Preface to *The Objective Force in 2015* White Paper, Final Draft

As a means for identifying the path to the Objective Force the proponents for Army Transformation have embarked on an aggressive journey designed to expand our current Transformation Campaign Plan and focus our Transformation efforts to the year 2015.

On 14 October 2002, the First Draft of *The Objective Force in 2015* White Paper was released providing key transformation concepts to serve as the foundation for follow-on refinement, campaign planning, implementation, and ultimately synchronization with OSD. The White Paper was designed to assist in structuring follow-on assessment activities required to further define Transformation; to be challenging and provocative; and to mature over time as a result of feedback and input from the Army community-at-large.

Since then, a great deal of work has gone into this Final Draft by many outstanding Army military, civilian, retiree, and contractor personnel. From the First Draft, functional area proponents were asked to develop Functional Area White Papers to serve as the basis for flushing out the concepts set forth in the original white paper. We met at an Offsite 19-22 November with senior Army leaders and retired General Officer mentors to synchronize and consolidate the results of the functional White Papers into the Final Draft of *The Objective Force in 2015* White Paper.

Using the Final Draft as an anchor, each functional proponent will now develop Functional Plans mapped to 2015. The functional plans will include milestones, inchstones, and timelines and be integrated as annexes and synchronized with the lines of operation into our management tool, the Transformation Campaign Plan (TCP).

The combination of the White Papers, Functional Plans/Annexes, and the revised TCP will provide the basis for input to The Army Plan (TAP) and updates to The Army Transformation Roadmap submission to OSD. This roadmap is the strategic document that articulates our Transformation to the Department of Defense so they can plan the defense of our Nation and influence Service programs.

I have chosen not to publish the *The Objective Force in 2015* White Paper but release it as a The Final Draft since it is a living document that will change as our national and strategic focus changes. Resources will also impact the capabilities that describe the Objective Force in 2015. The White Paper is not perfect; it is meant to stimulate thought and discussions for out-of-the-box solutions.

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The white paper was written as if you were projected in time to 2015. The concepts discussed are those within the realm of the possible, but not all-inclusive. Due to the length of the paper, we tried to limit the concepts to those that were significantly changed. Additionally the concept of JIM (Joint, Interagency, and Multi-national) in 2015 is equivalent to Joint in today's world. Therefore you will see the terms used interchangeably.

We must continue to define and implement change in our basic Army processes and work to make our systems more efficient. If we are to institutionalize transformation, our entire planning, programming, budgeting, and execution system (PPBES), Total Army Analysis (TAA), and acquisition processes must change. We no longer have the luxury of time or the available resources to rely on workarounds to processes we know do not work. Workarounds only provide temporary solutions that require constant monitoring and, in the end, the problematic process still exists. We must evaluate each process individually, build in flexibility, and institutionalize it to our needs. Our philosophy and culture as an Army must also change.

Our ability to achieve the capabilities for 2015 is dependent upon each of us. Whether a Soldier, officer, civilian, contractor, academia, media correspondent, or Member of Congress, each of us has a role to play in the Transformation of our Army to the Objective Force. Change is not easy...and to change an Army is a monumental task. It will take each of us to be an instrument for change.

We have a non-negotiable contract with the American people to win our Nation's wars, and we are entrusted with their most precious asset, America's sons and daughters. Be an instrument for change and a member of The Army Team -- **"Let's Roll!"**

Sincerely,

///S///

John M. Riggs
Lieutenant General, U.S. Army
Director, Objective Force Task Force

The Objective Force in 2015 **Concept Summary**

The Objective Force is The Army...the future Joint, interagency, and multi-national (JIM) precision maneuver instrument this nation requires.

By 2015 the seamless integration of our Reserve Components (RC) into the Army is profound. Our nation possesses an Army as part of the JIM force, capable of precision maneuver, that can enter a theater at the time and place of our choosing, maneuver at will to gain positional advantage, and, if necessary, close with and destroy the adversary. It is an Army, nested within the national strategic and military guidance, designed, and tailorable to provide ground power as a critical combat multiplier to the Joint Forces Commander (JFC).

Control of the ground remains an absolute necessity to influence human behavior as long as people live on land. Given this reality, in 2015 land power continues to be the ultimate national instrument for resolution of conflict. Ground forces remain the forces that dominate in war and rebuild in peace.

Unlike other ground forces, the Army brings a campaign quality to the Joint fight ensuring long-term dominance over evolving, sophisticated threats with asymmetric capabilities. The Army maximizes the effectiveness of standoff fires while maneuvering precisely on a non-contiguous, distributed battlefield against an adaptive enemy.

Today's battlefield is multi-dimensional, dispersed, continuous, and non-contiguous in nature. Operations take place on land, sea, in air, space, and cyberspace. Adversaries are evolving, sophisticated and adaptive with asymmetric capabilities. The Objective Force was designed to provide innovative capabilities to cope with the new operational environment relying on leaders and Soldiers to out think and dominate our adversaries with superior speed of command and decisive action.

The Objective Force is organized, manned, equipped, and trained to be more strategically responsive, deployable, agile, versatile, lethal, survivable, and sustainable across the full spectrum of military operations. The Objective Force is comprised of modular, scalable, flexible organizations for prompt and sustained land operations. It is able to transition quickly between changes in task, purpose, and directions, maneuvering into and out of contact without sapping operational momentum. Trained and equipped leaders and Soldiers at the lowest levels make decisions.

The Objective Force is characterized by an integrated JIM C4ISR architecture...a revolutionary architecture with linkages to 2002 forces, Stryker

forces, and JIM forces. The Army Knowledge Enterprise (AKE) enables this knowledge-based force through an architecture that connects "factory to foxhole" and "space to mud." Soldiers have the requisite communications equipment and knowledge to send and receive the right information, at the right time, and the right place.

The Objective Force is strategically and operationally responsive, an Army that can deploy a brigade-size Unit of Action (UA) in 96 hours, a division-size Unit of Employment (UE) in 120 hours, and 5 division-size UEs in 30 days using a mix of air, sea, and land movement and pre-positioned equipment. It arrives at multiple entry points as a coherent, integrated combined arms team capable of rapidly concentrating combat power. The UA is self-sustainable for 3-7 days of operations and maintains combat power with dramatically reduced theater stockpiles through reach-back access to supplies; sustained velocity management; real-time tracking of materiel, equipment, and personnel (military, DoD civilian, and contractor); commonality of systems and components; and Interdependency (interoperability) with JIM forces.

Objective Force systems support decisive dominant maneuver -- horizontal and vertical, day and night -- in all weather and terrain as a dismounted or mounted combined arms teams with unyielding unit integrity. The Objective Force provides the best combination of low-observable, ballistic protection, long-range acquisition and targeting, and first round hit-and-kill technologies. They are capable of destroying adversary formations at longer ranges with smaller calibers, greater precision, and more devastating effects.

The Transformed Army is not just new systems; it is the completed, holistic revolution in doctrine, organizations, training, materiel, leader development, people, and facilities (DOTMLPF). The Objective Force represents not only a change in our operational Army, but also a change to our institutional Army. *It will be Soldiers, not technology, that realize the campaign qualities of America's Army, the Objective Force.*

Table of Contents

I. Introduction – The 2015 Objective Force.....	1
II. Objective Force Design Considerations.....	2
A. Linked to National Objectives.....	2
B. Designed as an Integral Part of the Joint, Interagency, and Multi-national Force.....	2
C. Objective Force Organizational Constructs.....	5
D. Special Purpose Forces.....	6
E. Reserve Components (RC).....	6
III. Objective Force 2015 Functional Concepts	8
A. Soldiers, Training, and Leader Development.....	8
B. Human Resources (HR).....	10
C. Battle Command.....	12
D. Command, Control, Communications, Computers (C4).....	14
E. Intelligence, Surveillance, and Reconnaissance (ISR).....	18
F. Space.....	21
G. Information Operations.....	22
H. Sustainment.....	23
I. Medical.....	24
J. Science & Technology.....	26
K. Equipping.....	27
L. Stationing.....	28
M. Installations.....	29
N. Readiness.....	31
O. Deployment.....	32
P. Institutions.....	33
IV. Summary	35

I. Introduction – The 2015 Objective Force

In 2015, the Objective Force is the Nation's offensively oriented, JIM, interdependent, combined arms precision maneuver force that employs revolutionary multi-dimensional operational concepts enabled by technology. The Objective Force brings a campaign quality to the Joint fight, ensuring long term dominance over evolving, sophisticated threats with asymmetric capabilities on a non-contiguous battlefield against an adaptive adversary.

It is capable of preemptive actions—able to anticipate and intervene in potential crisis situations before events progress contrary to U.S. interests. It is dominant across the full range of operations, to include those that can only be achieved with Soldiers on the ground.

The Objective Force in 2015 is an Army of hybrid capabilities including 5 Units of Employment, 15 Units of Action, 6 Stryker Brigade Combat Teams (SBCTs), 2 1/3 Digital Division Corps, and a combination of heavy, light, and specialty forces brigades (airborne, air assault, Special Forces), USAR units and 4 Multi-Functional ARNG Divisions.

We continue to field brigade sets of equipment at the rate of three units of Action (UAs) and one Unit of Employment (UE) per year until we complete Transformation. Given the UA fielding timeline of 18 months, there will be 6 UAs and 2 UEs in fielding (non-mission capable) at any one time. The Objective Force provides us the traditional heavy-force campaign overmatch, rapid and flexible SBCTs, and the full spectrum precision maneuver capable Objective Force UEs and UAs.

The UEs are highly tailored, Joint interdependent, higher-level echelons that integrate and synchronize Army forces for full spectrum operations at the higher tactical and operational levels of war/conflict. UEs participate in all phases of Joint operations from initial entry to conflict termination. The UE focuses on battles, major operations, and decisive land campaigns in support of Joint operational and strategic objectives.

They are organized, designed, trained, and equipped to fulfill command and control (C2) functions as The Army Forces (ARFOR) Component, Joint Force Land Component Command (JFLCC), or the Joint Task Force (JTF) and have the inherent capability to interact effectively with multi-national forces, as well as, interagency, non-governmental and private volunteer organizations.

Pre-configured in ready-to fight self-sustaining (3-7 days) combined arms force packages, the entire UA deploys within 96 hours, using multiple austere points of entry, and begin operations immediately upon arrival normally under the C2 of a UE.

FINAL DRAFT

At the strategic level the Objective Force deploys from either forward sanctuaries or the continental U.S. The force has both expeditionary and campaign qualities; is configured for rapid deployment and ready at a moments notice for sustained operations. At the operational level the Objective Force arrives at multiple austere points of entry via air and sealift. Tactically, the Objective Force deploys and re-deploys in tactical aircraft capable of short field and unimproved runways.

II. The Objective Force Design Considerations

A. Linked to National Objectives

The Objective Force of 2015 was designed to fully support the national security and national military strategies and has realized the transformational capabilities outlined by the Department of Defense (DoD) (including the Quadrennial Defense Operational Goals, Transformation Pillars, and the Joint Capstone Concept of Full Spectrum Dominance) over time. The linkage is a continuous spiral process with Army personnel and operational maneuver supporting Joint full spectrum operations and Joint materiel requirements driving Army materiel solutions.

While there have been many policies, National Security Strategy (NSS), and National Military Strategy (NMS) documents since 2002, the common denominator in conflicts is the timely delivery of the right combat power to achieve the desired effect. Our national policies such as, *preemption*, demand mobile, deployable ground forces capable of rapid entry and decisive actions in hostile areas. Capabilities based strategies and effects based operations, such as, *rapid decisive operations* require the entire Joint force contain both speed and power contributing towards a decisive outcome.

The Army's contributions to Joint speed and power requirements are the capabilities of prompt and sustained operations. The Objective Force contributes to prompt operations (preemptive attacks, Joint raids, or other forcible/early entry operations) by increasing the force flow through multiple, simultaneous deployments thereby closing the gap between deployment and employment. The Objective Force provides sustained forces not only for campaigns that require more time, but also allows for transition to post combat and stability operations that are critical in meeting national security objectives.

B. Designed as an Integral Part of the JIM Force

In 2015, the Objective Force is an integral component of the Joint Force. It is organized, manned, equipped and trained as a JIM force, possessing common overarching doctrine, integrated training, commonality, and interdependency/interoperability.

FINAL DRAFT

Standardized doctrine and Joint operational concepts dictate relationships, procedures and collective activities governing all agencies, departments and forces in JIM environments. Training includes an effective, standardized, integrated JIM training system developed to maintain trained and ready JIM forces. JIM Training Centers provide the capability to improve full spectrum training at all levels of JIM warfare worldwide.

Interdependency/interoperability among JIM forces is a result of the development of standard multi-level communication and security protocols within the collaborative information environment allowing automated parsing and filtering of information to JIM, 2002, Stryker, and Objective Forces at differing levels of security and capability during training and operations.

The operational environment and conduct of day-to-day business in the Objective Force is characterized by interaction and interdependence with JIM forces. It is the norm.

Joint Operations. In 2015, the Objective Force is a key interdependent component to the Joint Concept of Operations supporting the collaborative information environment, operational net assessment, the Joint Interagency Coordination Group, the Standing Joint Force Headquarters, and effects based operations.

Specifically, the Objective Force ...

- integrates, transfers, and partners capabilities throughout the Joint Force with speed and audacity
- strengthens the ability of the U.S. to deter, preclude, and limit conflict escalation by providing a multi-dimensional campaign quality threat to any potential adversary
- provides the JFC the precision maneuver tool complimenting precision engagement capabilities and creating the synergistic effect of precision strike throughout the Joint Operations Area
- enables Joint fires by empowering the maneuver commander to accurately focus all available destructive fires
- contributes through the Objective Force Joint C4ISR architecture to the common operating picture (COP) transforming data into knowledge thereby by massing Joint capabilities
- provides operational-level information superiority to the JFC, enabling him to gain and maintain operational initiative
- provides the essential capability to achieve a decisive victory through the control of terrain, people, and resources without resorting to indiscriminate destruction

Interagency Operations. The Objective Force operates with other instruments of national power and agencies to create results unachievable by

FINAL DRAFT

military power alone. The Objective Force C4ISR architecture allows for shared communications with the first responders (police, firemen, medical personnel, etc.) Cultural understanding of the strategic situation sets the conditions for Objective Force interagency success.

Successful operations in 2015 require harmonization of all instruments of national power both inside and outside of the continental United States. The enduring national security goal of protecting the Homeland is at the heart of interagency operations. Close interagency homeland security synchronization results in a significant paradigm shift from past military operations inside of the United States. Other areas of increased interagency coordination include public and coercive diplomacy, counter-narcotics, counter terrorism, information operations, deterrence of and response to weapons of mass destruction (WMD) events and small-scale contingencies.

Optimizing interagency effectiveness, the Objective Force in 2015 is an integral part of the Joint Interagency Coordination Group (JIACG). A U.S. Joint Forces Command-sponsored effort, the JIACG is a multi-functional, advisory element that places special emphasis on improved comprehensive situational understanding across the elements of national power, with a corresponding increase in synergy between activities of U.S. military forces and their interagency partners. The JIACG represents both military and civilian departments and agencies, facilitating information sharing and synchronization through regular, timely, and collaborative day-to-day working relationships between operational planners.

The JIACG is not only embedded in combatant commanders headquarters as a part of the Standing Joint Forces Headquarters (SJFHQ), but is also represented in UE headquarters and their representative Home Station Operations Center (HSOC). This enables Objective Force units to function as a JTF and also enhance day-to-day operations and relationships across the spectrum of activities.

Multi-national Operations. In 2015, multi-national operations are business as usual for The Army. The rapid Transformation of the U.S. Army coupled with significant technological developments and resource constraints have exacerbated existing differences with our multi-national partners. The U. S. Army has taken positive steps to diminish or even eliminate interoperability gaps through participation in multi-national agreements and by selectively investing in the right multi-national interoperability capabilities, with the right partners, for the right missions.

We have aggressive bi-lateral and multi-lateral military standardization agreements on identical equipment, common operating procedures, and the exchange of liaison personnel that allow us to effectively operate with similar militaries. We have achieved a level of multi-national interdependence/

FINAL DRAFT

interoperability with our multi-national partners, allowing for the specialized development of certain niche capabilities. Focused and comprehensive programs of Army-to-Army security cooperation have opened new doors and have given U.S. forces unprecedented levels of assured access in strategically crucial regions of the world.

Critical to success with multi-national militaries is a balanced approach to hardware solutions, especially with command, control, and communications. We know there are no universal hardware solutions however; we have mitigated much of this gap by building into the force doctrinal, organizational, procedural, training and leader development solutions. Multi-national partner participation in the common operating picture (COP), organic system level interoperability designed into common hardware and message standards are key enablers of multi-national operations. In addition, essential security cooperation, multi-national training, exercises, experimentation, and security assistance promote wide-ranging effectiveness.

We have new technology solutions that were not available in 2002, such as, universal language translators, the ability to conduct interlinked reachback training from remote locations, and information exchange agreements permitting unilateral, multi-lateral, multi-level communication and security protocols within the collaborative information environment.

Finally, the Objective Force acting together with other JIM partners share interests through integrated decision-making at the national/strategic level. These interactions are characterized by operational “deconfliction” and multi-national coordination. We have produced Objective Force leaders and Soldiers with the inherent agility and flexibility to make any ad hoc coalition as effective as possible. Special Operating Forces possessing unique Joint, interagency and multi-national skills along with unique cultural competence and language proficiency are critical enablers.

C. Objective Force Organizational Constructs

In 1999, when we began the conceptual design of the Objective Force we wanted to shed pre-existing concepts, missions, functions, and structures and truly start at the beginning so we coined new organizational names: UEs and UAs.

Today’s UEs are the basis of combined arms air-ground task force. They plug into and/or receive assets from organic, higher level Army, JIM organizations and therefore adapt to a wide variety of potential operations and maintain a honed readiness through continuous, habitual relationships. UEs, highly tailorable for specific missions and contingencies, draw from a pool of force enablers (aviation, fire support, engineer and sustainment). The UE is comprised of a multi-functional headquarters nucleus and a standard base of

FINAL DRAFT

organic subordinate units UEs are created when operations approach the high end of combat or demand a campaign quality or when control of multiple organizations or JIM organizations is desired.

The UA is the decisive element within the OF that closes with and destroys the enemy in any operation, against any level of threat, in any environment. It is not a fixed organization and has the capability to command and control up to three FCS combined arms battalions, one Aviation Detachment, one Artillery Battalion, and one Forward Support Battalion, as well as, employ enablers from higher headquarters. It is able to employ a range of supporting capabilities from a UE or a JTF and can force tailor up with additional capabilities for specific missions across the full spectrum of military operations. The C4ISR architecture enables the UA to increase its span of control.

D. Special Purpose Forces

Objective Force Special Purpose Forces fulfill a specific function, such as, airborne, air assault, and Special Operations Forces (SOF) and are assigned as part of the Unit of Employment force pool. These units transform to meet the requirements of the Objective Force and our adversaries.

2015 SOF continues their critical missions of foreign internal defense operations, Joint multi-national training exercises, security assistance, civil military, and peacekeeping operations. They continue to engage and train foreign indigenous forces, counter subversive elements, and generally promote U.S. interests. As culturally competent subject matter experts already in place, Special Operating Forces act as the vital link for follow-on forces with key information to create or refine the COP for the JIM force.

The Objective Force will rely on SOF to identify an adversary's intent or other changes in the operational environment. SOF ground forces not only train foreign indigenous military forces, they contain the civil affairs proponents that can provide full spectrum advanced civil military operations with interagency integration needed for stability, demobilization and to bring about conflict resolution.

E. Reserve Components (RC)

In 2015, the RC (ARNG and the USAR) are missioned, organized, and equipped to provide complete interoperability across the full spectrum of military operations creating a seamless Army force structure. The RC enables The Army to sustain Joint operations by providing a strategically responsive generating force capability and specialized technologically advanced individuals. These capabilities provide The Army the flexibility to conduct extended campaigns in multiple theaters and allow The Army to expand and contract synchronous to the mission.

FINAL DRAFT

Characteristics and Capabilities. The paradigm of mobilization will change from “Alert-Train-Deploy” to “Train-Alert-Deploy.” Mobilization as understood in 2002 has ceased to exist. The RC complements the operational capabilities of the active force for expandability. Most units are able to move directly from home station to Ports of Embarkation (POEs), eliminating the cold war mobilization processes and reducing employment timelines. Statutory and policy requirements are refined to facilitate the immediacy in alerting and deploying individuals and units for operations.

Enabled by information technology tied to web-based training, pre-alert training levels are higher across all RC units. Assignment Oriented Training (AOT) is commonplace in the RC and combined with reliance on the NCO to train the Soldier, produces cost-effective skill qualification and individual readiness. The web-based learning and training (schoolhouse without walls), extends into the Soldiers home. RC units have a higher frequency of unit level staff training and rotations through Combat Training Centers.

Unit and personnel readiness is evolved from a post-mobilization task to a pre-alert standard with RC installations, including centers and armories, acting as “centers of readiness”. Post-alert training will be the exception, not the norm. Unit and individual training tempo is based upon a continuum of training days each year driven by mission and pre-alert readiness requirements. Units or individuals, such as medical or legal, no longer require collective training. Soldier readiness processing requirements associated with personnel readiness are supported on an equal basis with active force.

RC Soldiers and units are immediately accessible and available within the continental U.S. (CONUS). Based on the Objective Force deployment metric of 96 hrs/120 hrs/30 days, they are available for global deployment in 3-30 days. The RC provides an enabling force generation capability to deploy UAs and UEs. The RC unit provides support and is organic to some UAs and UEs both CONUS and outside CONUS (OCONUS).

The RC has new types of units (information operations units, experimentation forces, Joint augmentation units, network security units, and interagency units) and capabilities (continuum of service, civilian acquired skills, and strategic sustainment).

One of the new RC initiatives is the dynamic “continuum of service” for Soldiers; the option of continuing service within The Army but in different components or status; from new recruit, to AC, to RC to retiree or contractor. This allows trained and experienced Soldiers and leaders to continuously serve. In effect, a Soldier is able to move from AC to RC status and back throughout his career. To facilitate this as it relates to the continuum of service, Soldier benefits including health care, retirement, and housing allowances, applies across all components.

FINAL DRAFT

Soldiers in the reserves bring a deep and diverse pool of *civilian acquired skills* directly linked to America's industrial workforce providing The Army the valuable option of having direct access to sophisticated skills.

The RC provides vital capabilities that complement The Army with strategic sustainment. The RC is strategically postured for Homeland Security and ready and available for power projection missions. As strategic combat forces for extended campaigns and depth for rotation, the reserves are equipped, organized and trained to a level of readiness necessary for immediate employment. They provide a source for a substantial number of individual and unit augmentations or replacements for the Joint force.

To ensure seamless integration of the RC with the AC it is mandated that the RC be equipped for its missions with the same modern equipment and technologies as the AC. Simultaneously, the watershed of 2002 equipment to the RC is being recapitalized and sustained until completion of the transformation of the entire Army to the Objective Force.

III. Objective Force 2015 Functional Concepts

Each functional concept amplifies a particular function of the Objective Force concept for 2015 describing operations or the employment of a system within the function. These concepts focus on the significant differences between the Army of 2002 and the Objective Force in 2015. Additionally they focus on functions, rather than systems, and describe the relationship to Objective Force capabilities establishing a benchmark for further development. These functional concepts support the Objective Force and The Army's role as part of the JIM force and DoD Transformation.

A. Soldiers, Training, and Leader Development

In 2015 people remain the centerpiece of The Army. Training Soldiers and growing leaders continues to be one of The Army's most essential missions. Expectations of Soldiers, recruited from the same population base as in 2002, are greater because the current operational environment demands are greater and more complex than in our past.

In a transformed Army culture, every Soldier is trained and equipped to be a decision maker. Leaders provide a command climate that supports initiative, innovation and risk-taking. Unit manning increases cohesion and readiness as personnel stay in units for longer periods of time. The Army offers opportunities for a continuum of service where Soldiers may transition among the AC, RC, civilian life and back. The Army has transformed to a culture of centralized information and decentralized operations within the context of the JIM environment.

FINAL DRAFT

Each portion of the professional development triad (institution, unit, self) plays an important training role. At junior levels, Soldiers and leaders gain a common set of Army values and traditions to guide them in the conduct of war, while learning skills, knowledge, and attributes necessary to make the initial transition to their first assignment. As they progress to more senior levels, their professional development increasingly shifts towards an understanding and competency in the nature and art of war. Artificial intelligence and virtual reality enables them to perform many tasks previously accomplished by numerous specialists. Our Soldiers and leaders know ‘how to think’ versus ‘what to think’ at every level of command.

Transforming Soldier Training. Objective Force Soldier training begins upon accession with a comprehensive assessment of the Soldier including a preconditioning phase prior to entering the one-station unit training (OSUT) initial entry training (IET) environment. This environment enables integration of combat and job skills approximating battlefield conditions. It facilitates continuous and consistent development of the Soldier-warrior throughout the IET process. Following IET, requirements for more focused technical training are met through assignment-oriented training, a combination of resident, distributed and on-the-job training.

Throughout their careers, Soldiers play a greater role in their own professional development, by keeping pace with changing operational requirements, new technologies, common weapons platforms, and evolving doctrines. Soldiers are supported throughout their career by the institutional learning base as they transition from assignment to assignment, and progress from lower to higher rank. The training management system, linking the Soldier to the institution, is integrated with the personnel management system to match the Soldier with the requirements and skills for the assignment.

Transforming Leader Development. Transforming the content, method, timing, and relevance of professional military education is critical to developing leaders for the Objective Force. Competency based learning is the standard for leader development in 2015. Leader development requires emphasis on self-awareness, adaptability, and interpersonal, conceptual, technical, tactical, mental, physical, and emotional competencies. Leaders are more comfortable with ambiguity, JIM operations and relationships early in their careers. They are able to anticipate the higher order effects of their actions. The Army has implemented an assessment and feedback process at all levels of leadership that is conducive to experiential learning.

Institutional Training and Education. Institutions remain the cornerstone of doctrinal and training development, but their influence extends beyond a geographic location. Through the use of information technology and distributed learning, Army educational institutions “classrooms without walls,” are

FINAL DRAFT

capable of providing the right education and training on demand, to the right individual, at the right time, at the right place. Reach capabilities through the Objective Force C4ISR architecture allow Soldiers and units to access Army-level resources for quick and effective training solutions and enable lifelong learning.

Transforming Unit Training. A robust C4I backbone and installation training support infrastructure provides the connectivity for live, virtual and constructive training and allow units to “train –alert – deploy.” Reach back to the HSOC, the institutional training base, and national level expertise allows units to conduct rehearsal en route to the area of operations (AO) and train while deployed.

Rotations at the Combat Training Centers (CTCs), now connected to the Joint National Training Center (JNTC) for greater degree of JIM participation, remain The Army’s capstone training event with. Similarly, post mobilization Maneuver Training Centers offer increased unit training opportunities for all components.

Training capabilities are "embedded" into every new Objective Force system to allow Soldiers and leaders to train realistically, to build functional combined arms teams, and learn from their mistakes using virtual and constructive tools, as well as instrumentation. Embedded training (ET) provides a full-task framework for the unit to conduct planning, training, and rehearsals. The Objective Force family of systems has embedded Army and Joint instrumentation necessary to provide feedback on Soldier and unit core performances. In addition to the new training and systems, The Army relies on a personnel management system to help transform human resources.

B. Human Resources (HR)

The heart of the Objective Force is the people...who go in harm’s way to impose our nation’s will, who know and live Army values. Our warriors do not fight alone; they must have the support of the entire Army Team – families, civilians, and contractors. Transformed Human Resources (HR) policies, systems, and enablers in 2015 allows every individual to fully contribute to The Army and build individual potential for lifelong service.

HR focuses on the combined capabilities of technology and human innovation. Transformed HR supports military (all components), veterans, retirees, civilians, their families, and contractors. It focuses on identifying suitable personnel for the mission and supports the force with the right individuals and units throughout a lifetime of service. Our Army HR system is characterized by manning the force and enabling well-being.

FINAL DRAFT

The intent and scope of transforming HR is to maximize Army effectiveness by tailoring unit manning in both peace and war, and programmatically managing well-being programs. It is to responsibly balance end strength, force structure, and inventory; adapt methods to provide for the physical, spiritual, and mental health of individuals; and provide comprehensive embedded religious support. From a technological standpoint, it will ensure human resource systems, automation, and technology are fully integrated. It builds upon a paperless, accessible, mobile, interoperable, and capable system for providing sophisticated data and trends analysis for a flexible, responsive, and effective force.

HR Manning Functions. The manning system operates within the network-centric environment, linked and integrated with the operational and sustainment architectures throughout the force. The Objective Force C4ISR architecture with the resultant networked connectivity allows the HSOC to conduct the non-contact required HR for deployed forces. The transformed HR manning system enhances warfighting capability by enabling commanders and Soldiers to make informed decisions quickly, decreases personnel turbulence, maintains well-being of individuals, employs and replaces units and individuals, and provides quick access to HR information and processes.

HR Battlefield Functions. Networked connectivity enables the reduction in size of the number of deployed S-1 personnel thus reducing the in-theater HR footprint. The in-theater HR support at UA level and below is provided by a modular S-1 section with priority focused on strength accounting and casualty reporting supported by the HSOC maintained database.

Networked connectivity provides visibility of all personnel as geographically disparate units organize for missions. Through the COP, the commander has total visibility of all assigned or attached personnel, regardless of component. The Army HR system continues to provide battlefield functions: operational and institutional medical capabilities and surveillance, casualty reporting, strength reporting and accounting, replacement operations, finance, legal, religious support, morale welfare and recreation (MWR) and postal operations. HR functions have improved through digitized and accessible records and systems capable of receiving, providing, or adjusting information on any individual anywhere on the battlefield.

Recruiting and Retention. The Army in 2015 uses a recruiting business model that is predictive and responsive to requirements, and enhanced by mobility and automation technologies. Outreach programs and remote access to marketing data, Army job openings, and the enterprise HR database allow recruiters to attract the best qualified youth to serve The Army.

A career in the Army has become more attractive than earlier this decade with the adoption of new initiatives, such as, the lifelong continuum of service, the

FINAL DRAFT

visibility and recognition of civilian acquired skills, and personnel exchanges/partnerships with industry.

In 2015 Soldiers remain with units for longer periods than in 2002. An assignment system based on maximizing unit readiness supplants the current individual replacement system allowing units to minimize disruption. Beyond their first assignment Soldiers move among 2002, Stryker, and Objective Forces assignments. The Army consists of multi-skilled Soldiers and leaders who lead and coordinate mixed units on the battlefield.

Well-being. The well-being of The Army emanates from multiple organizations with varying responsibilities. Well-being brings into balance Soldiers' medical, spiritual, financial, housing, and other needs, enabling them to become self-reliant. Objective Force well-being integrates planning, programming, budgeting, and execution systems across all forms of resourcing. By doing so, we meet our social compact with them, and therefore are more likely to meet our recruiting, retention and readiness goals. Ultimately, the well-being of the Soldier occurs when he or she returns home safely from operations. Leaders ensure the well-being of their Soldiers, particularly through the proper application of Battle Command.

C. Battle Command

Battle command applies the leadership element of combat power. It is principally an art that employs skills developed by professional study, constant practice and considered judgment. Battle command provides the necessary leadership, direction and motivation to achieve decisive action responsive to the situation, to include, strategic and tactical implications.

Battle command is essentially how leaders think – leveraging dominant knowledge to achieve decision superiority, thereby giving warfighters an actionable understanding of the battlespace. Battle command synchronizes and integrates operations of Army forces with other JIM elements to conduct dominant maneuver, focus logistics, execute precision fires, and provide full dimensional protection. Battle command focuses on the ultimate executor of military power – the individual Soldier.

2015 Army operations continue to center on the Soldier who has superior warfighting capabilities through unprecedented advances in technology. The Army views the science of battle command as the essential bridge between advanced technology and enabling Soldier operations. Technology is merely a catalyst for execution of battle command and enhanced mission success. Critical to exercising battle command is to understand the distinction between the art and science and to integrate people and technology in synergistic fashion.

FINAL DRAFT

There are three overarching enablers of Objective Force battle command: flexible and adaptable command/organization, advanced technology, and knowledge dominance.

Flexible and Adaptable Command/Organization. Army operations continue to be based on the ability of the commander to lead and direct staffs and subordinates to achieve a common purpose using mission orders. However, the use of mission orders has become more challenging for our leaders with Objective Force forces tailored from personnel pools of ad hoc, sometimes JIM units.

Command structures are flexible and adaptable to accommodate shifting missions and geographic employment. The three basic UE headquarter command post structures (the HSOC, the deployable command post and the commander's mobile command group) together form an interdependent battle command grid that stretches from home station to whatever point from which the commander elects to direct the force. The synergistic combinations of tailorable organizations, technology, and knowledge dominance facilitate significantly reduced deployed command post footprints, up to a factor of ten.

Advanced Technology. Technological advances change the methodologies and tools of battle command. The dependability of the Global Information Grid (GIG), Army networks, and unprecedented access to information enables leaders to exercise battle command faster, more precisely and more confidently than ever before. Components of C4 and ISR technologies are embedded in maneuver platforms, increasing the mobility and survivability of the network, as each platform becomes an inherent part of the network.

Multi-dimensional, robust, multi-layered Objective Force communications remove single points of failure and tie global maneuver, maneuver support, and maneuver sustainment together. The ability of knowledge centers to aggregate data into information, tailored to the user via advanced man-machine interfaces, enables decision dominance. Commanders, staff and organizations understand hybrid force capabilities and limitations and are able to tailor and adapt JIM networks accordingly.

Knowledge Dominance. Unprecedented teaming of commanders, leaders, staffs and functional experts using advanced on-demand collaboration techniques, linking them from dispersed locations allows for timely sharing of information, enabling decision dominance. Teams form, change, relocate, expand and disperse without effect to battle command. Commanders and staffs are comfortable with rapid transitions and changes, as the team is fully integrated from home station to point of decision. The force is able to plan and conduct rehearsals while on the move, in a distributed fashion. This unprecedented situational understanding is contingent on a single unitary battle command system, integrated throughout all functional areas – the same in garrison as in

FINAL DRAFT

the field. This system is interdependent with Joint, and interoperable with interagency and multi-national systems as required during JIM operations.

Battle command empowers the Objective Force to aggregate and synchronize the appropriate effects of military power at the precise time and place – any time and anywhere. Battle command is faster, more mobile, more adaptable to hybrid and JIM formations. Leaders are more confident in their information systems, facilitating decentralized decision-making. There is a cultural change empowering Soldiers and leaders with the increased confidence, competence and control to seize the initiative.

D. Command, Control, Communications, Computers (C4)

Objective Force C4 in 2015 is more than just communications “pipes”, computer hardware, and command and control applications. C4 establishes an integrated, ubiquitous network, managed and defended as an enterprise, with knowledge-based processes to empower Army and JIM users.

While all functional areas are inter-dependent on network-centric C4, transformation of functional area information systems from stovepipe, stand-alone systems and processes into knowledge-based enterprise processes are critical to the success of the Objective Force. This knowledge transformation is not merely based on new technology, but radical changes in Army and Joint business processes, doctrine, organization, training, leadership, and education to exploit the power of knowledge and turn it into decision dominance for the battlefield commander.

The 2015 Army has five years of experience with Objective Force formations. Its C4 and functional capabilities are integrated vertically and horizontally and are an integral part of 2002, Stryker, and JIM networks, including the networks of the Joint Task Force, combatant commanders, and associated CONUS-based support. They share a CROP and exchange relevant information between JIM forces at appropriate security levels. Communications-on-the-move (COTM) enable commanders to move rapidly about the battlespace while maintaining uninterrupted access to the CROP and integral battle command tools.

A bridge to our less advanced multi-national partners, the UE provides liaison teams equipped with highly capable C4 equipment and specialized technical and security interfaces. This allows almost unfettered sharing of relevant knowledge between all commanders and their critical decision nodes to achieve dominant battlespace understanding.

Information/Knowledge Management. A knowledge-based information management and dissemination capability allows tailored transfer of information to facilitate efficient bandwidth usage. The efficiency of commanders and staffs

FINAL DRAFT

multiplies from the latest capabilities and techniques in enterprise collaboration and content management. These capabilities include identity assurance sign-on, analysis and collaboration tools, secure and encrypted-target messaging, powerful search engines, robust information cataloging, and content dissemination based the individual's role, rank or profile. Objective Force data management tools and systems have smart search engines and intelligent agents that mine, understand, analyze, fuse, and distribute data within the context of the relevant domain. Accessing and providing information to and from Joint common databases is the rule rather than the exception.

Information technologies allow commanders and staffs to actively participate in streamlined planning and decision-making processes in a virtual manner. Planning and decision support tools assist the commander at each echelon in analyzing potential courses of action. The commander has the option to rehearse subordinate commanders and staff while dispersed and on the move. Furthermore, virtual staffing, via knowledge centers as part of the GIG, allows the participation of special staffs, engineering expertise, and other external elements not commonly associated with the unit.

Parallel and collaborative planning methodologies also link multiple echelons into simultaneous rather than sequential orders production cycles. A combination of mission planning software and collaborative capabilities enhance the capabilities of supporting staffs and facilitate the use of expertise from linked units and supporting theaters. Mapping resolution and access to geospatial information beyond traditional, two-dimensional maps (such as 3D representations of buildings in urban areas) allows our forces to conduct detailed mission planning and rehearsals at the ground level for COA analysis.

Resulting orders will be transmitted through the network and displayed via the CROP using intuitive and easily understood formats. The CROP enables visualization of the courses of actions required to win the fight. UA urban operations planning capabilities include 3-D personnel tracking, surface and subterranean mapping and planning tools – collaboratively supported by reach to external sources.

Network Centric Operations. C4 systems establish a global infrastructure that enables network-centric operations accessible from anywhere in the Objective Force areas of operation. Integrated communications systems are embedded into every new Objective Force platform. Sensors provide ISR information while reporting devices automatically provide friendly force location, and focused logistics information within and across echelons. Radio systems have multiband frequencies, high throughput, conforming antenna technology and capabilities to automatically convert from omni to directional operation. Software-defined radios provide JIM interoperability and inherently support networking capabilities. Both radios and some sensors (particularly airborne)

FINAL DRAFT

have the capability to act as relays. Aerial and space-based relay assets provide coverage over wide areas and in communications-restrictive terrain.

This “network-centric” view implies possible as a result of a complex set of technological advances and changes in tactics, techniques, and procedures (TTP). The network is a mix of several generations of technologies but still achieve unprecedented levels of robustness, reliability, and survivability by using state-of-the-art technologies and digital bridging techniques to ensure interoperability. While the Objective Force and JIM forces of 2015 are a hybrid mix of capabilities, the “seams” between individual systems and networks is transparent to the users/decision makers.

During the alert/deploy phase of operations, installation interfaces into the GIG allow deploying units to connect with higher, adjacent, and subordinate elements and JIM forces to receive more information, conduct mission planning and rehearsal, form their own CROP, and gain situational understanding. C4 linkages into ground, air, and/or space networks allows Objective Force units to continue to receive ISR updates and to conduct en route mission planning and rehearsal during inter-theater and intra-theater movement of forces and during all phases of an operation.

During deployment, embedded communications and connectivity to JIM networks allows Objective Force units to extend their network connectivity and immediately employ as they arrive. A robust network using multiple communications paths, including line-of-sight and non-line-of-sight connectivity, enables the expansion and thickening of the linkage of the numerous platforms, sensors, Soldiers, and shooters over longer distances. These multiple communications links allows self-healing to prevent the isolation of any Objective Force element in the event of failure of any single node in the network.

Objective Force units use network connectivity to reduce their in-theater support footprint. With the advantages of advanced and reliable technology, the physical location of these support and administrative staffs is less important. It no longer matters where the data transmission or CROP entry originates provided the information can be readily gathered, authenticated, and electronically exploited.

The high bandwidth GIG and Joint networks connect deployed commanders and staffs to Knowledge Centers, Fusion Centers, and HSOCs in sanctuaries and CONUS. These centers use advanced processing capabilities and GIG fiber connectivity to collect huge amounts of raw data for fusion into usable, relevant knowledge to be transmitted in bandwidth efficient formats to the commanders and staffs on the battlefield. Commander and staff requests for large data products, such as, mapping, video, logistical, and personnel data are transmitted by the satellite-based Global Broadcast Systems directly to receivers on the unit network. Timely receipt of large files from the theater or Joint

FINAL DRAFT

command headquarters, such as, the theater Air Tasking Order, is accomplished by quick downloads using these same bulk data receivers.

Advances in technologies (COTS, embedded and autonomous systems) cause a realignment of portions of the force from installing, operating and troubleshooting C4 equipment and nodes to the now critical mission of managing and defending the enterprise network. The ramifications of newer equipment across the force coupled with understanding and managing the “network of networks” cause a shift in the skill set required of those Signal Soldiers manning the force to the management and defense of networks.

Network Operations. Network Operations (NETOPS) is a critical function on the 2015 battlefield. The enterprise NETOPS provides for network management and computer network defense to be performed at the enterprise level, using efficient and streamlined processes and state of the art technology.

Transparent to the warfighter, network managers monitor, configure and control all aspects of the network and observe changes in network status. Their capabilities include a robust detect, react, respond defense-in-depth against computer network attacks (CNAs). NETOPS -- accomplished as an enterprise across all Army networks -- permits the requisite network operation and defense to achieve a highspeed, secure, interoperable Army knowledge enterprise. The Army’s network operations capabilities, a key element of Joint NETOPS, are integrated with the Joint force. Army NETOPS is capable of assuming control of Joint networks, when required.

The operating environment brings new challenges and threats to U.S. C4 capabilities as resourceful adversaries recognize and attempt to counter U.S. dependence on information superiority and situational understanding. Information Assurance protects and defends information systems. Preventing or overcoming threats to information systems, such as, physical destruction, denial of service, capture, environmental damage, and malfunctions are a key mission of network and knowledge managers in 2015. Computer network defense is part of this mission.

Successful information assurance, providing trust in the availability, integrity, authentication, confidentiality, and nonrepudiation of information will be the basis for a confidence that allows commanders and staffs to compress their decision cycles and react quickly to information. Network assurance and protection provides iterative mechanisms to include fusion, change detection, info management services that provide quality assurance of the data and the transport layer.

The flexibility, redundant connectivity, and self-healing of its networks along with real-time network management and computer network defense reduces the vulnerability of Objective Force information systems and improves

their capability to survive attempts to destroy or otherwise disrupt the flow of data.

The electromagnetic “battlespace” is extraordinarily challenging in 2015. The radio frequency spectrum, as an internationally recognized sovereign asset is continues to become more crowded and less accessible. Adversaries attack our systems with advanced intercept and jamming capabilities. Objective Force systems are flexible, able to adapt their use of frequency, and employ frequency use techniques to achieve a low probability of intercept and detection.

Advanced C4 capabilities and Knowledge Management enhanced processes and applications allow Objective Force commanders to gain information superiority and decision dominance over all adversaries. This allows Objective Force units to maintain a fast-paced tempo and respond with a power and precision never seen on the battlefield. The Army’s C4 capabilities greatly enhance the ability to collect, process, and distribute Intelligence information throughout the battlespace.

E. Intelligence, Surveillance, and Reconnaissance (ISR)

The Objective Force in 2015 requires knowledge dominance to succeed. Army missions, including anti-terrorism and homeland security, require collection, integration, analysis, synthesis and presentation of an unprecedented quantity of disparate global information to provide predictive intelligence. The Army’s ISR ability to provide timely and precise knowledge at the point of decision enables decision makers to understand the battlespace and to direct actions.

The qualitative differences between The Army’s ISR capabilities 2002 and in 2015 are collaborative analysis, increased fidelity of information, integration with other functional areas via the CROP, more timeliness, reduced footprint forward, tailored multi-discipline intelligence for the commander, situational awareness at lower operational levels, fusion of data from intelligence and non-intelligence sensors, access to expert knowledge via “reach,” and enhanced multi-echelon sensor integration.

Army ISR integrates multi-discipline collection, processing and reporting across all battlefield functional areas and echelons. It is a day-night, all weather capability with access to national and JIM sources. The ISR force is rapidly deployable, knowledge-based, and comprised of expert personnel harnessing the collaborative analytical, communications, and the presentation power of modern information technology to support leaders at the point of decision, regardless of echelon or agency.

Army ISR missions include full dimensional protection of the physical and cyber domains, unique collection to cover information gaps, integration of all sensors, analysis to transform data into information and information into

FINAL DRAFT

knowledge, and timely presentation of relevant knowledge in a format and manner that imparts immediate understanding. Predictive all-source analysis provides the underpinnings for knowledge.

ISR Personnel Training and Qualifications. World class Soldiers, civilians and contractors are the foundation of the transformed intelligence force. The personnel, training, and force modernization processes ensure the ISR workforce is trained, equipped, organized and assigned to jobs appropriate to their expertise. Tactical experience is primarily gained through assignment to the UA. Technical experience will be primarily gained through assignments to the UE, strategic intelligence organizations, government, and non-government agencies, such as, DIA and Army Intelligence and Security Command (INSCOM).

The role of the RC intelligence forces has expanded beyond linguists, interrogators, interpreters, and analysts to missions and functions associated with HSOCs, support to Homeland Security/Defense, manning for intelligence centers, academia and industry Knowledge Centers, and expanded Army presence in organizations, such as, NSA, DIA, NIMA, FBI, NGIC, etc.

Intelligence, Surveillance and Reconnaissance (ISR) Operations. In peace and crisis, Army ISR conducts sustained, continuous real-world operations in coordination with JIM combined intelligence organizations to build knowledge bases that ensure no cold starts and support decisive action. This is facilitated by access to relevant intelligence knowledge, regardless of source. “Relevancy,” measured by the commander’s ability to anticipate and act on battlespace opportunities, is aided by advanced fusion. Units at all echelons access a shared a network database repository for intelligence and distributed analysis, the CROP. Their individual view of the CROP is defined by subscription to the database, predicated upon echelon, mission and location, and further refined—tailored—by commanders and staffs. Many functions are resident in the HSOC, geographically distant but virtually linked to forward deployed forces.

Objective Force success depends on assured interfaces with our sister Services, Joint and national collectors and processors. The Distributed Common Ground System-Army (DCGS-A) architecture provides Army network-centric ISR connectivity from national agencies to the UA. It provides interoperable tasking, processing, and exploitation capabilities. The Aerial Common Sensor provides improved signals intelligence collection and precision geolocation capabilities, as well as, imagery intelligence (IMINT) and measurement and signals intelligence (MASINT) sensor packages.

The Objective Force possesses advanced ISR capabilities and networked sensors to see the enemy in complex, urban terrain through structures and below ground. Advanced technologies lead to unprecedented common integrated operational picture enabling us to see the enemy in part and as a whole, as a

FINAL DRAFT

complex adaptive organization. ISR enablers include combat identification systems; organic robotic multi-spectral, disposable sensors, UAVs and UGVs; embedded C4ISR, SOF, long range surveillance detachments; and air and ground reconnaissance operations.

ISR is heavily reliant on a robust and assured network-centric communications infrastructure, and access to commercial and government data from common portals. The maturation of communications and presentation technologies enable Army ISR “reach” and dissemination by providing assured communications, range extension, communications-on-the-move, multi-level security, interoperability, timeliness, information assurance, sufficient bandwidth for communications, and a robust transport layer. “Reach” establishes an inextricable link between forward deployed ISR assets and the databases and expertise located in government and non-governmental Knowledge Centers.

The UE/UA Intelligence staff is responsible for a much larger range of assets and functions, assisted by automation, collaborative tools, and a distributed approach to analysis that make intelligence a collective effort. The Objective Force exploits a robust network of tactical, operational, and strategic sensing capabilities, coupled with the ability to instantaneously process, store and share the resultant data and information. ISR integration synchronizes, collectively monitors, and analyzes an interactive, protocol-driven network of advanced multi-functional and domain sensors. Sensors detect air, ground, and subsurface targets; electro optical and thermal sensors provide passive/covert and active target acquisition; acoustic, magnetic, and seismic sensors provide real-time tracking and target identification for ground and air targets. Analytical tools, such as, aided target recognition (AiTR), provide analysts and decision-makers an enhanced capability to recognize and identify targets.

Although aided by technology, analysis remains essentially a human endeavor and the centerpiece of ISR. While exponential increases in collection capability improve situational awareness, understanding what it all means will remain the critical requirement in the commander’s decision-making process. Organizationally, experienced and dedicated analysts who understand tactical force requirements analysts are required at every echelon of command and within every identified “standing” Knowledge Center (e.g. DIA, NSA, CIA, NIMA, INR, DEA, FBI, etc).

Analysis transition from a hierarchical, autonomous, by-echelon process to a distributed, collaborative environment enabled by virtual teaming, total requirements visibility, “reach”, knowledge projection, and interoperable databases. Analytic expertise is seamlessly linked in topic-focused analytic communities of interest that are dynamically created and collapsed. The Objective Force right-sizes its deployed analytic footprint and otherwise focuses on the location of the expert knowledge vice the location of the expert.

F. Space

The 2015 battlefield extends vertically into space, “the ultimate high ground.” As a space empowered force, UE’s, UA’s, Stryker, and 2002 units across The Army routinely exploit military and civilian space systems to support knowledge dominance and decisive victory.

Space is inherently Joint and The Army, as an interdependent member of the Space Community, relies on space products and services provided by DoD, intergovernmental agencies and commercial space systems. Army forces are interoperable with non-organic space systems and able to utilize their capabilities. Additionally, space systems fully integrate with Joint and Service air/ground architectures to enhance C4 and ISR support to the tactical commander.

The Objective Force routinely exploits communication, intelligence and surveillance, early warning, position/navigation, weather, terrain, and environmental space systems integrated through direct links and global broadcasts. *The most transformational aspects of space support are assured and on-demand access, real to near-real-time responsiveness, greater capacity, and an enhanced ability to protect space interests and routinely deny space products and services to adversaries.*

Specifically space systems provide: a means to disseminate data to HSOCs and throughout the battlefield over long distances, thus reducing forces required in-theater; persistent coverage of adversary location, activity, and positioning supporting situational awareness of enemy forces and targeting; early warning of missile fires and other enemy actions critical to protecting our forces; and precise data location and navigational data supporting friendly maneuver and targeting of enemy forces.

Space control has become increasingly important since 2002. The benefits of space do not apply only to the U.S., as our adversaries have increased access to space systems and products as well. The U.S. must protect its’ interests in space and ensure uninterrupted access while at the same time preventing adversaries from exploiting space capabilities for their own purposes. The Army continues working with the entire space community to refine space control measures. The Objective Force conducts ground based space control, integrated selectively into other information operations (IO), which provide the commander a responsive and tactically relevant capability. Army space control operations fully integrate with Joint space operations and land force operations to maintain U.S. space dominance.

With increased reliance on space assets, the need for space operations officers and space doctrinal training has increased. Space trained personnel, as

FINAL DRAFT

part of the Space Support Element, work in the UE to assist commanders and staffs to fully integrate and synchronize space-based information and capabilities into their operations across the full spectrum of conflict. Space officers are fully integrated with the combatant commands and ensure that Objective Force capabilities are available when required. A robust space professional military education program has been incorporated into Army Service School curriculums.

Space-based systems and the resulting products significantly reduce the fog, friction, and uncertainty of warfare in 2015. Fully integrated space-based systems link units and capabilities across vast distances provide the commander unprecedented flexibility to collaboratively plan and execute full-spectrum military operations at the time and place of his choosing.

G. Information Operations (IO)

Objective Force 2015 is The Army's benchmark for the integration of full spectrum information operations...those actions taken to affect adversary, and influence others', decision making processes, information and information systems while protecting one's own information and information systems.

Objective Force units have full spectrum Information Operations (IO) planning, directing and execution functions integrated as a core competency in the staff, as well as IO capability embedded in a dedicated supporting force structure. Effective IO lies in adaptive Soldiers and leaders, including a supporting cadre specifically educated and experienced in the conduct of IO.

The operational environment demands a force prepared to exploit the synergistic advantages stemming from the integration of the full spectrum of IO. The Objective Force C4 and ISR system and supporting information capabilities demand a force that is knowledgeable, equipped, and trained in the related areas of computer network defense and information assurance. Commanders and staffs integrate all information and information-based capabilities across the full spectrum of operations. Advanced skills in cyber-warfare, the ability to deal with sociological and demographic realities, and the integration of all forms of attack on adversaries' decision systems provide the Objective Force with full spectrum information operations effects.

The Objective Force performs critical roles in support of the JFC's guidance on IO. The Objective Force is able to protect its critical C4 and ISR infostructure. Objective Force UA and UE units have an organic IO staff to integrate full spectrum IO and can draw from non-organic forces with IO capabilities to support planning and execution. The Army provides significant portions of the Joint force IO capability through The Army Service Component Commands or through The Army component of supporting specified commands.

FINAL DRAFT

IO Personnel. Personnel recruited and developed under The Army's transformed personnel management system are inherently better enabled to support Information Operations. Retention of personnel with critical computer and communications skills is essential and challenging to Objective Force 2015. Specialty pays and other career incentives are necessary to ensure The Army retains sufficient personnel with these critical skills. RC and contract personnel complement AC computer and communications personnel.

IO and Intelligence. Intelligence support to Information Operations places demands on both emerging and traditional intelligence sources and methods. Intelligence support to cyber warfare operations demands exploitation of state-of-the-art and emerging technologies to enable U.S. computer network operations (CNO) to protect U.S. information systems while taking advantage of vulnerabilities in the information systems of our adversaries. Intelligence analysts, both single discipline and all-source, provide detailed, high resolution intelligence focused on adversary C2 capabilities, cultural biases and norms, and mass information sharing and dissemination means. Traditional and emerging collection and analytical capabilities provide the data and processed information essential to informed decisions on the effectiveness and direction of information operations.

IO and C4. The more Army leaders depend on C4 capabilities to enable their decisions and to interface with JIM elements, the more critical are the capabilities to defend these systems and assure the information they contain. Technological solutions provide extensive portions of these capabilities but individual awareness, passive defensive and assurance skills, such as, proficiency with proper operating techniques and procedures, remain critical to successful exploitation of C4 resources. IO leverages space-based capabilities to enhance defensive and offensive IO capabilities in support of Army and JFCs.

IO and Soldiers, Training, and Leader Development. IO is fully integrated into institutional training models that produce the adaptive Soldiers and leaders required by the Objective Force. The Objective Force also requires support from a force of career IO warriors. This force includes all Soldiers and civilians, who are responsible for supporting Army IO, to include information assurance and defense of information systems. The IO career force trains to the highest standards in the Army's institutional training system and is enabled by appropriate civilian education.

H. Sustainment

An Objective Force Joint Logistics Corporate Enterprise (JLCE) comprised of a seamless architecture from the strategic to the tactical level characterizes sustainment in 2015. It begins with the requirements determination process and continues through the total life cycle. The JLCE enables enhanced strategic responsiveness, an optimized sustainment footprint, and reduced cost of

FINAL DRAFT

logistics, allowing the warfighting commander to employ the full-spectrum of capabilities to achieve battlefield dominance.

The JLCE is informed by a common logistics-operating environment where knowledge is integrated vertically and horizontally from factory to foxhole and completely integrated with the CROP. This environment facilitates the Joint concept of “sense and respond logistics”, enabling sustainers to see, understand and act upon the warfighters’ requirements more rapidly and precisely than ever before.

Distribution Based Logistics (DBL), the fusion of the supply, transportation and information functions to speed delivery and reduce the deployed footprint fully integrates industry, Army, and JIM organizations, infrastructure, processes and automated systems that enhance flexibility and agility to support the full spectrum of operations. Its fundamental principles are velocity over mass, centralized management, direct delivery, minimum essential stocks; two way flow of resources and time definite delivery. DBL provides the means to support JIM forces with greater agility and responsiveness.

Demand reduction has optimized the sustainment footprint and enhanced strategic responsiveness, while reducing costs and improving readiness. The decrease in sustainment requirements is driven by a new culture, characterized by warfighters’ confidence in the sustainment system and capabilities made possible by technological advancements. Innovative sustainment concepts and capabilities, improvements in reliability, maintainability and sustainability, and reach operations have reduced demand. The adequate resourcing of enablers designed to reduce consumption, such as, hybrid electric power, on board water generation, embedded diagnostics and prognostics, modular systems, platform commonality, and brilliant munitions has resulted in dramatic demand reductions of the big drivers – water, fuel, ammunition and maintenance.

Performance Based Logistics (PBL) is the strategy for weapon system life cycle support. PBL ensures a previously agreed upon level of performance is assigned to the equipment and incentivizes the manufacturer to achieve required operational availability. Through PBL, weapon system support is purchased as an integrated, affordable performance package, based on long term performance agreements with clear lines of authority and responsibility.

I. Medical

In 2015, the focus of Global Force Health Protection (GFHP) remains the health and medical protection and efficient and effective treatment of the Soldier. GFHP is characterized by a highly capable and responsive, seamless, Joint, medical system from the installation to the deployed environment incorporating organizational redesigns, advanced medical technologies, and network centric information systems.

FINAL DRAFT

The Soldier continues to be the centerpiece of The Objective Force. Objective Force medicine maintains its focus on the sustainment of that most precious asset. The Soldier is protected from disease and other environmental and biological health threats and is supported by a highly capable and responsive medical system that instills confidence in Soldiers, their leaders, and their families. The Joint doctrine of GFHP is conducted through operational and institutional medical capabilities that are linked and delivered seamlessly across Service and organizational boundaries and synchronized and coordinated by Joint medical command and control.

Highly Capable Medical System. A highly integrated and synchronized medical “system of systems” focuses on the health preservation and care for Soldiers - and their families - throughout their entire period of military service. This concept of complete Soldier “life cycle health management” begins with accession and extends throughout the Soldier’s career until he ultimately retires.

GFHP empowers Soldiers with health knowledge and programs to prevent the onset of disease. Through the advancement of vaccines, fitness and wellness studies, and a variety of predictive interventions Soldiers avoid common health issues thereby providing a healthy and fit force.

Organizational Redesign. GFHP is enabled organizational linkages that allow Army medicine to draw from the resources and capabilities of all military medical services, as well as, industry and partnerships with private and other federal health agencies. It includes the capability to rapidly project a multi-capable medical force that is tailored to the health threat, highly adaptable to emerging and changing missions, and superbly effective in providing health protection and treatment.

Advanced Medical Technologies. Medical care remains close to the Soldier through capabilities that are smaller, lighter and more easily sustained as a result of technology and materiel improvements. Forward surgery is organic to the UA, and casualty care is continuous using platforms configured to allow expert treatment on the move. The UE employs and synchronizes medical capability packages that are tailored for specific mission requirements, augmented with evacuation platforms with greater range and super short take off and landing (SSTOL) capability.

The operational medical force includes medics that are trained and equipped to save Soldiers with wounds likely resulting in death if they were inflicted in 2002, and to do so in operational environments that are far more complex and challenging because of dispersion, speed, and tempo. It provides the ability to rapidly detect, identify and assess environmental and biological hazards that threaten a Soldier’s health and performance and provides that information to maneuver commanders in almost real-time.

Network Centric Information Systems. Digitized health surveillance, diagnostic and treatment information moves electronically and seamlessly from the initial point of care back to the institutional Military Health System, where permanent, digitized health information are available wherever and whenever needed. This force is linked functionally and electronically to the institutional Military Health System, which provides specialized expertise and capabilities that are reached for and projected forward as required. It provides training, military medical research and development, and key linkages with industry and other federal, civilian, and multi-national health agencies.

J. Science and Technology (S&T)

Army S&T supports the Objective Force capabilities in 2015 and beyond by accelerating the development, integration, demonstration, and transition of S&T to Soldier, ground, air, and space systems thereby improving survivability, lethality, and operational effectiveness.

A strategic partnership via the collaborative environment of scientists and engineers responds rapidly to requirements by embracing, integrating and managing emerging technologies from various communities (government, commercial, academic, and JIM) and accelerating new and emerging technologies to the Soldier. Concurrent early strategic planning and execution with combat and materiel developers expedites technological solutions and reduces acquisition cycle times. Partnerships with the other military services and countries leverages additional efforts and provide risk mitigation.

Distributed capability managers and technology integrators, within adaptive management structures, expedites development and delivery of key system-of-system technologies. The Army routinely leverages efforts from the private sector (commercial and academic) and JIM efforts while maintaining critical core in-house capabilities to fulfill military specific needs. An Agile Development Center within the Research, Development and Engineering Command links combatant commands and international markets into S&T efforts in order to accelerate technology to the Soldier.

Model development supports new concepts and emerging technologies. Simulations implementing standard component interfaces for warfighting systems exercise models to accelerate technology development.

Through the spiral development process, innovations in commonality, modularity and interoperability provide technology insertions to insure technology development seamlessly meshes with the acquisition process. Technology assessment related to prevailing and emerging architectures facilitates prioritizing technology programs and technology insertions.

FINAL DRAFT

An integrated S&T Warfighter Technology Development Process focused on rapid integration and prioritization of warfighter requirements and evolving transformation concepts; coupled with evolutionary acquisition and Unit Set Fielding (USF) facilitates equipping of the 2015 force.

K. Equipping

In 2015, equipping is an optimized process that leverages technology, enabled by a streamlined acquisition process, to provide state-of-art equipment to the force using a readiness-oriented fielding process.

The 2015 Objective Force family of systems is characterized by...

- unprecedented lethality - lethal and non-lethal enhancements for line-of-sight, beyond-line-of-sight, and non-line-of-sight fires and effects
- survivability - light weight materials, advanced survivability (Active Protection Systems), signature management
- mobility - assured mobility and advanced airframes
- C4 - Joint C4
- ISR - all-weather space, air, and ground
- robotics - unmanned air and ground, autonomous systems
- sustainment technologies - enhanced reliability, embedded diagnostics and prognostics, embedded water purification/generation, multi-role weapons and platforms, automated self-loading material handling capability
- training - embedded and Joint
- human engineering - collaborative tools and decision aids capabilities

In addition Objective Force systems' capabilities support Joint Mission Areas of information superiority, dominant maneuver, precision engagement, focused logistics, and full dimensional protection.

2002 and Stryker Forces systems will be selectively modernized and recapitalized to be interoperable with the Objective Force systems.

Evolutionary Acquisition. 2015, evolutionary acquisition reduces cycle time from concept to fielding through the flexible application of spiral and incremental development processes in order to provide blocked, advanced capabilities to the warfighter while the technology remains state-of-the-art. Additionally, The Army develops and fields materiel solutions to meet user required capabilities using a system-of-systems approach instead of a platform-centric, individual system approach to realize the synergy of networked systems.

Finally, critical to these development processes is the fusion of the technology developer with the system-of-systems combat developer and materiel developer. Evolutionary acquisition, using spiral and incremental development

FINAL DRAFT

processes, allows the flexibility to develop and insert emerging technologies demonstrated in relevant environments to meet time-phased, required warfighter capabilities – whether defined as a high fidelity system-of-systems set of requirements or defined only as general force capabilities without defined requirements. This enables blocked system-of-systems fielding of hardware and timely software insertions of improved capabilities responsive to warfighter needs.

Unit Set Fielding (USF). In 2015, The Army is fielding six UAs and three UEs per year in a holistic fashion that integrates DOTMLPF. The USF process ensures the fielding of systems-of-systems is implemented in an integrated and synchronized manner that supports the fielding and resourcing of “systems of systems” into a single, specifically designated modernization window with minimum disruption to readiness. New weapons, sensors, digital command and control systems, and corresponding Training Aids, Simulators, and Simulations (TADSS) equipment is integrated, fielded, and upgraded as a unit set. The facilities to operate, maintain, and train with the equipment are in place as the set is delivered to the unit.

Additional efforts supporting Transformation to the Objective Force include cascading equipment to the RC, selective recapitalization and modernization of remaining systems.

L. Stationing

2015 Objective Force units are globally stationed and trained to facilitate deployability. Some stations are new and some supporting Objective Force units are owned by other services. Objective Force stationing criteria focuses on the key concepts of deployability, lethality, survivability, and sustainability.

Deployability. To enable deployability, UAs/UEs have direct access to a combination of military and/or civilian road networks; air, rail, and sea deployment platforms that collectively provide required capability to facilitate JIM operations.

Lethality. To support and maintain lethality, the UA/UE, regardless of its home station, can train with any other UA/UE or JIM force globally. Installations have implemented Integrated Training Area Management (ITAM) and The Army Sustainable Range Program (SRP) to effectively manage and sustain Army training land and ranges in order to protect training resources and mitigate training-related impact on the environment. Legislation protects needed training areas from encroachment and human population so that force training needs and capabilities are met.

Survivability. Robust installation survivability is enabled by installations that are capable of surviving and recovering from threats (conventional and

unconventional methods for attacking personnel, facilities, and infrastructure) through a redundant, self-healing infrastructure.

Sustainability. State-of-the-art sustainment facilities support Objective Force UA/UE stationing requirements. Sustainability of an Objective Force UA/UE focuses on three critical characteristics: installation, information, and infrastructure (I3), ground and air vehicle sustainment, and HR well-being.

M. Installations

Installations are the foundation for the Objective Force in 2015. They extend from home station to foxhole providing seamless support to The Army and Joint force across the full spectrum of operations. The hub-and-spoke network of Installations host a common set of activities with selected installations providing unique support capabilities utilized on a rotational basis. A common information architecture links Installations to each other, to commanders in the field, and to necessary support structures worldwide. Installations enable mission accomplishment by providing vital information hubs, power projection platforms, combat preparation and sustainment bases, force protection, and community support.

Information Hubs. Hub installations provide reachback capabilities necessary to “anchor” and support deployed forces within the battlespace, across the full spectrum of Army operations. Information hubs provide seamless connectivity and interoperability to the commander. Connectivity to Knowledge Centers, Centers of Excellence, and capabilities at spoke installations extend the commander’s reach and access to unique or special solutions, as well as, address capacity limitations at hub installations.

The Home Station Operations Center (HSOC), a scalable 24-hour operation in support of the deployed unit is linked to the national sustainment base, national assets, and other agencies for information and support, and is critical to reducing the deployed and sustainment footprint. Through these links, the HSOC collates and disseminates information critical to the commander. Both on and off installation connectivity facilitates a live-virtual-constructive training environment from individual through collective training.

Power Projection Platforms. Installations support the Objective Force requirements to deploy in 96 hours, 120 hours, and 30 days. Deployment facilities provide the means to meet deployment timelines with pre-configured basic loads that ensures units are ready to conduct operations immediately upon arrival. Strategic power projection capabilities at installations are optimized through global stationing, multi-service basing strategies, and deployment configurations. Stationing and deployment requirements are scalable and tailorable suites of capabilities linked through a network of installations.

FINAL DRAFT

Installations conduct proactive, anticipatory master planning efforts resulting in transformed platforms capable of projecting the Objective Force

Combat Preparations and Sustainment Bases. Using the combined capabilities of hub-and-spoke installations, units will train, alert, deploy, sustain, and employ. Technologies such as networked communications and directed energy weapons have increased training facility requirements. Live-virtual-constructive connectivity provides the flexibility to tailor installation training capabilities across the full spectrum of mission requirements. Extending the training environment into billeting and housing areas is fully implemented. Multi-purpose, adaptable complexes now provide support to consolidated functions such as maintenance, training, and logistics formerly conducted in separate, single purpose facilities. Full implementation of two-level maintenance and repair-by-replace methodologies have re-defined the maintenance facility to a more supply oriented facility. Once deployed, the installation continues to support the commander through the HSOC while simultaneously supporting and sustaining mobilizing forces deployed within CONUS for Homeland Defense or preparing for additional unit deployments to the theater of operations.

Force Protection. The unpredictable threat environment requires full dimensional protection for installations and surrounding communities. The increased dependence upon information hubs and connectivity increases the sensitivity of protecting the force and the community. It also extends to those critical support nodes necessary to sustain mission capabilities across the full spectrum of Army operations. A mix of passive and active security capabilities (e.g., biometrics, smart cards, entity tracking, networked sensors, smart CBRNE and weapons/munitions detection) establishes and maintains a layered defense. Security procedures and capabilities linked to local, state, and federal law enforcement activities increases response and survivability. Installation and community master plans are optimized for security.

Community Support. Installations and communities are fully integrated and interdependent. Regional, city, and installation master planners work together to leverage common infrastructure and services to create combined or shared benefits, cost efficiencies, and investment strategies. Environmental strategies, land use, and stewardship activities are fully integrated. In many cases, "Joint use" partnerships between installations and the private sector develop cooperative, collaborative processes and practices to be mutually supportive and beneficial (e.g., leveraging community services and infrastructure for both the civilian and military communities). For some critical considerations, installation capabilities are distributed throughout the surrounding community providing both a cost avoidance and protection benefit. Leasing, permitting, and licensing alternatives to Government facility ownership are exploited to the greatest extent feasible.

N. Readiness

Readiness is The Army's ability to execute the guidance in the NSS, the NMS, the Defense Planning Guidance (DPG), and additional strategic planning documents. 2015 Objective Force readiness is a capabilities based, integrated, holistic information and measuring system that is tracked from individual and unit to Army level. It is based, in part, on unit availability and will provide a predictive readiness view of the whole Army. Furthermore, readiness is aligned with The Army's Vision and objectives as articulated in The Army Plan (TAP) and requirements of the JFC and/or Unified Combatant Commander.

The Army has adopted a capabilities based tiered system of systems readiness system. The efforts in each of these functional areas is synchronized to allow for measurement of a force that includes Objective Force UAs/UEs, SBCTs, and 2002 Forces: USF, embedded diagnostics (to include remote monitoring), unit and individual manning policies, medical surveillance, rotational employment strategies, re-capitalization efforts, updated mobilization processes and augmentation.

This new system required a change in The Army's 2002 culture and recognized degraded readiness levels for units under-going transformation and recovering from deployments. Furthermore, The Army no longer simply evaluates the readiness of a unit, but now assesses that unit's ability to deploy and be employed, function in the Joint environment, and integrate additional units or key enablers.

The Army developed a capabilities based Readiness Reporting System to provide a more holistic assessment of readiness. The Army uses a balanced scorecard methodology that uses leading and lagging indicators to measure a unit or organization's progress and once aggregated the strategic goals and objectives of The Army. It measures readiness within the context of a system of systems. Key to this effort is identifying critical nodes and determining how the failure, degradation, or destruction of a particular system impacts other systems.

Tiered readiness is not tied to resources but rather comprised of all the functional areas as well as deployment status. It includes a set of functional area defined metrics, which will not only track current readiness but is able to predict future readiness. Tiered readiness is defined as units available and not available in two broad categories: Ready or Transforming. Ready units are further defined in the following subcategories: preparing for employment, employment, recovering from employment, generating forces. Transforming units consist of the following subcategories: modernization and recapitalization, new equipment fielding and training, technology insert points, block upgrades, and institutional training.

FINAL DRAFT

Readiness also includes the holistic measure of not only specific platforms, but also critical systems within the system of systems methodology. System of systems readiness reporting will be grouped into two categories: capable and non-mission capable. Capable units will have two subcategories: fully capable and degraded.

The ability to rapidly mobilize the RC continues to have a profound impact on our nation's strategic readiness posture and the ability to conduct extended campaigns in multiple theaters. The RC is available for deployment ranging from 3 to 30 days. Most units are able to move directly from their home station to the POEs, eliminating the mobilization stations of 2002 thus reducing timelines.

O. Deployment

Responsive Army deployment timelines have increased the military response options available to the President and Secretary of Defense. The Army supports such responsiveness by deploying a brigade combat team anywhere in the world in 96 hours after liftoff, a division on the ground in 120 hours and 5 divisions in theater in 30 days using a mix of air and surface movement and leveraging pre-positioned equipment and a deployment Information Technology (IT) architecture.

Early entry Army forces arrive at multiple and possibly austere points of entry as a coherent, integrated combined arms team capable of rapidly concentrating combat power and fighting upon arrival – achieving a new paradigm where deploy equals employ. Another way of stating that is POE equals Line of Departure (LD). The 96/120/5-30 deployment timelines were only made possible when they were accepted and stated as Joint requirements. In essence, sister services program their resources to support Joint deployability and the future JFC.

Deployment transformation counters our adversaries' strategies of anti-access and area-denial. The successful transformation of air and sealift platforms, prepositioning, deployment organizations, training, processes, and infrastructure has enabled the Objective Force to meet our deployment objectives. The JFC's ability to employ Army combat power shortly after arrival sharply enhances his strategic and operational agility. Investments since 2002 have seen technology maturation supporting inter-and intra-theater lift platforms for operations in forward and austere environments and enroute mission planning and rehearsal (EMPRS) for deploying units.

Deployment of the Objective Force is accomplished with Joint and organic Army assets. The Shallow Draft High Speed Sealift (SDHSS), Super Short Take Off and Landing Aircraft (SSTOL), Heavy Lift Vertical Take Off and Landing Aircraft (HLVTOL), Theater Support Vessel (TSV), and Ultra Large Airlifter (ULA)

FINAL DRAFT

capable of austere port and airfield/landing zone operations are in various stages of development to support Joint deployment.

FCS was sized for a C-130 profile, but does not preclude the use of other aircraft, such as, C-17s and aircraft from the Civil Reserve Air Fleet (CRAF). Objective Force deployment IT provides real-time in-transit visibility (ITV) of Soldiers, units, cargo and equipment, moving in the Defense Transportation System (DTS), nested in the GIG and linked to the sustainment enterprise architecture. This concept integrates sustainment packages with ready to employ units. Continuous resupply of employed forces requires reach back operations, just-in-time logistics and recurring unit configured loads; all contribute to a reduced logistics footprint. Execution of this paradigm shift across a distributed battlespace relies on new vertical and horizontal distribution/ sustainment capabilities (i.e., HLVTOL, SSTOL, TSV and Precision Extended Glide Airdrop Systems (PEGASYS)). Support of these capabilities has been critical to achieving the Joint goal of operational maneuver from strategic distances.

Throughout history deployment has been simply a means to get to the fight. In 2015 it is integral to how the Objective Force and the JFC will fight. DoD's deployment Transformation is central to all future transformation efforts

P. Institutions

The 2015 Institutional Army or Generating Force (functional and Industrial Operations Base providing Title 10 functions to ensure the readiness of Operating Forces) will exploit information technologies to seamlessly integrate and more efficiently execute Title 10 requirements to support JIM Operations. The Generating Force has divested non-essential functions by outsourcing and privatizing non-core functions and by transferring appropriate activities from the directing and resourcing HQs to subordinate MACOMs. An integrated, global reach back capability enables the Generating Force to exchange electronic information over secure, worldwide networks creating the capability to provide increased responsiveness to commanders.

Access. The Army in 2015 uses a recruiting business model characterized by mobility and automation technologies. Recruiters have remote access to marketing data, Army job openings, and the eHR database that enables them to target Objective Force candidates who reflect Objective Force Soldier's knowledge, skills, and attributes. The Army Accessions Command established outreach programs to attract well-educated, disciplined and adaptive citizens to become Objective Force Soldiers and Leaders.

Organize. The Generating Force is developed using the same analytical rigor as the Operational Force. The Operating Force is in a continual process of

FINAL DRAFT

Transformation enabled by an integrated web-based network that facilitates reduced cycle time in determining the structure of the force.

Train. Army Institutions are restructured to facilitate futures development including better linkages with JFCOM to support Army and JIM training, experimentation, and analysis. Soldiers and civilians are supported throughout their career by the institutional learning base as they transition from assignment to assignment, from lower to higher rank, and from enlisted to warrant officer to officer. Their learning is a continuous, never-ending process that is enabled through distributed learning to support lifelong training.

Equip. In 2015, equipping will be an optimized process that leverages technology, via a streamlined acquisition process, to provide state-of-the-art equipment to the force using a readiness-oriented fielding process. Utilization of web-based technologies will ensure acceleration of development, experimentation, and acquisition timeliness and provide surge capabilities to respond to Army needs. New and innovative unit set systems of systems fielding is implemented. USFs address emerging requirements and are tailored to operating and generating force Objective Force units. Finally, the new fully integrated and agile Research, Development and Engineering Command has realigned functions to ensure the development of technology solutions fulfills operational requirements, and provides a flow of advanced technology to improve the lethality, agility, sustainability, deployability and survivability of forces.

Sustain. A centrally controlled agency supports all Objective Forces with continuous wholesale and retail logistic support and enhanced connectivity from the industrial base to the deployed units. A reduced footprint, rapid and accurate response to the logistics needs of the combatant commanders, and an integrated information network that maximizes flexibility and speed will improve cost, schedule, and performance of logistics support. Enterprise integration efforts achieve accurate and timely planning, tracking, and control of assets to get the right parts to the right units at the right time and have instituted a distribution-based system vice supply based system for the Objective Force. Contracting for supplies and services is streamlined to insure the optimum participation from the private sector, best prices through competition, and accurate deliverables from performance specifications or easily accessed technical data.

Mobilization. Mobilization provides the Objective Force an expansion capability for extended campaigns. The Generating Force rapidly mobilizes and demobilizes units for greater responsiveness in support of operations. A single force provider with a revised mobilization procedure manages mobilization of the force. These procedures include an interoperable web-based deployment system and continue along the new paradigm: train, alert, deploy, sustain, and employ.

FINAL DRAFT

Administer. Web-based connectivity ensures near real-time and concurrent development of requirements and allocation of resources to ensure an environment responsive to Army needs. Management functions are streamlined and interoperable with other JIM operations.

Construct. A single robust command is responsible for civil works and military construction oversight in support of Army requirements.

Transformation of the Generating Force was accomplished with a comprehensive review of the force. The Transformation was accomplished by using the Total Army Analysis (TAA) process to set the strategic direction and establish the baseline for change. Using models, manpower surveys, and rules of allocation validated generating Force requirements.

By applying these principles, The Army has integrated operational and generating forces in a way that guarantees the seamless network to dominate at every point of the spectrum of military operations. Network centric warfare and information operations drive Institutional Army Transformation and allow greater synchronization of effort and control of tempo for both the Operational and Generating forces.

IV. Summary

The Objective Force in 2015 White Paper describes the key transformation functional concepts that serve as the detailed foundation for follow-on Transformation campaign planning and execution. The follow-on documents developed as a result of this white paper will define the functional milestones, inchstones, and timelines supported by annexes and synchronized into the lines of operations for The Army Transformation Campaign Plan required to achieve the Objective Force.

The Objective Force will bring a campaign quality to the JIM fight ensuring long-term dominance over evolving, sophisticated threats with asymmetric capabilities maximizing the effectiveness of standoff while maneuvering on a non-contiguous distributed battlefield against an adaptive enemy.

Our future Army, the Objective Force, will be the most capable Army in history. There is unlimited potential for increased capabilities beyond our wildest dreams. It is all about providing the most capable Army for our future Soldiers and doing what is best for our Nation. Let it never be said that we as an Army did not provide our future Soldiers with the capability to win our Nation's wars, both now, in 2015, and beyond...**Let's Roll!**