ARFORGEN — Enhance the Mo

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Continuing to del and Process

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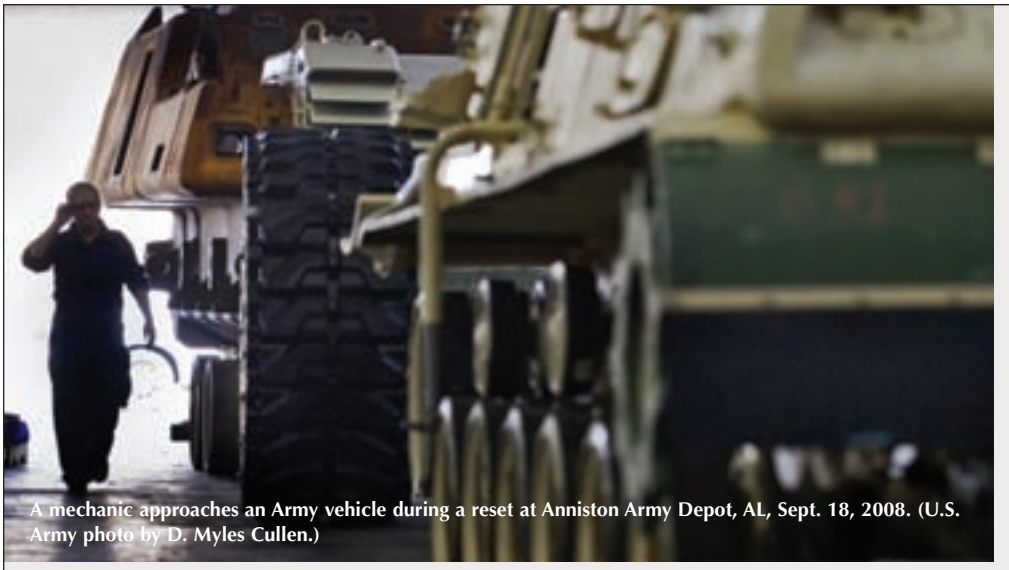
Since it was created and implemented more than 2 years ago, the Army Force Generation (ARFORGEN) model has matured and progressed, and it will continue to do so in the future. An ever-evolving strategy, ARFORGEN provides the flexibility needed to support an Army at war by ensuring that warfighters are always ready and available to defend our freedom. Army leaders met at the Association of the United States Army Annual Meeting and Exposition in Washington, DC, Oct. 7, 2008, to discuss the Army's ARFORGEN strategy.

SGT Roman Aquino, with the California National Guard's 49th Adjutant General, Personnel Support Battalion (Bn), fires his M4 assault rifle with Soldiers of his unit in the reflexive fire course at Camp Atterbury, IN, Sept. 26, 2008. (U.S. Army photo by SPC John Crosby.)



A mechanic approaches an Army vehicle during a reset at Anniston Army Depot, AL, Sept. 18, 2008. (U.S. Army photo by D. Myles Cullen.)

A relatively new approach, ARFORGEN is the structured progression of increased unit readiness over time, resulting in recurring periods of availability of trained, ready, and cohesive units. Unlike the old way of doing business, in which U.S. Forces were designed to be "all ready, all the time," units are now task-organized in modular expeditionary forces tailored for mission requirements. To understand how this new way of strategic thinking is transforming the Army, it's important to understand ARFORGEN's capabilities, as well as its limitations.

ARFORGEN is:

- A supply-based model and a demand-based process.
- A process of systems.
- Event-based.
- Adaptable/dynamic.
- Evolving.
- Continuous.

ARFORGEN is not:

- Exclusively a model, nor a process.
- An independent process.
- Calendar-based.
- Static.
- An objective end state.
- Episodic.

When President George W. Bush initiated a surge of 20,000 Soldiers to deploy to Iraq in January 2007, ARFORGEN adapted. When first initiated, ARFORGEN used a calendar-based model, which forced lots of activity to occur in a pressed amount of time. In the midst of the surge, ARFORGEN has transformed into the more familiar event-based model because various efforts had to be coordinated in a short time frame — efforts that were not originally identified as part of ARFORGEN's schedule. This flexibility demonstrated that ARFORGEN is sufficiently capable of meeting the full-spectrum of the Army's warfighting demands.

In an effort to enhance its effectiveness and efficiency, ARFORGEN is currently undergoing specific modifications in relation to reset, manning, equipping, and training processes. Additionally, these aspects are evolving to self-synchronize across the entire ARFORGEN cycle.

Reset

Army Chief of Staff GEN George W. Casey Jr. recently sent out guidance to "establish a balanced 6-month process following an extended deployment that systematically restores deployed units to a level of personnel and equipment readiness that permits the resumption of training for future missions." ARFORGEN is currently working to align its reset life cycle with this guidance.

To accomplish this, ARFORGEN has established a pilot model to test new reset procedures. Previously, only 25 percent of Automatic Reset Induction

ARFORGEN is transforming to 76 manned and ready brigade combat teams (BCTs) to meet wartime demands. Here, SSG Justin Wise, 320th Bn, 3rd BCT, 101st Airborne (AB) Div (Air Assault), patrols with other Soldiers through the marketplace in Mahmudiyah, Iraq, June 9, 2008. (U.S. Army photo by SPC Richard Del Vecchio, 55th Combat Camera.)

Since 2003, more than 140 Multiple Launch Rocket Systems (MLRS) have been reset and redeployed. Here, Bravo Battery, 2nd Bn 20th Field Artillery Regiment, 4th Fires Brigade, 4th Infantry Division (Div), launches an MLRS rocket from Forward Operating Base Q-West, Qayyarah Airfield, Ninawa Province, Iraq, against an enemy Iraqi insurgent target. (U.S. Army photo.)

(ARI) items were turned in for reset before a command left theater, and 85 percent of the equipment returned to home station. Because of this, the majority of a command's equipment lay dormant for weeks while it was shipped back to CONUS. Under the pilot model, there will be 100 percent ARI turn in, 100 percent property accountability, and 100 percent of destroyed equipment will be returned to the Defense Logistics Agency simultaneously with a command departing from theater. The goal is to reduce the redeployment timeline for equipment and have it reset within 180 days of returning from theater.

Manning

Life-cycle manning complements the ARFORGEN model by providing cohesive units that are trained and deployed together, thus providing increased stability and predictability for Soldiers and their Families. Originally, the ARFORGEN objective state called for a 36-month life cycle. To address reality, this 36-month model required some modifications.

The Active Component model included guidance for Soldiers to be deployed for 1 year and have a 2-year dwell period, with deployments being determined by time-based start dates captured in the Army Campaign Plan. The reality is that Soldiers are deployed for 12-15 months and have only a 12-month dwell period, and deployments are guided by event-based start dates. Because deployments are longer and dwell periods are shorter than initially expected, ARFGORGEN life-cycle manning timelines have adjusted. The updated ARFORGEN model calls for stabilizing Soldiers returning home during the first 180 days that they are in theater. This means that Soldiers will know their next assignment months in advance, with the goal being for 90 percent of Soldiers to know where they are going 30 days before they return home. The hope is that this will alleviate heightened stress on Soldiers and their Families and provide them with the predictability that ARFORGEN originally outlined.

Equipping

The Soldier is the centerpiece of the Army and one of ARFORGEN's main goals is to provide warfighters with the best equipment available. ARFORGEN is currently facing numerous challenges in trying to meet this goal, including that the current fight and Army growth are consuming readiness as fast as we can build it. Wartime requirements, such as theater-provided equipment and coalition loans, exceed modified tables of organization and equipment, and transitioning of non-Programs of Record (PORs) to PORs has created an unplanned funding need. Additionally, the cost to properly equip the Army has increased

SGT Christopher Walsh and PFCs Brett Nissen and Adam Johnson of Co. B, 2nd Bn, 325th Airborne Infantry Regiment, 2nd BCT, 82nd AB Div, prepare for patrol at the Sha'ab Joint Security Station in eastern Baghdad, Jan. 15, 2008. (U.S. Army photo by SSG Mike Pryor, 2nd BCT, 82nd AB Div.)

A forward observer with 2nd BCT, 82nd AB Div, practices using the lightweight laser designator rangefinder to determine the location of a target during call-for-fire training. (U.S. Army photo by SSG Mike Pryor.)

significantly. When the global war on terrorism (GWOT) started, it cost $12,000 to equip one Soldier; it now costs $17,000.

To overcome these challenges, ARFORGEN is transforming to increase readiness for deployed and next-to-deploy formations, finishing "grow-the-Army" requirements to realize 76 manned and ready BCTs, and rebuilding Army pre-positioned sets over time. The ultimate end state is to bring the Future Force to the Current Force, ensuring that our Soldiers are equipped with the best technologies available.

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Training

The current training support contract within the Army is not designed to support the ARFORGEN model. It's an execution-based strategy that does not look ahead and is not synchronized Armywide. ARFORGEN's objective is to modify the training strategy and synchronize it with the current mobilization strategy.

Previously, there were 10-15 general training centers within CONUS.

ARFORGEN's next step is to transform these centers into six locations that will address specific training sets and mission requirements. For example, all Soldiers assigned to the Military Police will train at Fort Bliss, TX. Additionally, this new training strategy will synchronize all four sets of training requirements — mobilization, demobilization, annual, and home station — that are mandatory for all Soldiers. This strategy is aimed at providing Soldiers and their Families another layer of stability and predictability when gearing up for their next mission.

A Work in Progress

As described above, ARFORGEN is in a constant state of transformation. By implementing new strategies and techniques, the ARFORGEN model continues to develop its reset, manning, equipping, and training capabilities so that they are in line with the needs of warfighters. The ultimate goal is always to protect our Soldiers and provide them with the best equipment and technologies available. ARFORGEN will continue to evolve as a model and a process to ensure that our Soldiers have the capabilities they need to fight and win the GWOT.

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