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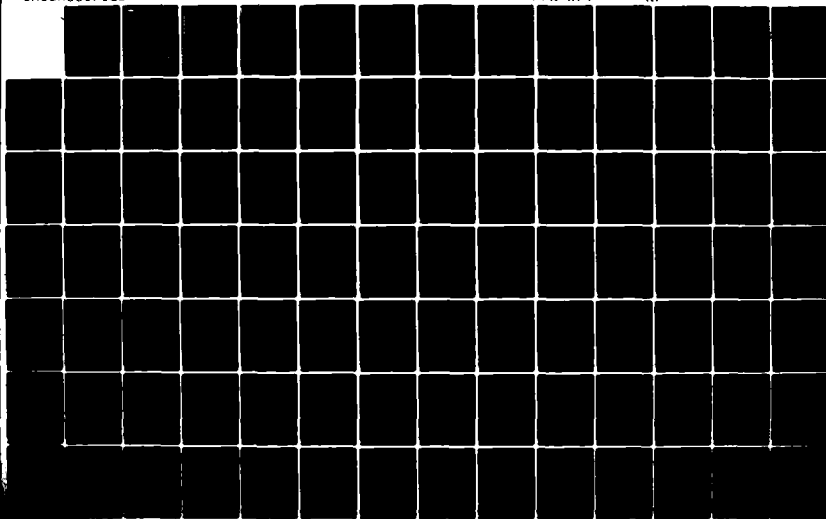
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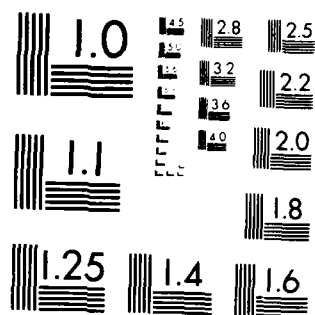
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MEASURING TOTAL ARMY GOALS

FINAL REPORT

29 FEBRUARY 1984

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designated parameters are the primary consideration (degrees of freedom) that impact directly on the achievement of the overall objective. Each parameter is attributed some relative importance and is further subdivided into mutually exclusive class intervals which indicate differences in the degree of achievement of that parameter. The class intervals span the range from the most to the least desirable condition. Each class interval is then attributed some relative worth for that degree of achievement. Finally, a normalizing function is applied so that some overall worth can be associated with each cell in this discrete, multi-attribute state space.

A series of structured interviews with approximately 15 ARSTAF subject matter experts was conducted to define the respective goal parameters.

It was determined that a quantified measure of the goals was possible for both monitoring progress and directing investment of resources toward goal attainment. However, utility of the results and methodology was not considered acceptable. Principal criticism was that the method was not considered practical, was unduly complicated and would require virtually a totally new mind set for action-taking in support of the Total Army Goals.

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VOLUME I *

VOLUME II *

VOLUME III *

VOLUME IV

APPENDIX B: TOTAL ARMY LEADERSHIP GOAL *

VALUATED STATE SPACE

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MEASURING TOTAL ARMY GOALS

SECTION 1.0 INTRODUCTION

1.1 BACKGROUND

In December, 1981, the official Total Army Goals were published over the joint signatures of the Secretary and the Chief of Staff of the Army. Stated as seven individual goals, the Total Army Goals constitute a carefully thought-out and articulated statement of purpose reflecting the Army's extended future as its senior leadership envisage that it should appear and function. The seven goals are broad statements intended to provide direction and general guidance to Army organizations and to serve as an aid to coordinated planning. Successful pursuance of this organizational improvement approach requires that there be an effective means of monitoring progress toward goal attainment. Development of a standard and acceptable measurement methodology has therefore been established as a key objective of the Performance Management Army (PMA) Program.

TITAN Systems, Inc., through its Decision Science Division, has devoted considerable work in recent years to the structured definition and quantification of purpose, and to the use of such a structure for both measuring

degree of achievement of purpose and determining the relative worth of differing levels of that achievement. Drawing on the experience base of this work, TITAN joined the PMA effort in September, 1983, to develop and demonstrate a measurement methodology for monitoring progress and aiding in management decisions relative to attainment of the Total Army Goals. The report which follows describes the methodology developed, its application to the task of measuring progress, and its potential as a decision aid for optimal allocation of resources to support goal attainment.

1.2 OBJECTIVES

The central objective of this effort is the development of "a standard and acceptable measurement methodology which may be applied to the official Total Army Goals."* The "standard" and "acceptable" provisos give rise to a number of constituent objectives to which the development effort should adhere.

First, the methodology should provide an explicitly clear definition of the goal to be measured that is both detailed and comprehensive. Detailed so that there is no doubt as to the specific trait or condition being evaluated. Comprehensive

* Contract No. MDA903-83-C-0428, Attachment #1,
Statement of Work

so that all aspects of goal attainment are appropriately considered and factored into the measurement process.

Second, the methodology should provide a quantitative measure which will lend itself to monitoring progress in goal achievement and comparing relative achievement among goal parameters.

Additionally, the methodology should incorporate standard evaluative criteria which can be readily understood and uniformly applied organization-wide.

Finally, the methodology should serve the Army command/management system as an evaluative and decision-making aid in allocating resources for optimal support of the Total Army Goals.

1.3 SCOPE OF THE CURRENT EFFORT

The scope of the current effort has been limited to the measurement of two of the seven Army Goals as a pilot-test of the methodology. The two goals measured are Readiness and Leadership. Although limited in scope to examination of these two goals, the current effort has shown the utility of the methodology and demonstrates that it would be equally applicable to the explication and measurement of the remaining five goals. As will be shown in the Technical Discussion which follows, the methodology successfully meets each of the objectives set forth in the preceding paragraphs.

Not included within the scope of the current effort is the design and development of a computer program for rapidly performing the multiple sensitivity analyses of which the methodology is inherently capable...a feature which offers an extremely valuable decision-making aid in the allocation of resources. Manual calculations have been performed which in this pilot-test case adequately serves to demonstrate the application of this feature of the methodology. It is well to bear in mind, however, that in practical application there would be a supporting computer program to aid in the recording and assembly of data and to perform the quantified measurement calculations.

While limited in scope as noted above, the current effort provides a sound basis for evaluating the measurement methodology developed and establishes the foundation from which to proceed with its broader application

SECTION 2.0 TECHNICAL DISCUSSION

2.1 DESCRIPTION OF THE METHODOLOGY

2.1.1 Defining Purpose

Central to the evaluation and measurement of progress toward the attainment of any goal is a clear and complete definition of the end goal or purpose. This applies in the case of individual goals and is an absolute essential in the case of organization goals. Without a clear and common understanding throughout the organization of the end to be achieved, there can be no unified, concerted effort directed toward its achievement.

Definition of purpose, then, becomes the sine qua non of a measurement methodology intended to evaluate how well that purpose is being achieved. Purpose in the present case equates to the particular Army Goal being considered. Taken together, the seven Total Army Goals constitute an expression of the Army's purpose as seen by the senior Army leadership. They are reflective of the best professional judgement on the subject and have been carefully stated to encompass all of the attributes descriptive of the most desired future for the Army. As has been noted, however, the "Total Army Goals are broad statements intended to provide general guidance to Army organizations....There is overlap among the goals and the goals are

not directly susceptible to quantification."* While the goals have been well stated to broadly define purpose in terms of the Army's most desired future, they do not define purpose in the detail required to make meaningful, quantified measurement possible.

In order to define purpose in a complete sense, it is necessary to recognize that purpose is more than simply a statement of the most desired future. Neither can it be completely defined by adding a statement of the least desirable outcome...the future condition to be avoided at all costs. When asked to define human goals, the common practice is to first point to the most desired condition, and then, if pressed for a more complete definition, to turn to the opposite end of the scale and describe the worst-case situation representing total failure of purpose. In reality, of course, neither extreme is the probable outcome. What is needed is a complete statement of purpose defining each of the significantly different futures ranging from utopia to catastrophe. Purpose expressed in this complete form, spanning the full range of possible conditions, provides a scale for measuring progress toward its attainment.

* Contract No. MDA903-83-C-0428, Attachment #1, Statement of Work, Page 1.

2.1.2 The Valuated State Space

Any such representation of purpose can be conveniently expressed in the form of a Valuated State Space (VSS). Here the person(s) responsible for defining the purpose or goal to be evaluated defines a set of parameters such that the designated parameters are the primary considerations (degrees of freedom) that impact directly on the achievement of the overall objective. Each parameter is attributed some relative importance and is further subdivided into mutually exclusive class intervals which indicate differences in the degree of achievement of that parameter. The class intervals span the range from the most to the least desirable condition. Each class interval is then attributed some relative worth for that degree of achievement. Finally, a normalizing function is applied so that some overall worth can be associated with each cell in this discrete, multiattribute state space.

To illustrate, suppose three parameters X, Y, and Z are designated as the parameters of primary concern in impacting the achievement of the overall goal or purpose. These are attributed relative importances of six, nine and two, respectively (the numbers referencing a ten-scale where "ten" indicates paramount importance, "five" indicates moderate importance, and "zero" indicates no importance whatsoever). As depicted in Table 2-1. the lines to the right of each parameter indicate the class intervals that correspond with

significantly different degrees of achievement. The value associated with each such class interval is indicated by the number appearing immediately above the line denoting the class interval.

TABLE 2-1

ILLUSTRATIVE VALUATED STATE SPACE (VSS)

RELATIVE IMPORTANCE WEIGHT	PARAMETERS OF PURPOSE	CLASS INTERVALS OF ACHIEVEMENT
6	X	<u>10</u> <u>7</u> ✓ <u>3</u> <u>0</u>
9	Y	<u>10</u> <u>8</u> <u>5</u> ✓ <u>2</u> <u>0</u>
2	Z	<u>10</u> <u>0</u> ✓

For convenience, the class intervals measuring the degree of achievement for each parameter are arranged in order of decreasing worth, as shown in Table 2-1.

The number of states in the space is the product of the number of class intervals on each of the parameters; in the illustrative case, 40. Achieving the most valuable class interval (the utopian case) corresponds with the state of highest overall worth, thus a measure of 1.0, or 100%.

Achieving no success on a parameter corresponds with an overall value of zero for that parameter.* Any intermediate

* In situations where a negative worth is ordinarily associated with some class intervals, the scale can be linearly transformed so that the worst possible degree of achievement has zero value.

state has some value depending upon the normalization function; for example, using the weighted arithmetic mean, the state indicated by the check marks in Table 2-1 has a worth as indicated:

$$\begin{aligned} w_0 &= \left(\frac{7}{10}\right) \left(\frac{6}{17}\right) + \left(\frac{5}{10}\right) \left(\frac{9}{17}\right) + \left(\frac{0}{10}\right) \left(\frac{2}{17}\right) \\ &= 0.51 \text{ or } 51\% \end{aligned}$$

That is to say that the overall condition (or state) as evaluated by the example VSS of Table 2-1 represents about a 51% achievement of the stated purpose.

In many situations, there is some overall worth of achievement in any regard. The weighted arithmetic mean, as applied in the above illustrative example, then serves as the appropriate normalizing function. In other situations, failure in any single regard (i.e., parameter) corresponds with no overall value whatever. In the latter case, it is more appropriate to use the weighted geometric mean, where the overall worth is the product of the degrees of achievement, each raised to the power of the normalized importance of that parameter. Other methods for normalizing may be appropriate depending on the situation. In any case, a multiattribute utility function specifies the overall worth of any particular situation; that is, the Valuated State Space and its normalizing

function yield a single overall quantified measure for the worth of each significantly different situation.

Returning to the illustrative example shown in Table 2-1, recall that the overall worth of the situation indicated by the profile of check marks calculated to be 0.51 or 51%. Now suppose that after an intervening period of time and investment of resources toward improving achievement on Parameter X, an evaluation is made resulting in the state indicated by the profile of check marks as indicated in Table 2-2.

TABLE 2.2
ILLUSTRATIVE VALUATED STATE SPACE
SECOND STATE

RELATIVE IMPORTANCE WEIGHT	PARAMETERS OF PURPOSE	CLASS INTERVALS OF ACHIEVEMENT
6	X	$\frac{10}{10}$ $\frac{7}{17}^{\checkmark}$ $\frac{3}{10}$ $\frac{0}{17}$
9	Y	$\frac{10}{10}$ $\frac{8}{17}^{\checkmark}$ $\frac{5}{10}$ $\frac{2}{17}$ $\frac{0}{17}$
2	Z	$\frac{10}{10}$ $\frac{0}{17}^{\checkmark}$

The worth of this second state, then, is:

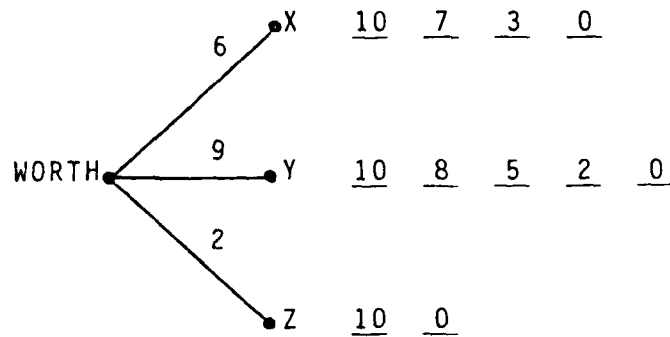
$$\begin{aligned}
 w_o &= \left(\frac{7}{10}\right) \left(\frac{6}{17}\right) + \left(\frac{8}{10}\right) \left(\frac{9}{17}\right) + \left(\frac{0}{10}\right) \left(\frac{2}{17}\right) \\
 &= 0.67 \text{ or } 67\%
 \end{aligned}$$

Thus it can be seen that between the first and the second evaluations, significant progress was achieved toward the attainment of the overall purpose as defined by the Valuated State Space.

Tables 2-1 and 2-2 depict the Valuated State Space in its most simple form for ease of demonstrating the concept. In practice, it usually takes the form of a Hierarchic Valuated State Space. Most frequently, the first set of parameters designated as the primary considerations affecting achievement are themselves too broad to be directly measurable by distinct class intervals of achievement. The procedure then is to break down each of the first set of parameters into the parameters (designating their relative importances) which are the primary considerations impacting directly on its achievement. Should this second order of parameters still be too broad for specifying class intervals of achievement, then the process is repeated until that degree of specificity has been defined to permit meaningful measurement by class interval of achievement.

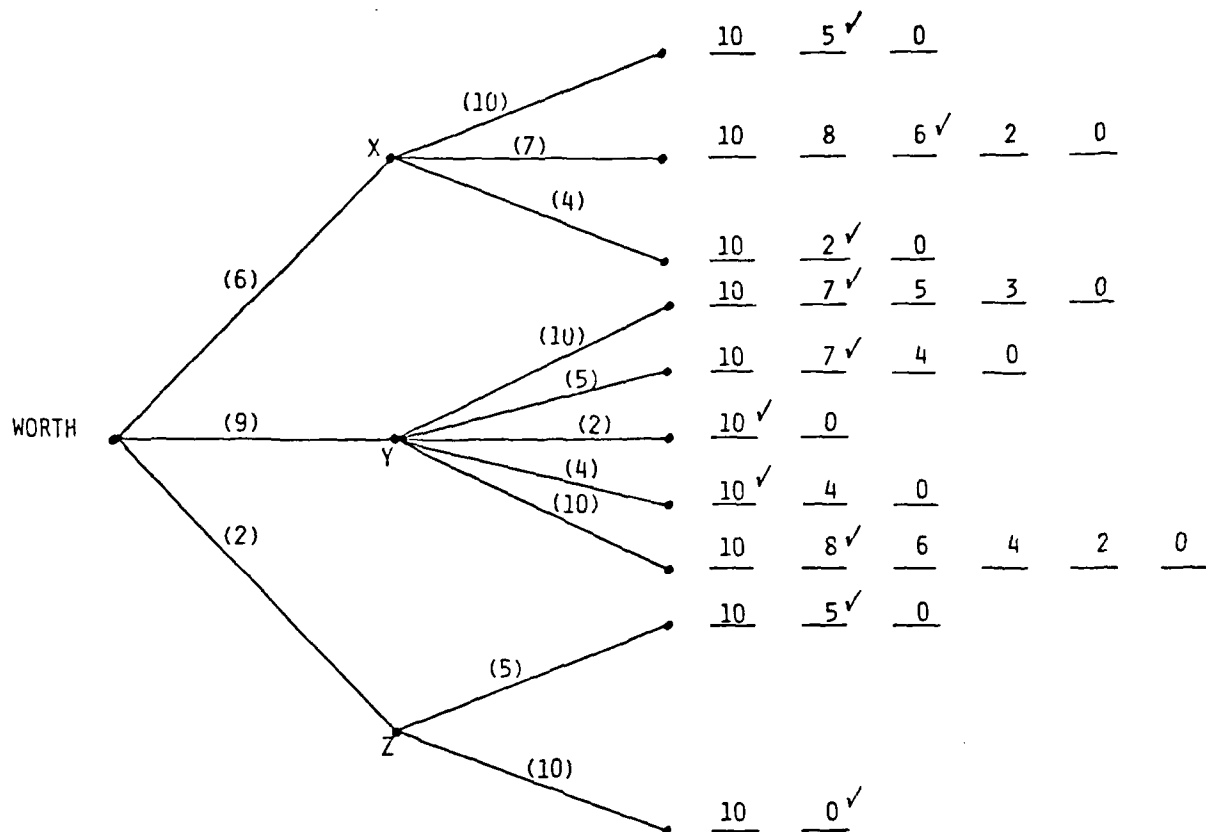
To illustrate the Hierarchic Valuated State Space it is useful to depict the VSS in "tree" form schematic with importance weights of the parameters shown next to the "branches" extending to the parameters. For example, the VSS of Tables 2-1 and 2-2 would be schematically depicted as in Table 2-3 which follows.

TABLE 2-3
VSS SCHEMATIC



Now, if parameters X, Y, and Z were each defined by a set of subparameters rather than being directly susceptible to evaluation by class interval, the resultant Hierarchic Valuated State Space would be depicted as shown in Table 2-4. As in the preceding Table, class intervals of achievement and their values are shown by the lines and numbers appearing to the right of each subparameter "branch." Numbers in parentheses appearing above the "branches" indicate relative importance weights. As in the earlier examples, the check marks indicate the evaluated class intervals of achievement, and again applying the weighted arithmetic mean as the appropriate normalizing function, the worth of the indicated state or condition calculates to be 0.61 or 61%.

TABLE 2-4
HIERARCHIC VALUATED STATE SPACE



As demonstrated by the foregoing examples, the Valuated State Space and Normalizing Function provide the means of quantifying purpose. It is this quantification procedure which forms the core of the measurement methodology developed for application to the task of monitoring and directing

progress toward attainment of the Total Army Goals. The validity of the measurement methodology, however, rests on the proper construction and application of the Valuated State Space. If it is to provide an accurate measure of achievement, it must contain a true representation of the intended purpose. It is of key importance that the definition of purpose explicated by the Valuated State Space capture the full meaning of its intent. The objective is to model expert judgment with respect to the meaning and intent of the stated purpose, in this case, the Army Goal of concern.

2.1.3 Modeling Expert Judgment

No measurement methodology for measuring performance with respect to the Total Army Goals can substitute for the expert judgment of experienced military professionals. Rather, the methodology should provide a framework for focusing collective professional judgment on precise aspects of performance which can then be aggregated into a standardized measure of overall performance. Subjective judgments must necessarily form the basis of evaluating achievement of purpose. There is, after all, no such thing as objective purpose. However, the subjective judgments should be directed toward the more narrow, precisely defined aspects which together comprise the purpose rather than to the broad statement of overall purpose itself. In this regard, the Valuated State Space serves as an aid to optimizing expert judgment.

In developing the Valuated State Space the objective is, in a sense, to model expert judgment. The development procedure relies on the expert (i.e., the collective professional Army judgment) to identify the things to look for in making an evaluation (the parameters of concern) and to rank or weight the relative importances of the parameters in forming the evaluation. It also relies on the expert to define or confirm the measures of achievement with respect to each parameter (the class intervals of achievement) and to assess the current level of achievement. By accomplishing this, the expert need not attempt to make the broad subjective judgments concerning overall achievement.

2.1.4 Summary of Key Features

To summarize, the measurement methodology developed for application to the official Army Goals incorporates the following key features:

- It applies a top-down approach, focusing on the intended purpose of each goal and ensuring that contribution to that purpose is the standard of measurement universally applied.
- It provides a structured definition of purpose, ensuring its thorough explication and highlighting the various aspects of its attainment.
- It is modeled on expert judgment, with respect to both the definition of measurement criteria and the evaluation of selected levels of achievement.
- It provides a quantified measure of achievement.

2.2 APPLICATION OF THE METHODOLOGY

The same procedure was followed with respect to applying the methodology to the measurement of both the Readiness and the Leadership Goals. It consisted first of a review of the published goal and related statements of Army policy and objectives contained in the Department of the Army Manual, various Field Manuals and less formal documents. Survey of Army literature and status reports pertaining to the Performance Management Army (PMA) approach provided additional insight into professional Army thinking regarding objectives and subobjectives associated with each Goal. Drawing on this data source, each goal was structured in the form of a Hierarchic Valuated State Space (VSS). Following review and approval by the Contracting Officer's Technical Representative (COTR), these initial VSS's were distributed to selected Goal Points of Contract (POC's) and staff action officers within the Army Headquarters. Structured inquiries were then held individually with the selected POC's to focus on the validity and completeness of the parameters of the VSS in capturing the intended purpose of the goal. The VSS's were then updated and refined to incorporate the stated judgments of the POC's. The completed VSS's are shown in the Appendices to this report. Their development and application are discussed in the sections which follow.

2.2.1 Measuring Total Army Readiness

Prefacing the published Total Army Goals is the statement that:

"The mission of the Total Army is to deter any attack upon U. S. national interests and, if deterrence fails, to engage and defeat any enemy in any environment."

The Readiness goal itself is stated as:

"A Total Army prepared for the 'three days of war': to deter the day before war; to fight and win on the day of war; and to terminate conflict in such a manner that on the day after war, the United States and its allies have an acceptable level of security."

From these two fundamental statements of purpose, three primary considerations affecting achievement of the Readiness Goal clearly stand out. These, stated in terminology drawn from The Department of the Army Manual, are readiness for:

- a) Conflict Prevention;
- b) Conflict Control; and
- c) Conflict Termination.

There is, additionally, a fourth consideration which has its origin in the Constitution's charge to "promote the general welfare." While clearly subordinated in importance to the first three considerations cited above, the fourth encompasses those supplementary Army roles which contribute to

domestic well-being. Total Army readiness should therefore consider these important contributions to the national purpose as well as those which "provide for the common defense." Further, there is statutory basis for including readiness to contribute to the general welfare among the major parameters of Readiness. JCS Pub. 2, Unified Action Armed Forces includes among the "Primary Functions of the Army" the conduct of "... authorized civil works programs, including projects for improvement of navigational, flood control, beach erosion control, and other water resource developments..."

The four major parameters defining purpose as it pertains to the Readiness Goal may then be stated as:

1. READINESS FOR CONFLICT PREVENTION
2. READINESS FOR CONFLICT CONTROL
3. READINESS FOR CONFLICT TERMINATION
4. READINESS TO PROMOTE THE GENERAL WELFARE

Each of these four parameters of readiness offers a somewhat more specific aspect of readiness upon which to focus than the broad, overall Readiness Goal itself; however, they remain too broad in scope and open to divergent interpretation to expect that any meaningful measurement standard could be applied for directly evaluating progress of achievement. Clearly, then, there is need to go further in explicating the readiness purpose in more specific terms.

The next step then is to define for each of the four major parameters the set of primary considerations impacting directly on its achievement. Readiness for Conflict Prevention, for example, is achieved by having both the evident military capability to prevail in conflict and the will or resolve to apply that capability if challenged. The set of parameters at the next level of the hierarchy below "Readiness for Conflict Prevention" then becomes:

1. EVIDENT CAPABILITY
2. WILL/RESOLVE TO APPLY CAPABILITY

(For convenience of distinction and classification, parameters below the first level in the hierarchy may be termed "subparameters.")

Each of the other major parameters is similarly defined by the set of subparameters directly influencing its achievement as shown in Table 2-5.

TABLE 2-5
READINESS VSS
(First & Second Levels)

- 1.1 READINESS FOR CONFLICT PREVENTION
 - 1.1.1 EVIDENT CAPABILITY
 - 1.1.2 WILL/RESOLVE TO APPLY CAPABILITY
- 1.2 READINESS FOR CONFLICT CONTROL
 - 1.2.1 ORGANIZED FOR CONFLICT CONTROL
 - 1.2.2 EQUIPPED FOR CONFLICT CONTROL
 - 1.2.3 TRAINED FOR CONFLICT CONTROL
- 1.3 READINESS FOR CONFLICT TERMINATION
 - 1.3.1 CONTROL OCCUPIED LAND AREAS AND POPULATIONS
 - 1.3.2 POW CONTROL
 - 1.3.3 NATIONAL RECUPERATION
- 1.4 READINESS TO PROMOTE THE GENERAL WELFARE
 - 1.4.1 PROVIDE CIVIL PROTECTION
 - 1.4.2 PROVIDE HUMANITARIAN RELIEF
 - 1.4.3 CONDUCT CIVIL WORKS PROGRAMS

Note that the Dewey Decimal System is used to identify each parameter and subparameter according to its position in the hierarchy. The first number, 1, refers to the Readiness Goal (the 2-series is applied separately to refer to the Leadership

Goal). The figure at the first decimal place identifies the major parameter. The figure at the second decimal place indicates the subparameter at the first level in the hierarchy below the major parameters, and so forth, as will be shown as the hierarchical structure is further developed.

To illustrate the development process, the discussion will now center on the first major parameter and trace its explication through the hierarchical structure of the VSS. The objective is to derive a progressively more detailed definition of the higher order purpose until finally class intervals can be specified indicating observable degrees of achievement. Although discussion here will focus on only one of the major parameters, the procedure is common throughout, and development of each of the others is, of course, shown in the Readiness VSS in Appendix A.

Referring back to Table 2-5, recall that "Evident Capability" and "Will/Resolve to Apply Capability" were defined as the set of subsidiary parameters directly influencing achievement of the major parameter, "Readiness for Conflict Prevention." While serving to focus consideration upon the constituent conditions for deterring conflict, they remain too broad for any meaningful measurement standard to be directly applied. Their further explication is therefore called for, leading to the identification of the sets of subsidiary parameters as indicated here:

1.1 READINESS FOR CONFLICT PREVENTION

1.1.1 EVIDENT CAPABILITY

- 1.1.1.1 MILITARY FORCE IN BEING
- 1.1.1.2 MILITARY FORCES IN PLACE
(FORWARD DEPLOYED)
- 1.1.1.3 SUPPORTING INFRASTRUCTURE TO
SUPPORT INTRODUCTION OF FORCES
INTO REGION
- 1.1.1.4 SUPPORTING MOBILITY FORCES
- 1.1.1.5 SUPPORTING LOGISTICS
(SUSTAINABILITY)
- 1.1.1.6 DEMONSTRATED DEPLOYMENT CAPABILITY
(JOINT/COMBINED TRAINING EXERCISES)

1.1.2 WILL/RESOLVE TO APPLY CAPABILITY

- 1.1.2.1 DEMONSTRATED COMMITMENT
(NATO, KOREA, ISRAEL, ETC.)
- 1.1.2.2 ESPRIT/MORALE OF FORCES
- 1.1.2.3 MOBILIZATION SUPPORT
- 1.1.2.4 INDUSTRIAL BASE SUPPORT

From the latter sets of subparameters, there now begins to emerge a more clearly defined description of specific conditions from which value judgments may be formed. By taking the explanation procedure one step further, subsidiary parameters are then defined such that class intervals can be specified which are descriptive of relative levels of achievement.

Again, for purposes of illustration, only one of the final sets of subsidiary parameters need be shown here. Taking the first set for illustration, the Hierarchic VSS takes the following form:

(10) 1. READINESS

(10) 1.1 READINESS FOR CONFLICT PREVENTION

(10) 1.1.1 EVIDENT CAPABILITY

(10) 1.1.1.1 MILITARY FORCE IN BEING

(10) 1.1.1.1.1 U.S. MILITARY POSTURE CAPABLE
OF APPLYING FORCE TO PROTECT
NATIONAL INTERESTS

(CLASS INTERVALS)

- 10 Balanced forces with flexibility for response across the spectrum of warfare at this level of conflict.
- 5 Balanced forces with flexibility for response to most foreseeable types of conflict situations at this level of conflict.
- 2 Balanced forces with flexibility for response to conflict situations directly challenging U.S. territorial integrity.
- 0 Forces lack evident capability for response to direct challenges to national interest.

(8) 1.1.1.1.2 BALANCE OF MILITARY STRENGTH
TO THREAT

(CLASS INTERVALS)

- 10 Balance clearly and overwhelmingly in favor of U.S.
- 7 Balance favorable to U.S. by most apparent measures of strength.
- 5 Balance tending against U.S./Allies but sufficiently in doubt to create a deterring influence.
- 1 Balance clearly in favor of threat unless U.S. escalates level of conflict and mobilizes
- 0 Balance clearly in favor of threat

(5) 1.1.1.1.3 MILITARY POSTURE OF NATIONS
ALLIED WITH U.S.

(CLASS INTERVALS)

- 10 Balance clearly favorable.
- 7 Favorable by most apparent measures of strength.
- 5 Balance essentially in equilibrium.
- 3 Balance tending against U.S./ Allies, but sufficiently in doubt to create a deterring influence.
- 1 Balance clearly against U.S./ Allies short of escalation and mobilization.
- 0 Balance clearly in favor of threat

As shown above for illustration, the class interval values are underlined and appear just to the left of the class interval descriptions to which they apply. Parameter and subparameter relative importance weights are shown in parentheses to the left of the Dewey Decimal Number designating the parameter. (note that a slightly different format is used in the actual VSS's in Appendix A.) The evaluative procedure is to indicate by check mark (✓) next to the class interval value, that class interval which best describes the condition of the subparameter being considered. Whereas the evaluation remains a subjective one, it has been focused upon a specific aspect of readiness.

There is thus common understanding among those making evaluation as to the precise condition being evaluated and the standard of measurement to apply. If asked to make a global judgment of the Army's current level of achievement of the stated Readiness Goal, or even Readiness for Conflict Prevention, one would be hard-pressed to make any kind of meaningful judgment. And certainly there would be no common measurement standard among different evaluators. If on the other hand, the focus of evaluation were narrowed to the specific indicators of readiness as defined by the subparameters describing "MILITARY FORCE IN BEING" as shown above; and if, in addition, the judgments were made on the basis of the class interval definitions presented, then the judgments take on credence, and there is a common measurement standard.

2.2.2 Readiness by Region and Level of Conflict

Quoting again from the published Total Army Goals:

"The mission of the Total Army is to deter any attack upon U. S. national interests and, if deterrence fails, to engage and defeat any enemy in any environment."

Measuring the readiness of the Army to fulfill that mission requires that the dimensions of readiness be individually considered under different conflict situations. Readiness "to engage and defeat any enemy in any environment" implies a

readiness to apply military force at any level of conflict intensity and in any geographic region of the world. Accordingly, the measurement methodology makes provision for individually assessing readiness by geographic region according to the level of conflict.

In order to provide a standard frame of reference from which evaluations can be made, four levels of conflict have been defined. These four levels span the conflict spectrum from incidents of terrorism during peacetime or crisis situations to full-scale thermonuclear exchange during a general war with the Soviet Union. Division of the conflict spectrum into four levels of conflict, as well as the definition of each, generally conform to the terms and descriptions contained in the Department of the Army Manual, FM 100-1, The Army, and JCS Pub. 1, Dictionary of Military and Associated Terms. The four levels of conflict and the conditions defining each are:

1. Peace/Crisis: The "normal" peacetime environment in which threats to U. S. security interests require the maintenance of a strong military posture but no U. S. forces are actively engaged in combat. East-West ideological differences continue to command an adversary relationship between the two major power factions; however, in their competition for world influence and power advantage,

both protagonists attempt to avoid direct confrontation and seek to lessen the likelihood of war through negotiation. Crisis situations of broadly varying origin, severity and duration periodically occur at this Level of Conflict, and may involve U. S. force deployments in crisis control or "show-of-force" confrontations short of actual combat.

Examples of "conflict" situations or "peacekeeping" requirements for which Army readiness should be assessed at this Level of Conflict include:

- o International Terrorism
(Bombings, Kidnappings, Assassinations, Hostage Seizures, Hijackings)
- o Mass Demonstrations
(which threaten to penetrate Security Boundaries of U. S. Facilities or block Movement of Forces or Supplies)
- o Peacekeeping Force Deployments
(Multinational Force and Observers in the Sinai. Peacekeeping Force in Lebanon)
- o Crisis Control Deployments
(Lebanon in 1958. Dominican Republic in 1965.)
- o Rescue/Recovery Actions
(Mayaguez Incident in 1975. Iranian Hostage Recovery Attempt in 1980.)

2. Foreign Self-Defense: The introduction of limited and selected U. S. forces into the territory of a friendly government threatened by a high level of externally

supported insurgency. At this level of conflict U. S. forces advise and assist the indigenous forces in military tactics and techniques, but, except as may be required in self-defense, do not actively engage in combat operations. Additional back-up support to foreign internal defense operations may take the form of show-of-force operations, or, if required during a period of escalated insurgency, a limited reinforcing combat role to strengthen the efforts of friendly indigenous forces. A key distinguishing characteristic between this level of conflict and "Limited War" is that at this level of conflict U. S. forces do not assume an active, direct combat role.

To draw the historical parallel of the Vietnam Conflict, U. S. involvement began at the "Foreign Self-Defense" level with the introduction of U. S. military advisors into South Vietnam during the Eisenhower presidency in the mid- to late-1950's. It continued at this level of conflict under the Kennedy Administration, even as the military assistance effort was expanded and the number of U. S. advisors in the country increased to nearly 15,000. When, under President Johnson, combat organized

units were brought ashore and became actively engaged in combat, the level of conflict (as defined here) escalated to "Limited War."

3. Limited War: "Armed conflict, short of general war, exclusive of incidents, involving the overt engagement of the military forces of two or more nations..." (JCS Pub.1.)

For purposes of this assessment of the Army's Readiness Goal, the foregoing JCS definition applies but is qualified to exclude conflict between the United States and the Soviet Union. As used here, "Limited War" refers to U. S. involvement in a major contingency in which Soviet forces are not overtly involved. The Korean and Vietnam conflicts are past examples of this level of conflict...A future Korean or Southwest Asian contingency are examples that would similarly fall within this conflict level.

4. General War: "Armed conflict between major powers in which the total resources of the belligerents are employed, and the national survival of a major belligerent is in jeopardy..." (JCS Pub. 1).

In the context to be applied here, the JCS definition should be considered as specifically referring to armed conflict between the United States and the Soviet Union. This level of conflict encompasses the full spectrum of warfare intensity from non-use of nuclear and chemical weapons to unrestricted use of weapons and massive thermonuclear exchange. It would most probably, but not necessarily, include the NATO and Warsaw Pact countries as well as the U. S. and Soviet Union. The key distinction is that at this level of conflict the U. S. and Soviet Union are directly engaged in combat. While conflict termination short of general nuclear war would be a possible objective, national survival is clearly at jeopardy, and the mobilization of the nation's total resources would be required to bring about termination on terms favorable to U. S. interests.

At each level of conflict, readiness to respond to contingencies will vary depending on the geographic region of its occurrence. For purposes of providing this perspective to readiness evaluation, five primary geographic regions have been defined. These are:

FIVE PRIMARY GEOGRAPHIC REGIONS

1. Inter-America
2. Europe
3. Southwest Asia and the Middle East
4. East Asia and the Pacific
5. Africa

Recognizing that U. S. interests dictate a higher emphasis on readiness for contingencies in some regions than in others, relative importance weights are assigned to each of the primary regions for each level of conflict.

Referring now to the Readiness VSS in Appendix A*, note that the Level of Conflict, the Primary Regions and the Regional Importance Weights are shown across the top of each page. The Parameters of Readiness and Class Intervals are listed down the left side of each page. The Relative Importance Weights of each parameter and subparameter are shown in parenthesis to the right of the parameter, under the column for the appropriate Primary Region. (That is, relative importances are assigned among the parameters or subparameters of the same set and are assessed separately for each of the Primary Regions.)

* Appendix A consists of four volumes, one volume for each Level of Conflict. Because of their bulk, three of the volumes, as well as Appendix B, the VSS for measuring the Total Army Leadership Goal, are bound under separate cover. The Readiness VSS for the General War Level of Conflict is bound with the text of the report for ease of reference. The four volumes containing the Readiness VSS differ only in the relative importance weights assigned to the Parameters and the Primary Regions.

Numbers appearing to the right of each Class Interval (not enclosed in parenthesis) represent the value of the Class Interval.

The evaluative procedure, then, is to assess achievement on each subparameter according to the most descriptive class interval and indicate by check mark (✓) next to the appropriate value number. Note that each subparameter is evaluated separately for each of the Primary Regions.

2.2.3 Measuring Total Army Leadership

Military leadership has been defined as "a process in which a soldier applies his or her beliefs, values, ethics, character, knowledge, and skills to influence others to accomplish the mission."*

The Total Army Leadership Goal is stated as:

"A Total Army whose leaders at all levels possess the highest ethical and professional standards committed to mission accomplishment and the well-being of subordinates."

From these and related Army statements on leadership, four major qualities of leadership stand out as major parameters of Army purpose with respect to leadership. These may be stated as:

* FM 22-100 Military Leadership, Page 2-1.

FOUR MAJOR QUALITIES OF LEADERSHIP

1. DEMONSTRATE HIGHEST ETHICAL STANDARDS
2. DEMONSTRATE HIGHEST PROFESSIONAL STANDARDS
3. COMMITMENT TO MISSION ACCOMPLISHMENT
4. COMMITMENT TO WELL-BEING OF SUBORDINATES

As was shown in the development of the Readiness VSS, the next step in explicating the Leadership Goal in the form of a Hierarchic VSS is the definition of each of the four major parameters by the set of primary considerations impacting directly on its achievement. These are shown in Table 2-6.

TABLE 2-6
LEADERSHIP VSS
(First & Second Levels)

- 2.1 DEMONSTRATE HIGHEST ETHICAL STANDARDS
 - 2.1.1 EXEMPLIFY THE PROFESSIONAL ARMY ETHIC
 - 2.1.2 PROJECT STRENGTH OF CHARACTER AND PROFESSIONAL IMAGE
- 2.2 DEMONSTRATE HIGHEST PROFESSIONAL STANDARDS
 - 2.2.1 WELL-VERSED IN GENERAL PROFESSIONAL KNOWLEDGE
 - 2.2.2 HIGHLY COMPETENT IN SPECIFICS OF CURRENT POSITION
 - 2.2.3 INTELLIGENT AND EFFECTIVE IN DECISION MAKING
- 2.3 COMMITMENT TO MISSION ACCOMPLISHMENT
 - 2.3.1 EFFECTIVELY COMMUNICATES INTENDED PLAN OF ACTION
 - 2.3.2 EFFECTIVELY COORDINATES PLANNED ACTION
 - 2.3.3 EFFECTIVELY PROVIDES DIRECTION
- 2.4 COMMITMENT TO WELL-BEING OF SUBORDINATES
 - 2.4.1 COMMITTED TO PHYSICAL WELL-BEING OF SUBORDINATES
 - 2.4.2 COMMITTED TO PROFESSIONAL WELL-BEING OF SUBORDINATES
 - 2.4.3 COMMITTED TO PERSONAL WELL-BEING OF SUBORDINATES

Following the same procedure as the previous illustration of the Readiness VSS, each of the second set of subparameters is then further explicated in terms of the subparameters which directly affect its achievement. The process is repeated with subparameters at each successively lower level of the hierarchy being expressed with a greater degree of specificity. At the lowest level, the parameter is made measurable by defining class intervals indicative of degrees of achievement of that specific parameter.

Relative importance weights are assigned to each parameter and subparameter according to the influence or degree of importance that parameter is adjudged to have in determining the characteristic which is defined by the set of parameters or subparameters of which it is a part. Turning to the second major parameter for purposes of illustration (Table 2-6), importance weights are assigned to each of the set of subparameters:

WELL VERSED IN PROFESSIONAL KNOWLEDGE,
HIGHLY COMPETENT IN SPECIFICS OF CURRENT POSITION,
INTELLIGENT AND EFFECTIVE IN DECISION MAKING,
according to their degree of importance, relative to each other, in determining the characteristic, "DEMONSTRATE HIGHEST PROFESSIONAL STANDARDS." Recall that as a standard of reference, a ten-scale is used for assigning relative importance weights

to the various parameters wherein "ten" indicates paramount importance, "five" indicates moderate importance, and "zero" indicates no importance whatever.

Turning now to the Leadership VSS shown in Appendix B* note that the parameters and subparameters of leadership are listed under the left-hand column of each page entitled, "PARAMETERS OF LEADERSHIP." As in the preceding example, the Dewey Decimal System is used to identify each parameter and subparameter according to its position in the hierarchy. The first number, 2, refers to the Leadership Goal. The figure at the second decimal place indicates the subparameter at the first level in the hierarchy below the major parameters; the figure at the third decimal place indicates the subparameters at the next lower level of the hierarchy, and so forth. For example, the Dewey Decimal numbers for all subparameters defining the second major parameter, "DEMONSTRATE HIGHEST PROFESSIONAL STANDARDS" would have 2.2 as the first two digits (that is, 2.2.X would be one of the set of subparameters defining the second major parameter; 2.2.X.Y would be one of the set of subparameters defining Parameter 2.2.X; 2.2.X.Y.Z would be one of the set of subparameters defining Parameter 2.2.X.Y, and so forth).

* Under separate cover.

Recall that relative importance weights denote the relative importance among the parameters or subparameters of the set which define the parameter at the next higher level in the hierarchy. Therefore, in assigning relative importance weights, only those parameters whose Dewey Decimal numbers identify them as being of the same set should be compared together. For example. Subparameters 2.2.1, 2.2.2, and 2.2.3 should be compared together as to their relative importance in determining the characteristic of Parameter 2.2. Similarly, Subparameters 2.2.1.1, 2.2.1.2, 2.2.1.3 and 2.2.1.4 should be compared together with respect to their relative importance in defining the characteristic of Parameter 2.2.1; then 2.2.1.1.1, 2.2.1.1.2 and 2.2.1.1.3 weighted relative to each other in determining 2.2.1.1, and so forth.

Because the stated parameters of leadership may have different relative importances according to leadership level, provision is made for independently assessing the weights by level of leadership. Leadership Levels are categorized as "First Line" (Junior NCO), "Low" (Senior NCO), "Middle"(Company Grade Officers), "Top" (Field Grade Officers) and "Executive" (General Officers).

Just as Relative Importance Weights were individually assessed by Primary Region in the Readiness VSS, they are individually assessed by Leadership Level in the Leadership VSS and are shown in parenthesis under the applicable column.

The evaluative procedure, as in the case of the Readiness VSS, is to indicate by check mark (✓) next to the value number of the class interval which best describes the current Army leader at the level of leadership indicated.

SECTION 3.0 ANALYSIS OF MEASUREMENT RESULTS

As noted in the Introduction, the scope of the current contract effort did not include the design and development of a computer program for performing the quantified measurement calculations. Accordingly, in order to reduce the computational requirements to manageable proportions, complete derivation of measurement results has been limited to the Readiness VSS for the General War Level of Conflict. Additionally, preliminary results of the Leadership VSS have been derived pertaining to the "First Line," "Middle" and "Executive" Levels of Leadership (i.e., three of the five Levels of Leadership measured separately by the Leadership VSS). This computationally imposed limitation does not, however, limit the analysis of measurement results in demonstrating the application of the methodology to the Total Army Goals.

3.1 CURRENT LEVEL OF ACHIEVEMENT - THE BASELINE

The quantified measure of worth resulting from the measurement methodology has many applications in monitoring progress and allocating resources toward achievement of the goal it represents. In itself, it is an absolute measure of the worth of the current level of achievement gauged on

a scale spanning the full range from total success to total failure. Additionally, it establishes the baseline for monitoring future progress. In the case of the Readiness Goal, the worth of the current overall level of achievement with respect to General War computes to be 52.43. Had the evaluative results been computed for all four Levels of Conflict, there would have been four separately stated measures of achievement, one for each Level of Conflict. Consideration could be given to combining the four into one overall measure of readiness; however, for the present purpose, retaining the full visibility of each conflict level individually appears preferred.

In addition to the single overall measure of readiness achievement by Level of Conflict, individual measures can be shown for readiness with respect to the different Parameters of Readiness, and with respect to five Primary Regions. Table 3-1 summarizes the measurement results by Parameter of Readiness. Table 3-2 summarizes results by Primary Region (the top line of the matrix) and by parameter within each Primary Region.

Preliminary measurement results of the Leadership Goal for the three Levels of Leadership indicated are summarized in Table 3-3. As in the case of Readiness where the methodology provides for four separately stated measures of achievement according to Level of Conflict, here the methodology

provides for five separately stated measures according to Level of Leadership. Although separately stated, in both cases the measured worths of achievement are derived according to the same VSS and normalizing function and are therefore directly comparable (i.e., the four Readiness measures are comparable each to the other, and the five Leadership measures comparable each to the other).

3.2 ACHIEVEMENT COMPARISONS

From the baseline measurement results a number of comparisons can be made which are of value in directing the allocation of resources to support goal objectives. For example, areas of particular strengths or weakness become immediately apparent. It is of interest to note that the Median level of achievement of Readiness Parameters throughout the Primary Regions as measured in this pilot test case is 49.0, with a range from the high of 62.47 (Parameter 1.2.3, TRAINED FOR CONFLICT CONTROL IN EUROPE), to the low of 23.53 (Parameter 1.3.3, NATIONAL RECUPERATION IN AFRICA). Drawing attention to the lower achieving parameters, shown framed in Table 3-4 are those measures below 50.0.

3.3 INVESTMENT PRIORITIZATION

In addition to highlighting parameters of relatively low readiness as potential problem areas requiring added

investment of resources, comparisons can be made to prioritize where resource investment may have the highest potential return in raising overall readiness achievement. Table 3-5 lists the top ten parameters in that regard. The potential improvement percentage shown in the last column refers to the percent improvement over the present overall level of readiness achievement which would occur if the present level of achievement of the parameter indicated were raised from its present level to its highest potential (that is, a 6.3% improvement would raise the current overall measure of achievement by 6.3%, or from 52.43 to 55.73). Parameters of relatively high relative importance with mediocre or poor current level of achievement would tend to rank highest in this regard.

The quantitative measurement of goal attainment offers these and other advantages in aiding the decision-making process of resource procurement and management. With the aid of the computer, the methodology is particularly useful in performing multiple sensitivity analyses as, for example, assessing the potential impact on overall goal attainment from alternative resource investment options.

TABLE 3-1

TOTAL ARMY READINESS GOAL
ACHIEVEMENT BY PARAMETER

Level of Conflict: GENERAL WAR (SOVIET)

<u>PARAMETERS OF READINESS</u>		<u>READINESS (OVER ALL REGIONS) PERCENT ACHIEVEMENT</u>
1.	READINESS GOAL	52.43
1.1	READINESS FOR CONFLICT PREVENTION	50.60
1.1.1	EVIDENT CAPABILITY	46.38
1.1.2	WILL/RESOLVE TO APPLY CAPABILITY	54.81
1.2	READINESS FOR CONFLICT CONTROL	55.86
1.2.1	ORGANIZED FOR CONFLICT CONTROL	52.30
1.2.2	EQUIPPED FOR CONFLICT CONTROL	57.83
1.2.3	TRAINED FOR CONFLICT CONTROL	57.22
1.3	READINESS FOR CONFLICT TERMINATION	45.11
1.3.1	CONTROL OCCUPIED LAND AREAS & POPULATIONS	47.83
1.3.2	POW CONTROL	45.56
1.3.3	NATIONAL RECUPERATION	41.42
1.4	READINESS TO PROMOTE THE GENERAL WELFARE	57.92
1.4.1	PROVIDE CIVIL PROTECTION	56.51
1.4.2	PROVIDE HUMANITARIAN RELIEF	59.33
1.4.3	CONDUCT CIVIL WORKS PROGRAMS	N.A.

TABLE 3-2

TOTAL ARMY READINESS GOAL
ACHIEVEMENT BY REGION

Level of Conflict: GENERAL WAR (SOVIET)

REGIONAL IMPORTANCE WEIGHTS PARAMETERS OF READINESS	PRIMARY REGION				
	INTER-AMERICA (10)	EUROPE (9)	SW ASIA - MID-EAST (7)	E. ASIA - PACIFIC (7)	AFRICA (2)
1. READINESS GOAL	56.34	54.12	45.51	55.28	39.57
1.1 READINESS FOR CONFLICT PREVENTION					
1.2 READINESS FOR CONFLICT CONTROL					
1.3 READINESS FOR CONFLICT TERMINATION					
1.4 READINESS TO PROMOTE THE GENERAL WELFARE					
1.1.0 READINESS FOR CONFLICT PREVENTION	60.72	51.49	35.99	56.86	29.48
1.1.1 EVIDENT CAPABILITY	61.01	42.53	27.34	56.44	26.95
1.1.2 WILL/RESOLVE TO APPLY CAPABILITY	60.43	60.43	44.65	57.28	32.02
1.2.0 READINESS FOR CONFLICT CONTROL	52.81	59.86	55.61	57.43	49.24
1.2.1 ORGANIZED FOR CONFLICT CONTROL	44.51	59.56	53.31	56.69	37.23
1.2.2 EQUIPPED FOR CONFLICT CONTROL	58.27	57.54	57.54	57.73	58.26
1.2.3 TRAINED FOR CONFLICT CONTROL	55.65	62.47	55.17	57.86	43.19
1.3.0 READINESS FOR CONFLICT TERMINATION	51.26	43.78	42.63	42.82	43.77
1.3.1 CONTROL OCCUPIED LAND AREAS AND POPULATIONS	49.97	48.01	44.69	48.04	42.37
1.3.2 POW CONTROL	45.56	45.55	45.55	45.55	45.62
1.3.3 NATIONAL RECUPERATION	53.11	35.05	30.16	30.23	23.53
1.4.0 READINESS TO PROMOTE THE GENERAL WELFARE	57.92				
1.4.1 PROVIDE CIVIL PROTECTION	56.51				
1.4.2 PROVIDE HUMANITARIAN RELIEF	59.33				
1.4.3 CONDUCT CIVIL WORKS PROGRAMS					

TABLE 3-3

TOTAL ARMY LEADERSHIP GOAL

PARAMETERS OF LEADERSHIP		LEADERSHIP LEVEL		
		FIRST LINE	MIDDLE	EXECUTIVE
2.	LEADERSHIP	53	61	71
2.1	DEMONSTRATE HIGHEST ETHICAL STANDARDS	55	62	82
2.1.1	EXEMPLIFY THE PROFESSIONAL ARMY ETHIC	51	63	85
2.1.2	PROJECT STRENGTH OF CHARACTER AND PROFESSIONAL IMAGE	58	62	79
2.2	DEMONSTRATE HIGHEST PROFESSIONAL STANDARDS	53	64	77
2.2.1	WELL-VERSED IN GENERAL PROFESSIONAL KNOWLEDGE	48	56	70
2.2.2	HIGHLY COMPETENT IN SPECIFICS OF CURRENT POSITION	53	70	66
2.2.3	INTELLIGENT AND EFFECTIVE IN DECISION MAKING	59	64	90
2.3	COMMITTED TO MISSION ACCOMPLISHMENT	53	57	66
2.3.1	EFFECTIVELY COMMUNICATES INTENDED PLAN OF ACTION	53	57	66
2.3.2	EFFECTIVELY COORDINATES PLANNED ACTION	50	52	68
2.3.3	EFFECTIVELY PROVIDES DIRECTION	52	60	64
2.4	COMMITMENT TO WELL-BEING OF SUBORDINATES	52	62	54
2.4.1	COMMITTED TO PHYSICAL WELL-BEING OF SUBORDINATES	50	56	48
2.4.2	COMMITTED TO PROFESSIONAL WELL-BEING OF SUBORDINATES	55	67	61
2.4.3	COMMITTED TO PERSONAL WELL-BEING OF SUBORDINATES	52	65	54

TABLE 3-4

TOTAL ARMY READINESS GOAL
LOW ACHIEVEMENT HIGHLIGHTED

Level of Conflict: GENERAL WAR (SOVIET)

REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
	INTER-AMERICA (10)	EUROPE (9)	SW ASIA - MID-EAST (7)	E. ASIA - PACIFIC (7)	AFRICA (2)
<u>PARAMETERS OF READINESS</u>					
1. READINESS GOAL	56.34	54.12	45.51	55.28	39.57
1.1 READINESS FOR CONFLICT PREVENTION					
1.2 READINESS FOR CONFLICT CONTROL					
1.3 READINESS FOR CONFLICT TERMINATION					
1.4 READINESS TO PROMOTE THE GENERAL WELFARE					
1.1.0 READINESS FOR CONFLICT PREVENTION	60.72	51.49	35.99	56.86	29.48
1.1.1 EVIDENT CAPABILITY	61.01	42.53	27.34	56.44	25.95
1.1.2 WILL/RESOLVE TO APPLY CAPABILITY	60.43	60.43	44.65	57.28	32.02
1.2.0 READINESS FOR CONFLICT CONTROL	52.81	59.86	55.61	57.43	49.24
1.2.1 ORGANIZED FOR CONFLICT CONTROL	44.51	59.56	53.31	56.69	37.23
1.2.2 EQUIPPED FOR CONFLICT CONTROL	58.27	57.54	57.54	57.73	58.26
1.2.3 TRAINED FOR CONFLICT CONTROL	55.65	62.47	55.17	57.86	43.15
1.3.0 READINESS FOR CONFLICT TERMINATION	51.26	43.78	42.63	42.82	43.7
1.3.1 CONTROL OCCUPIED LAND AREAS AND POPULATIONS	49.97	48.01	44.69	48.04	42.3
1.3.2 POW CONTROL	45.56	45.55	45.55	45.55	45.6
1.3.3 NATIONAL RECUPERATION	53.11	35.05	30.16	30.23	23.5
1.4.0 READINESS TO PROMOTE THE GENERAL WELFARE	57.92				
1.4.1 PROVIDE CIVIL PROTECTION	56.51				
1.4.2 PROVIDE HUMANITARIAN RELIEF	59.33				
1.4.3 CONDUCT CIVIL WORKS PROGRAMS					

TABLE 3-5
PRIORITIZATION FOR RESOURCE INVESTMENT

<u>RANKING</u>	<u>PARAMETER</u>	<u>REGION</u>	<u>POTENTIAL IMPROVEMENT</u>
1	1.1.1 EVIDENT CAPABILITY	SW ASIA/M-E	6.3%
2	1.1.1 EVIDENT CAPABILITY	EUROPE	6.1
3	1.1.2 WILL/RESOLVE	SW ASIA/M-E	4.8
4	1.1.2 WILL/RESOLVE	INTER-AMER	4.7
5	1.1.1 EVIDENT CAPABILITY	INTER-AMER	4.6
6	1.2.1 ORGANIZED FOR CONFLICT CONTROL	INTER-AMER	4.4
7	1.1.1 WILL/RESOLVE	EUROPE	4.2
8	1.2.2 EVIDENT CAPABILITY	E ASIA/PAC	3.6
9	1.1.2 WILL/RESOLVE	E ASIA/PAC	3.5
10	1.2.3 TRAINED FOR CONFLICT CONTROL	INTER-AMER	3.5

SECTION 4.0 CONCLUSIONS

It can be concluded from the results of this pilot-test application to the Army Readiness and Leadership Goals that the measurement methodology satisfies all of the objectives which guided its development. It provides a quantified measure of worth which can be advantageously applied in both monitoring progress and directing the investment of resources toward goal attainment.

By developing a complete and detailed definition of the intended purpose of each goal, the methodology fosters common understanding, organization-wide, and provides a standard of measurement which is clearly and traceably based on ends and not on means.

Measurement results are entirely accountable and open to scrutiny. The Valuated State Space provides an explicit portrayal of both the criteria and the value judgments upon which evaluations are based...a clearly visible audit-trail, as it were, for confirming or questioning the quantified measurement result. If overall measure of achievement appears suspect or is subject to question in any regard, it can be traced to the subjective evaluations at its source. Then if there is disagreement with judgments or differing interpretations of relative importances, the differences can be resolved. Moreover,

with the aid of the computer, fast-time sensitivity analyses can be performed to show in precise terms the effect of different judgments or assumptions on the overall measurement of achievement worth.

In addition to detecting and highlighting problem areas, the methodology can have useful application for spotting and charting trends in performance. If, for example, one were to visualize a measurement of the Readiness Goal made one or two years ago and compare that baseline with a measurement made today, a significant improvement in readiness would be shown for the Inter-American (Central America) Primary Region. Additionally, by giving visibility to the lower thresholds of conflict, readiness to respond to acts of international terrorism can take on a chartable identity that might otherwise be overshadowed by the conventional descriptors of readiness.

As a concluding observation, it should be noted that the quantified measurement results shown in the preceding section are based on a limited-size sample of evaluators. Additionally, the relative importance weights and the assessed class intervals of current achievement reflect contractor perceptions of the expressed judgments of the Points of Contact (POC's) who were the subjects of the structured inquiries. The POC's had been carefully selected to provide an excellent cross section of expertise most knowledgeable of the intent and objectives of the Readiness and Leadership Goals. Each POC evinced

interest in advancing Army Goal objectives and cooperating fully in the effort to gain their measurement. In fairness to them, however, it should be pointed out that contractor perceptions of their expert judgment as reflected in the accompanying Valuated State Spaces were formed from a single interview period and may not be truly reflective of their views. While this may affect the validity of the measurement value derived, it does not affect the validity of the measurement methodology.

In summary, this pilot test of the measurement methodology has shown its advantageous potential for application to the Total Army Goals and for aiding in the Performance Management Army approach to organizational improvement. Expanding the effort, both in breadth to include the remaining five Army Goals, and in depth to more fully develop its potential through computer implementation, appears warranted.

TITAN

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MEASURING TOTAL ARMY GOALS

FINAL REPORT

APPENDIX A
(VOLUME IV)

TOTAL ARMY READINESS GOAL
VALUATED STATE SPACE

LEVEL OF CONFLICT: GENERAL WAR

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TOTAL ARMY GOALS

READINESS

A TOTAL ARMY PREPARED FOR THE "THREE DAYS OF WAR":
TO DETER THE DAY BEFORE WAR; TO FIGHT AND WIN ON
THE DAY OF WAR; AND TO TERMINATE CONFLICT IN SUCH
A MANNER THAT ON THE DAY AFTER WAR, THE UNITED
STATES AND ITS ALLIES HAVE AN ACCEPTABLE LEVEL OF
SECURITY.

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL				
	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION			
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	
				E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(2)
<u>PARAMETERS OF READINESS</u>					
1. READINESS GOAL					
1.0 READINESS FOR CONFLICT PREVENTION		(10)	(10)	(10)	(10)
1.2 READINESS FOR CONFLICT CONTROL		(10)	(10)	(10)	(10)
1.3 READINESS FOR CONFLICT TERMINATION		(2)	(3)	(2)	(1)
1.4 READINESS TO PROMOTE THE GENERAL WELFARE		(1)	(0)	(0)	(0)

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL				
	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION			
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC
		(10)	(9)	(7)	(7)
					AFRICA
					(2)
<u>PARAMETERS OF READINESS</u>					
1. READINESS GOAL					
1.1 READINESS FOR CONFLICT PREVENTION		(10)	(10)	(10)	(10)
1.2 READINESS FOR CONFLICT CONTROL		(10)	(10)	(10)	(10)
1.3 READINESS FOR CONFLICT TERMINATION		(2)	(3)	(2)	(1)
1.4 READINESS TO PROMOTE THE GENERAL WELFARE		(1)	(0)	(0)	(0)
1.1.0 READINESS FOR CONFLICT PREVENTION					
1.1.1 EVIDENT CAPABILITY		(10)	(10)	(10)	(10)
1.1.2 WILL/RESOLVE TO APPLY CAPABILITY		(10)	(10)	(10)	(10)
1.2.0 READINESS FOR CONFLICT CONTROL					
1.2.1 ORGANIZED FOR CONFLICT CONTROL		(10)	(10)	(7)	(5)
1.2.2 EQUIPPED FOR CONFLICT CONTROL		(10)	(10)	(10)	(10)
1.2.3 TRAINED FOR CONFLICT CONTROL		(10)	(10)	(7)	(5)

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL				
	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION			
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC
		(10)	(9)	(7)	(7)
					AFRICA
					(2)
<u>PARAMETERS OF READINESS</u>					
1.3.0	READINESS FOR CONFLICT TERMINATION				
1.3.1	CONTROL OCCUPIED LAND AREAS AND POPULATIONS	(10)	(2)	(10)	(2)
1.3.2	POW CONTROL	(1)	(10)	(5)	(10)
1.3.3	NATIONAL RECUPERATION	(10)	(3)	(2)	(3)
					(1)
1.4.0	READINESS TO PROMOTE THE GENERAL WELFARE				
1.4.1	PROVIDE CIVIL PROTECTION	(10)	(0)	(0)	(0)
1.4.2	PROVIDE HUMANITARIAN RELIEF	(10)	(0)	(0)	(0)
1.4.3	CONDUCT CIVIL WORKS PROGRAMS	(0)	(0)	(0)	(0)

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
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	INTER-AMERICA	PRIMARY REGION			
		EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
REGIONAL IMPORTANCE WEIGHTS	(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>					
1.1.0 READINESS FOR CONFLICT PREVENTION	(10)	(10)	(10)	(10)	(10)
1.1.1 EVIDENT CAPABILITY	(10)	(10)	(10)	(10)	(10)
1.1.2 WILL/RESOLVE TO APPLY CAPABILITY	(10)	(10)	(10)	(10)	(10)
<u>1.1.0 READINESS FOR CONFLICT PREVENTION (DETERRENCE)</u>					
1.1.1.0 EVIDENT CAPABILITY TO ENGAGE IN CONFLICT	(10)	(10)	(10)	(10)	(10)
1.1.1.1.0 MILITARY FORCE IN BEING	(10)	(10)	(10)	(10)	(10)
1.1.1.1.1 U.S. MILITARY POSTURE CAPABLE OF APPLYING FORCE TO PROTECT NATIONAL INTERESTS	(10)	(10)	(10)	(10)	(10)
1 Balanced forces with flexibility for response across the spectrum of warfare at this level of conflict	10	10	10	10	10
2 Balanced forces with flexibility for response to most foreseeable types of conflict situations at this level of conflict	5✓	5	5	5✓	5✓
3 Balanced forces with flexibility for response to conflict situations directly challenging U.S. territorial integrity	2	2✓	2✓	2	2
4 Forces lack evident capability for response to direct challenges to national interest	0	0	0	0	0

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			INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
			(10)	(9)	(7)	(7)	(2)
REGIONAL IMPORTANCE WEIGHTS							
<u>PARAMETERS OF READINESS</u>							
1.1.1.1.2 BALANCE OF MILITARY STRENGTH TO THREAT			(8)	(8)	(8)	(8)	(8)
1	Balance clearly and overwhelmingly in favor of U.S.		10	10	10	10	10
2	Balance favorable to U.S. by most apparent measures of strength		7 ✓	7	7	7	7
3	Balance essentially in equilibrium		5	5	5	5 ✓	5 ✓
4	Balance tending against U.S. but sufficiently in doubt to create a deterring influence		3	3 ✓	3 ✓	3	3
5	Balance clearly in favor of threat unless U.S. escalates level of conflict and mobilizes		1	1	1	1	1
6	Balance clearly in favor of threat		0	0	0	0	0
1.1.1.1.3 MILITARY POSTURE OF NATIONS ALLIED WITH U.S. AGAINST THREAT			(5)	(7)	(5)	(7)	(2)
1	Balance clearly favorable		10	10	10	10	10
2	Favorable by most apparent measures of strength		7 ✓	7	7	7	7
3	Balance essentially in equilibrium		5	5	5 ✓	5 ✓	5 ✓
4	Balance tending against U.S./allies but sufficiently in doubt to create a deterring influence		3	3 ✓	3	3	3
5	Balance clearly against U.S./allies short of escalation and mobilization		1	1	1	1	1
6	Balance clearly in favor of threat		0	0	0	0	0

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			INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
			(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>							
1.1.1.2.0	MILITARY FORCES IN PLACE (FORWARD DEPLOYED)		(10)	(10)	(5)	(10)	(5)
1.1.1.2.1	U.S. FORCES DEPLOYED PERMANENTLY IN REGION		(10)	(10)	(10)	(10)	(10)
1	Permanently deployed		10 ✓	10 ✓	10	10 ✓	10
2	Not permanently deployed		0	0	0 ✓	0	0 ✓
1.1.1.2.2	STRENGTH POSTURE OF COMBINED U.S. AND ALLIED FORCES IN REGION		(5)	(10)	(5)	(7)	(2)
1	U.S. forces in credible strength numbers. Defense posture well organized and well integrated with allied forces.		10 ✓	10	10	10	10
2	U.S. forces in token numbers to demonstrate "trip-wire" commitment to defense of allied territory		5	5 ✓	5	5 ✓	5
3	U.S. forces not permanently deployed		0	0	0 ✓	0	0

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TOTAL ARMY READINESS GOAL

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(7)	(2)
1.1.1.3.0 SUPPORTING INFRASTRUCTURE TO SUPPORT INTRODUCTION OF U.S. FORCES INTO REGION		(4)	(7)	(7)	(7)	(2)
1.1.1.3.1 INFRASTRUCTURE IN PLACE AND EARMARKED FOR U.S. USE		(4)	(10)	(5)	(7)	(0)
1 Completed and in high state of readiness		10	10	10	10	10
2 Completed and ready on short notice		7	7 ✓	7	7 ✓	7
3 Earmarked and under construction		3 ✓	3	3 ✓	3	3
4 Not in place and earmarked		0	0	0	0	0 ✓
1.1.1.3.2 INFRASTRUCTURE IN PLACE AND AVAILABLE FOR U.S. USE UPON AUTHORIZATION OF HOST GOVERNMENT		(10)	(10)	(10)	(10)	(10)
1 Infrastructure in place. Base rights agreements negotiated for U.S. use in contingencies.		10	10 ✓	10	10	10
2 Limited infrastructure in place and agreements negotiated for U.S. use in contingencies		6 ✓	6	6	6 ✓	6
3 Limited infrastructure in place and under construction. Agreements negotiated for U.S. use in contingencies.		4	4	4 ✓	4	4
4 Infrastructure not available for U.S. use		0	0	0	0	0 ✓

TOTAL ARMY READINESS GOAL

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	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION			
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC AFRICA
		(10)	(9)	(7)	(7) (2)
<u>PARAMETERS OF READINESS</u>					
1.1.1.4.0 SUPPORTING MOBILITY FORCES		(10)	(8)	(10)	(10)
1.1.1.4.1 MOBILITY FORCES TO SUPPORT INITIAL COMBAT/QUICK REACTION FORCES		(10)	(10)	(10)	(10)
1 Capability for contingencies across the spectrum of warfare at this level of conflict		10	10	10	10
2 Capability for most likely contingencies at this level of conflict		6 ✓	6	6	6 ✓
3 Marginal capability for most likely contingencies at this level of conflict		2	2 ✓	2 ✓	2 ✓
4 Significant shortfalls in capability to support initial combat/quick reaction forces		0	0	0	0
1.1.1.4.2 MOBILITY FORCES FOR FOLLOW-ON REINFORCEMENT AND SUPPLY		(4)	(8)	(7)	(7) (2)
1 Capability for contingencies across the spectrum of warfare at this level of conflict		10	10	10	10
2 Capability for most likely contingencies at this level of conflict		7 ✓	7	7	7
3 Marginal capability for most likely contingencies at this level of conflict		3	3	3 ✓	3 ✓
4 Significant shortfalls in capability to support required follow-on reinforcement and supply		0	0 ✓	0	0

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	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				AFRICA
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	
		(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>						
1.1.1.5.0 SUPPORTING LOGISTICS (SUSTAINABILITY)		(8)	(8)	(7)	(7)	(4)
1.1.1.5.1 PREPOSITIONED SUPPORTING LOGISTICS (LAND BASED)		(4)	(7)	(5)	(7)	(0)
1 Maintained to stated contingency requirement levels		10	10	10	10	10
2 Maintained to requirements levels for most critical materials		7	7	7	7	7
3 Maintained at marginal readiness levels		4✓	4	4✓	4✓	4
4 Not maintained to marginal readiness levels		2	2✓	2	2	2
5 No prepositioned logistics in the region		0	0	0	0	0✓
1.1.1.5.2 MARITIME PREPOSITIONED SUPPORTING LOGISTICS		(2)	(2)	(5)	(2)	(0)
1 Maintained to stated requirements levels or shore based logistics obviate need for maritime prepositioning		10	10	10	10	10
2 Maintained to requirements levels for most critical materials		8	8	8	8	8
3 Maintained at marginal readiness levels		4✓	4	4✓	4✓	4
4 Not maintained to marginal readiness levels		2	2✓	2	2	2
5 No prepositioned logistics in the region		0	0	0	0	0✓

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REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
	INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
	(10)	(9)	(7)	(7)	(2)

PARAMETERS OF READINESS

1.1.1.5.3 CONUS LOGISTICS SYSTEM AND SUPPLY LEVELS

- 1 Maintained to stated contingency requirement levels
- 2 Maintained to requirements levels for most critical materials
- 3 Maintained at marginal readiness levels
- 4 Not maintained to marginal readiness levels

(10)	(10)	(10)	(10)	(10)	(10)
10	10	10	10	10	10
6	6	6	6	6	6
3✓	3	3	3	3✓	3✓
0	0✓	0✓	0✓	0	0

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PARAMETERS OF READINESS

REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
	INTER-AMERICA (10)	EUROPE (9)	SW ASIA - MID-EAST (7)	E. ASIA - PACIFIC (7)	AFRICA (2)
1.1.1.5.0 DEMONSTRATED DEPLOYMENT CAPABILITY	(6)	(7)	(5)	(6)	(4)
1.1.1.6.1 JOINT TRAINING EXERCISES IN THE REGION	(10)	(10)	(10)	(10)	(10)
1 Full-scale demonstration of power projection and sustainability	10	10	10	10	10
2 Demonstrate power projection	6 ✓	6 ✓	6 ✓	6 ✓	6
3 Demonstrate limited scale power projection	4	4	4	4	4 ✓
4 Joint training exercises not conducted	0	0	0	0	0
1.1.1.6.2 COMBINED TRAINING/READINESS EXERCISES	(5)	(10)	(5)	(7)	(0)
1 Full-scale demonstration of integrated operational capability and sustainability	10	10	10	10	10
2 Demonstration of integrated operational capability	6	6 ✓	6	6 ✓	6
3 Demonstration of limited scale inter-operability and coordination of forces	4 ✓	4	4 ✓	4	4
4 Combined exercises not conducted	0	0	0	0	0 ✓

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TOTAL ARMY READINESS GOAL

PRIMARY REGION

INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
(10)	(9)	(7)	(7)	(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.1.6.3 EFFECTIVE FORCE DEPLOYMENT DOCTRINE

- 1 Demonstrated doctrine derives maximum combat effectiveness from all available forces
- 2 Demonstrated doctrine effectively coordinates available forces to achieve exercise objectives
- 3 Doctrine provides a credible demonstration of force projection capability but fails to develop potential of available forces
- 4 Training exercise not conducted or fail to achieve exercise objectives

(5) (7) (5) (5) (5)

10 10 10 10 10

6 ✓ 6 ✓ 6 ✓ 6 ✓ 6

4 4 4 4 4

0 0 10 0 0 ✓

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)		TOTAL ARMY READINESS GOAL						
		REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION					
			INTER-AMERICA (10)	EUROPE (9)	SW ASIA - MID-EAST (7)	E. ASIA - PACIFIC (7)	AFRICA (2)	
<u>PARAMETERS OF READINESS</u>								
1.1.2.0 WILL/RESOLVE TO APPLY MILITARY CAPABILITY			(10)	(10)	(10)	(10)	(10)	
1.1.2.1.0 DEMONSTRATED COMMITMENT			(10)	(10)	(10)	(10)	(10)	
1.1.2.1.1 FORMAL TREATY COMMITMENTS			(10)	(10)	(10)	(10)	(10)	
1	Bound by regional treaty commitment		10 ✓	10 ✓	10	10 ✓	10	10
2	Not bound by regional treaty commitment		0	0	0 ✓	0	0	0 ✓
1.1.2.1.2 STATED AND ACCEPTED AS NATIONAL SECURITY POLICY			(9)	(9)	(9)	(9)	(9)	
1	Clearly stated and accepted		10 ✓	10 ✓	10 ✓	10 ✓	10	10
2	Not stated as national security policy		0	0	0	0	0	0 ✓
1.1.2.1.3 IMPLIED BY U.S. STRATEGIC INTERESTS			(5)	(5)	(5)	(5)	(5)	
1	Clearly implied and widely recognized		10 ✓	10 ✓	10	10	10	10
2	Conditionally implied due to high strategic interests		5	5	5 ✓	5 ✓	5	5
3	Conditionally implied due to strategic interests		3	3	3	3	3	3 ✓
4	Not strategically important to U.S. interests		0	0	0	0	0	0

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				INTER-AMERICA	EUROPE	SW ASIA - MID-EAST		E. ASIA - PACIFIC
						(7)	(7)	
				(10)	(9)	(7)	(7)	AFRICA (2)
1.1.2.2.0	ESPRIT/MORALE OF FORCES	(6)	(6)	(6)	(6)	(6)	(6)	(6)
1.1.2.2.1.0	PREVAILING ATTITUDE WITHIN THE MILITARY SERVICES	(10)	(10)	(10)	(10)	(10)	(10)	(10)
1.1.2.2.1.1	MEASURED BY RE-ENLISTMENTS	(7)	(7)	(7)	(7)	(7)	(7)	(7)
1	Re-enlistments exceed goals	10	10	10	10	10	10	10
2	Re-enlistments meet goals	6	6	6	6	6	6	6
3	Re-enlistments slightly below goals	4 ✓	4 ✓	4 ✓	4 ✓	4 ✓	4 ✓	4 ✓
4	Re-enlistments well below goals	0	0	0	0	0	0	0
1.1.2.2.1.2	MEASURED BY DISCIPLINARY PROBLEMS	(10)	(10)	(10)	(10)	(10)	(10)	(10)
1	Well below historical norms	10	10	10	10	10	10	10
2	Slightly below historical norms	7	7	7	7	7	7	7
3	About at historical norms	5 ✓	5 ✓	5 ✓	5 ✓	5 ✓	5 ✓	5 ✓
4	Slightly above historical norms	3	3	3	3	3	3	3
5	Well above historical norms	0	0	0	0	0	0	0

TOTAL ARMY READINESS GOAL

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	INTER-AMERICA	PRIMARY REGION			
		EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
	(10)	(9)	(7)	(7)	(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.1.2.2.1.3 MEASURED BY GENERAL APPEARANCE AND ATTITUDE

- 1 Exceptionally high
- 2 High
- 3 Moderately high
- 4 Not discernable
- 5 Low

(10)	(10)	(10)	(10)	(10)	(10)
10	10	10	10	10	10
8✓	8✓	8✓	8✓	8✓	8✓
6	6	6	6	6	6
3	3	3	3	3	3
0	0	0	0	0	0

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	PRIMARY REGION				
	INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
REGIONAL IMPORTANCE WEIGHTS	(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>					
1.1.2.2.2.0 PREVAILING NATIONAL ATTITUDE TOWARD THE MILITARY SERVICES	(7)	(7)	(7)	(7)	(7)
1.1.2.2.2.1 MEASURED BY ATTITUDE TOWARD ROTC AND RECRUITING EFFORTS	(10)	(10)	(10)	(10)	(10)
1 Highly cooperative and supportive	10	10	10	10	10
2 Cooperative and supportive	7✓	7✓	7✓	7✓	7✓
3 Generally cooperative	4	4	4	4	4
4 Generally not hostile	3	3	3	3	3
5 Openly hostile and defiant	0	0	0	0	0
1.1.2.2.2.2 MEASURED BY GENERAL PUBLIC ATTITUDE AND MEDIA COVERAGE	(10)	(10)	(10)	(10)	(10)
1 Much more positive and supportive than historical norm	10	10	10	10	10
2 Generally favorable and interested in ensuring a strong national defense	6	6	6	6	6
3 Generally neutral and aware of need for maintaining adequate military strength	4✓	4✓	4✓	4✓	4✓
4 Generally neutral with little expressed interest in national security affairs	2	2	2	2	2
5 Generally antagonistic toward military forces	0	0	0	0	0

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			INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
			(10)	(9)	(7)	(7)	(2)
			<u>PARAMETERS OF READINESS</u>				
1.1.2.3.0 MOBILIZATION SUPPORT		(10)	(10)	(10)	(10)	(10)	
1.1.2.3.1 EXPRESSED INTEREST AND ATTENTION DEVOTED TO MOBILIZATION PLANS		(5)	(5)	(5)	(5)	(5)	
1 Mobilization planning given priority attention on continuing bases		10	10	10	10	10	
2 Mobilization plans complete and up-to-date		7	7	7	7	7	
3 Mobilization plans maintained and periodically brought up-to-date		4	4	4	4	4	
4 Little interest or attention devoted to mobilization requirements or plans		0 ✓	0 ✓	0 ✓	0 ✓	0 ✓	

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	INTER-AMERICA	PRIMARY REGION			
		EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
REGIONAL IMPORTANCE WEIGHTS	(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>					
1.1.2.3.2.0 JOINT MOBILIZATION TRAINING EXERCISES	(10)	(10)	(10)	(10)	(10)
1.1.2.3.2.1 FREQUENCY OF EXERCISES	(7)	(7)	(7)	(7)	(7)
1 Conducted on regularly recurring basis	10	10	10	10	10
2 Conducted periodically	5	5	5	5	5
3 Conducted infrequently at irregular intervals	2 ✓	2 ✓	2 ✓	2 ✓	2 ✓
4 Joint mobilization exercises not conducted	0	0	0	0	0
1.1.2.3.2.2 LEVEL OF PARTICIPATION	(10)	(10)	(10)	(10)	(10)
1 Broad participation including high level national command authority	10 ✓	10 ✓	10 ✓	10 ✓	10 ✓
2 Not afforded broad participation	0	0	0	0	0
1.1.2.3.2.3 POST EXERCISE ANALYSIS AND CORRECTIVE ACTION	(10)	(10)	(10)	(10)	(10)
1 Comprehensive analysis and positive follow-up action to correct deficiencies	10 ✓	10 ✓	10 ✓	10 ✓	10 ✓
2 Ineffective post exercise analysis and corrective action	0	0	0	0	0

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	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION			
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC
		(10)	(9)	(7)	(7)
					AFRICA
					(2)
<u>PARAMETERS OF READINESS</u>					
1.1.2.4.0 INDUSTRIAL BASE SUPPORT		(7)	(7)	(7)	(7)
1.1.2.4.1 INDUSTRIAL BASE SUPPORT FOR CURRENT FORCE LEVELS		(10)	(10)	(10)	(10)
1 Fully capable and responsive to current sustainability need		10	10	10	10
2 Capable and responsive. Occasionally delays in areas of low usage or stockage.		6	6	6	6
3 Capable but frequent delays experienced in responsiveness		3 ✓	3 ✓	3 ✓	3 ✓
4 Lacking in capability and responsiveness		0	0	0	0
1.1.2.4.2 INDUSTRIAL BASE SUPPORT POTENTIAL FOR MOBILIZATION REQUIREMENTS		(7)	(7)	(7)	(7)
1 Fully capable of sustaining mobilization plans		10	10	10	10
2 Capable of sustaining mobilization plans with minor exceptions		8	8	8	8
3 Capable of sustaining mobilization plans with some significant exceptions		6	6	6	6
4 Capable of sustaining mobilization plans with some major exceptions		4	4	4	4
5 Not capable of sustaining national mobilization requirements		0 ✓	0 ✓	0 ✓	0 ✓

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)		TOTAL ARMY READINESS GOAL					
PARAMETERS OF READINESS		REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				AFRICA (2)
			INTER-AMERICA (10)	EUROPE (9)	SW ASIA - MID-EAST (7)	E. ASIA - PACIFIC (7)	
1.2.0	READINESS FOR CONFLICT CONTROL		(10)	(10)	(10)	(10)	(10)
1.2.1	ORGANIZED FOR CONFLICT CONTROL		(10)	(10)	(7)	(10)	(5)
1.2.2	EQUIPPED FOR CONFLICT CONTROL		(10)	(10)	(10)	(10)	(10)
1.2.3	TRAINED FOR CONFLICT CONTROL		(10)	(10)	(7)	(10)	(5)
1.2.0	READINESS FOR CONFLICT CONTROL						
1.2.1.0	ORGANIZED FOR CONFLICT CONTROL		(10)	(10)	(7)	(10)	(5)
1.2.1.1.0	THREAT DEFINED		(8)	(8)	(8)	(8)	(8)
1.2.1.1.1	NATIONAL POLICY CLEARLY STATED		(4)	(4)	(4)	(4)	(4)
1	Formally stated by treaty commitment		10 ✓	10 ✓	10	10 ✓	10
2	Stated or clearly implied by presidential declaration		8	8	8 ✓	8	8
3	Generally accepted as political consensus		6	6	6	6	6
4	Recognized as important to U.S. strategic interests		3	2	2	2	2
5	Not clearly stated		0	0	0	0	0 ✓

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL					
	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				AFRICA (2)
		INTER-AMERICA (10)	EUROPE (9)	SW ASIA - MID-EAST (7)	E. ASIA - PACIFIC (7)	
<u>PARAMETERS OF READINESS</u>						
1.2.1.1.2.0 INTELLIGENCE INFORMATION AVAILABLE	(10)	(10)	(10)	(10)	(10)	(10)
1.2.1.1.2.1 MILITARY FORCES AND DISPOSITION	(10)	(10)	(10)	(10)	(10)	(10)
1 Complete information available. Extensive collection effort over period of time.	10	10 ✓	10	10	10	10
2 Information generally available. Recent collection effort.	7	7	7 ✓	6 ✓	6	6
3 Basic information and historical data available	2 ✓	2	2	2	2 ✓	2 ✓
4 Only sketchy and incomplete information available	0	0	0	0	0	0
1.2.1.1.2.2 AREA OF OPERATIONS	(7)	(7)	(7)	(7)	(7)	(7)
1 Excellent information and coverage available	10	10 ✓	10	10	10	10
2 Good general coverage available	5	5	5 ✓	5 ✓	5 ✓	5
3 Area not well covered	0 ✓	0	0	0	0	0 ✓

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL					
	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				AFRICA
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	
		(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>						
1.2.1.1.2.3 POLITICAL LEADERSHIP		(3)	(3)	(3)	(3)	(3)
1 Stable governmental system. Complete dossier of political leaders available.		10	10	10	10	10
2 Established government in control. Political leadership recognized and known in international community.		6	6 ✓	6	6 ✓	6
3 Little information available on political leadership		3 ✓	3	3 ✓	3	3
4 Unstable political system and/or unpredictable political leadership		0	0	0	0	0 ✓
1.2.1.1.3 OWN FORCES SCHOOLED IN ENEMY CAPABILITIES		(7)	(7)	(7)	(7)	(7)
1 Extensively over period of time		10	10	10	10	10
2 Included in training curricula and field exercises		7	7 ✓	7	7	7
3 Through general orientation		3 ✓	3	3 ✓	3 ✓	3
4 Information not well disseminated		0	0	0	0	0 ✓

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)		TOTAL ARMY READINESS GOAL				
		PRIMARY REGION				
REGIONAL IMPORTANCE WEIGHTS		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
PARAMETERS OF READINESS		(10)	(9)	(7)	(7)	(2)
1.2.1.2.0	DOCTRINE DEVELOPED	(6)	(8)	(8)	(8)	(5)
1.2.1.2.1	DOCTRINE FOR GENERAL ARMY OPERATIONS AND ORGANIZATION	(10)	(10)	(10)	(10)	(10)
1	Developed, universally implemented and proven in realistic exercises or combat	10	10	10	10	10
2	Developed, implemented and operationally tested in the field	7	7	7	7	7
3	Developed, published, incorporated into training curricula and effective for implementation	4	4 ✓	4 ✓	4 ✓	4
4	Developed	3 ✓	3	3	3	3
5	Under development	0	0	0	0	0 ✓
1.2.1.2.2	DOCTRINE FOR JOINT OPERATIONS	(8)	(9)	(8)	(8)	(8)
1	Developed, universally implemented and proven in realistic exercises or combat	10	10	10	10	10
2	Developed, implemented and operationally tested in the field	7	7	7	7	7
3	Developed, published, incorporated into training curricula and effective for implementation	4	4 ✓	4 ✓	4 ✓	4
4	Developed	3 ✓	3	3	3	3
5	Under development	0	0	0	0	0 ✓

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA (10)	EUROPE (9)	SW ASIA - MID-EAST (7)	E. ASIA - PACIFIC (7)	AFRICA (2)
1.2.1.2.3 DOCTRINE FOR COMBINED OPERATIONS		(5)	(8)	(5)	(7)	(2)
1 Developed, universally implemented and proven in realistic exercises or combat		10	10	10	10	10
2 Developed, implemented and operationally tested in the field		7	7	7	7	7
3 Developed, published, incorporated into training curricula and effective for implementation		4	4 ✓	4	4 ✓	4
4 Developed		3	3	3 ✓	3	3
5 Under development		0 ✓	0	0	0	0 ✓

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)		TOTAL ARMY READINESS GOAL				
		PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
REGIONAL IMPORTANCE WEIGHTS		(10)	(5)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>						
1.2.1.3.0 FORCE STRUCTURE IN BEING		(10)	(10)	(10)	(10)	(10)
1.2.1.3.1.0 ACTIVE COMPONENT		(10)	(10)	(10)	(10)	(10)
1.2.1.3.1.1 ORGANIZED TO SUPPORT THE DOCTRINE		(10)	(10)	(10)	(10)	(10)
1	Organized and fully functional	10	10	10	10	10
2	Organized and functional in all major operational units	7	7	7	7✓	7
3	Organization structure established and transition in progress	4✓	4✓	4✓	4	4✓
4	Organization structure established and transition beginning	2	2	2	2	2
5	Organizational structure under revision	0	0	0	0	0
1.2.1.3.1.2 BALANCED TO MEET THE THREAT		(8)	(10)	(8)	(8)	(8)
1	Favorably balanced in composition, equipment and deployment disposition	10	10	10	10	10
2	Balanced in composition, equipment, and deployment disposition	7✓	7	7	7✓	7
3	Balanced in composition and equipment with evident mobility to respond to threat	5	5✓	5✓	5	5✓
4	Not balanced, positioned, or readily deployable relative to the threat	0	0	0	0	0

LEVEL OF CONFLICT:	GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL						
		PRIMARY REGION						
		INTER-AMERICA	EUROPE	SW ASIA -		E. ASIA -		AFRICA
				MID-EAST	PACIFIC			
REGIONAL IMPORTANCE WEIGHTS		(10)	(9)	(7)	(7)	(2)		
<u>PARAMETERS OF READINESS</u>								
1.2.1.3.1.3 BALANCE WITH RESPECT TO COMBAT AND SUPPORT		(7)	(7)	(7)	(7)	(7)		
1	Proper balance fully achieved	10	10	10	10	10	10	
2	Actions to improve balance well underway	6	6	6	6	6	6	
3	Plans to improve balance in effect	4 ✓	4 ✓	4 ✓	4 ✓	4 ✓	4 ✓	
4	Not properly balanced	0	0	0	0	0	0	

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL				
	PRIMARY REGION				
	INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
REGIONAL IMPORTANCE WEIGHTS	(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>					
1.2.1.3.2.0 RESERVE COMPONENT	(5)	(5)	(5)	(5)	(5)
1.2.1.3.2.1 ORGANIZED TO SUPPORT THE DOCTRINE	(10)	(10)	(10)	(10)	(10)
1 Organized and fully functional	10	10	10	10	10
2 Organized and functional in all major operational units	7	7	7	7	7
3 Organization structure established and transition in progress	4✓	4✓	4✓	4✓	4✓
4 Organization structure established and transition beginning	2	2	2	2	2
5 Organizational structure under revision	0	0	0	0	0
1.2.1.3.2.2 BALANCED TO MEET THE THREAT	(8)	(8)	(8)	(8)	(8)
1 Favorably balanced in composition, equipment and deployment disposition	10	10	10	10	10
2 Balanced in composition, equipment, and deployment disposition	7	7	7	7	7
3 Balanced in composition and equipment with evident mobility to respond to threat	5✓	5✓	5✓	5✓	5✓
4 Not balanced, positioned, or readily deployable relative to the threat	0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL				
	INTER-AMERICA	PRIMARY REGION			
		EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
	(10)	(9)	(7)	(7)	(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.2.1.3.2.3 BALANCED WITH RESPECT TO COMBAT AND SUPPORT

1 Proper balance fully achieved	(7)	(7)	(7)	(7)	(7)
2 Actions to improve balance well underway	10	10	10	10	10
3 Plans to improve balance in effect	6	6	6	6	6
4 Not properly balanced	4✓	4✓	4✓	4✓	4✓
	0	0	0	0	0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

INTER-AMERICA	PRIMARY REGION			
	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
(10)	(9)	(7)	(7)	(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.2.1.4.0 SUPPORTING SEA AND AIR COMPONENT FORCE STRUCTURE IN BEING

(9)	(9)	(9)	(9)	(9)
(10)	(10)	(10)	(10)	(10)

1.2.1.4.1 AIRLIFT FORCES

- 1 Forces in being and organized to fully support area contingencies
- 2 Forces in being and organized to support limited contingencies
- 3 Active program underway to correct force level deficiencies
- 4 Inadequate force levels or capabilities to support area contingencies

10	10	10	10	10
5 ✓	5	5 ✓	5 ✓	7 ✓

1.2.1.4.2 SEALIFT FORCES

- 1 Forces in being and organized to fully support area contingencies
- 2 Forces in being and organized to support limited contingencies
- 3 Active program underway to correct force level deficiencies
- 4 Inadequate force levels or capabilities to support area contingencies

(7)	(10)	(7)	(10)	(5)
------	------	------	------	------

10	10	10	10	10
5 ✓	5	5 ✓	5 ✓	7 ✓
3	3 ✓	3	3	4
0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL					
	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				AFRICA
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	
		(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>						
1.2.1.4.3 CLOSE AIR SUPPORT FORCES		(9)	(8)	(8)	(9)	(8)
1 Forces in being and organized to fully support area contingencies		10	10	10	10	10
2 Forces in being and organized to support limited contingencies		5 ✓	5	5	5	7 ✓
3 Active program underway to correct force level deficiencies		3	3 ✓	3 ✓	3 ✓	4
4 Inadequate force levels or capabilities to support area contingencies		0	0	0	0	0
1.2.1.4.4 NAVAL AMPHIBIOUS/NGFS FORCES		(4)	(4)	(7)	(7)	(2)
1 Forces in being and organized to fully support area contingencies		10	10	10	10	10
2 Forces in being and organized to support limited contingencies		5 ✓	5	5	5	7 ✓
3 Active program underway to correct force level deficiencies		3	3 ✓	3 ✓	3 ✓	4
4 Inadequate force levels or capabilities to support area contingencies		0	0	0	0	0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

	INTER-AMERICA	PRIMARY REGION			
		EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
REGIONAL IMPORTANCE WEIGHTS	(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>					
1.2.1.1.5.0 PLANS FORMULATED	(7)	(7)	(5)	(7)	(7)
1.2.1.1.5.1 STRATEGIC PLANS AND POLICY APPLICABLE TO AREA	(10)	(10)	(10)	(10)	(10)
1 Formulated and approved for planning	10	10 ✓	10 ✓	10 ✓	10
2 Partially formulated and under active development	4 ✓	2	4	4	5 ✓
3 Under development	2	0	2	2	3
4 Not formulated	0	0	0	0	0
1.2.1.1.5.2 CONTINGENCY PLANS APPLICABLE TO AREA	(10)	(10)	(10)	(10)	(10)
1 Formulated and approved for planning	10	10 ✓	10 ✓	10 ✓	10
2 Partially formulated and under active development	4 ✓	2	4	4	4
3 Under development	2	2	2	2	2
4 Not formulated	0	0	0	0	0 ✓
1.2.1.1.5.3 LOGISTICS PLANS APPLICABLE TO AREA	(7)	(8)	(8)	(7)	(7)
1 Formulated and approved for planning	10	10 ✓	10	10	10
2 Partially formulated and under active development	4	2	4 ✓	4 ✓	4
3 Under development	2 ✓	2	2	2	2
4 Not formulated	0	0	0	0	0 ✓

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION			
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC
		(10)	(9)	(7)	(7)
					AFRICA
					(2)
<u>PARAMETERS OF READINESS</u>					
1.2.1.6.0 MOBILIZATION FORCE LEVELS DEFINED		(7)	(7)	(7)	(7)
1.2.1.6.1 MOBILIZATION PLANS DEVELOPED TO SUPPORT AREA CONTINGENCIES		(10)	(10)	(10)	(10)
1 Detailed plans developed and approved for planning		10	10	10	10
2 General concept defined and planning in progress		5✓	5✓	5✓	5✓
3 Mobilization requirements not identified		0	0	0	0
1.2.1.6.2 MOBILIZATION STRUCTURE ORGANIZED AND IN BEING		(5)	(5)	(5)	(5)
1 Billet structure and command relationships established and key personnel identified		10✓	10✓	10✓	10✓
2 Structure and command relationships established and personnel sources identified		6	6	6	6
3 Mobilization structure in organization		3	3	3	3
4 No organization structure in being		0	0	0	0
1.2.1.6.3 COMMAND RELATIONSHIPS BETWEEN ACTIVE AND RESERVE COMPONENTS DEFINED		(7)	(7)	(7)	(7)
1 Well defined and integrated		10✓	10✓	10✓	10✓
2 Major relationships defined		5	5	5	5
3 Not well defined		0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

REGIONAL IMPORTANCE WEIGHTS	INTER-AMERICA	PRIMARY REGION			
		EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
	(10)	(9)	(7)	(7)	(2)

PARAMETERS OF READINESS

1.2.1.6.4 STOCKPILE REQUIREMENTS DEFINED

- 1 Completely defined
- 2 Defined for most critical materials
- 3 Not defined

(7)	(7)	(7)	(7)	(7)
10	10	10	10	10
5✓	5✓	5✓	5✓	5✓
0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)		TOTAL ARMY READINESS GOAL					
		PRIMARY REGION					
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA	
REGIONAL IMPORTANCE WEIGHTS		(10)	(9)	(7)	(7)	(2)	
<u>PARAMETERS OF READINESS</u>							
1.2.2.0 EQUIPPED FOR CONFLICT CONTROL		(10)	(10)	(10)	(10)	(10)	
1.2.2.1.0 MANNED TO REQUIRED STRENGTH LEVEL		(10)	(10)	(10)	(10)	(10)	
1.2.2.1.1.0 ACTIVE COMPONENT		(10)	(10)	(10)	(10)	(10)	
1.2.2.1.1.1 DEPLOYED COMBAT AND COMBAT SUPPORT UNITS		(10)	(10)	(10)	(10)	(10)	
1	Fully manned to required strength	10	10	10	10	10	
2	Above 90% of required strength	9	9	9	9	9	
3	Between 80% and 90%	7✓	7✓	7✓	7✓	7✓	
4	Between 70% and 80%	5	5	5	5	5	
5	Between 65 and 70%	3	3	3	3	3	
6	Below 65% of required strength	0	0	0	0	0	
1.2.2.1.1.2 CONUS COMBAT AND COMBAT SUPPORT UNITS		(8)	(8)	(8)	(8)	(8)	
1	Fully manned to required strength	10	10	10	10	10	
2	Above 90% of required strength	9	9	9	9	9	
3	Between 80% and 90%	7✓	7✓	7✓	7✓	7✓	
4	Between 70% and 80%	5	5	5	5	5	
5	Between 65 and 70%	3	3	3	3	3	
6	Below 65% of required strength	0	0	0	0	0	

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL					
	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				AFRICA
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	
	(10)	(9)	(7)	(7)	(2)	
<u>PARAMETERS OF READINESS</u>						
1.2.2.1.1.3 DEPLOYED COMBAT SERVICE SUPPORT UNITS	(10)	(8)	(8)	(8)	(8)	
1 Fully manned to required strength	10	10	10	10	10	10
2 Above 90% of required strength	9	9	9	9	9	9
3 Between 80% and 90%	7✓	7✓	7✓	7✓	7✓	7✓
4 Between 70% and 80%	5	5	5	5	5	5
5 Between 65 and 70%	3	3	3	3	3	3
6 Below 65% of required strength	0	0	0	0	0	0
1.2.2.1.1.4 CONUS COMBAT SERVICE SUPPORT UNITS	(5)	(6)	(6)	(6)	(6)	
1 Fully manned to required strength	10	10	10	10	10	10
2 Above 90% of required strength	9	9	9	9	9	9
3 Between 80% and 90%	7✓	7✓	7✓	7✓	7✓	7✓
4 Between 70% and 80%	5	5	5	5	5	5
5 Between 65 and 70%	3	3	3	3	3	3
6 Below 65% of required strength	0	0	0	0	0	0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

		PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
REGIONAL IMPORTANCE WEIGHTS		(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>						
1.2.2.1.2.0 RESERVE COMPONENT		(5)	(5)	(5)	(5)	(5)
1.2.2.1.2.1 ROUND-OUT UNITS		(10)	(10)	(10)	(10)	(10)
1	Fully manned to required strength	10 ✓	10 ✓	10 ✓	10 ✓	10 ✓
2	Above 90% of required strength	9	9	9	9	9
3	Between 80% and 90%	7	7	7	7	7
4	Between 70% and 80%	5	5	5	5	5
5	Between 65 and 70%	3	3	3	3	3
6	Below 65% of required strength	0	0	0	0	0
1.2.2.1.2.2 MOBILIZATION UNITS		(5)	(5)	(5)	(5)	(5)
1	Manned above 95% of required strength	10 ✓	10 ✓	10 ✓	10 ✓	10 ✓
2	Between 85% and 95%	7	7	7	7	7
3	Between 75% and 85%	5	5	5	5	5
4	Between 50% and 75%	2	2	2	2	2
5	Below 50% of required strength	0	0	0	0	0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

PRIMARY REGION				
	INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC
	(10)	(9)	(7)	(7)
				AFRICA
				(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.2.2.2.0 MANNED WITH REQUIRED SKILLS AND EXPERIENCE LEVELS

1.2.2.2.1.0 ACTIVE COMPONENT

1.2.2.2.1.1 DEPLOYED COMBAT AND COMBAT SUPPORT UNITS

1 Fully manned with required skills and experience levels

2 Required skills and experience levels better than 85% manned

3 Between 75% and 85% manned

4 Between 65% and 75% manned

5 Between 60% and 65% manned

6 Below 60% manned

10	10	10	10	10
9	9	9	9	9
7 ✓	7 ✓	7 ✓	7 ✓	7 ✓
5	5	5	5	5
3	3	3	3	3
0	0	0	0	0

1.2.2.2.1.2 CONUS COMBAT AND COMBAT SUPPORT UNITS

1 Fully manned with required skills and experience levels

2 Required skills and experience levels better than 85% manned

3 Between 75% and 85% manned

4 Between 65% and 75% manned

5 Between 60% and 65% manned

6 Below 60% manned

(8)	(7)	(7)	(7)	(8)
10	10	10	10	10
9	9	9	9	9
7	7	7	7	7
5 ✓	5 ✓	5 ✓	5 ✓	5 ✓
3	3	3	3	3
0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL					
	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>						
1.2.2.2.1.3 DEPLOYED COMBAT SERVICE SUPPORT UNITS		(10)	(7)	(7)	(7)	(7)
1 Fully manned with required skills and experience levels		10	10	10	10	10
2 Required skills and experience levels better than 85% manned		9	9	9	9	9
3 Between 75% and 85% manned		7✓	7✓	7✓	7✓	7✓
4 Between 65% and 75% manned		5	5	5	5	5
5 Between 60% and 65% manned		3	3	3	3	3
6 Below 60% manned		0	0	0	0	0
1.2.2.2.1.4 CONUS COMBAT SERVICE SUPPORT UNITS		(6)	(5)	(5)	(5)	(5)
1 Fully manned with required skills and experience levels		10	10	10	10	10
2 Required skills and experience levels better than 85% manned		9	9	9	9	9
3 Between 75% and 85% manned		7	7	7	7	7
4 Between 65% and 75% manned		5✓	5✓	5✓	5✓	5✓
5 Between 60% and 65% manned		3	3	3	3	3
6 Below 60% manned		0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL						
	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION					AFRICA
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST		E. ASIA - PACIFIC	
				(9)	(7)		
<u>PARAMETERS OF READINESS</u>		(10)	(9)	(7)	(7)	(2)	
1.2.2.2.2.0 RESERVE COMPONENT		(5)	(4)	(4)	(5)	(5)	
1.2.2.2.2.1 ROUND-OUT UNITS		(10)	(10)	(10)	(10)	(10)	
1	Fully manned with required skills and experience levels	10	10	10	10	10	
2	Required skills and experience levels better than 85% manned	9	9	9	9	9	
3	Between 75% and 85% manned	7	7	7	7	7	
4	Between 65% and 75% manned	5✓	5✓	5✓	5✓	5✓	
5	Between 60% and 65% manned	3	3	3	3	3	
6	Below 60% manned	0	0	0	0	0	
1.2.2.2.2.2 MOBILIZATION UNITS		(5)	(5)	(5)	(5)	(5)	
1	Fully manned with required skills and experience levels	10	10	10	10	10	
2	Required skills and experience levels better than 85% manned	9	9	9	9	9	
3	Between 75% and 85% manned	7	7	7	7	7	
4	Between 65% and 75% manned	5	5	5	5	5	
5	Between 60% and 65% manned	3✓	3✓	3✓	3✓	3✓	
6	Below 60% manned	0	0	0	0	0	

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MEASURING TOTAL ARMY GOALS(U) TITAN SYSTEMS INC LA
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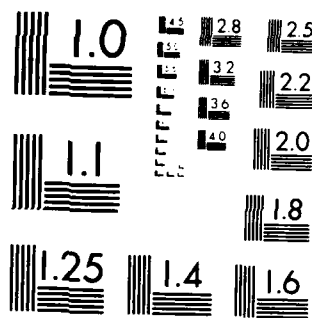
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LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL					
	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				AFRICA
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	
		(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>						
1.2.2.3.0 EQUIPMENT AT REQUIRED TOE		(9)	(9)	(9)	(9)	(9)
1.2.2.3.1.0 ACTIVE COMPONENT		(10)	(10)	(10)	(10)	(10)
1.2.2.3.1.1 DEPLOYED COMBAT AND COMBAT SUPPORT UNITS		(10)	(10)	(10)	(10)	(10)
1 Fully equipped to TOE levels		10	10	10	10	10
2 Equipped to MTOE levels		9	9	9	9	9
3 Equipped to MTOE with only minor deficiencies (e.g., not mission degrading)		7 ✓	7 ✓	7 ✓	7 ✓	7 ✓
4 Basically equipped to MTOE levels. More than minor deficiencies but not significantly mission degrading.		5	5	5	5	5
5 Not equipped to MTOE levels. No major deficiencies.		3	3	3	3	3
6 Not equipped to MTOE levels. Some major deficiencies.		0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)		TOTAL ARMY READINESS GOAL						
PARAMETERS OF READINESS		REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION					
			INTER-AMERICA (10)	EUROPE (9)	SW ASIA - MID-EAST (7)	E. ASIA - PACIFIC (7)	AFRICA (2)	
1.2.2.3.1.2 CONUS COMBAT AND COMBAT SUPPORT UNITS		(7)	(7)	(7)	(7)	(7)		
1	Fully equipped to TOE levels	10	10	10	10	10	10	
2	Equipped to MTOE levels	9	9	9	9	9	9	
3	Equipped to MTOE with only minor deficiencies (e.g., not mission degrading)	7	7	7	7	7	7	
4	Basically equippped to MTOE levels. More than minor deficiencies but not significantly mission degrading.	5 ✓	5 ✓	5 ✓	5 ✓	5 ✓	5 ✓	
5	Not equipped to MTOE levels. No major deficiencies.	3	3	3	3	3	3	
6	Not equipped to MTOE levels. Some major deficiencies.	0	0	0	0	0	0	
1.2.2.3.1.3 DEPLOYED COMBAT SERVICE SUPPORT UNITS		(7)	(7)	(7)	(7)	(7)		
1	Fully equipped to TOE levels	10	10	10	10	10	10	
2	Equipped to MTOE levels	9	9	9	9	9	9	
3	Equipped to MTOE with only minor deficiencies (e.g., not mission degrading)	7 ✓	7 ✓	7 ✓	7 ✓	7 ✓	7 ✓	
4	Basically equippped to MTOE levels. More than minor deficiencies but not significantly mission degrading.	5	5	5	5	5	5	
5	Not equipped to MTOE levels. No major deficiencies.	3	3	3	3	3	3	
6	Not equipped to MTOE levels. Some major deficiencies.	0	0	0	0	0	0	

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

	INTER-AMERICA	PRIMARY REGION			
		EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
	(10)	(9)	(7)	(7)	(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.2.2.3.1.4 CONUS COMBAT SERVICE SUPPORT UNITS

1 Fully equipped to TOE levels

2 Equipped to MTOE levels

3 Equipped to MTOE with only minor deficiencies (e.g., not mission degrading)

4 Basically equipped to MTOE levels. More than minor deficiencies but not significantly mission degrading.

5 Not equipped to MTOE levels. No major deficiencies.

6 Not equipped to MTOE levels. Some major deficiencies.

	(5)	(5)	(5)	(5)	(5)
1	10	10	10	10	10
2	9	9	9	9	9
3	7	7	7	7	7
4	5 ✓	5 ✓	5 ✓	5 ✓	5 ✓
5	3	3	3	3	3
6	0	0	0	0	0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

	INTER-AMERICA	PRIMARY REGION			
		EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
REGIONAL IMPORTANCE WEIGHTS	(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>					
1.2.2.3.2.0 RESERVE COMPONENT	(8)	(5)	(5)	(5)	(5)
1.2.2.3.2.1 ROUND-OUT UNITS	(10)	(10)	(10)	(10)	(10)
1 Fully equipped to TOE levels	10	10	10	10	10
2 Equipped to MTOE levels	9	9	9	9	9
3 Equipped to MTOE with only minor deficiencies (e.g., not mission degrading)	7	7	7	7	7
4 Basically equipped to MTOE levels. More than minor deficiencies but not significantly mission degrading.	5 ✓	5 ✓	5 ✓	5 ✓	5 ✓
5 Not equipped to MTOE levels. No major deficiencies.	3	3	3	3	3
6 Not equipped to MTOE levels. Some major deficiencies.	0	0	0	0	0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(7)	(2)
1.2.2.3.2.2 MOBILIZATION UNITS		(5)	(5)	(5)	(5)	(5)
1 Fully equipped to TOE levels		10	10	10	10	10
2 Equipped to MTOE levels		9	9	9	9	9
3 Equipped to MTOE with only minor deficiencies (e.g., not mission degrading)		7	7	7	7	7
4 Basically equipped to MTOE levels. More than minor deficiencies but not significantly mission degrading.		5	5	5	5	5
5 Not equipped to MTOE levels. No major deficiencies.		3 ✓	3 ✓	3 ✓	3 ✓	3 ✓
6 Not equipped to MTOE levels. Some major deficiencies.		0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(7)	(2)
1.2.2.4.0 EQUIPMENT MODERNIZED AND SUITABLE TO COMBAT ENVIRONMENT		(8)	(8)	(8)	(8)	(8)
1.2.2.4.1.0 ACTIVE COMPONENT		(10)	(10)	(10)	(10)	(10)
1.2.2.4.1.1 CLOSE COMBAT WEAPON SYSTEMS		(10)	(10)	(10)	(10)	(10)
1 Modernized equipment fielded and operational		10	10	10	10	10
2 In transition. Modernization program well underway and on schedule.		7	7	7	7	7
3 Modernization and improvement program established and in initial phase of introduction		4 ✓	4 ✓	4 ✓	4 ✓	4 ✓
4 Fielded equipment approaching obsolescence. No modernization program in effect.		0	0	0	0	0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION			
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC AFRICA
		(10)	(9)	(7)	(7) (2)
<u>PARAMETERS OF READINESS</u>					
1.2.2.4.1.2 AIR DEFENSE WEAPON SYSTEMS		(9)	(10)	(10)	(9) (9)
1 Modernized equipment fielded and operational		10	10	10	10 10
2 In transition. Modernization program well underway and on schedule.		7	7	7	7 7
3 Modernization and improvement program established and in initial phase of introduction		4 ✓	4 ✓	4 ✓	4 ✓ 4 ✓
4 Fielded equipment approaching obsolescence. No modernization program in effect.		0	0	0	0 0
1.2.2.4.1.3 FIRE SUPPORT WEAPON SYSTEMS		(9)	(9)	(9)	(9) (9)
1 Modernized equipment fielded and operational		10	10	10	10 10
2 In transition. Modernization program well underway and on schedule.		7	7	7	7 7
3 Modernization and improvement program established and in initial phase of introduction		4 ✓	4 ✓	4 ✓	4 ✓ 4 ✓
4 Fielded equipment approaching obsolescence. No modernization program in effect.		0	0	0	0 0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

INTER-AMERICA	PRIMARY REGION			
	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
(10)	(9)	(7)	(7)	(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.2.2.4.1.4 COMBAT AND COMBAT SERVICE SUPPORT SYSTEMS

(7) (7) (7) (7) (7)

- 1 Modernized equipment fielded and operational 10 10 10 10 10
- 2 In transition. Modernization program well underway and on schedule. 7 7 7 7 7
- 3 Modernization and improvement program established and in initial phase of introduction 4 ✓ 4 ✓ 4 ✓ 4 ✓ 4 ✓
- 4 Fielded equipment approaching obsolescence. No modernization program in effect. 0 0 0 0 0

1.2.2.4.1.5 COMMAND, CONTROL AND COMMUNICATION

(8) (10) (8) (8) (8)

- 1 Modernized equipment fielded and operational 10 10 10 10 10
- 2 In transition. Modernization program well underway and on schedule. 7 7 7 7 7
- 3 Modernization and improvement program established and in initial phase of introduction 4 ✓ 4 ✓ 4 ✓ 4 ✓ 4 ✓
- 4 Fielded equipment approaching obsolescence. No modernization program in effect. 0 0 0 0 0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

INTER-AMERICA	PRIMARY REGION			
	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
(10)	(9)	(7)	(7)	(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.2.2.4.1.6 COMBAT ELECTRONIC WARFARE AND INTELLIGENCE (CEWI) SYSTEMS

1	Modernized equipment fielded and operational	10	10	10	10	10
2	In transition. Modernization program well underway and on schedule.	7	7	7	7	7
3	Modernization and improvement program established and in initial phase of introduction	4 ✓	4 ✓	4 ✓	4 ✓	4 ✓
4	Fielded equipment approaching obsolescence. No modernization program in effect.	0	0	0	0	0

1.2.2.4.1.7 CHEMICAL WARFARE AND NUCLEAR/BIOLOGICAL/CHEMICAL DEFENSE

1	Modernized equipment fielded and operational	10	10	10	10	10
2	In transition. Modernization program well underway and on schedule.	7	7	7	7	7
3	Modernization and improvement program established and in initial phase of introduction	4	4	4	4	4
4	Fielded equipment approaching obsolescence. No modernization program in effect.	0 ✓	0 ✓	0 ✓	0 ✓	0 ✓

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

PRIMARY REGION

INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
(10)	(9)	(7)	(7)	(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.2.2.4.2.0 RESERVE COMPONENT

(5) (5) (5) (5) (5)

1.2.2.4.2.1 CLOSE COMBAT WEAPON SYSTEMS

(10) (10) (10) (10) (10)

1 Modernized equipment fielded and operational

10 10 10 10 10

2 In transition. Modernization program well underway and on schedule.

7 7 7 7 7

3 Modernization and improvement program established and in initial phase of introduction

4 ✓ 4 ✓ 4 ✓ 4 ✓ 4 ✓

4 Fielded equipment approaching obsolescence

0 0 0 0 0

1.2.2.4.2.2 AIR DEFENSE WEAPON SYSTEMS

(9) (10) (10) (9) (9)

1 Modernized equipment fielded and operational

10 10 10 10 10

2 In transition. Modernization program well underway and on schedule.

7 7 7 7 7

3 Modernization and improvement program established and in initial phase of introduction

4 ✓ 4 4 4 4 ✓

4 Fielded equipment approaching obsolescence

0 0 ✓ 0 ✓ 0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(7)	(2)
1.2.2.4.2.3 FIRE SUPPORT WEAPON SYSTEMS		(9)	(9)	(9)	(9)	(9)
1 Modernized equipment fielded and operational		10	10	10	10	10
2 In transition. Modernization program well underway and on schedule.		7	7	7	7	7
3 Modernization and improvement program established and in initial phase of introduction		4 ✓	4	4	4	4 ✓
4 Fielded equipment approaching obsolescence		0	0 ✓	0 ✓	0 ✓	0
1.2.2.4.2.4 COMBAT AND COMBAT SERVICE SUPPORT SYSTEMS		(7)	(7)	(7)	(7)	(7)
1 Modernized equipment fielded and operational		10	10	10	10	10
2 In transition. Modernization program well underway and on schedule.		7	7	7	7	7
3 Modernization and improvement program established and in initial phase of introduction		4 ✓	4	4	4 ✓	4 ✓
4 Fielded equipment approaching obsolescence		0	0 ✓	0 ✓	0	0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

PARAMETERS OF READINESS	PRIMARY REGION				
	INTER-AMERICA (10)	EUROPE (9)	SW ASIA - MID-EAST (7)	E. ASIA - PACIFIC (7)	AFRICA (2)
1.2.2.4.2.5 COMMAND, CONTROL AND COMMUNICATION	(8)	(8)	(8)	(8)	(3)
1 Modernized equipment fielded and operational	10	10	10	10	10
2 In transition. Modernization program well underway and on schedule.	7	7	7	7	7
3 Modernization and improvement program established and in initial phase of introduction	4	4	4	4	4
4 Fielded equipment approaching obsolescence	0 ✓	0 ✓	0 ✓	0 ✓	0 ✓
1.2.2.4.2.6 COMBAT ELECTRONIC WARFARE AND INTELLIGENCE (CEWI) SYSTEMS	(7)	(9)	(9)	(7)	(7)
1 Modernized equipment fielded and operational	10	10	10	10	10
2 In transition. Modernization program well underway and on schedule.	7	7	7	7	7
3 Modernization and improvement program established and in initial phase of introduction	4 ✓	4 ✓	4 ✓	4 ✓	4 ✓
4 Fielded equipment approaching obsolescence	0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION			
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC AFRICA
		(10)	(9)	(7)	(7) (2)
1.2.2.4.2.7 CHEMICAL WARFARE AND NUCLEAR/BIOLOGICAL/CHEMICAL WARFARE		(8)	(9)	(9)	(8) (8)
1 Modernized equipment fielded and operational		10	10	10	10
2 In transition. Modernization program well underway and on schedule.		7	7	7	7
3 Modernization and improvement program established and in initial phase of introduction		4	4	4	4
4 Fielded equipment approaching obsolescence		0✓	0✓	0✓	0✓

PARAMETERS OF READINESS

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION			
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC AFRICA
1.2.2.4.3.0 PLANS AND PROGRAMS SUPPORT MODERNIZATION OBJECTIVES		(10)	(9)	(7)	(2)
1.2.2.4.3.1 ACQUISITION PROGRAMS SUPPORT MODERNIZATION OBJECTIVES		(10)	(10)	(10)	(10)
1 Current programs will meet modernization objectives and are carefully planned to accelerate transition of technology to deployed systems (i.e., designed to provide growth potential and pre-planned product improvements)		10	10	10	10
2 Programs will support modernization schedule to hold technological advantage over threat		6 ✓	6 ✓	6 ✓	6 ✓
3 Programs will maintain satisfactory modernization for near-term but risk falling behind in the far-term		3	3	3	3
4 Programs will not maintain modernization schedule to keep pace with the threat		0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA (10)	EUROPE (9)	SW ASIA - MID-EAST (7)	E. ASIA - PACIFIC (7)	AFRICA (2)
1.2.2.4.3.2 RESEARCH AND DEVELOPMENT PROGRAMS SUPPORT MODERNIZATION OBJECTIVES		(10)	(10)	(10)	(10)	(10)
1 Aggressive, high priority R&D programs fully supports modernization objectives		10	10	10	10	10
2 Well managed and coordinated R&D programs give high probability of maintaining technological advantage in deployed systems		7	7	7	7	7
3 R&D programs place far-term technological balance at risk		3 ✓	3 ✓	3 ✓	3 ✓	3 ✓
4 R&D programs lack support required to keep pace with the threat		0	0	0	0	0
1.2.2.4.3.3 TECHNOLOGY BASE SUPPORT		(10)	(10)	(10)	(10)	(10)
1 Strong and expanding scientific and technology base fully capable of maintaining and extending technological lead in fielded systems		10	10	10	10	10
2 Scientific and technology base capable of maintaining technological edge in fielded systems		7 ✓	7 ✓	7 ✓	7 ✓	7 ✓
3 Scientific and technology base capable of maintaining technological parity in fielded systems		3	3	3	3	3
4 Scientific and technology base declining and unable to keep pace with the projected threat of the late 1990's and beyond		0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

PARAMETERS OF READINESS	PRIMARY REGION				
	INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
	(10)	(9)	(7)	(7)	(2)
1.2.2.4.3.4 INDUSTRIAL BASE SUPPORT	(8)	(8)	(8)	(8)	(8)
1 Modern, productive industrial base geared to and capable of supporting modernization objectives	10	10	10	10	10
2 Improving and expanding industrial base capable of meeting modernization requirements	7	7	7	7	7
3 Industrial base marginally capable of keeping pace with technological advances	4 ✓	4 ✓	4 ✓	4 ✓	4 ✓
4 Industrial base not capable of maintaining modernization schedule to keep pace with the threat	0	0	0	0	0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA -		AFRICA
				MID-EAST	E. ASIA - PACIFIC	
		(10)	(9)	(7)	(7)	(2)
1.2.3.0 TRAINED FOR CONFLICT CONTROL		(10)	(10)	(7)	(10)	(5)
1.2.3.1.0 INITIAL ENTRY TRAINING		(10)	(10)	(10)	(10)	(10)
1.2.3.1.1.0 TRAINING CURRICULA		(10)	(10)	(10)	(10)	(10)
1.2.3.1.1.1 TRAINING CURRICULA ALIGNED TO CURRENT DOCTRINE		(10)	(10)	(10)	(10)	(10)
1 Curricula complete and up-to-date in alignment with current doctrine		10	10 ✓	10	10	10
2 Curricula complete and in alignment in all major respects. Up-dating revisions in process of implementation.		6 ✓	6	6 ✓	6 ✓	6 ✓
3 Curricula review and revision program well underway and on schedule		4	4	4	4	4
4 Curricula not complete or aligned to current doctrine		0	0	0	0	0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

INTER-AMERICA	PRIMARY REGION			
	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
(10)	(9)	(7)	(7)	(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.2.3.1.1.2 TRAINING CURRICULA REFLECTS AND SUPPORTS THE TOTAL ARMY GOALS

(7) (7) (7) (7) (7)

- 1 Curricula complete and up-to-date to reflect and support total Army goals
- 2 Curricula has been reviewed for currency with total Army goals and up-dating revisions in process of implementation
- 3 Curricula review and revision program well underway and on schedule
- 4 Curricula review required in order to identify areas where revisions should be made

10 10 10 10 10
7 7 7 7 7
4 ✓ 4 ✓ 4 ✓ 4 ✓ 4 ✓
0 0 0 0 0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(7)	(2)
1.2.3.1.2.0 TRAINING FACILITIES		(7)	(7)	(7)	(7)	(7)
1.2.3.1.2.1 MODERNIZED AND EQUIPPED TO SUSTAIN PEACETIME TRAINING BASE		(10)	(10)	(10)	(10)	(10)
1 Modernized and well equipped		10	10	10	10	10
2 Existing facilities adequate to sustain training base. Modernization program well underway.		7	7	7	7	7
3 Existing facilities adequate. Modernization program initiated and scheduled for completion.		5 ✓	5 ✓	5 ✓	5 ✓	5 ✓
4 Existing facilities marginally adequate. Modernization program initiated. No firm schedule for completion.		2	2	2	2	2
5 Existing facilities do not satisfactorily meet requirements		0	0	0	0	0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

INTER-AMERICA	PRIMARY REGION			
	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
(10)	(9)	(7)	(7)	(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.2.3.1.2.2 MODERNIZED AND EQUIPPED TO SUSTAIN MOBILIZATION TRAINING BASE

(5) (5) (5) (5) (5)

1 Modernized and well equipped	10	10	10	10	10
2 Existing facilities adequate to sustain training base. Modernization program well underway.	7	7	7	7	7
3 Existing facilities adequate. Modernization program initiated and scheduled for completion.	5	5	5	5	5
4 Existing facilities marginally adequate. Modernization program initiated. No firm schedule for completion.	2	2	2	2	2
5 Existing facilities do not satisfactorily meet requirements	0 ✓	0 ✓	0 ✓	0 ✓	0 ✓

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(7)	(2)
1.2.3.1.3.0 TRAINING EQUIPMENT		(7)	(7)	(7)	(7)	(7)
1.2.3.1.3.1 MODERNIZED AND EQUIPPED TO SUSTAIN PEACETIME TRAINING BASE		(10)	(10)	(10)	(10)	(10)
1 Modernized and well equipped		10	10	10	10	10
2 Existing equipment adequate to sustain training base. Modernization program well underway.		7	7	7	7	7
3 Existing equipment adequate. Modernization program initiated and scheduled for completion.		5 ✓	5 ✓	5 ✓	5 ✓	5 ✓
4 Existing equipment marginally adequate. Modernization program initiated. No firm schedule for completion.		2	2	2	2	2
5 Existing equipment does not satisfactorily meet requirements		0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(7)	(2)
1.2.3.1.3.2 MODERNIZED AND EQUIPPED TO SUSTAIN MOBILIZATION TRAINING BASE		(3)	(3)	(3)	(3)	(3)
1 Modernized and well equipped		10	10	10	10	10
2 Existing equipment adequate to sustain training base. Modernization program well underway.		7	7	7	7	7
3 Existing equipment adequate. Modernization program initiated and scheduled for completion.		5	5	5	5	5
4 Existing equipment marginally adequate. Modernization program initiated. No firm schedule for completion.		2	2	2	2	2
5 Existing equipment does not satisfactorily meet requirements		0 ✓	0 ✓	0 ✓	0 ✓	0 ✓

PARAMETERS OF READINESS

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
REGIONAL IMPORTANCE WEIGHTS		(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>						
1.2.3.1.4.0 TRAINING INSTRUCTIONAL STAFF		(10)	(10)	(10)	(10)	(10)
1.2.3.1.4.1 TECHNICALLY QUALIFIED AND EXPERIENCED IN MILITARY PROFESSIONAL SUBJECTS		(10)	(10)	(10)	(10)	(10)
1 Instructors exceptionally well qualified and of top-notch quality		10	10	10	10	10
2 Well qualified and of above average quality		7 ✓	7 ✓	7 ✓	7 ✓	7 ✓
3 Qualified and representative of average cross-section in quality		3	3	3	3	3
4 Marginally qualified and or below average quality		0	0	0	0	0
1.2.3.1.4.2 QUALIFIED IN INSTRUCTIONAL SKILLS		(6)	(6)	(6)	(6)	(6)
1 Highly qualified. Carefully selected for communication skills and provided special instructor training.		10	10	10	10	10
2 Well qualified and schooled as instructors		5 ✓	5 ✓	5 ✓	5 ✓	5 ✓
3 Not specifically selected or trained for instructor duty		0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
	INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
	(10)	(9)	(7)	(7)	(2)

PARAMETERS OF READINESS

1.2.3.1.4.3 REPRESENTATIVE OF THE PROFESSIONAL ARMY ETHIC

- 1 Exemplary. Highly professional and motivating.
- 2 Sets good example of the professional Army ethic
- 3 Not appropriately representative of the professional Army ethic

(8)	(8)	(8)	(8)	(8)	(8)
10	10	10	10	10	10
5 ✓	5 ✓	5 ✓	5 ✓	5 ✓	5 ✓
0	0	0	0	0	0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION			
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC AFRICA
		(10)	(9)	(7)	(7) (2)
1.2.3.1.5.0 TRAINING EVALUATION AND FEEDBACK		(5)	(5)	(5)	(5)
1.2.3.1.5.1 AT THE TRAINING COMMAND		(10)	(10)	(10)	(10)
1 System developed and in practice for encouraging feedback, evaluation and improvement of training programs on a continuing basis		10	10	10	10
2 Training evaluation and feedback procedures are established and available for use		4 ✓	4 ✓	4 ✓	4 ✓
3 No special program in effect for training evaluation and feedback		0	0	0	0
1.2.3.1.5.2 FROM FIELD UNITS AND SERVICE SCHOOLS		(7)	(7)	(7)	(7)
1 System developed and in practice for encouraging feedback and evaluation of basic training		10	10	10	10
2 Procedures are established for receiving feedback on basic training evaluation from field units and follow-on service schools		4 ✓	4 ✓	4 ✓	4 ✓
3 No special program in effect for basic training evaluation by and feedback from field units and service schools		0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL						
	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION					AFRICA (2)
		INTER-AMERICA (10)	EUROPE (9)	SW ASIA - MID-EAST (7)	E. ASIA - PACIFIC (7)		
<u>PARAMETERS OF READINESS</u>							
1.2.3.2.0 ADVANCED TRAINING GENERAL	(10)	(10)	(10)	(10)	(10)	(10)	
1.2.3.2.1.0 TRAINING CURRICULA	(10)	(10)	(10)	(10)	(10)	(10)	
1.2.3.2.1.1 TRAINING CURRICULA ALIGNED TO CURRENT DOCTRINE	(10)	(10)	(10)	(10)	(10)	(10)	
1 Curricula complete and up-to-date in alignment with current doctrine	10	10	10	10	10	10	10
2 Curricula complete and in alignment in all major respects. Up-dating revisions in process of implementation.	6	6 ✓	6 ✓	6 ✓	6 ✓	6 ✓	6
3 Curricula review and revision program well underway and on schedule	4 ✓	4	4	4	4	4	4 ✓
4 Curricula not complete or aligned to current doctrine	0	0	0	0	0	0	0
1.2.3.2.1.2 TRAINING CURRICULA ALIGNED WITH EQUIPMENT MODERNIZATION AND IMPROVEMENT PROGRAMS	(10)	(10)	(10)	(10)	(10)	(10)	
1 Curricula complete and up-to-date in alignment with programs	10	10	10	10	10	10	10
2 Curricula complete and in alignment with all major programs. Up-dating revisions in process of implementation.	6	6	6	6	6	6	6
3 Curricula review and revision program well underway and on schedule	4 ✓	4 ✓	4 ✓	4 ✓	4 ✓	4 ✓	4 ✓
4 Curricula not in alignment with some major programs	0	0	0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

	INTER-AMERICA	PRIMARY REGION			
		EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
REGIONAL IMPORTANCE WEIGHTS	(10)	(9)	(7)	(7)	(2)
(5)	(5)	(5)	(5)	(5)	(5)
10	10	10	10	10	10
7	7	7	7	7	7
4 ✓	4 ✓	4 ✓	4 ✓	4 ✓	4 ✓
0	0	0	0	0	0

PARAMETERS OF READINESS

1.2.3.2.1.3 TRAINING CURRICULA REFLECTS AND SUPPORTS THE TOTAL ARMY GOALS

- 1 Curricula complete and up-to-date to reflect and support total Army goals
- 2 Curricula has been reviewed for currency with total Army goals and up-dating revisions in process of implementation
- 3 Curricula review and revision program well underway and on schedule
- 4 Curricula review required in order to identify areas where revisions should be made

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

PARAMETERS OF READINESS	PRIMARY REGION				
	INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
REGIONAL IMPORTANCE WEIGHTS	(10)	(9)	(7)	(7)	(2)
1.2.3.2.2.0 TRAINING FACILITIES	(7)	(7)	(7)	(7)	(7)
1.2.3.2.2.1 MODERNIZED AND EQUIPPED TO SUSTAIN PEACETIME TRAINING BASE	(10)	(10)	(10)	(10)	(10)
1 Modernized and well equipped	10	10	10	10	10
2 Existing facilities adequate to sustain training base. Modernization program well underway.	7	7	7	7	7
3 Existing facilities adequate. Modernization program initiated and scheduled for completion.	5 ✓	5 ✓	5 ✓	5 ✓	5 ✓
4 Existing facilities marginally adequate. Modernization program initiated. No firm schedule for completion.	2	2	2	2	2
5 Existing facilities do not satisfactorily meet requirements	0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL				
	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION			
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC
		(10)	(9)	(7)	(7)
					AFRICA
					(2)
		(5)	(5)	(5)	(5)
1.2.3.2.2.2 MODERNIZED AND EQUIPPED TO SUSTAIN MOBILIZATION TRAINING BASE					
1 Modernized and well equipped		10	10	10	10
2 Existing facilities adequate to sustain training base. Modernization program well underway.		7	7	7	7
3 Existing facilities adequate. Modernization program initiated and scheduled for completion.		5	5	5	5
4 Existing facilities marginally adequate. Modernization program initiated. No firm schedule for completion.		2	2	2	2
5 Existing facilities do not satisfactorily meet requirements		0✓	0✓	0✓	0✓

PARAMETERS OF READINESS

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION			
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC AFRICA
1.2.3.2.3.0 TRAINING EQUIPMENT		(10)	(9)	(7)	(7) (2)
1.2.3.2.3.1 MODERNIZED AND EQUIPPED TO SUSTAIN PEACETIME TRAINING BASE		(7)	(7)	(7)	(7)
1	Modernized and well equipped	10	10	10	10
2	Existing equipment adequate to sustain training base. Modernization program well underway.	7	7	7	7
3	Existing equipment adequate. Modernization program initiated and scheduled for completion.	5✓	5✓	5✓	5✓
4	Existing equipment marginally adequate. Modernization program initiated. No firm schedule for completion.	2	2	2	2
5	Existing equipment do not satisfactorily meet requirements	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

PRIMARY REGION				
	INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC
	(10)	(9)	(7)	(7)
				AFRICA
				(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.2.3.2.3.2 MODERNIZED AND EQUIPPED TO SUSTAIN
MOBILIZATION TRAINING BASE

(2)	(2)	(2)	(2)	(2)
-----	-----	-----	-----	-----

1 Modernized and well equipped 10 10 10 10 10

2 Existing equipment adequate to sustain training base. Modernization program well underway. 7 7 7 7 7

3 Existing equipment adequate. Modernization program initiated and scheduled for completion. 5 5 5 5 5

4 Existing equipment marginally adequate. Modernization program initiated. No firm schedule for completion. 2 2 2 2 2

5 Existing equipment do not satisfactorily meet requirements 0 ✓ 0 ✓ 0 ✓ 0 ✓ 0 ✓

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION			
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC
		(10)	(9)	(7)	(7)
					AFRICA
					(2)
1.2.3.2.4.0 TRAINING INSTRUCTIONAL STAFF		(10)	(10)	(10)	(10)
1.2.3.2.4.1 TECHNICALLY QUALIFIED AND EXPERIENCED IN FIELD OF INSTRUCTION		(10)	(10)	(10)	(10)
1 Instructors exceptionally well qualified and of top-notch quality		10	10	10	10
2 Well qualified and of above average quality		7✓	7✓	7✓	7✓
3 Qualified and representative of average cross-section in quality		3	3	3	3
4 Marginally qualified and or below average quality		0	0	0	0
1.2.3.2.4.2 QUALIFIED IN INSTRUCTIONAL SKILLS		(5)	(5)	(5)	(5)
1 Highly qualified. Carefully selected for communication skills and provided special instructor training.		10	10	10	10
2 Well qualified and schooled as instructors		5✓	5✓	5✓	5✓
3 Not specifically selected or trained for instructor duty		0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

	PRIMARY REGION			
	INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC
	(10)	(9)	(7)	(7)
				AFRICA
				(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.2.3.2.4.3 REPRESENTATIVE OF THE PROFESSIONAL
ARMY ETHIC

- 1 Exemplary. Highly professional and motivating.
- 2 Sets good example of the professional Army ethic
- 3 Not appropriately representative of the professional Army ethic

(5) (5) (5) (5) (5)

10 10 10 10 10
5 ✓ 5 ✓ 5 ✓ 5 ✓ 5 ✓
0 0 0 0 0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

INTER-AMERICA	EUROPE	PRIMARY REGION			
		SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA	
(10)	(9)	(7)	(7)	(2)	

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.2.3.2.5.0 TRAINING EVALUATION AND FEEDBACK

(5) (5) (5) (5) (5)

1.2.3.2.5.1 AT THE SERVICE SCHOOLS

(7) (7) (7) (7) (7)

- 1 System developed and in practice for encouraging feedback, evaluation and improvement of training programs on a continuing basis
- 2 Training evaluation and feedback procedures are established and available for use
- 3 No special program in effect for training evaluation and feedback

10 10 10 10 10
4 ✓ 4 ✓ 4 ✓ 4 ✓ 4 ✓
0 0 0 0 0

1.2.3.2.5.2 FROM FIELD UNITS

(10) (10) (10) (10) (10)

- 1 System developed and in practice for encouraging feedback and evaluation from field units
- 2 Procedures are established for receiving feedback from trainees and field units
- 3 No special program in effect for feedback and evaluation from field units

10 10 10 10 10
4 ✓ 4 ✓ 4 ✓ 4 ✓ 4 ✓
0 0 0 0 0

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL					
	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				AFRICA
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	
		(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>						
1.2.3.3.0 SPECIALIZED TRAINING		(5)	(5)	(7)	(6)	(6)
1.2.3.3.1 SPECIALIZED TRAINING FOR OPERATIONS UNDER ENVIRONMENTAL CONDITIONS OF THE AREA (HEAT, COLD, HUMIDITY, RAINFALL, ETC.)		(5)	(10)	(7)	(10)	(7)
1 Comprehensive and realistic training conducted on regularly recurring basis		10	10 ✓	10	10	10
2 Comprehensive training program in effect. Opportunity for realistic exercises limited.		6 ✓	6	6 ✓	6 ✓	6
3 General orientation training program developed and implemented		3	3	3	3	3 ✓
4 Forces lack specialized training		0	0	0	0	0
1.2.3.3.2 SPECIALIZED TRAINING FOR OPERATIONS IN TERRAIN FEATURES OF THE AREA (DESERT, JUNGLE, MOUNTAINOUS, SNOW COVERED, ETC.)		(10)	(10)	(10)	(10)	(10)
1 Comprehensive and realistic training conducted on regularly recurring basis		10	10	10	10	10
2 Comprehensive training program in effect. Opportunity for realistic exercises limited.		6 ✓	6 ✓	6 ✓	6	6
3 General orientation training program developed and implemented		3	3	3	3 ✓	3 ✓
4 Forces lack specialized training		0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL				
	PRIMARY REGION				AFRICA
	INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	
	(10)	(9)	(7)	(7)	(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.2.3.3.3 SPECIALIZED TRAINING IN CULTURE AND MORES OF THE AREA

	(3)	(2)	(5)	(5)	(5)
1 Comprehensive training widely conducted	10	10	10	10	10
2 Basic training program developed and implemented	7 ✓	7 ✓	7	7 ✓	7
3 General orientation training conducted	4	4	4 ✓	4	4
4 Forces lack specific familiarization training	0	0	0	0	0 ✓

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
1.2.3.4.0 UNIT COMBINED ARMS TRAINING EXERCISES		(10)	(9)	(7)	(7)	(2)
1.2.3.4.1 REALISTIC SCENARIOS AND CONDITIONS APPROPRIATE TO THE AREA		(7)	(7)	(7)	(7)	(5)
1 Full-scale realistic exercises conducted on regularly scheduled basis		10	10	10	10	10
2 Realistic exercises involving major affected forces conducted on regularly scheduled basis		7 ✓	7 ✓	7 ✓	7 ✓	7 ✓
3 Realistic exercises conducted intermittently		5	5	5	5	5
4 Realistic exercises conducted infrequently		3	3	3	3	3
5 No realistic exercises conducted		0	0	0	0	0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION			
	INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC
	(10)	(9)	(7)	(7)
				AFRICA
				(2)

PARAMETERS OF READINESS

1.2.3.4.2 PROVIDE REALISTIC PROVING GROUND FOR TEST AND EVALUATION OF DOCTRINE

- 1 Doctrine realistically tested and evaluated by full-scale exercises on regulary scheduled basis
- 2 Doctrine tested and evaluated by representative forces on regulary scheduled basis
- 3 Doctrine tested and evaluated intermittently as forces can be made available
- 4 Realistic exercises conducted infrequently
- 5 Doctrine not tested in realistic exercise environment

(10)	(10)	(10)	(10)	(10)
10	10	10	10	10
7 ✓	7 ✓	7 ✓	7 ✓	7 ✓
4	4	4	4	4
2	2	2	2	2
0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

PARAMETERS OF READINESS	PRIMARY REGION				
	INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
REGIONAL IMPORTANCE WEIGHTS	(10)	(9)	(7)	(7)	(2)
1.2.3.5.0 JOINT TRAINING EXERCISES	(7)	(7)	(7)	(7)	(5)
1.2.3.5.1 REALISTIC SCENARIOS AND CONDITIONS APPROPRIATE TO THE AREA	(7)	(7)	(7)	(7)	(5)
1 Full-scale realistic exercises conducted on regularly scheduled basis	10	10	10	10	10
2 Realistic exercises involving major affected forces conducted on regularly scheduled basis	7 ✓	7 ✓	7 ✓	7 ✓	7 ✓
3 Realistic exercises conducted intermittently	5	5	5	5	5
4 Realistic exercises conducted infrequently	3	3	3	3	3
5 No realistic exercises conducted	0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

	PRIMARY REGION			
	INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC
	(10)	(9)	(7)	(7)
				AFRICA
				(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.2.3.5.2 PROVIDE REALISTIC PROVING GROUND FOR
TEST AND EVALUATION OF JOINT DOCTRINE

1 Joint doctrine realistically tested and evaluated by full-scale exercises on regulary scheduled basis	10	10	10	10	10
2 Joint doctrine tested and evaluated by representative forces on regulary scheduled basis	7 ✓	7 ✓	7 ✓	7 ✓	7 ✓
3 Joint doctrine tested and evaluated intermittently as forces can be made available	4	4	4	4	4
4 Realistic exercises conducted infrequently	2	2	2	2	2
5 Joint doctrine not tested in realistic exercise environment	0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL						
	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION					AFRICA (2)
		INTER- AMERICA (10)	EUROPE (9)	SW ASIA - MID-EAST (7)		E. ASIA - PACIFIC (7)	
<u>PARAMETERS OF READINESS</u>							
1.2.3.5.3 PROVIDE REALISTIC PROVING GROUND FOR TEST AND EVALUATION OF PLANS AND COMMAND RELATIONSHIPS	(9)	(9)	(9)	(9)	(9)	(9)	(9)
1 Tested and evaluated by full-scale exercises on regularly scheduled basis	10	10	10	10	10	10	10
2 Tested and evaluated by representative forces on regularly scheduled basis	7 ✓	7 ✓	7 ✓	7 ✓	7 ✓	7 ✓	7
3 Joint plans and command relationships tested and evaluated intermittently as forces can be made available	4	4	4	4	4	4	4
4 Realistic exercises conducted infrequently	3	3	3	3	3	3	3 ✓
5 CPX exercises conducted to test C ³ and command relationships	2	2	2	2	2	2	2
6 Joint plans and command relationships not tested in realistic exercise environment	0	0	0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(7)	(2)
1.2.3.6.0 COMBINED TRAINING EXERCISES		(5)	(7)	(6)	(6)	(2)
1.2.3.6.1 REALISTIC SCENARIOS AND CONDITIONS APPROPRIATE TO THE AREA		(7)	(5)	(7)	(7)	(10)
1 Full-scale realistic exercises conducted on regularly scheduled basis		10	10	10	10	10
2 Realistic exercises involving major affected forces conducted on regularly scheduled basis		7	7 ✓	7	7 ✓	7
3 Realistic exercises conducted intermittently		5 ✓	5	5 ✓	5	5
4 Realistic exercises conducted infrequently		3	3	3	3	3 ✓
5 No realistic exercises conducted		0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA (10)	EUROPE (9)	SW ASIA - MID-EAST (7)	E. ASIA - PACIFIC (7)	AFRICA (2)
1.2.3.6.2 PROVIDE REALISTIC PROVING GROUND FOR TEST AND EVALUATION OF COMBINED DOCTRINE		(10)	(10)	(10)	(10)	(10)
1 Combined doctrine realistically tested and evaluated by full-scale exercises on regularly scheduled basis		10	10	10	10	10
2 Combined doctrine tested and evaluated by representative forces on regularly scheduled basis		7	7 ✓	7	7 ✓	7
3 Combined doctrine tested and evaluated intermittently as forces can be made available		4 ✓	4	4 ✓	4	4
4 Realistic exercises conducted infrequently		2	2	2	2	2
5 Combined doctrine not tested in realistic exercise environment		0	0	0	0	0 ✓

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

	INTER-AMERICA	PRIMARY REGION			
		EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
	(10)	(9)	(7)	(7)	(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.2.3.6.3 PROVIDE REALISTIC PROVING GROUND
FOR TEST AND EVALUATION OF PLANS
AND COMMAND RELATIONSHIPS

(10) (10) (10) (10) (10) (5)

- 1 Tested and evaluated by full-scale exercises on regularly scheduled basis
- 2 Tested and evaluated by representative forces on regularly scheduled basis
- 3 Combined plans and command relationships tested and evaluated intermittently as forces can be made available
- 4 Realistic exercises conducted infrequently
- 5 CPX exercises conducted to test C³ and command relationships
- 6 Combined plans and command relationships not tested in realistic exercise environment

10 10 10 10 10 10

7 7✓ 7 7✓ 7 7

4✓ 4 4✓ 4 4 4

3 3 3 3 3 3

2 2 2 2 2 2

0 0 0 0 0 0✓

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

PRIMARY REGION

INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
(10)	(9)	(7)	(7)	(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.3.0 READINESS FOR CONFLICT TERMINATION

(2) (3) (2) (3) (1)

1.3.1 CONTROL OCCUPIED LAND AREAS AND POPULATIONS

(10) (2) (5) (2) (5)

1.3.2 POW CONTROL

(1) (10) (5) (10) (10)

1.3.3 NATIONAL RECUPERATION

(10) (3) (2) (3) (1)

1.3.0 READINESS FOR CONFLICT TERMINATION

1.3.1.0 CONTROL OCCUPIED LAND AREAS AND POPULATIONS

(10) (7) (10) (5) (5)

1.3.1.1.0 OCCUPATION FORCE DOCTRINE AND ORGANIZATION

(10) (10) (10) (10) (10)

1.3.1.1.1 DOCTRINE DEVELOPED

(10) (10) (10) (10) (10)

1 Developed, implemented and in consonance with existing force structure

10 10 10 10 10

2 Developed, published and incorporated into training curricula

8 8 8 8 8

3 Developed and ready for implementation

6 6 6 6 6

4 Developed and under revision for compatibility with existing force structure

4✓ 4✓ 4✓ 4✓ 4✓

5 Under development

2 2 2 2 2

6 Neither developed nor under development

0 0 0 0 0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>						
1.3.1.1.2 ORGANIZATION STRUCTURE ESTABLISHED		(6)	(6)	(6)	(6)	(6)
1 Established and current with existing force structure		10	10	10	10	10
2 Under revision for compatibility with existing force structure		5 ✓	5 ✓	5 ✓	5 ✓	5 ✓
3 Not established		0	0	0	0	0
1.3.1.1.3 FORCE REQUIREMENTS IDENTIFIED		(3)	(3)	(3)	(3)	(3)
1 Requirements identified and approved for planning		10	10	10	10	10
2 Requirements broadly defined and under review		4 ✓	4 ✓	4 ✓	4 ✓	4 ✓
3 Requirements not identified		0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(7)	(2)
1.3.1.2.0 MILITARY GOVERNMENT ADMINISTRATION		(1)	(2)	(5)	(3)	(2)
1.3.1.2.1 STANDARDIZED PLANS FORMULATED		(10)	(10)	(10)	(10)	(10)
1 Formulated and approved for planning		10	10	10	10	10
2 Partially formulated and under active development		5✓	5✓	5✓	5✓	5✓
3 Under development		2	2	2	2	2
4 Not formulated		0	0	0	0	0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

INTER-AMERICA	EUROPE	PRIMARY REGION		
		SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
(10)	(9)	(7)	(7)	(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.3.1.2.2.0 SPECIALIZED TRAINING CONDUCTED

(5) (5) (5) (5) (5)

1.3.1.2.2.1 TRAINING CONDUCTED FOR DESIGNATED PERSONNEL

(10) (10) (10) (10) (10)

- 1 Comprehensive, specialized training program well established and in operation for maintaining required qualifications
- 2 Specialized training available for meeting key qualification requirements
- 3 Specialized training not provided

10 10 10 10 10
5✓ 5✓ 5✓ 5✓ 5✓
0 0 0 0 0

1.3.1.2.2.2 ORIENTATION AND FAMILIARIZATION TRAINING

(5) (5) (5) (5) (5)

- 1 Conducted broadly as part of required training curricula
- 2 Available and widely attended
- 3 Available and narrowly attended
- 4 Not formally conducted

10 10 10 10 10
6 6 6 6 6
3✓ 3✓ 3✓ 3✓ 3✓
0 0 0 0 0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

INTER-AMERICA	EUROPE	PRIMARY REGION			
		SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA	
(10)	(9)	(7)	(7)	(2)	

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.3.1.2.3 SPECIALIZED PERSONNEL QUALIFICATIONS IDENTIFIED

- 1 Qualification standards established and qualified personnel designated
- 2 Most key personnel qualifications identified and qualified personnel designated
- 3 Personnel qualifications not identified

(7) (7) (7) (7) (7)

10 10 10 10 10

5✓ 5✓ 5✓ 5✓ 5✓
0 0 0 0 0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

	INTER-AMERICA	PRIMARY REGION			
		EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
REGIONAL IMPORTANCE WEIGHTS	(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>					
1.3.1.3.0 RIOT AND CIVIL DISTURBANCE CONTROL	(7)	(7)	(7)	(7)	(7)
1.3.1.3.1 INDOCTRINATION AND TRAINING CONDUCTED	(10)	(10)	(10)	(10)	(10)
1 Realistic training conducted on regularly recurring basis	10	10	10	10	10
2 Training provided periodically to maintain required qualification standards	7	7	7	7	7
3 Training provided periodically to maintain familiarity	5 ✓	5 ✓	5 ✓	5 ✓	5 ✓
4 Basic indoctrination training conducted	3	3	3	3	3
5 No special training in riot and civil disturbance control provided	0	0	0	0	0
1.3.1.3.2 EQUIPMENT REQUIREMENTS IDENTIFIED	(5)	(5)	(5)	(5)	(5)
1 Requirements identified and immediately available	10	10	10	10	10
2 Requirements identified and available at depot level	7 ✓	7 ✓	7 ✓	7 ✓	7 ✓
3 Requirements identified and provided for in logistics plans	5	5	5	5	5
4 Requirements identified	3	3	3	3	3
5 Requirements not identified	0	0	0	0	0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

PRIMARY REGION

INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
(10)	(9)	(7)	(7)	(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.3.1.4.0 HUMANITARIAN RELIEF

(5) (5) (5) (5) (5)

1.3.1.4.1 ORGANIZATIONAL CHANNELS ESTABLISHED

(10) (10) (10) (10) (10)

1 Channels established and exercised on regularly recurring basis

10 10 10 10 10

2 Channels established and activated for CPX exercises periodically

6 ✓ 6 6 6 6

3 Channels established

4 4 ✓ 4 4 ✓ 4

4 Channels not established

0 0 0 ✓ 0 0 ✓

1.3.1.4.2 INDOCTRINATION AND TRAINING CONDUCTED

(7) (7) (7) (7) (7)

1 Realistic training conducted on regularly recurring basis

10 10 10 10 10

2 Training conducted periodically to test readiness and maintain familiarity

8 8 8 8 8

3 Basic indoctrination training conducted periodically

5 ✓ 5 ✓ 5 ✓ 5 ✓ 5 ✓

4 No special training conducted

0 0 0 0 0

1.3.1.4.3 EQUIPMENT REQUIREMENTS IDENTIFIED

(5) (5) (5) (5) (5)

1 Comprehensive requirements identified

10 10 10 10 10

2 Basic requirements identified

5 ✓ 5 ✓ 5 ✓ 5 ✓ 5 ✓

3 Equipment requirements not identified

0 0 0 0 0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(7)	(2)
PARAMETERS OF READINESS						
1.3.2.1 POW CONTROL		(0)	(10)	(5)	(10)	(10)
1.3.2.1.0 PHYSICAL SECURITY AND DISCIPLINARY DOCTRINE		(10)	(10)	(10)	(10)	(10)
1.3.2.1.1 DOCTRINE DEVELOPED		(7)	(7)	(7)	(7)	(7)
1 Developed, published and broadly disseminated		10	10	10	10	10
2 Developed and published		6 ✓	6 ✓	6 ✓	6 ✓	6 ✓
3 Under development		3	3	3	3	3
4 Not developed		0	0	0	0	0
1.3.2.1.2 STANDARDIZED PLANS FORMULATED		(5)	(5)	(5)	(5)	(5)
1 Formulated and approved for planning		10	10	10	10	10
2 Partially formulated and under active development		4 ✓	4 ✓	4 ✓	4 ✓	4 ✓
3 Under development		2	2	2	2	2
4 Not formulated		0	0	0	0	0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

PARAMETERS OF READINESS	PRIMARY REGION				
	INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
REGIONAL IMPORTANCE WEIGHTS	(10)	(9)	(7)	(7)	(2)
1.3.2.1.3 INDOCRINATION AND TRAINING CONDUCTED	(10)	(10)	(10)	(10)	(10)
1 ealistic training conducted on regularly recurring basis	10	10	10	10	10
2 Training conducted periodically to maintain required qualification standards	7	7	7	7	7
3 Training provided periodically to maintain familiarity	5	5	5	5	5
4 Basic indoctrination training provided	3 ✓	3 ✓	3 ✓	3 ✓	3 ✓
5 No special training conducted with respect to POW control	0	0	0	0	0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

		PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
REGIONAL IMPORTANCE WEIGHTS		(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>						
1.3.2.2.0 LOGISTICS REQUIREMENTS AND SOURCES DEFINED		(5)	(5)	(5)	(5)	(5)
1.3.2.2.1 REQUIREMENTS IDENTIFIED		(5)	(5)	(5)	(5)	(5)
1	Comprehensive requirements identified	10	10	10	10	10
2	Basic requirements identified	5✓	5✓	5✓	5✓	5✓
3	Requirements not identified	0	0	0	0	0
1.3.2.2.2 CONTINGENCY LOGISTICS PLANS FORMULATED		(10)	(10)	(10)	(10)	(10)
1	Formulated and approved for planning	10	10	10	10	10
2	Formulated in concept and under active development	6✓	6✓	6✓	6✓	6✓
3	Under development	3	3	3	3	3
4	Not formulated	0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(7)	(2)
		REGIONAL IMPORTANCE WEIGHTS				
		PARAMETERS OF READINESS				
1.3.2.3.0 HEALTH AND SANITATION MEASURES	(6)	(6)	(6)	(6)	(6)	
1.3.2.3.1 STANDARDIZED PROCEDURES FORMULATED	(5)	(5)	(5)	(5)	(5)	
1 Well formulated and broadly disseminated	10	10	10	10	10	
2 Formulated and approved for planning	7	7	7	7	7	
3 Partially formulated and under active development	5 ✓	5 ✓	5 ✓	5 ✓	5 ✓	
4 Under development	3	3	3	3	3	
5 Not formulated	0	0	0	0	0	
1.3.2.3.2 EQUIPMENT REQUIREMENTS IDENTIFIED	(5)	(5)	(5)	(5)	(5)	
1 Requirements identified and provided for in logistics plans	10	10	10	10	10	
2 Requirements identified and sources of supply specified	6	6	6	6	6	
3 Requirements broadly identified	4 ✓	4 ✓	4 ✓	4 ✓	4 ✓	
4 Equipment requirements not identified	0	0	0	0	0	

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(7)	(2)
1.3.2.3.3 INDOCTRINATION AND TRAINING CONDUCTED		(10)	(10)	(10)	(10)	(10)
1 Realistic training conducted on regularly recurring basis		10	10	10	10	10
2 Training conducted periodically to maintain familiarity		7	7	7	7	7
3 Basic indoctrination training provided		4 ✓	4 ✓	4 ✓	4 ✓	4 ✓
4 No special training provided		0	0	0	0	0

PARAMETERS OF READINESS

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(7)	(2)
1.3.3.0 NATIONAL RECUPERATION		(10)	(3)	(2)	(3)	(1)
1.3.3.1.0 IMPROVE LAND TRANSPORTATION SYSTEMS		(8)	(8)	(8)	(8)	(8)
1.3.3.1.1 FORMULATE PLANS AND POLICY FOR CIVIL DEFENSE ASSISTANCE		(10)	(10)	(10)	(10)	(10)
1 Well formulated, implemented and broadly disseminated		10	10	10	10	10
2 Formulated and approved for planning		6✓	6	6	6	6
3 Partially formulated and under active development		4	4✓	4✓	4✓	4✓
4 Under development		2	2	2	2	2
5 Not formulated		0	0	0	0	0
1.3.3.1.2 MAINTAIN COMMUNICATION CHANNELS WITH CIVIL DEFENSE AUTHORITIES		(7)	(5)	(1)	(4)	(0)
1 Channels established and exercised on continuing basis		10	10	10	10	10
2 Channels established and exercised on regularly recurring basis		8	8	8	8	8
3 Channels established and exercised periodically		6✓	6	6	6	6
4 Channels established but not exercised		4	4✓	4	4✓	4
5 Channels specified but not exercised		2	2	2✓	2	2✓
6 Channels not established		0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

PARAMETERS OF READINESS	PRIMARY REGION				
	INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
REGIONAL IMPORTANCE WEIGHTS	(10)	(9)	(7)	(7)	(2)
1.3.3.1.3 IDENTIFY EQUIPMENT AND MATERIAL RESOURCES	(5)	(5)	(5)	(5)	(5)
1 Well identified	10	10	10	10	10
2 Generally identified	4✓	4✓	4✓	4✓	4✓
3 Not identified	0	0	0	0	0
1.3.3.1.4 CONDUCT TRAINING IN CIVIL DEFENSE AND EMERGENCY ACTION PROCEDURES	(5)	(5)	(5)	(5)	(5)
1 Realistic training conducted on regularly recurring basis	10	10	10	10	10
2 Training conducted periodically to maintain familiarity	7	7	7	7	7
3 Training conducted on occasion	4✓	4	4	4	4
4 Training conducted infrequently	2	2✓	2✓	2✓	2✓
5 No special training conducted	0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>						
1.3.3.2.0 IMPROVE COMMUNICATION SYSTEMS		(10)	(10)	(10)	(10)	(10)
1.3.3.2.1 FORMULATE PLANS AND POLICY FOR CIVIL DEFENSE ASSISTANCE		(10)	(10)	(10)	(10)	(10)
1 Well formulated, implemented and broadly disseminated		10	10	10	10	10
2 Formulated and approved for planning		6✓	6	6	6	6
3 Partially formulated and under active development		4	4✓	4	4✓	4
4 Under development		2	2	2✓	2	2✓
5 Not formulated		0	0	0	0	0
1.3.3.2.2 MAINTAIN COMMUNICATION CHANNELS WITH CIVIL DEFENSE AUTHORITIES		(7)	(5)	(4)	(5)	(3)
1 Channels established and exercised on continuing basis		10	10	10	10	10
2 Channels established and exercised on regularly recurring basis		8	8	8	8	8
3 Channels established and exercised periodically		6✓	6	6	6	6
4 Channels established but not exercised		4	4✓	4	4✓	4
5 Channels specified but not exercised		2	2	2✓	2	2
6 Channels not established		0	0	0	0	0✓

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

INTER-AMERICA	PRIMARY REGION			
	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
(10)	(9)	(7)	(7)	(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.3.3.2.3 IDENTIFY EQUIPMENT AND MATERIAL RESOURCES

1 Well identified	10	10	10	10	10
2 Generally identified	4 ✓	4 ✓	4 ✓	4 ✓	4 ✓
3 Not identified	0	0	0	0	0
	(5)	(5)	(5)	(5)	(5)

1.3.3.2.4 CONDUCT TRAINING IN CIVIL DEFENSE AND EMERGENCY ACTION PROCEDURES

- 1 Realistic training conducted on regularly recurring basis
- 2 Training conducted periodically to maintain familiarity
- 3 Training conducted on occasion
- 4 Training conducted infrequently
- 5 No special training conducted

10	10	10	10	10	10
7	7	7	7	7	7
4 ✓	4 ✓	4 ✓	4 ✓	4 ✓	4 ✓
2	2	2	2	2	2
0	0	0	0	0	0
(5)	(5)	(5)	(5)	(5)	(5)

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>						
1.3.3.3.0 IMPROVE NAVIGATION AND WATERWAYS		(5)	(2)	(8)	(6)	(2)
1.3.3.3.1 FORMULATE PLANS AND POLICY FOR CIVIL DEFENSE ASSISTANCE		(10)	(10)	(10)	(10)	(10)
1 Well formulated, implemented and broadly disseminated		10	10	10	10	10
2 Formulated and approved for planning		6	6	6	6	6
3 Partially formulated and under active development		4✓	4	4	4	4
4 Under development		2	2	2	2	2
5 Not formulated		0	0✓	0✓	0✓	0✓
1.3.3.3.2 MAINTAIN COMMUNICATION CHANNELS WITH CIVIL DEFENSE AUTHORITIES		(7)	(2)	(2)	(2)	(0)
1 Channels established and exercised on continuing basis		10	10	10	10	10
2 Channels established and exercised on regularly recurring basis		8	8	8	8	8
3 Channels established and exercised periodically		6✓	6	6	6	6
4 Channels established but not exercised		4	4	4	4	4
5 Channels specified but not exercised		2	2✓	2	2✓	2
6 Channels not established		0	0	0✓	0	0✓

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL					
	INTER-AMERICA	PRIMARY REGION				AFRICA
		EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC		
REGIONAL IMPORTANCE WEIGHTS	(10)	(9)	(7)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>						
1.3.3.3.3 IDENTIFY EQUIPMENT AND MATERIAL RESOURCES	(5)	(5)	(5)	(5)	(5)	(5)
1 Well identified	10	10	10	10	10	10
2 Generally identified	4✓	4✓	4✓	4✓	4✓	4✓
3 Not identified	0	0	0	0	0	0
1.3.3.3.4 CONDUCT TRAINING IN CIVIL DEFENSE AND EMERGENCY ACTION PROCEDURES	(5)	(5)	(5)	(5)	(5)	(5)
1 Realistic training conducted on regularly recurring basis	10	10	10	10	10	10
2 Training conducted periodically to maintain familiarity	7	7	7	7	7	7
3 Training conducted on occasion	4	4	4	4	4	4
4 Training conducted infrequently	2✓	2✓	2✓	2✓	2✓	2✓
5 No special training conducted	0	0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL					
	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				AFRICA
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	
		(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>						
1.3.3.4.0 CONDUCT HUMANITARIAN RELIEF OPERATIONS	(8)	(5)	(5)	(5)	(5)	(5)
1.3.3.4.1 FORMULATE PLANS AND POLICY FOR CIVIL DEFENSE ASSISTANCE	(10)	(10)	(10)	(10)	(10)	(10)
1 Well formulated, implemented and broadly disseminated	10	10	10	10	10	10
2 Formulated and approved for planning	6✓	6	6	6	6	6
3 Partially formulated and under active development	4	4✓	4✓	4	4	4
4 Under development	2	2	2	2✓	2✓	2
5 Not formulated	0	0	0	0	0	0✓
1.3.3.4.2 MAINTAIN COMMUNICATION CHANNELS WITH CIVIL DEFENSE AUTHORITIES	(7)	(4)	(2)	(2)	(2)	(1)
1 Channels established and exercised on continuing basis	10	10	10	10	10	10
2 Channels established and exercised on regularly recurring basis	8	8	8	8	8	8
3 Channels established and exercised periodically	6✓	6	6	6	6	6
4 Channels established but not exercised	4	4✓	4✓	4	4✓	4
5 Channels specified but not exercised	2	2	2	2✓	2	2
6 Channels not established	0	0	0	0	0	0✓

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>						
1.3.3.5.0 ASSIST IN POPULATION CONTROL		(5)	(5)	(5)	(5)	(5)
1.3.3.5.1 FORMULATE PLANS AND POLICY FOR CIVIL DEFENSE ASSISTANCE		(10)	(10)	(10)	(10)	(10)
1 Well formulated, implemented and broadly disseminated		10	10	10	10	10
2 Formulated and approved for planning		6	6	6	6	6
3 Partially formulated and under active development		4 ✓	4	4	4	4
4 Under development		2	2 ✓	2 ✓	2 ✓	2 ✓
5 Not formulated		0	0	0	0	0
1.3.3.5.2 MAINTAIN COMMUNICATION CHANNELS WITH CIVIL DEFENSE AUTHORITIES		(7)	(5)	(3)	(5)	(1)
1 Channels established and exercised on continuing basis		10	10	10	10	10
2 Channels established and exercised on regularly recurring basis		8	8	8	8	8
3 Channels established and exercised periodically		6 ✓	6	6	6	6
4 Channels established but not exercised		4	4 ✓	4	4 ✓	4
5 Channels specified but not exercised		2	2	2 ✓	2	2
6 Channels not established		0	0	0	0	0 ✓

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

INTER-AMERICA	EUROPE	PRIMARY REGION		
		SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
(10)	(9)	(7)	(7)	(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.3.3.5.3 IDENTIFY EQUIPMENT AND MATERIAL RESOURCES

(4)	(4)	(4)	(4)	(4)
10	10	10	10	10
4✓	4✓	4✓	4✓	4✓
0	0	0	0	0

1.3.3.5.4 CONDUCT TRAINING IN CIVIL DEFENSE AND EMERGENCY ACTION PROCEDURES

(10)	(10)	(10)	(10)	(10)
10	10	10	10	10
7	7	7	7	7
4✓	4	4	4	4
2	2✓	2✓	2✓	2✓
0	0	0	0	0

- 1 Realistic training conducted on regularly recurring basis
- 2 Training conducted periodically to maintain familiarity
- 3 Training conducted on occasion
- 4 Training conducted infrequently
- 5 No special training conducted

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL				
	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION			
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC
		(10)	(9)	(7)	(2)
<u>PARAMETERS OF READINESS</u>					
1.4.0	READINESS TO PROMOTE THE GENERAL WELFARE	(1)	(0)	(0)	(0)
1.4.1	PROVIDE CIVIL PROTECTION	(10)	(0)	(0)	(0)
1.4.2	PROVIDE HUMANITARIAN RELIEF	(10)	(0)	(0)	(0)
1.4.3	CONDUCT CIVIL WORKS PROGRAMS	(0)	(0)	(0)	(0)
1.4.0	READINESS TO PROMOTE THE GENERAL WELFARE	(10)	(0)	(0)	(0)
1.4.1.0	PROVIDE CIVIL PROTECTION	(4)	(0)	(0)	(0)
1.4.1.1.0	ASSIST IN CIVIL DEFENSE	(10)	(0)	(0)	(0)
1.4.1.1.1	ORGANIZATIONAL CHANNELS ESTABLISHED	10	10	10	10
1	Channels established and exercised on regular basis	7✓	7	7	7
2	Channels established and utilized for planning	4	4	4	4
3	Channels established	0	0	0	0
4	Channels not established				

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL					
	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				AFRICA
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	
		(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>						
1.4.1.1.2 PLANNING COORDINATION EFFECTED		(4)	(0)	(0)	(0)	(0)
1 Planning coordination ongoing with civil defense authorities		10	10	10	10	10
2 Planning coordination effected and periodically updated		6 ✓	6	6	6	6
3 Planning coordination not effected		0	0	0	0	0
1.4.1.1.3 INDOCTRINATION AND TRAINING CONDUCTED		(7)	(0)	(0)	(0)	(0)
1 Training conducted on regularly recurring basis		10	10	10	10	10
2 Training provided periodically		6 ✓	6	6	6	6
3 Basic indoctrination training conducted		3	3	3	3	3
4 No special training conducted in civil defense assistance		0	0	0	0	0

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(7)	(2)
1.4.1.2.0 ASSIST LOCAL FORCES DURING CIVIL DISTURBANCE		(4)	(0)	(0)	(0)	(0)
1.4.1.2.1 COMMAND RELATIONSHIPS ESTABLISHED		(5)	(0)	(0)	(0)	(0)
1 Command relationships established and communication channels exercised on regular basis		10	10	10	10	10
2 Command relationships established and communication channels exercised periodically		8	8	8	8	8
3 Command relationships established and communication channels exercised on occasion		6 ✓	6	6	6	6
4 Command relationships established		4	4	4	4	4
5 Command relationships and channels not established		0	0	0	0	0
1.4.1.2.2 PLANS AND POLICY FORMULATED		(7)	(0)	(0)	(0)	(0)
1 Plans well formulated, implemented and broadly disseminated		10	10	10	10	10
2 Formulated and approved for planning		6 ✓	6	6	6	6
3 Partially formulated and under active development		4	4	4	4	4
4 Under development		2	2	2	2	2
5 Not formulated		0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION			
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC
1.4.1.2.3 SPECIALIZED TRAINING CONDUCTED		(10)	(9)	(7)	(7)
1 Specialized training conducted on regularly recurring basis		10	10	10	10
2 Training conducted periodically to maintain required qualification standards		7	7	7	7
3 Training provided periodically to maintain familiarity		5 ✓	5	5	5
4 Basic indoctrination training conducted		3	3	3	3
5 No specialized training conducted		0	0	0	0
		(10)	(0)	(0)	(0)
					(2)

TOTAL ARMY READINESS GOAL

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(7)	(2)
1.4.1.3.0 COMBAT ACTS OF SABOTAGE AND TERRORISM		(10)	(0)	(0)	(0)	(0)
1.4.1.3.1 COMMAND RELATIONSHIPS ESTABLISHED		(5)	(0)	(0)	(0)	(0)
1 Command relationships established and communication channels exercised on regular basis		10	10	10	10	10
2 Command relationships established and communication channels exercised periodically		8 ✓	8	8	8	8
3 Command relationships established and communication channels exercised on occasion		6	6	6	6	6
4 Command relationships established		4	4	4	4	4
5 Command relationships and channels not established		0	0	0	0	0
1.4.1.3.2 PLANS AND POLICY FORMULATED		(7)	(0)	(0)	(0)	(0)
1 Plans well formulated, implemented and broadly disseminated		10	10	10	10	10
2 Formulated and approved for planning		6	6	6	6	6
3 Partially formulated and under active development		4 ✓	4	4	4	4
4 Under development		2	2	2	2	2
5 Not formulated		0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
1.4.1.3.3 SPECIALIZED TRAINING CONDUCTED		(10)	(9)	(7)	(7)	(2)
1 Specialized training conducted on regularly recurring basis		10	10	10	10	10
2 Training conducted periodically to maintain required qualification standards		7	7	7	7	7
3 Training provided periodically to maintain familiarity		5 ✓	5	5	5	5
4 Basic indoctrination training conducted		3	3	3	3	3
5 No specialized training conducted		0	0	0	0	0

PARAMETERS OF READINESS

1.4.1.3.3 SPECIALIZED TRAINING CONDUCTED

- 1 Specialized training conducted on regularly recurring basis
- 2 Training conducted periodically to maintain required qualification standards
- 3 Training provided periodically to maintain familiarity
- 4 Basic indoctrination training conducted
- 5 No specialized training conducted

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
			INTER- AMERICA	EUROPE	SW ASIA -		AFRICA
					MID-EAST	E. ASIA - PACIFIC	
			(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>							
1.4.2.0 PROVIDE HUMANITARIAN RELIEF			(10)	(0)	(0)	(0)	(0)
1.4.2.1.0 ASSIST DURING NATURAL DISASTERS (FLOOD, FIRE, EARTHQUAKES, ETC.)			(10)	(0)	(0)	(0)	(0)
1.4.2.1.1 ORGANIZATIONAL CHANNELS ESTABLISHED			(7)	(0)	(0)	(0)	(0)
1 Channels established and exercised on regular basis			10	10	10	10	10
2 Channels established and utilized for planning			7 ✓	7	7	7	7
3 Channels established			4	4	4	4	4
4 Channels not established			0	0	0	0	0
1.4.2.1.2 CONTINGENCY PLANS FORMULATED			(10)	(10)	(10)	(10)	(10)
1 Plans well formulated, implemented and broadly disseminated			10	10	10	10	10
2 Formulated and approved for planning			6 ✓	6	6	6	6
3 Partially formulated and under active development			4	4	4	4	4
4 Under development			2	2	2	2	2
5 Not formulated			0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL					
	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				AFRICA
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	
		(10)	(9)	(7)	(7)	(2)
PARAMETERS OF READINESS						
1.4.2.1.3 TRAINING CONDUCTED		(5)	(0)	(0)	(0)	(0)
1 Realistic training conducted on regularly recurring basis		10	10	10	10	10
2 Training conducted periodically to maintain required readiness standards		7	7	7	7	7
3 Training provided periodically to maintain familiarity		5 ✓	5	5	5	5
4 Basic indoctrination training conducted		3	3	3	3	3
5 No training in disaster relief conducted		0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)		TOTAL ARMY READINESS GOAL				
		PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
REGIONAL IMPORTANCE WEIGHTS		(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>						
1.4.2.2.0 ASSIST DURING MEDICAL EMERGENCIES		(10)	(0)	(0)	(0)	(0)
1.4.2.2.1 ORGANIZATIONAL CHANNELS ESTABLISHED		(7)	(0)	(0)	(0)	(0)
1	Channels established and exercised on regular basis	10	10	10	10	10
2	Channels established and utilized for planning	6 ✓	6	6	6	6
3	Channels established	3	3	3	3	3
4	Channels not established	0	0	0	0	0
1.4.2.2.2 CONTINGENCY PLANS FORMULATED		(10)	(0)	(0)	(0)	(0)
1	Plans well formulated, implemented and broadly disseminated	10	10	10	10	10
2	Formulated and approved for planning	6 ✓	6	6	6	6
3	Partially formulated and under active development	4	4	4	4	4
4	Under developed	2	2	2	2	2
5	Not formulated	0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

INTER-AMERICA	PRIMARY REGION			
	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
(10)	(9)	(7)	(7)	(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.4.2.2.3 SPECIALIZED TRAINING CONDUCTED

1 Specialized training conducted on regularly recurring basis	10	10	10	10	10
2 Training conducted periodically to maintain required qualification standards	7	7	7	7	7
3 Training provided periodically to maintain familiarity	5 ✓	5	5	5	5
4 Basic indoctrination training conducted	3	3	3	3	3
5 No specialized training conducted	0	0	0	0	0
	(5)	(0)	(0)	(0)	(0)

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

PARAMETERS OF READINESS	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(7)	(2)
1.4.3.0 CONDUCT CIVIL WORKS PROGRAMS		(0)	(0)	(0)	(0)	(0)
1.4.3.1.0 IMPROVE FLOOD CONTROL AND NAVIGATION		(0)	(0)	(0)	(0)	(0)
1.4.3.1.1 REQUIREMENTS IDENTIFIED		(0)	(0)	(0)	(0)	(0)
1 Systems well surveyed and requirements identified and prioritized		10	10	10	10	10
2 Systems surveyed and requirements catalogued		7	7	7	7	7
3 Surveys underway, most critical requirements identified		4	4	4	4	4
4 Requirements not well defined		0	0	0	0	0
1.4.3.1.2 MANPOWER AVAILABLE FOR IMPROVEMENT PROJECTS		(0)	(0)	(0)	(0)	(0)
1 Manpower at authorized strength		10	10	10	10	10
2 Manpower above 85% of authorized strength		9	9	9	9	9
3 Manpower between 75% and 85%		7	7	7	7	7
4 Manpower between 65% and 75%		5	5	5	5	5
5 Manpower between 60% and 65%		3	3	3	3	3
6 Manpower below 65% of authorized strength		0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL				
INTER-AMERICA	PRIMARY REGION			
	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
(10)	(9)	(7)	(7)	(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.4.3.1.3 EQUIPMENT AVAILABLE FOR IMPROVEMENT PROJECTS

	(0)	(0)	(0)	(0)	(0)
1 Equipment available	10	10	10	10	10
2 Available for the most part	6	6	6	6	6
3 Significant equipment shortfalls	2	2	2	2	2
4 Not available	0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL					
	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				AFRICA
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	
PARAMETERS OF READINESS		(10)	(9)	(7)	(7)	(2)
1.4.3.2.0 CONTROL BEACH EROSION		(0)	(0)	(0)	(0)	(0)
1.4.3.2.1 REQUIREMENTS IDENTIFIED		(0)	(0)	(0)	(0)	(0)
1 Systems well surveyed and requirements identified and prioritized		10	10	10	10	10
2 Systems surveyed and requirements catalogued		7	7	7	7	7
3 Surveys underway, most critical requirements identified		4	4	4	4	4
4 Requirements not well defined		0	0	0	0	0
1.4.3.2.2 MANPOWER AVAILABLE FOR IMPROVEMENT PROJECTS		(0)	(0)	(0)	(0)	(0)
1 Manpower at authorized strength		10	10	10	10	10
2 Manpower above 90% of authorized strength		7	7	7	7	7
3 Manpower between 85% and 90%		5	5	5	5	5
4 Manpower between 75% and 85%		3	3	3	3	3
5 Manpower below 75% of authorized strength		0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)

TOTAL ARMY READINESS GOAL

INTER-AMERICA	PRIMARY REGION			
	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
(10)	(9)	(7)	(7)	(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.4.3.2.3 EQUIPMENT AVAILABLE FOR IMPROVEMENT PROJECTS

1 Equipment available	(0)	(0)	(0)	(0)
2 Available for the most part	10	10	10	10
3 Significant equipment shortfalls	6	6	6	6
4 Not available	2	2	2	2
	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR (SOVIET)	TOTAL ARMY READINESS GOAL					
	REGIONAL IMPORTANCE WEIGHTS	PRIMARY REGION				AFRICA
		INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	
		(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>						
1.4.3.3.0 IMPROVE LAND TRANSPORTATION SYSTEMS		(0)	(0)	(0)	(0)	(0)
1.4.3.3.1 REQUIREMENTS IDENTIFIED		(0)	(0)	(0)	(0)	(0)
1 Systems well surveyed and requirements identified and prioritized		10	10	10	10	10
2 Systems surveyed and requirements catalogued		7	7	7	7	7
3 Surveys underway, most critical requirements identified		4	4	4	4	4
4 Requirements not well defined		0	0	0	0	0
1.4.3.3.2 MANPOWER AVAILABLE FOR IMPROVEMENT PROJECTS		(0)	(0)	(0)	(0)	(0)
1 Manpower at authorized strength		10	10	10	10	10
2 Manpower above 90% of authorized strength		7	7	7	7	7
3 Manpower between 85% and 90%		5	5	5	5	5
4 Manpower between 75% and 85%		3	3	3	3	3
5 Manpower below 75% of authorized strength		0	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR
(SOVIET)

TOTAL ARMY READINESS GOAL

PRIMARY REGION				
INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
(10)	(9)	(7)	(7)	(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.4.3.3.3 EQUIPMENT AVAILABLE FOR IMPROVEMENT PROJECTS

1 Equipment available	(0)	(0)	(0)	(0)
2 Available for the most part	10	10	10	10
3 Significant equipment shortfalls	6	6	6	6
4 Not available	2	2	2	2
	0	0	0	0

LEVEL OF CONFLICT: GENERAL WAR (SOVIET		TOTAL ARMY READINESS GOAL				
		PRIMARY REGION				
REGIONAL IMPORTANCE WEIGHTS		INTER- AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
		(10)	(9)	(7)	(7)	(2)
<u>PARAMETERS OF READINESS</u>						
1.4.3.4.0	CONDUCT CIVIC ACTION PROGRAMS	(0)	(0)	(0)	(0)	(0)
1.4.3.4.1	REQUIREMENTS IDENTIFIED	(0)	(0)	(0)	(0)	(0)
1	Systems well surveyed and requirements identified and prioritized	10	10	10	10	10
2	Systems surveyed and requirements catalogued	7	7	7	7	7
3	Surveys underway, most critical requirements identified	4	4	4	4	4
4	Requirements not well defined	0	0	0	0	0
1.4.3.4.2	MANPOWER AVAILABLE FOR CIVIC ACTION PROGRAMS	(0)	(0)	(0)	(0)	(0)
1	Manpower at authorized strength	10	10	10	10	10
2	Manpower above 90% of authorized strength	7	7	7	7	7
3	Manpower between 85% and 90%	5	5	5	5	5
4	Manpower between 75% and 85%	3	3	3	3	3
5	Manpower below 75% of authorized strength	0	0	0	0	0

TOTAL ARMY READINESS GOAL

GENERAL WAR
(SOVIET)

PRIMARY REGION

INTER-AMERICA	EUROPE	SW ASIA - MID-EAST	E. ASIA - PACIFIC	AFRICA
(10)	(9)	(7)	(7)	(2)

REGIONAL IMPORTANCE WEIGHTS

PARAMETERS OF READINESS

1.4.3.4.3 EQUIPMENT AVAILABLE FOR CIVIC ACTION PROGRAMS

(0) (0) (0) (0) (0)

1 Equipment available	10	10	10	10	10
2 Available for the most part	6	6	6	6	6
3 Significant equipment shortfalls	2	2	2	2	2
4 Not available	0	0	0	0	0

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