

PART TWO

CRISIS MANAGEMENT

CHAPTER 4

Readiness

Installation and garrison commanders and their staffs must assess and manage installation readiness. Installation readiness assessment and management efforts must be directed toward improved overall force readiness. Each installation will measure different readiness elements because of size, mission, location, and capability. Installation mission differences also can alter the critical areas to be measured. It is these differences in installation readiness elements that must be articulated to agencies outside the installation.

This will identify the requirements for resources to meet the established readiness standards.

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MISSION READINESS

Effective and efficient readiness begins with people. People are the principal readiness component. A caring, nurturing, supportive installation environment that enhances human potential is a direct readiness and total force morale multiplier. This central caring theme is crucial for readiness decisions, and it applies to families when deployments occur. It requires command involvement to be successful. Installation TDAs should be tailored to mission accomplishment and to best support mobilization, deployment, sustainment, redeployment, and demobilization of the forces.

Current thinking relates installation capabilities to the installation's mission. These capabilities are the basis for readiness measurement. There are many readiness indicators, but the current formal analytical measurements are geared to America's Army readiness. Even with multiple and diverse Army installation missions, it is possible to identify core readiness components. This will ensure that people, equipment, supplies, training, and supporting technologies can provide sustainment support. Army installations, whether arsenals, depots, laboratories, or designated contingency platforms with a large concentration of forces, are support bases. This is where force projection tasks are accomplished. Therefore, Army installations contribute directly to America's Army readiness. The readiness mission can be accomplished by the implementing eight generic readiness tasks.

A perspective on how to think about installation readiness is from a capability analysis that relates to mission-essential tasks. Installation readiness is the ability to deliver to the force the support for which it was designed and resourced. Measurement of installation readiness capabilities is an emerging discipline.

READINESS DEFINITIONS

Unit readiness is the ability of a unit to accomplish the mission for which it was designed.

Installation readiness is the ability to deliver to the force the missions for which it was designed.

Army force readiness is the ability within its established structure to station and command and control

forces. It also must man, equip, replenish, modernize, and train forces in peacetime. Concurrently, it involves planning to prepare, mobilize, deploy, employ, and sustain them in war to accomplish assigned missions, redeploy, and demobilize the forces.

INSTALLATION READINESS TASKS

Installation readiness tasks vary based upon the type of installation-FORSCOM, TRADOC, AMC, MTMC or OCONUS. Generally for installations which support deployable units there are eight installation readiness tasks. These are-

- Ensure that the installation work force, supply support, services, and facilities are sized, trained, and available for sustainment, deployment, reception and training support.
- Evaluate and adjust the installation force structure for technical, business, and customer-oriented efficiencies.
- Determine the personnel and industrial mobilization requirements necessary to support safely sustainment, deployment, redeployment, and demobilization strategies.
- Determine the logistics nodes for sustainment support.
- Define transportation augmentation requirements for deployment and redeployment.
- Define the installation capability to safely receive, process, and support mobilized and deploying forces.
- Force protection and security.
- Define the installation's capability to support anticipated increases in media interest, presence, and inquiries.

Readiness tasks for other types of installations will focus on their primary mission. An AMC installation, for example, will focus on moving supplies to troop locations. The readiness tasks follow:

- Mobilization of production resources.
- Issue and ship munitions.
- Issue and ship spare parts.
- Provide other supplies required by deployed forces.

Procedures for development of capability plans for installations with a mobilization mission are essential for installations that must focus on time-constrained deployments and near-and long-term sustainment operations. Installation readiness is directly linked to

the capability of deploying units with accompanying and follow-on sustainment supplies.

Installation capabilities transcend Army functions of-

- Personnel.
- Strength accountability.
- Religious support.
- Fiscal management.
- Human resources.
- Property.
- Environment.
- Safety.
- Services.
- Engineer.
- Housing.
- Information (both mission area and public affairs).
- Morale, recreation, and welfare.

The synergistic effect of these functions achieves installation capability readiness. These functions can be simplified and prioritized for execution and resourcing at installation level. The development of an installation mission essential task list (METL) is a method. The METL can act as a focus for qualitative assessment and a yardstick for quantitative readiness measurement. The procedures to develop a METL are in FM 25-100.

The national strategy principles of power projection and sustainment require installation commanders to measure, understand, and articulate installation readiness. Installation readiness competes for resources with other Army capability components. Some of these components are force structure, modernization, sustainability, and combat readiness. Installation resources also must be prioritized and distributed according to mission requirements. Prioritization of resource requirements for the repair of facilities and the support of soldiers and their families must become the norm for installation commanders. Funding levels to support the priority must be stable and consistent with available resources. The flexibility to use them wisely must be inherent in installation and garrison commands.