



# Department of Defense DIRECTIVE

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USD(P&R)

SUBJECT: Department of Defense Readiness Reporting System (DRRS)

References: (a) Title 10, United States Code, as amended

(b) [DoD Directive 5149.2](#), "Senior Readiness Oversight Council (SROC)," February 4, 1999

## 1. PURPOSE

1.1. Pursuant to the authority vested in the Secretary of Defense by Section 117 of reference (a), this Directive establishes the Department of Defense Readiness Reporting System (DRRS). 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.

1.2. Nothing in this Directive limits or otherwise affects the authority, direction and control of the Secretary of Defense over the Department of Defense, or the oversight responsibilities of the Office of the Secretary of Defense in relation to the Defense Agencies and DoD Field Activities, or the authority and responsibilities of the Chairman of the Joint Chiefs of Staff, as established in reference (a).

## 2. APPLICABILITY

This Directive applies to the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as "the DoD Components"). The term "Military Services" as used herein refers to the Army, the Navy, the Air Force and the Marine Corps.

## 3. DEFINITIONS

Terms used in this Directive are defined in enclosure 1.

## 4. POLICY

4.1. The DRRS shall provide 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.

4.2. 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 the 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.

4.3. The DRRS is supported by two DoD readiness management processes. These are the Senior Readiness Oversight Council (SROC) and the Joint Quarterly Readiness Review (JQRR).

4.3.1. The SROC (reference (b)) shall advise the Secretary of Defense on all matters pertaining to DoD readiness, oversee readiness-related activities, provide recommendations to the Secretary of Defense on readiness policy matters, and provide reports on current and projected readiness issues.

4.3.2. The JQRR shall conduct timely, scenario-based readiness assessments on a quarterly basis. These assessments shall identify capability shortfalls and risks in executing missions as assigned by the Secretary of Defense and will identify appropriate measures to reduce these risks. The joint review shall employ modern analytic tools and models, as appropriate, to aid in scenario assessment. The findings of the JQRR will be reported to the SROC.

4.4. The DoD Components shall develop mission essential tasks or similar indicators for all assigned missions, and use information technology to collect near real-time data on the readiness of military forces and support organizations to perform these missions.

4.5. The Department shall also develop and employ modern readiness assessment tools, software, and models to aid in readiness reporting and assessment. The DRRS will continue to ensure that Commanders' assessments and military judgments are included in the reporting system.

4.5.1. Readiness metrics and supporting data shall be captured in the Enhanced Status of Resources and Training System (ESORTS). This system builds upon the Global Status of Resource and Training System, and shall provide insights into current unit and organizational readiness status and resource standards. The ESORTS will highlight deficiencies in the areas of training, personnel, equipment, ordnance, and sustainment. Variations from standards will be identified and assessed in terms of performing mission essential tasks and associated risk.

4.5.2. Scenario modeling and force allocation tools will be used to provide objective and repeatable analysis assessment, and inform deliberate and crisis action planning systems and processes.

## 5. RESPONSIBILITIES

5.1. The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) shall:

5.1.1. Oversee the DRRS to ensure accuracy, completeness and timeliness of its information and data, its responsiveness, as well as its effective and efficient use of modern practices and technologies.

5.1.1.1. In collaboration with the Joint Chiefs of Staff, Services, Defense Agencies, and Combatant Commanders, issue implementing instructions for the DRRS.

5.1.1.2. Ensure that the Department of Defense meets all the requirements of reference (a) for reporting readiness to the Congress.

5.1.1.3. Develop, field, maintain, and fund ESORTS and scenario assessment tools in accordance with this Directive. Ensure ESORTS information, where appropriate, is compatible and integrated into deliberate and crisis action planning systems and processes

5.1.2. In coordination with the Vice-Chairman of the Joint Chiefs of Staff and Under Secretary of Defense (Policy) propose scenario guidance for use in the JQRR.

5.1.3. Provide oversight, through the SROC, of actions being taken to address readiness deficiencies identified by the DRRS.

5.2. The Under Secretaries of Defense and the Assistant Secretary of Defense (Command, Control, Communications, and Intelligence) shall:

5.2.1. Review and provide oversight of those aspects of the Component mission readiness reports that fall within the scope of their responsibilities.

5.2.2. Approve readiness metrics and mission essential tasks in the ESORTS for agencies under their auspices to include the ESORTS.

5.2.3. Ensure deficiencies identified by the DRRS that fall within the scope of their responsibilities are addressed in program/budget planning and other DoD management systems.

5.2.4. In coordination with the USD(P&R), issue supplementary instructions, as required. Supplemental instructions must comply with reference (a) and policy contained in this Directive.

5.3. The Chairman of the Joint Chiefs of Staff shall:

5.3.1. Conduct the JQRR. The JQRR shall:

5.3.1.1. Conduct timely, scenario-based readiness assessments that identify capability shortfalls and risks associated with the National Military Strategy and other missions as assigned by the Secretary of Defense.

5.3.1.2. Include the Combatant Commanders and senior representatives from the Under Secretaries of Defense, the Military Services, and other DoD Components.

5.3.1.3. Be held quarterly to provide relevant and timely readiness information.

5.3.2. Submit the results of the JQRR, including any identified deficiencies, to the SROC.

5.3.3. Nominate appropriate measures to reduce risk associated with any readiness changes that affect the ability to carry out assigned missions.

5.3.4. Review annually the Service and Defense Agency Mission Essential Tasks (METs) and the integration of these tasks with the Joint Mission Essential Tasks (JMETS) of the Combatant Commanders. Advise the SROC of the findings of the review and recommended areas for improvement.

5.3.5. In collaboration with the USD(P&R), develop and maintain a registry of apportioned forces to report in the ESORTS, and fully integrate ESORTS information, where appropriate, into deliberate and crisis action planning systems and processes.

5.3.6. Maintain the Global Status of Resources and Training System until the ESORTS becomes fully operational.

5.4. The Secretaries of the Military Departments shall:

5.4.1. Develop Service mission essential tasks in support of their responsibilities to the Combatant Commanders and functions as described in reference (a). MET-like constructs, such as Navy Primary Mission Area and Air Force Designed Operational Capability statements, may also be used.

5.4.2. Report readiness to execute assigned tasks in the context of the JQRR scenario assessments.

5.4.3. Identify Service core competencies and mission essential tasks that support those competencies.

5.4.4. Identify and include as measured units within ESORTS operational and support organizations within the scope of their responsibilities needed to execute mission essential tasks in support of the Combatant Commanders and Service-assigned missions.

5.4.5. Develop resource and training standards for all organizations designated for inclusion in the ESORTS. Collect and report metrics and supporting data for these organizations as specified by DoD implementation instructions.

5.4.6. Identify critical readiness deficiencies, and develop strategies for rectifying these deficiencies, and ensure they are addressed in program/budget planning and other DoD management systems.

5.4.7. Issue supplementary instructions, as required. Supplementary instructions must comply with reference (a) and policy contained in this Directive.

5.5. The Commanders of the Combatant Commands shall:

5.5.1. Develop Joint Mission Essential Tasks in support of missions as assigned by the Secretary of Defense. These JMETS will be based on tasks derived from mission analysis using the language of the Universal Joint Task List (UJTL).

5.5.2. Report readiness to execute assigned tasks in the context of the JQRR scenario assessments.

5.5.3. Identify and include as measured units within ESORTS joint operational and support organizations under their command that are needed to execute JMETS.

5.5.4. Develop resource and training standards for all organizations designed for inclusion in the ESORTS. Collect and report metrics and supporting data for these organizations as specified by DoD implementation instructions.

5.5.5. Identify critical readiness deficiencies, develop strategies for rectifying these deficiencies, and ensure they are addressed in program/budget planning and other DoD management systems.

5.6. The Heads of the Other DoD Components shall:

5.6.1. Develop mission essential tasks or similar indicators in support of their responsibilities to the Combatant Commanders and functions as described in reference (a). These mission essential tasks shall be based on tasks derived from the UJTL, from the Service task lists, or from unique Agency tasks, as appropriate.

5.6.2. Report readiness to execute these tasks in the context of the JQRR scenario assessments.


5.6.3. Identify and include as measured units within the ESORTS those operational and support organizations within their organizations that are needed to execute mission essential tasks.

5.6.4. Propose and monitor ESORTS metrics to measure readiness to execute mission essential tasks. These metrics shall include supporting data as specified in the DoD implementation instruction.

5.6.5. Identify critical readiness deficiencies, develop strategies for rectifying these deficiencies, and ensure they are addressed in program/budget planning and other DoD management systems.

## 6. EFFECTIVE DATE

This Directive is effective immediately.



Paul Wolfowitz  
Deputy Secretary of Defense

Enclosures - 1

E1. Definitions

## E1. ENCLOSURE 1

### DEFINITIONS

E1.1.1. Department of Defense Readiness Reporting System (DRRS). The DRRS is the means to monitor the readiness of the DoD Components to provide capabilities to support the NMS as specified in the defense and contingency planning guidance, Theater Security Cooperation Guidance, and the Unified Command Plan.

E1.1.2. Enhanced Status of Resources and Training System (ESORTS). Automated, near real-time readiness reporting system that provides resource standards and current readiness status for operational forces and defense support organizations in terms of their ability to perform their mission essential tasks. Establishes a relationship between resource and training inputs and readiness to perform a specific MET based on standards established by the parent DoD Component.

E1.1.3. Joint Quarterly Readiness Review (JQRR). Conducts timely, scenario-based readiness assessments that identify capabilities and risks associated with missions in support of the Defense and Contingency Planning Guidance.

E1.1.4. Measured Unit. Any entity that is registered and measured in the ESORTS as a reportable unit by the Military Departments or the Defense Agencies. The Combatant Commands will identify and report CINC headquarters and Joint Staff Forces not already reporting. It may be a military or civilian organization.

E1.1.5. Mission. The task, together with the purpose, that clearly indicates the actions to be taken and the reason therefore.

E1.1.6. Mission Essential Task (MET). Tasks based on mission analysis and approved by the commander that are absolutely necessary, indispensable, or critical to the success of a mission.

E1.1.7. Readiness (Department of Defense). A measure of the Department of Defense's ability to provide the capabilities needed to execute the missions specified in the National Military Strategy.



E1.1.8. Senior Readiness Oversight Council (SROC). The SROC is an executive committee of the Office of the Secretary of Defense (OSD), and is made up of the Deputy Secretary of Defense, the Secretaries of the Military Departments, Chairman of the JCS, the Chiefs of the Services, the Under Secretaries of Defense, and other senior OSD officials with an interest in readiness. The SROC meets periodically to review significant readiness topics and/or issues. Details are contained in reference (b).

E1.1.9. Universal Joint Task List (UJTL). A menu of capabilities (mission-derived tasks with associated conditions and standards) that may be selected by a joint force commander to accomplish an assigned mission. Once identified as essential to mission accomplishment, the tasks are reflected within the command as part of the joint mission essential task list.