DRRS Primer for Senior Leaders

KEEPING FORCES READY

DRRS

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DRRS Overview

The Defense Readiness Reporting System or DRRS establishes a mission–focused, capabilities-based application that provides Department of Defense (DoD) users a collaborative environment to facilitate operational decision-making via readiness evaluation of U.S. Armed Forces in support of assigned missions.

DRRS is a unique network of applications identifying the capabilities of military forces. The information in DRRS goes well beyond the standard resource accounting approach of traditional readiness reporting by providing assessments of each organization's ability to conduct assigned tasks either in the context of their core mission or assigned operations.

In addition, DRRS improves the efficiency of readiness reporting by merging previously unrelated "stovepipe" data into a single integrated, authoritative source.

DRRS establishes a common language of tasks, conditions, and standards to describe capabilities essential to the completion of assigned missions. The valuable data within DRRS is used to provide timely, accurate readiness information including:

- Overall Mission Readiness,

- Individual Task Readiness,

- Organization resource data such as personnel, equipment, training, supply and ordnance or PETSO, and

- Readiness common operational picture.

DRRS allows the commander to manage rather than monitor readiness. It places the command in a proactive position with a holistic readiness common operational picture.

Features of DRRS

DRRS resides on the classified SIPR Network utilizing net-centric technology.

The DRRS Portal provides access to all modules within DRRS. Each user can personalize the homepage and tailor it to their specific needs. The DRRS Portal contains general dashboard-level information as well as features to include a watch list displaying current readiness status of other organizations, links to news, helpful references, and training materials.

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DRRS includes several features making readiness assessment quick and easy.

A) The Enhanced Status of Resources and Training System (ESORTS) Module is where each unit builds its Mission Essential Task List or METL using the Universal Joint Task List and/or Service, Agency, or Domestic Task Lists. Once the METL is built, readiness assessments are reported on a monthly basis or updated within 24 hours of a significant change in readiness status. Assessments provide critical information about the ability of a given unit to perform individual tasks and missions. Users are able to see details behind each assessment including comments, conditions and standards. The assessments of other organizations throughout the Department of Defense are also available.

B) The Current Unit Status Feature allows viewing of resource data and traditional Status of Resource and Training System (SORTS) readiness data of any organization to include PETSO details.

C) The Capability Tree Module enables a quick snapshot of organizational readiness. It displays a "live" wire diagram of organizations (Combatant Commands, Joint Task Forces (JTF), Service Component, Unit) or missions/tasks with current capability assessments displayed. The module allows selection of units based on tasks or function to meet a prescribed mission with the option of adding additional resources and individuals to any user-defined tree.

D) The Group Builder allows the user to create custom groups of units for easy comparison of readiness status. These groups can be viewed quickly to assess readiness of a large segment of the force such as Brigade Combat Teams, Carrier Strike Groups, Fighter Squadrons or smaller groups of units assigned to a commander.

E) The Language Readiness Index provides the capability to identify personnel with foreign language skills and regional expertise within the DoD forces.

F) The Quick Search function enables rapid determination of force readiness by capability, rather than by organization.

DRRS will quantitatively and qualitatively link near real time readiness with standing contingency and operational plans. DRRS can and should be used to validate the probability of success and identify operational capability gaps and associated risk.

DRRS can portray readiness issues in a visual template to facilitate rapid situational awareness. It has drill down/data mining capability to clearly define salient issues enabling translation into operational risk, trend and predictive analysis.

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Benefits of DRRS/Practical Applications

DRRS provides the user with three unique perspectives:

First, Real-time Capability-Based Readiness

In order to make operational decisions Combatant Commands, Services, Joint Organizations, Combat Support Agencies, and the National Guard use DRRS to quickly and efficiently answer the question "Ready for what?" as subordinate units report their ability to accomplish tasks and missions given their current level of resources and training.

Second, Readiness Tracked At All Levels

Across the DoD spectrum from the Secretary of Defense to the Unit Commander, from the Geographic COCOM to the State Joint Force Headquarters, DRRS provides the ability to view Mission Capability and readiness metrics for all DoD organizations which drives plans and actions to ensure mission accomplishment.

Third, Refined Web-Based Resource Information

Utilizing Joint and Service-provided Authoritative Data Sources (ADS) in a web-based architecture, DRRS allows real-time visibility of readiness metrics maintaining greater fidelity for refined analysis and force management.

Ultimately, DRRS improves our ability to assess, on a real-time basis, the capability of the U.S. Armed Forces to support the National Military Strategy.

Introduction

Why DRRS

There is one controlling truth from all past wars which applies with equal weight to any war of tomorrow. No nation on earth possesses such limitless resources that it can maintain itself in a state of perfect readiness to engage in war immediately and decisively win a total victory soon after the outbreak without destroying its own economy, pauperizing its own people, and promoting interior disorder. Marshall, *Men Against Fire*

Title 10 directs that Chairman of the Joint Chiefs of Staff (CJCS) "assess the capability of the armed forces to execute their wartime missions"

The National Defense Authorization Act for Fiscal Year 1999 (NDAA 1999) added Section 117 to United States Code Title 10, which directed the Secretary of Defense to establish a "comprehensive readiness reporting system" that would "measure in an objective, accurate, and timely manner" the capability of the U.S. military to carry out the National Security Strategy, Defense Planning Guidance, and the National Military Strategy.

In response to NDAAs 1999 and 2000, DODD 7730.65 was published establishing DRRS

Additionally, the National Defense Authorization Act for Fiscal Year 2000 (NDAA 2000) directed an independent study of the requirements for this comprehensive readiness reporting system, resulting in an Institute for Defense Analysis report titled "Independent Review of DOD's Readiness Reporting System" released in November 2000.

The overarching intent behind the Defense Readiness Reporting System (DRRS) is to help answer the question "ready for what?" by providing both capability and resource data in an improved readiness reporting tool to broaden DoD-level readiness assessments.

 With few exceptions, the current scope of DRRS remains focused primarily within the DoD. However, the long-range vision for the DRRS is to also enhance connectivity and collaboration with numerous interagency and coalition partners.

Readiness of the US Armed Forces impacts myriad stakeholders ranging from Service resource managers, joint force providers, and military operations planners to Combatant Commanders, senior leadership within the Office of the Secretary of Defense (OSD) and the Joint Chiefs of Staff (JCS), as well as members of Congress.

Readiness data is used across the DoD enterprise to support a wide spectrum of functions ranging from determining risk, mitigating

shortfalls, and developing force sourcing solutions, to evaluating the military's readiness to execute the National Security Strategy, Strategic Planning Guidance, and the National Military Strategy.
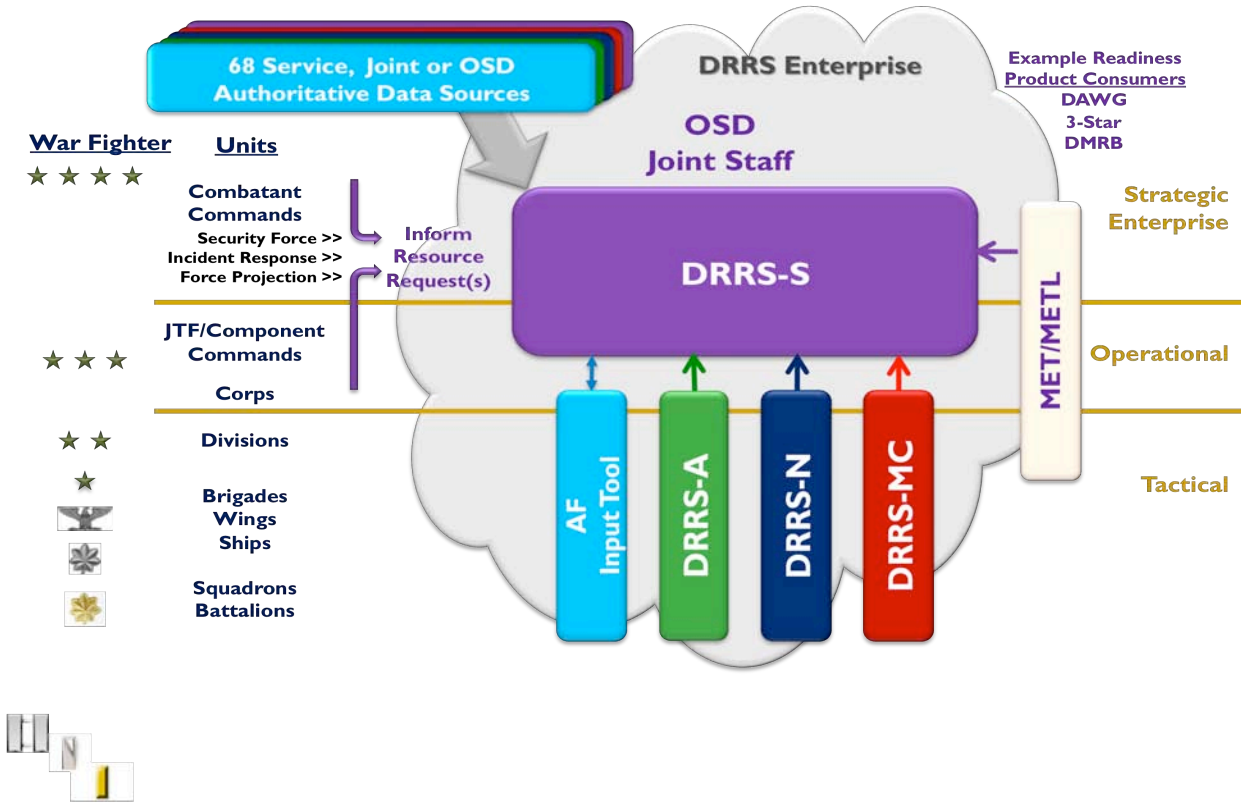
Figure 1 - Operational Readiness Reporting and Assessment Overview

DRRS represents a collaboration of independent Service, Joint, and OSD readiness-focused information technology (IT) applications, combined with readiness-specific authoritative data, all related by a common ability to support readiness reporting and assessment requirements.

Chapter One

DRRS Vision, Goals, and Attributes

The United States will continue to be faced with a broad spectrum of growing and diverse threats in a complicated, dynamic and uncertain environment. Addressing the threats requires the United States to apply a range of capabilities with proficiency and effectiveness. The U.S. military's ability to generate appropriate capabilities to address these threats is limited in large part by the friction and inefficiency of its force management capability. DOD, *Force Management JFC*, Executive Summary

DRRS Vision and Today's Reality

A central tenet behind the DRRS vision is the importance of sharing data.

Today the Department of Defense Readiness Reporting System improves and enhances the ability of DoD entities to collect, report, submit, display, and share readiness data for consumption by key stakeholders across the DoD enterprise. The overarching vision for DRRS is today a reality because it has extended and expanded the existing readiness reporting paradigm while leveraging the collaborative capabilities of net-centric IT systems.

- **Extend**. DRRS extends readiness reporting via mission essential tasks (MET) and overall mission assessments to provide a "capability-based" appraisal of unit and organizational readiness to accomplish specified tasks and missions.

- **Expand**. DRRS expands readiness reporting by complementing the traditional bands of resource and training data currently resident in the Global Status of Resource and Training System (GSORTS) (overall combat readiness rating (C-ratings) and associated unit personnel (P), equipment and supplies on-hand (S), equipment condition (R), and training (T) levels), with "authoritative" data obtained by querying, organizing, and displaying the underlying data from more than unique Service and DoD ADS.

DRRS Goals

Broadening of readiness data results in greater fidelity of readiness metrics for analysis and force management.

One of the primary goals of DRRS is to shift to a capability-based and resource-informed approach to readiness reporting. DRRS provides the Secretary of Defense, Joint Chiefs of Staff, Combatant Commands, Military Services, Combat Support

Agencies (CSA), and other key DoD and government stakeholders with an authoritative and collaborative system to evaluate the readiness of US Armed Forces to accomplish designed and assigned missions.

DRRS is designed to adapt with the DOD within a net-centric operational environment.

Broadly speaking, DRRS provides Combatant Commanders, Joint Task Force Commanders, Service Component Commanders, Combat Support Agency Directors, and the National Guard Bureau with relevant readiness data, in the form of capability assessments supported by resource status, to help determine whether they can perform their assigned missions and associated METs in a joint, interagency, and multinational operational environment with the forces provided.

Involved in this determination are Service Component assessments of their ability to conduct missions as part of a joint organization, according to the specified conditions and standards of the joint commander's capability/MET requirements. Equally, the Services and Combat Support Agencies gain an unambiguous view of Combatant Command capability requirements in clear operational terms, i.e., through the Joint Mission Essential Task List (JMETL) and specified subordinate tasks.

DRRS Attributes

DRRS Enterprise enables comprehensive readiness reporting with net-centric links across the DOD enterprise.

All readiness stakeholders benefit from enhanced support to key decision-making processes due to DRRS improvements in collection, organization, presentation, and integration of readiness data. Simply stated, DRRS improves the way in which readiness data both **informs** national defense decisions and **integrates** with other vital DoD processes.

- **Inform**. The readiness of the US Armed Forces is directly impacted by capability and resource shortfalls, both of which are inexorably linked. The DRRS enhances information available to COCOMs, Services, and Agencies via key readiness data in the form of both capability metrics and resource status to gain greater insight into readiness shortfalls which, when aggregated, affect the overall readiness of DoD to accomplish strategic goals.

  Capability metrics, in the form of MET and mission assessments, allow Combatant Commands, Services, and

Chapter One

Combat Support Agencies to better understand what their subordinate units can and cannot accomplish given their current level of resources and training. While resources are required to accomplish designed and assigned tasks, not all tasks require the same level or types of resourcing and training.

DRRS provides the data necessary to support decisions on potential courses of action to rectify the shortfalls

Capability metrics reported into the DRRS Enterprise and displayed in DRRS-Strategic enable any echelon within the US Armed Forces to communicate which tasks and missions they are currently capable of performing. The DRRS readiness common operational picture defines operational gaps from assessments of the commander and primary staff.

- **Integrate**. In support of both Geographic and Functional Combatant Commands (G/FCC), DRRS-Strategic has the capability to allow G/FCCs to manually link plans and plan assessments to METs and Joint Capability Areas (JCA) when the JCA construct is fully implemented within the Department's lexicon, policies and processes. Combatant Commands can use the entirety of data available in DRRS to gain better insight into the readiness and availability of forces apportioned to OPLANs as well as the status of forces that could potentially be allocated if the OPLAN is executed.

This linkage is important for obtaining a holistic view of COCOM readiness to execute National Military Strategy.

In support of Functional Combatant Commands (FCC) and all members of the joint force providing community, the DRRS provides a means to conduct accurate analysis of forces, assets, or capabilities across the DoD enterprise. The integration of readiness data displayed in DRRS-Strategic informs force providers as they determine how to best meet validated Geographic Combatant Commands (GCC) requirements with the appropriate forces.

DRRS collaborates with the joint training community via DRRS-Strategic integration with the Joint Training Information Management System (JTIMS) to link training objectives based on JMET-related performance measures, as well as provide exercise results and training assessments for consideration by those who perform mission readiness assessments.

In support of CSA, DRRS-Strategic provides functionality to leverage distinct Agency capabilities against G/FCC requirements to complete assigned missions. Agencies have the ability to view their current contribution towards meeting G/FCC requirements and thereby identify and eliminate potential shortfalls by restructuring their response packages to better fulfill those requirements.

Agencies integrate their capabilities within war plans and strengthen their support to the Combatant Commanders.

Agency METs (AMETs) once linked to the supported GCC JMET schema can be used to establish a "mutual support" relationship between the CSA and GCC. This in turn will enable both the GCC and CSA to track and judge how successful their combined efforts support war plan requirements.

DRRS assures that joint collective training is focused on the correct JMETL through the commander's assessment which defines the training challenge.

Chapter Two

The Foundation of DRRS

If we desire to avoid insult, we must be able to repel it; if we desire to secure peace, one of the most powerful instruments of our rising prosperity, it must be known, that we are at all times ready for War. George Washington
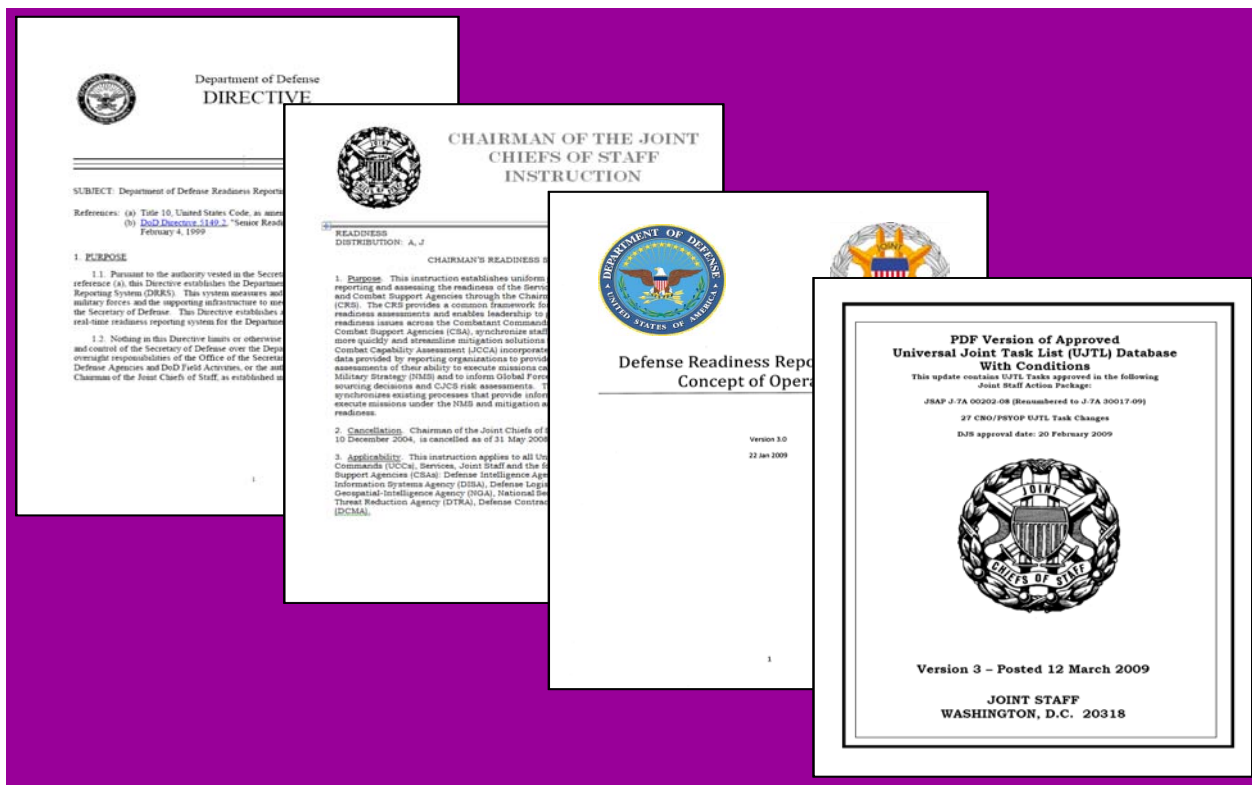
Figure 2 - Cornerstone Documents

Department of Defense Readiness Reporting System - DoDD 7730.65

This Directive establishes the Department of Defense Readiness Reporting System (DRRS) pursuant to the authority vested in the Secretary of Defense by Title 10, United States Code, Section 117. This system measures and reports on the readiness of military forces and the supporting infrastructure to meet missions and goals assigned by the Secretary of Defense. This Directive establishes a capabilities-based, adaptive, near real-time readiness reporting system for the Department of Defense.

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The DRRS provides the means to manage and report the readiness of the Department of Defense and its subordinate Components to execute the National Military Strategy as assigned by the Secretary of Defense in the Defense Planning Guidance, Contingency Planning Guidance, Theater Security Cooperation Guidance, and the Unified Command Plan. All DoD Components will align their readiness reporting processes in accordance with this Directive.

The DRRS shall build upon the processes and readiness assessment tools used in the Department of Defense to establish a capabilities-based, adaptive, near real-time readiness reporting system. All DoD Components will use DRRS to identify critical readiness deficiencies, develop strategies for rectifying these deficiencies, and ensure they are addressed in program/budget planning and other DoD management systems.

Chairman's Readiness System - CJCSI 3401.01

This instruction establishes uniform policy and procedures for reporting and assessing the readiness of the Services, Combatant Commands, and Combat Support Agencies through the Chairman's Readiness System.

SORTS functionality will be integrated into DRRS-S, providing standardized resource metrics to inform Mission Essential Task (MET) assessments.

The Chairman's Readiness System has transformed and uses the Joint Combat Capability Assessment (JCCA) which includes the Joint Forces Readiness Review (JFRR) managed by numerous relevant stakeholders from across the Joint Staff and relying on the digitized, automated capabilities of DRRS in combination with other reporting systems.

The automation and currency of information provided by DRRS is used to facilitate data gathering and submission of the Joint Force Readiness Reviews which are posted in DRRS once approved.

Defense Readiness Reporting System Concept of Operations

The DRRS Concept of Operations (CONOPS) serves as the vision document for transforming the readiness reporting construct of the Department of Defense.

Endorsed by both the Under Secretary of Defense for Readiness and the Director, Joint Staff, the CONOPS articulates the broad

goals and vision for DRRS while laying out major system attributes and the strategic capabilities introduced into readiness reporting with the advent of DRRS.

Universal Joint Task List

The Universal Joint Task List (UJTL) serves as a menu of tasks in a common language, which serve as the foundation for capabilities-based planning across the range of military operations. The UJTL consists of appropriate tasks, conditions, and measures in a common language and reference system. The UJTL is adaptive, flexible, and horizontally and vertically integrated.

Each respective Service has its own Task Lists with specific Service tasks. Service tasks and Universal Joint Tasks can be combined when building the unit METL.

The UJTL supports DoD in joint capabilities-based planning, joint force development, readiness reporting, experimentation, joint training and education, and lessons learned. It is the basis for a common joint language for articulation of a J/AMETL used in identifying required capabilities for mission success. Joint tasks describe, in broad terms, the current and potential capabilities of the Armed Forces of the United States.

The UJTL task description does not address "how" or "why" a task is performed, which is found in joint doctrine or governing criteria, or "who" performs the task which is found in the commander's concept of operations and joint doctrine.

Chapter Three

DRRS Key Features

Throughout the post-Cold War period, and increasingly since 9/11, the U.S. military has experienced a mismatch between the capabilities it inherited from the Cold War and the capabilities it needs to deal with emerging threats. Forces optimized to fight major conventional wars are now being asked to combat terrorism, conduct stability and reconstruction operations, and fight counterinsurgency operations. National Security Advisory Group, *U.S. Military: Under Strain and at Risk*

The DRRS assessment is a "Commander to Commander" communication.

Role of the Commander. DRRS recognizes the central role that Commanders play in the development of trained and ready forces. Commanders develop METs and METL, and the task and mission assessments in DRRS are the professional judgments of commanding officers. Additionally, Commanders ultimately ensure the quality of both METL assessment and resource reporting.

Subordinate, Component, and Joint Task Force reporting provides that vital and relevant information required by higher headquarters to shape and inform policy and resourcing decisions.

Mission Focus. DRRS assesses the readiness of forces to carry out missions and assigned tasks. DRRS answers the questions: Is your organization ready today to execute its assigned mission, and is it ready to bring the expected capabilities to the joint fight? DRRS merges quantitative resource availability into qualitative readiness assessments. Readiness assessments in DRRS are unambiguous; and expressed as Yes, Qualified Yes, or No.

Capabilities-Based. DRRS enables commanders and force managers to look across DoD for required capabilities, identify organizations with those capabilities, and then determine the readiness of the organizations to provide the capability. DRRS measures readiness to provide needed capabilities for missions, as expressed by the organization's METs and METL.

DRRS assessments rely on the Commander's experience and professional judgment. DRRS does not automatically compute nor override the Commander's assessment.

METL Assessment. The assessment of an organization's ability to execute its METs and METL to prescribed standards is at the heart of readiness management in DRRS. An organization's METs and METL are linked to and support higher level METs and METL, ultimately linking to the JTF's JMETL. Assessments at all levels

include evaluation of resources available to perform METs to prescribed conditions and standards.

Rigorous standards development, derived from analysis of specified and implied tasks from with contingency and operational plans, define the JMET and drives the assessment. Poor standards development and analysis will equate to poor assessments.

Collaborative Environment. DRRS is a central part of the networked, collaborative information environment (seamless flow of information and interoperability among all systems that produce, use or exchange data electronically), envisioned under Joint Command and Control (JC2).

Output Orientation. The goal of any readiness reporting or assessment system is to reveal whether forces can perform their assigned missions. Historically, DoD has inferred this ability from the status of unit resources via the GSORTS. Such input-based assessments, however, do not yield direct information on whether a force can actually perform an assigned mission despite potential resource shortfalls. DRRS utilizes the ESORTS to provide a more complete readiness assessment by directly measuring outputs—the ability to conduct a task or mission to the prescribed standard—along with resource inputs

ESORTS is designed to come much closer to the goal of understanding "ready for what?"

Increased Scope. DRRS expands the readiness assessment base horizontally and vertically:

- **Horizontally:** DRRS includes all DoD forces, agencies, organizations, installations and infrastructure that contribute to the readiness of forces to execute missions. Prior to DRRS, support activities and the Defense Agencies have not used this type of reporting system; in DRRS they can now report information relevant to their mission of supporting the warfighter and domestic responder.

- **Vertically**: DRRS contains information from each level of the operational hierarchy. As an example Navy aircraft squadrons would report as they always have, but the battle group and any joint task force would report as well. These higher level forces will report the combined readiness and capabilities of their component units and the readiness of the higher level staffs.

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ESORTS. The detailed information on what individuals and organizations can do—from capability entities up to combatant commanders—resides in the Enhanced Status of Resources and Training System. ESORTS is a secure, web-based information system describing the status of organizations that contribute to the warfighting system. It is built around explicit measures of performance relative to assigned standards, resources, and force sustainment requirements

DoD components use ESORTS to determine and communicate their organization's status and mission capabilities.

ESORTS explicitly uses and disseminates detailed measures of the quality and quantity of resources such as personnel, training, ordnance, major weapons systems, and supplies. For example, it lists the rank, skills, and certifications for all individuals assigned to each reporting organization. Users can view this information in aggregate, or drill down to the individual level. Similar data are provided for other resource measures. Within ESORTS, this detail resource data becomes the foundation of a units METL assessment.

Assessing METS and Missions in ESORTS

Commanders/Agency Directors assess the ability of their organization to accomplish its METs and METL to standard under specified conditions. This assessment should be informed by observed performance, resource availability, and military experience/judgment. All assessments are documented in accordance with the following definitions:

- **"Yes" (Green) Assessment**: The organization can accomplish its MET, METL, or mission to prescribed standards and conditions. The "Yes" assessment should reflect demonstrated performance in training or operations.

- **"Qualified Yes" (Amber) Assessment**: Unit can accomplish most or all of the task to standard under most conditions. The MET assessment must clearly define the specific standard and conditions that cannot be met, as well as the shortfalls or issues impacting the unit's ability to accomplish the task.

- **"No" (Red) Assessment**: The organization is unable to accomplish the MET, METL, or Mission to prescribed standards and conditions at this time.

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Readiness assessment begins at the lowest echelon of capability entity in a tactical or administrative chain of command. Each unit uses ESORTS to record its ability to accomplish the METs describing its role in each mission. These units also assess their ability to conduct the METL (or mission) as a whole. As each of these lower-level commanders records their assessment in ESORTS, it is available to each echelon in that unit's chain of command. Agency and supporting command assessments populate supported organizations' displays in the same way.

METL Evaluations Drive Readiness Ratings

X
Avn Regt

MET - Conduct Air Assault

Task assessed as 'No' due to safety grounding of UH-60 fleet

XX
Inf Div

MET - Secure a Lodgment

Task assessed as 'No' due to Avn Regt assessment of Conduct Air Assault

XXX
US Numbered Army

MET - Provide Combat Forces

Task assessed as 'Qualified' due to Inf Div assessment of Secure a Lodgment

XXXX
COCOM

JMETL Joint Mission Essential Task List

Based on degraded status of Numbered Army

Mission 1 → Y
Mission 2 → Q
Mission 3 → Q
Mission 4 → N

Resource, Risk, Mission Implications

This assessment of MET and METL is repeated up the tactical and administrative chains of command.

In the case of current operations or major war plans, the assessments will culminate with the Combatant Commander's assessment of his ability to conduct the operation. As changes to the METL task assessments are made, the updates are available to the Combatant Commanders and/or other units affected. ESORTS will not only track changes over time by keeping a change history of the MET descriptions and assessments, but also develop MET and METL assessment trend reports.

Chapter Three

DRRS Strategic Capabilities

- **Mission Readiness**. This capability enables G/FCCs, Service, and CSA headquarters to assess all current readiness metrics (e.g. JCA and MET-based Mission Assessments) as well as any future assessment metrics. The intent of this capability category is to capture the highest strategic level readiness data from a "Headquarters" perspective, and assess what Joint Pub 1-02 calls "joint readiness."

Mission Assessment > CMDR COCOM (DJUUUU) > Overall	Plan 00	Plan 07	Plan 20	Plan 05	Plan 06
Mission Assessment	Y	Y	Y	Y	Y
Last Approved Date	10-Jul-2010	10-Jul-2010	10-Jul-2010	10-Jul-2010	10-Jul-2010
Approval Status	Approved	Approved	Approved	Approved	Approved
MET					
ST 1 Deploy, Concentrate, and Maneuver Theater Forces	N	Y*	Y*	N	Y*
ST 2 Conduct Theater Strategic Intelligence, Surveillance, and ...	Q	Q	Q	Q	Q
ST 3.1 Process Theater Strategic Targets	Y*	Y*	Y*	Y*	Y*
ST 4 Sustain Theater Forces	Y	N	Y	N	Y
ST 4.2.4 Establish and Coordinate Training of Joint and Combin...	Y*	Y*	Y*	Y*	Y*
ST 5.1 Operate and Manage Theater C4I Environment	Y	Y	Y	Y	Y
ST 5.3 Determine Strategic Direction	Q	Q	Q	Q	Q
ST 5.5 Conduct Theater-Wide Information Operations (IO)	Y	Y	N	Y	Y
ST 6.1 Provide Theater Aerospace and Missile Defense	Y*	Y*	Y*	N	Y*
ST 6.2 Coordinate Protection for Theater Forces and Means	Q*	Q*	Q*	Q*	Q*
ST 8 Develop and Maintain Alliance and Regional Relations	Y*	Y*	Y*	Y*	Y*
ST 9 Conduct Combating Weapons of Mass Destruction (CWMD...	Q	Q	Q	Q	Q

Figure 4 - Mission Assessments View (Notional Data)

DRRS provides the ability to display multiple types of organizations, with mission/ capability assessments and resources, and enable gap analysis and operational capability mitigation strategies via resource data evaluation.

DRRS provides the ability to assess and display an organization's capability to perform METs in terms of current mission objectives, including major contingency plans; named operations; Joint Task Forces; State Joint Force Headquarters security, stability, transition, and reconstruction; homeland defense; as well as Core and Theater Security Cooperation (TSC) missions.

Additionally, DRRS provides the ability to assess an anticipated change in Mission and MET capability at a future date, as well as changes for any other readiness

metrics. The purpose of this requirement is to obtain, from the commander's perspective, known and anticipated changes in unit status of interest to higher echelons.

- **Force Readiness**. This capability relates to the distinct unit-level reporting requirements across the Department. Force readiness is intended to provide all the current readiness data and requirements (e.g., MET list (METL), overall unit combat readiness (C-rating), unit personnel (P), equipment and supplies on-hand (S), equipment condition (R), and training (T), etc.) as auto-population/auto-calculation of metrics based on ADS data feeds.

Units can assess and report on Core missions, assigned contingency plans, and named operations via METs with associated conditions and standards

DRRS provides a standard view of all Service resource-based data. The current readiness data elements that support traditional GSORTS calculations, as well as additional data sets that impact employability are the foundation of the DRRS-Strategic asset visibility concept. Resource-based readiness data are used throughout the Department for planning, sourcing, risk assessment, and budgeting decisions.

The system will update and automatically populate P, S, R, and T data into DRRS-Strategic for calculation and display. Detailed resource data can be linked and related to MET execution. Linking resource metrics to the ability to execute a mission essential task significantly enhanced analyses of unit types and individual METs.

The means for all Services and Joint organizations to display COCOM (Combatant Command (Command Authority)), Operational Control (OPCON), and Administrative Control (ADCON) command relationship information pulled from the appropriate Organization (Org) Servers is built in to DRRS.

- **Business Intelligence**. This capability delivers the ability to query, sort, display, and analyze readiness and asset visibility data based on the desires and needs of the user.

DRRS provides the capability to search, sort by category/ type unit, and display traditional (SORTS) readiness data, MET data, asset visibility data, and mission readiness data

at any and all levels of command. Users can also search free text commander/unit commander commentary.

DRRS provides the capability to produce standardized reporting compliance queries to assist the Service HQs, Joint Staff, and Combatant Commands in ensuring required units are assessing and reporting readiness information as directed.

- **Readiness Reviews**. This capability enables force-wide readiness reviews, to include functionality to support the Joint Combat capability Assessment (JCCA) and Joint Force readiness Review (JFRR) processes, State Readiness Dashboard, and other reviews. The following requirements support this capability bin:

  - DRRS provides the ability to perform and brief JFRR assessments with the inclusion of deficiencies and top concerns as well as MET assessments and SORTS resource data. This would include provisions for a readiness dashboard to support the JCCA process, per CJCSI 3401.01, "Chairman's Readiness System." This dashboard provides a useful briefing platform for the JCCA/JFRR processes.

  - The dashboard integrates with DRRS Business Intelligence (BI) tools to allow briefings to be developed and retained based on pre-defined and user-defined queries of capabilities and resource data to define, analyze, and portray plan execution metrics from the perspectives of the supported commander, supporting commanders, combat support agencies, and force providers.

  - The State Readiness Dashboard displays readiness assessments to include a drill down to the details which lead to those assessments. The State dashboard displays National Guard unique data and has a particular focus on the preparedness of the States to respond to homeland defense and homeland security events.

  - The State Readiness Dashboard provides the State JFHQ Commander a visual readiness Common

DRRS-Strategic will enable a wide range of readiness reviews and data-mining possibilities for a holistic picture of readiness.

Operating Picture (COP) with drill down capability where he/she can obtain clarification of readiness issues and situational awareness within seconds. This functionality can facilitate trend and predictive Joint Operations Area (JOA) analysis of capability gaps.

- Provides a Joint Training "Readiness Dashboard" including read-only Training Proficiency Assessments (TPAs) and Mission Training Assessments (MTAs), exercise data, and other related data. This is facilitated by consolidating data from various sources and leveraging net-centric system architecture.

Chapter Four

Key Readiness Management Functionality

Readiness Dashboards. The Readiness Dashboard tool is used by several different roles, each one with slightly different access and responsibilities: Services, CSAs, GCC, FCC, and Joint Staff. The primary purpose of the Readiness Dashboard tool is to create a full report which links readiness and resources, within the context of missions, to determine which units and organizations possess the capability to carry out assigned missions.

Figure 5 - COCOM and Agency Dashboard (Notional Data)

All current and projected mission readiness values are sourced from the ESORTS Mission Assessment database. All ESORTS mission categories are displayed (Core, Major Plan, JCA, and Named Operation). Additionally, all ESORTS mission types are displayed (Joint Task Force, Chemical, Biological, Radiological, Nuclear (CBRN) Consequence Management Response Force (CCMRF), Combined Forces Command, and State). In addition to

displaying near real-time mission data, the Readiness Dashboard tool allows each COCOM, CSA, and Service to input their top concerns, deficiencies, and overall assessment for the representative missions, communicate with other users from the same organization, or communicate directly with Joint Staff.
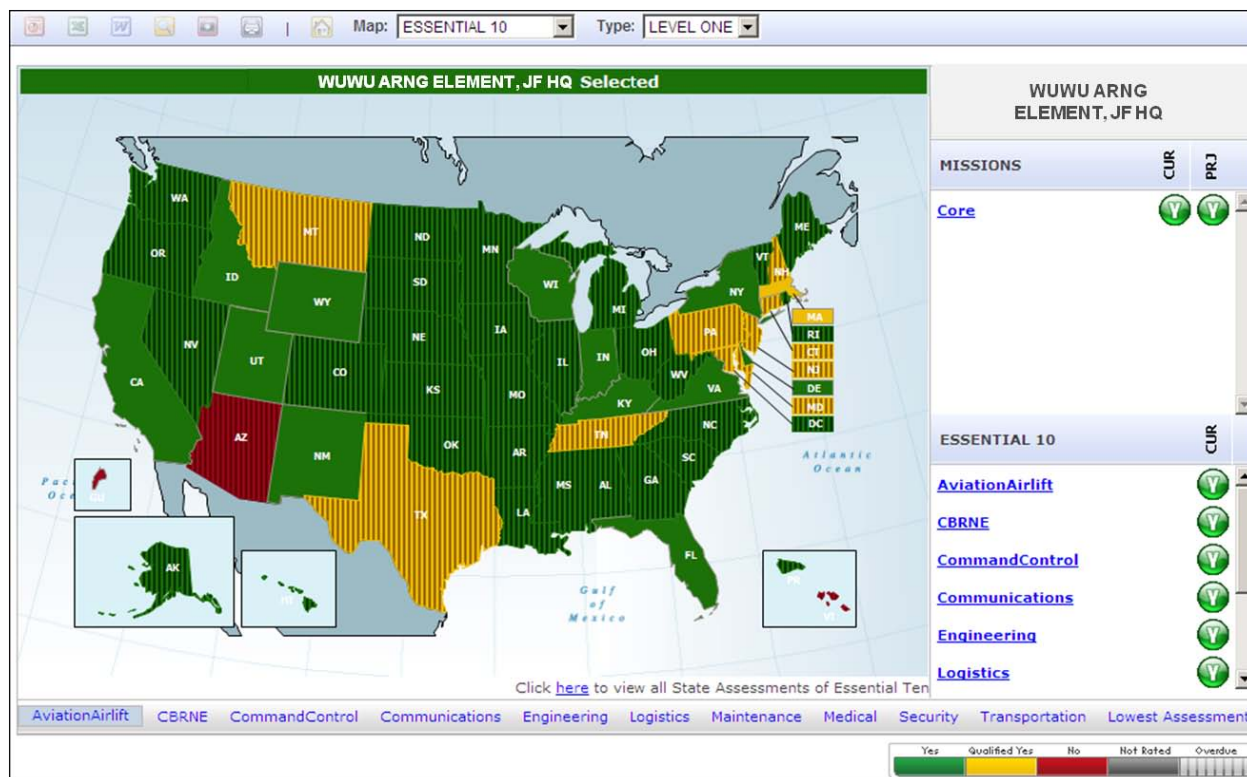
Figure 6 – Example State Readiness Dashboard (Notional Data

Configurable Dashboards. The Unites States Special Operations Command (USSOCOM) DRRS Dashboard is designed to display a myriad of readiness themes in a clear and concise manner. Its purpose is to allow the leadership of the organization to quickly view readiness highlights relevant to the command. Additionally, the dashboard provides a singular platform for readiness briefings to the senior leadership of the Command.

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Figure 7 – Draft SOCOM Dashboard Mock Up (Notional Data)

The dashboard's standard structure is a global view displaying the readiness assessments of subordinate organizations populated automatically from DRRS. Multiple tiles at the bottom of the screen represent different aspects of SOCOM readiness. An organization can add to and/or modify these tiles to meet the needs of the Command. These tiles pull and formulate data from ADS utilizing BI.

Capability Trees. Capability Trees are user-created visual representations of structures. These structures may be used to represent organizational hierarchies, mission structures, or any other relational configuration required.

There are three types of Capability Trees:

- Organizational Structure: Used to represent an organizational structure in the DRRS system. This can be a particular organization and its subordinate organizations.
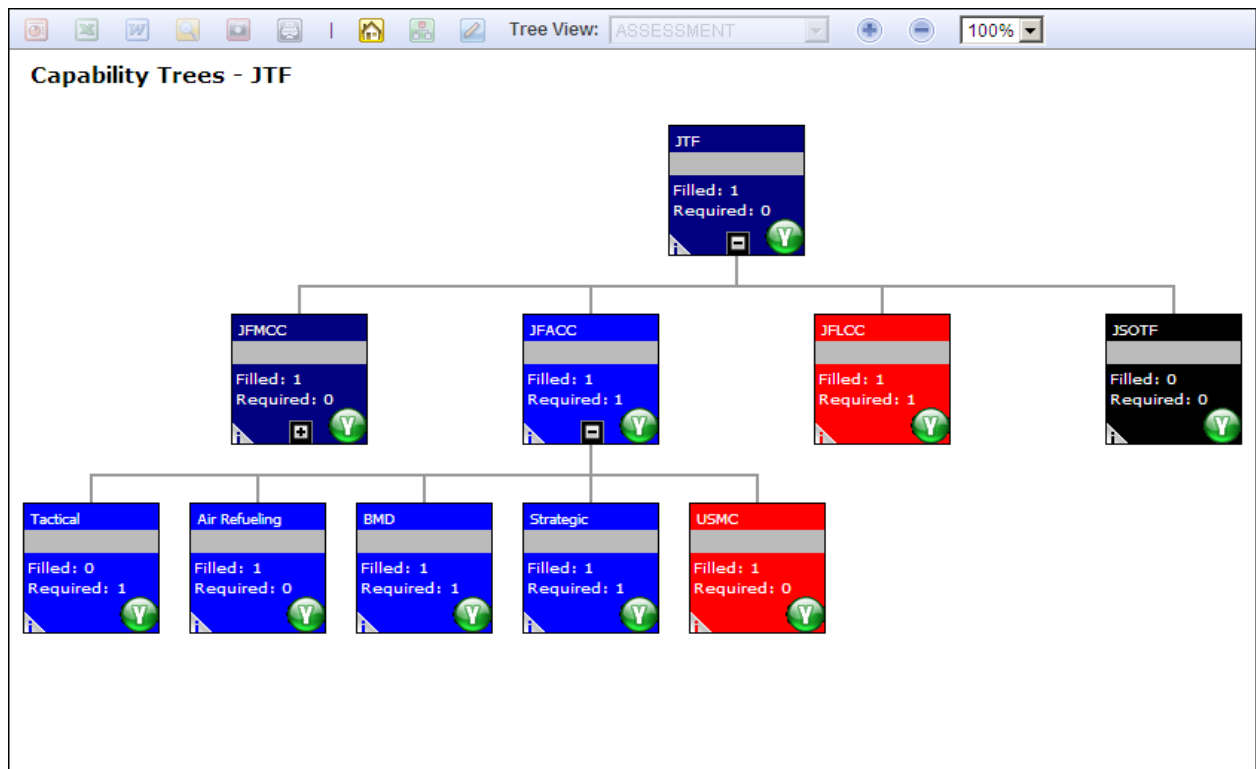
- Mission Structure: Allows creation of a tree representing an ESORTS mission assigned to a particular organization, including command J/A/METs and Supporting Tasks.

- Custom Structure: Freeform tree allowing manual creation of any tree configuration. This type of structure provides the same functionality as the others, however, this structure is created manually rather than using designed forces structure relationships.

Capability Tree Resources. Whether you are creating an organization structure, mission structure, or a custom structure, resources represent a crucial part of the Capability Tree. The Capability Tree allows the assignment of equipment, and personnel within each node linked to perform specific mission tasks. Mission specifics can be added to include specific language requirements, capabilities, risk, mitigation force packages, and Joint Reception, Staging, Onward Movement, and Integration (JRSOI) arrival times.

Chapter Four

Current Unit Status Tool. The Current Unit Status (CUS) module allows users to manage unit-specific readiness data and submit required reports. The tool is used to implement the GSORTS to ESORTS transition plan by enabling users to submit the unit's required readiness reports. CUS is designed to provide the Unit Commander the opportunity to update his unit's availability, personnel, equipment rosters, and training status before assessing the unit METL.

CUS relies heavily on concepts and data from the ESORTS module in order to accomplish its functionality, therefore a working knowledge of ESORTS is expected when using CUS.

CUS utilizes the Unit Selector in order to determine which unit details to display.

Current Unit Status

00XX FIGHTER SQ (00XX FIGHTER SQ, FF0000)

Unit Summary | METL | Personnel | Crews | Equipment | Ordnance | Training | Mobilization

Unit Summary Details

Unit Commander:

Point of Contact:

NIPR E-Mail: DSN:

SIPR E-Mail: COMM:

METL Preview

Mission Number	Mission Name	Current Assessment	Current Date	Projected Assessment	Projected Date
Core	Core	Y	23 Jun10	Y	01Mar13
Core Plus 1	Defeat of Enemy	Y	23 Jun10	Y	01Mar13
Core Plus 2	Instability and Collapse of Enemy	Y	23 Jun10	Y	01Mar13

SORTS   **View SORTS Report**

	Level	As Of Date	Reason
Overall (12HRS)	3	7/30/2010	EQUIPMENT CONDITIONS
Personnel	2	7/30/2010	PERSONNEL SHORTAGE
Equipment	1	7/30/2010	N/A
Equipment Condition	3	7/30/2010	SHORTAGE AIRCRAFT
Training	2	7/30/2010	TRAINING DEGRADED
PCTEF	N/A	1/15/2010	

Version: 1.3

Chapter Four

Within DRRS, the Language Readiness Tool quickly identifies Service personnel with a foreign language capability.

Language Readiness Index Tool. DRRS provides the Language Readiness Index (LRI) tool as a strategic language management tool for DoD that fills requirements to make overarching decisions in a more timely and accurate manner. The primary purpose of the LRI is to identify gaps in language readiness resource needs. This index measures language capabilities within Component missions and roles.

Data Mining and Searches. The DRRS Quick Search tool provides the functionality to search through the system for specific Units or Personnel and view their associated readiness data. This feature provides a streamlined toolset designed to provide a quick and easy searching mechanism. Searches can be conducted along the lines of Unit Searches, Personnel Searches, Equipment Searches, and Ordnance Searches. Search results can be used to create groups or export data to Word or Excel.

Chapter Five

DRRS – The Operational Enabler

Tracking force capability requires a new way of thinking about readiness.

The security of the homeland, counterterrorism, sustained engagement around the world, and the threat of natural hazards define today's volatile, uncertain, complex, and ambiguous environment. The future will inevitably be no less uncertain and the DoD must be ready to execute a diverse set of missions ranging from humanitarian assistance to domestic response; from counter-terrorism efforts to large-scale regional conflicts. These potential missions require a broad range of capabilities and forces that can quickly adapt to new challenges and to unexpected circumstances. DRRS allows policy makers and commanders to answer the question "Ready for what?"

Viewing readiness from the foundation of a common knowledge base.

For the National Guard, rather than viewing readiness as a series of unrelated state or regional capabilities, DRRS provides Joint Force Headquarters and the National Guard Bureau the ability to integrate readiness capabilities into one COP.
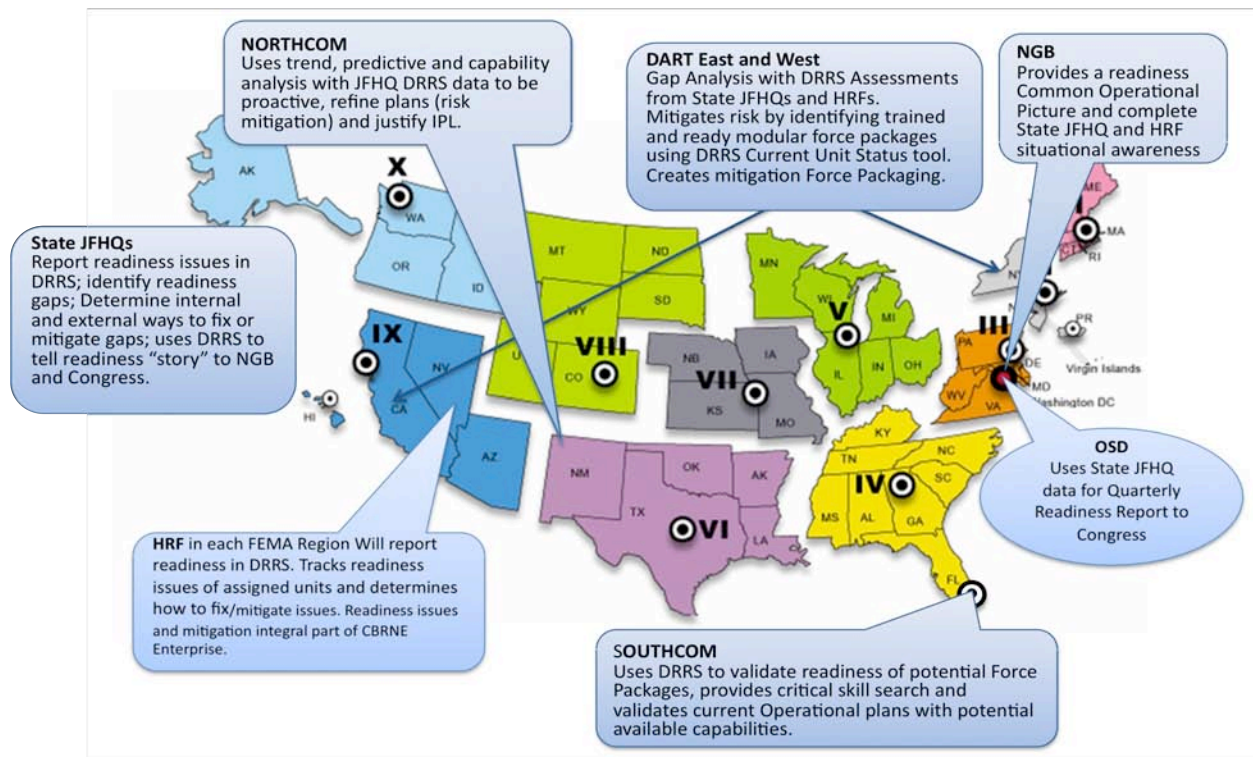

Figure 10 - DRRS as a National Readiness Common Operational Picture

Chapter Five

DRRS presents a picture not only of the granularity of individual personnel, unit capabilities, and unit resource status including SORTS reports, but with a holistic perspective of states' civil Title 32 and national Title 10 responsibilities.

DRRS as an Operational Tool

DRRS provides visibility across State, Service, and Combatant Command lines.

DRRS is an operational enabling tool that allows commanders and staffs to understand readiness issues that directly equate to operational risk. This knowledge provides situational awareness that allows them to initiate operational problem solving, identify capability gaps, conduct trend, threshold and predictive analysis, and create capability Force Package designs and strategies to solve or mitigate readiness issues.
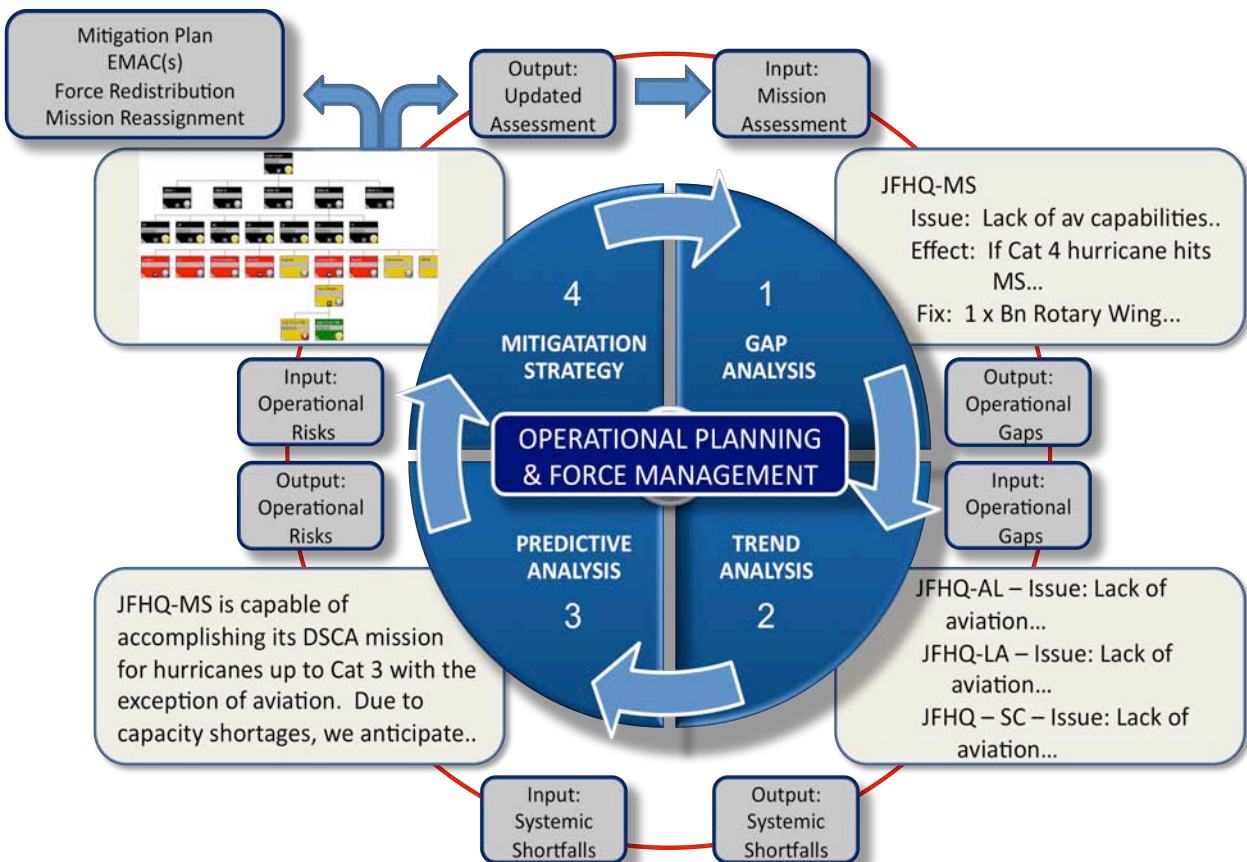
Figure 11 - DRRS as an Operational Enabler

Chapter Five

DRRS is not merely another readiness report but a fully developed *operational* tool. As an operational tool, it provides planners rapid functionality to conduct gap analysis, risk mitigation planning, trend and predictive analysis, and tracking of the readiness status of forces conducting operations. It is the perfect tool to aid planners in identifying and creating modular force packages to the support rotational and Homeland Response Forces.

DRRS Data Mining in Support of Planning. Utilizing near real-time data visibility and archiving, planners are able to identify capability/capacity gaps in force structure, war game support to various courses of action, and identify possible solution packages to mitigate operational risk. It allows the commander to manage readiness rather than monitor it. DRRS moves the commander and primary staff from a potential reactive to a proactive planning mode.

DRRS provides planners the ability to:

- Examine baseline force capability and capacity to include resources levels, capability assessments, unit location and posture based on commanders' DRRS assessments and GSORTS/resource reporting;

- Identify high risk essential tasks based on commanders' DRRS assessments;

- Correlate existing unit capability/capacity with essential tasks and identify shortfalls and gaps in unit requirements;

- Develop readiness trends by analyzing DRRS readiness reports of other assigned or potentially involved units to quickly identify common capabilities and shortfalls;

- Perform predicative analysis in support of course of action war gaming by comparing needed capabilities to available augmentation and support;

- Develop operational timelines based on unit readiness, posture, and location as reported in DRRS;

- Develop risk mitigation plans and strategy to lower risk and increase probability of operational success; and

Chapter Five

- Supports JRSOI operations by identifying mitigation Force Packages and depicting the expected ETA on a collaborative COP (Capability Tree).

Visualizing Organizational Readiness

The DRRS Capability Tree tool provides commanders and planners the ability to create the supporting unit organizational hierarchies necessary for managing mission readiness, analyzing SORTS data, highlighting capability gaps and showing operational limitations and readiness issues. The tool then extracts and presents tailored, commanded-selected readiness data needed by the decision-makers. DRRS validates each operational Plan with real-world, near real-time potential available capability solution sets.
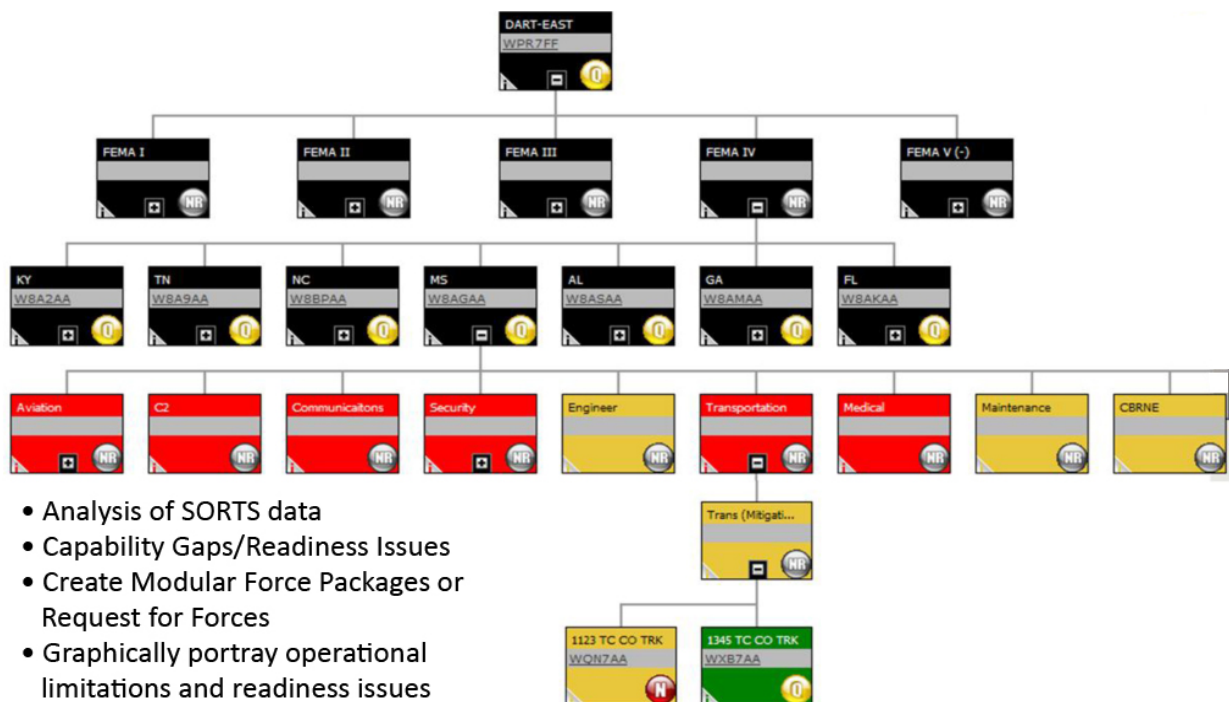
Figure 12 – Example DRRS JTF Capability Tree (Notional Data)

Chapter Five

Capability Trees present a quick visual picture of a JTF's task organization as well as its readiness posture. Units reporting an AMBER or RED capability assessment can be quickly drilled into exposing the readiness data and assessment metrics to determine root causes for the degradation. Completely configurable, these structures may be used to represent organizational hierarchies and mission structures or any other configuration required (e.g. language skills, specific high demand low density military operational specialties, OPLANs, CONPLANs, and JTF's).

Chapter Six

Conclusions

Our military must remain strong and agile enough to face a diverse range of threats. These range from non-state actors attempting to acquire and use weapons of mass destruction and sophisticated missiles, to the more traditional threats of other states both building up their conventional forces and developing new capabilities that target our traditional strengths. Building a flexible portfolio of capabilities and systems that can be used across the widest possible range of conflict will be the key challenge for the entire Department of Defense as we move into a new era. Secretary of Defense Robert M. Gates, Milwaukee, Wisconsin, Tuesday, August 31, 2010

DRRS is a powerful tool; however, it is dependent on qualitative and quantitative unit and organizational data. The accuracy and timeliness of DRRS rests on the involvement of senior officers and directors. Commanders and senior staff directorates must provide oversight and management of DRRS assessments to ensure the data is current, relevant, and accurately portrays a complete readiness picture including thorough narratives of requirements identified or needed.

DRRS provides a common set of tools, which integrates this authoritative data to create information that assists with tracking both unit and command readiness capabilities and operational planning. Therefore, DRRS is an operational tool that requires critical thinking, analysis and judgment from senior leaders. It supports traditional military planning processes based on a higher critical thinking taxonomy.

Figure 13 - DRRS and Leadership Oversight

Chapter Six

DRRS has become a key component of DoD readiness transformation, dramatically improving the assessment, visibility, and force management of forces and organizations in support of Global Force management and Homeland Security. It supports a capabilities-based planning process that accounts for greater uncertainty in threats and capabilities, and enables forces from all three components; Active, Reserve, and Guard; to compare risks across time, between multiple Joint Operational Areas, and competing missions.

DRRS meets the need of force providers such as the National Guard to identify units that have, or can quickly develop, the capabilities requested by a Joint Task Force or Combatant Commanders.

When used as an operational tool, with senior leader oversight, DRRS transforms organizations from a reactive readiness posture to a proactive operational organization, ready to position the right forces in the right place, at the right time, for the benefit of the Nation.

Appendix A

Glossary

Capability. The ability to execute a specified course of action. (A capability may or may not be accompanied by an intention.)

Combat Readiness. Synonymous with operational readiness, with respect to missions or functions performed in combat.

Combat Ready. Synonymous with operationally ready, with respect to missions or functions performed in combat.

DRRS Enterprise. A collaboration of independent Service, joint, and OSD readiness-focused IT applications, combined with readiness-specific authoritative data, all related by a common ability to support readiness reporting and assessment requirements. This aggregation is collectively referred to as the DRRS Information Technology Enterprise Environment.

DRRS Strategic A top level collection of approved hardware and software components culminating in a web-based user interface. It provides the only strategic tool able to access readiness data and information across the DRRS Enterprise.

Military Capability. The ability to achieve a specified wartime objective (win a war or battle, destroy a target set). It includes four major components: force structure, modernization, readiness, and sustainability.

   a. **Force Structure**. Numbers, size, and composition of the units that comprise our defense forces;   e.g., divisions, ships, air wings.

   b. **Modernization**. Technical sophistication of forces, units weapon systems, and equipments.

   c. **Unit Readiness**. The ability to provide capabilities required by the Combatant Commanders to execute their assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed.

   d. **Sustainability**. The ability to maintain the necessary level and duration of operational activity to achieve military objectives. Sustainability is a function of providing for and maintaining those levels of ready forces, materiel, and consumables necessary to support military effort. (See also readiness.)

Military Objectives. The derived set of military actions to be taken to implement the President of the United States or SecDef guidance in support of national objectives. Defines the results to be achieved by the military and assigns tasks to commanders. (See also national objectives.)

Military Requirement. An established need justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks. Also called operational requirement. (See also objective force level.)

Military Resources. Military and civilian personnel, facilities, equipment, and supplies under control of a DoD component.

Appendix A

National Military Strategy (NMS). The art and science of distributing and applying military power to attain national objectives in peace and war.

National Objectives. The aims, derived from national goals and interests, toward which a national policy or strategy is directed, and efforts and resources of the Nation are applied. (See also military objectives.)

Objective Force Level. The level of military forces that needs to be attained within a finite time frame and resource level to accomplish approved military objectives, missions, or tasks. (See also military requirement.)

Operationally Ready

     1. As applied to a unit, ship, or weapon system -- capable of performing the missions or functions for which organized or designed. Incorporates both equipment and personnel readiness.

     2. As applied to personnel -- available and qualified to perform assigned missions or functions.

Operational Readiness. The capability of a unit/formation, ship, weapon system, or equipment to perform the missions or functions for which it is organized or designed. May be used in a general sense or to express a level or degree of readiness. (See also combat readiness.)

Operational Requirement. See military requirement.

Readiness. The ability of U.S. military forces to fight and meet the demands of the NMS. Readiness is the synthesis of two distinct, but interrelated levels:

     a. **Unit Readiness**. The ability to provide capabilities required by the Combatant Commanders to execute their assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed.

     b. **Joint Readiness**. The Combatant Commanders' ability to integrate and synchronize ready combat and support forces to execute assigned missions. (See also military capability; NMS).

Readiness Condition. See operational readiness.

Readiness Planning. Operational planning required for peacetime operations. Its objective is the maintenance of high states of readiness and the deterrence of potential enemies. It includes planning activities that influence day-to-day operations and the peacetime posture of forces. As such, its focus is on general capabilities and readiness rather than the specifics of a particular crisis, either actual or potential. The assignment of geographic responsibilities to GCC, establishment of readiness standards and levels, development of peacetime deployment patterns, coordination of reconnaissance and surveillance assets and capabilities, and planning of joint exercises are examples of readiness planning.

Risk (Source: JP 3-33). Probability and severity of loss linked to hazards.

Risk Management (Source: JP 2-0). The process of identifying, assessing, and controlling risks arising from operational factors and making decisions that balance risk cost with mission benefits.

Appendix B

Acronyms

ADCON	Administrative Control
ADS	Authoritative Data Source
AMETL	Agency Mission Essential Task List
AMET	Agency Mission Essential Task
AOR	Area of Responsibility
ARCCR	Annual Report on Combatant Commander Requirements
BI	Business Intelligence
C-Rating	Combat Readiness Rating
CBRN	Chemical, Biological, Radiological, Nuclear
CCMRF	Chemical, Biological, Radiological, Nuclear (CBRN) Consequence Management Response Force
CFC	Combined forces Command
CGA	Capability Gap Assessment
CJA	Comprehensive Joint Assessment
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
COCOM	Combatant Command (Command Authority)
COCOPS	Concept of Operations
CONPLAN	Concept plan; operation plan in concept format
COP	Common Operating Picture
CPA	Chairman's Programmatic Assessment
CPM	Capability Portfolio Manager
CPR	Chairman's Programmatic Recommendation
CRS	Chairman's Readiness System
CRA	Chairman's Risk Assessment
CSA	Combat Support Agency
C/S/A	Combatant Command/Service/Combat Support Agency
CUS	Current Unit Status
DCMA	Defense Contract Management Agency
DIA	Defense Intelligence Agency
DISA	Defense Information Systems Agency
DJS	Director Joint Staff
DLA	Defense Logistics Agency
DoD	Department of Defense
DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership And Education, Personnel, and Facilities
DRRS	Defense Readiness Reporting System
DRRS-S	Defense Readiness Reporting System-Strategic
DRRS-E	Defense Readiness Reporting System-Enterprise
DSCA	Defense Support of Civil Authorities
DTRA	Defense Threat Reduction Agency
ESORTS	Enhanced Status of Resources and Training System
FCB	Functional Capabilities Board

FCC	Functional Combatant Command
FY	Fiscal Year
GCC	Geographic Combatant Command
GDF	Guidance for Development of the Force
GEF	Guidance for Employment of the Force
GFM	Global Force Management
GFMB	Global Force Management Board
GSORTS	Global Status of Resources and Training System
IT	Information Technology
JC2	Joint Command and Control
JCA	Joint Capability Area
JCCA	Joint Combat Capability Assessment
JCCAG	Joint Combat Capability Assessment Group
JCB	Joint Capabilities Board
JCIDS	Joint Capabilities Integration and Development System
J-Directorates	Directors of the Joint Staff Directorates
JFP	Joint Force Provider
JFRR	Joint Force Readiness Review
JMETL	Joint Mission Essential Task List
JMET	Joint Mission Essential Task
JOA	Joint Operations Area
JOpsC	Joint Operations Concepts
JROC	Joint Requirements Oversight Council
JROCM	Joint Requirements Oversight Council Memorandum
JRSOI	Joint Reception, Staging, Onward Movement, and Integration
JS	Joint Staff
JSCP	Joint Strategic Capabilities Plan
JSPS	Joint Strategic Planning System
JSR	Joint Strategy Review
JTIMS	Joint Training Information Management System
JTF	Joint Task Force
MET	Mission Essential Task
METL	Mission Essential Task List
NDAA	National Defense Authorization Act
NDS	National Defense Strategy
NGA	National Geospatial-Intelligence Agency
NMS	National Military Strategy
NORAD	North American Aerospace Defense Command
NSA	National Security Agency
NSC	National Security Council
NSS	National Security Strategy
OCR	Office of Coordinating Responsibility
OPCON	Operational Control
OPLAN	Operation Plan
OPORD	Operation Order
OPR	Office of Primary Responsibility
OSD	Office of the Secretary of Defense

Appendix B

PETSO	Personnel, Equipment, Training, Supply, Ordnance
POM	Programmed Objective Memorandum
QDR	Quadrennial Defense Review
QRRC	Quarterly Readiness Report to Congress
RA	Readiness Assessment or Reserve Affairs
RDA	Readiness Deficiency Assessment
SecDef	Secretary of Defense
SORTS	Status of Resources and Training System
SROC	Senior Readiness Oversight Council
TCP	Theater Campaign Plan
UCP	Unified Command Plan
USC	United States Code
USAFRICOM	U.S. African Command
USCENTCOM	U.S. Central Command
USEUCOM	U.S. European Command
USJFCOM	U.S. Joint Forces Command
USNORTHCOM	U.S. Northern Command
USPACOM	U.S. Pacific Command
USSOCOM	U.S. Special Operations Command
USSOUTHCOM	U.S. Southern Command
USSTRATCOM	U.S. Strategic Command
USTRANSCOM	U.S. Transportation Command

Appendix C

References

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USD P&R Memorandum, 23 August 2006, Department of Defense Readiness Reporting System (DRRS) Interim Implementation Guidance, Serial 4

DRRS Software User's Manual

DRRS Software Administrator's Manual

Appendix D

Commander's DRRS Checklist

Command readiness is MANAGED vice MONITORED

Data current and approved by Commander/Designated Rep

Commander takes "live" DRRS briefings to review the readiness of his/her unit

Unit readiness COP accurate and relevant for gap analysis, risk mitigation planning, and the Quarterly Readiness Report to Congress

Staff Directorates are involved in DRRS, identifying "fixes" or mitigation requirements for readiness issues

Staff Directorates are approving the data entered by action officers

The J3/G3/S3 is updating senior leadership monthly, either in writing (DRRS assessments can be downloaded and printed) or on "live" DRRS

Primary and alternate Unit Administrators designated and trained

The Chief of Staff synchronizes and reviews staff updates monthly (~1 hour meeting; staff directorates back brief and justify their assessments)

Commander briefed on "war-stoppers" and status of proposed and taken corrective action(s)
    ---Short term "fixes" - accomplished by the staff
    ---Long term "fixes" (IPL, POM, Congressional Testimony, etc) require Command
        Group involvement

Appendix E

Operational DRRS Analysis

- Have you identified the ***Threat***?

- Have you defined ***Mission Failure***?

- Have you analyzed the required ***Capabilities*** to mitigate the ***Risk***?

- Have you identified the ***Capability Gaps*** within the JOA?

- Have you translated the ***Gaps*** to required ***Capacity***?

- Have you analyzed the related ***Operational Risk*** associated with the ***Gaps***?

- Have you identified the ***Mitigation Capability***?

- Have you reviewed the unit's Readiness? MET's? Can it meet the operational requirement?

- Are the ***Mitigation Capabilities*** operationally sound—Time-Distance analysis conducted?

- Can the ***Mitigation Capability*** arrive in the JOA's JRSOI site in time to be value added?

- Is the ***Mitigation Capability(s)*** adequate to meet the Operational Required Capacity?

- Have you reduced the ***Operational Risk*** of possible mission failure through the ***Mitigation Capability Tree*** (Force Package)?

- Can you articulate the mitigation capabilities flow in and out of the JRSOI site– Is the Right Capability- at the Right location- at the Right time?

- Have you identified both a short term and a potential long term ***Mitigation Capability Solution Package***?

- Has your ***Mitigation Force Package*** increased the probability of operational success through reduction of mission failure probability?