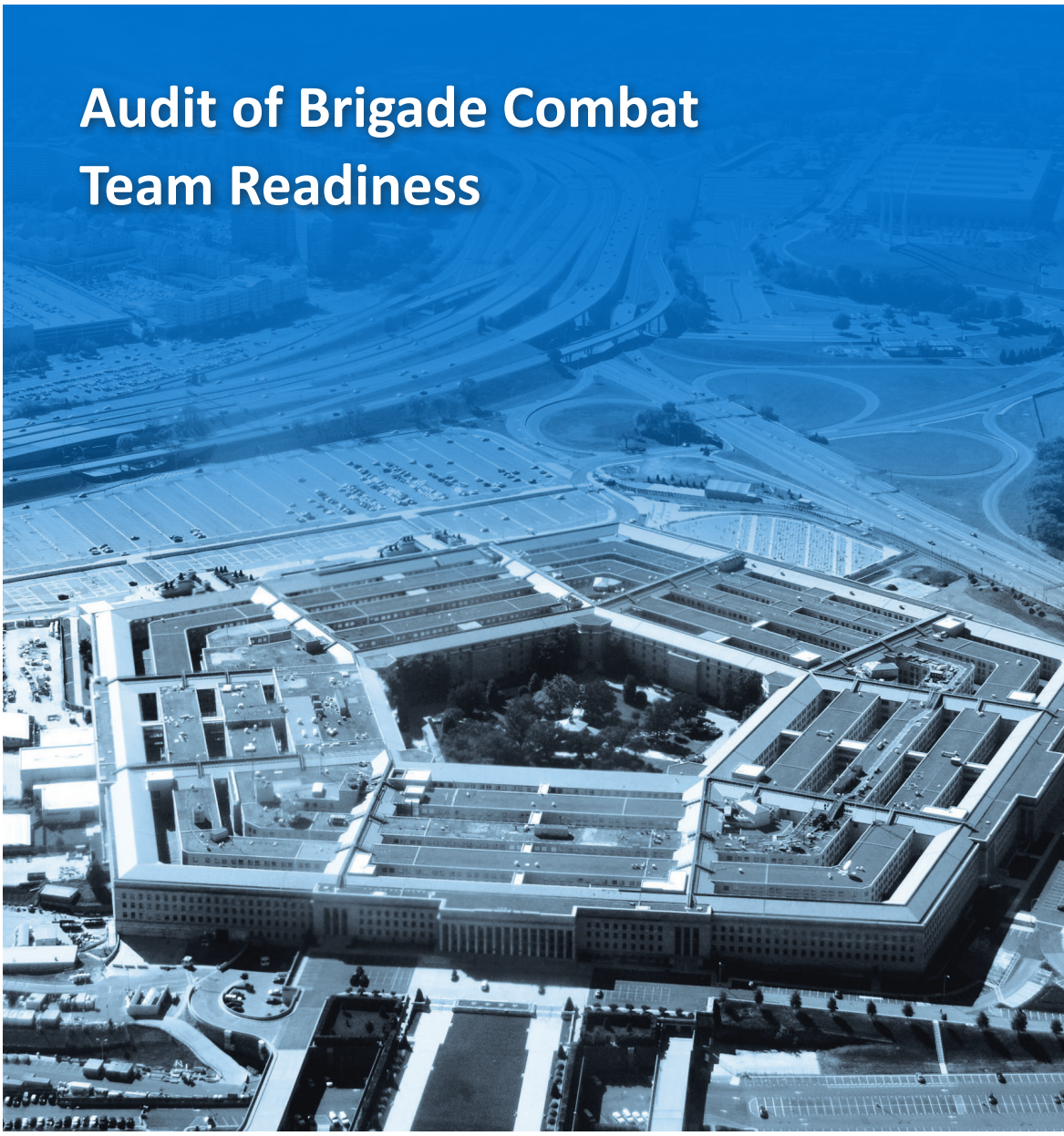
Report No. DODIG-2020-028

# INSPECTOR GENERAL

*U.S. Department of Defense*

NOVEMBER 18, 2019

# Audit of Brigade Combat Team Readiness



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# Results in Brief

*Audit of Brigade Combat Team Readiness*

**November 18, 2019**

## Objective

The objective of the audit was to determine whether the Army identified and addressed readiness challenges related to the active component Brigade Combat Teams (BCTs).

## Background

Army Field Manual 3-96, "Brigade Combat Teams," October 8, 2015, states that the BCT is the Army's primary combined arms, close combat force. The BCT contains the units and warfighting capabilities needed to engage various threats. The BCT conducts offensive, defensive, stability, and civil support operations.

The Army has three types of BCTs—Armored (ABCT), Infantry (IBCT), and Stryker (SBCT). Each BCT has between 4,400 and 4,700 soldiers, depending on its type. As of February 2018, the Army had 58 BCTs; 31 were active component BCTs, the remaining 27 were National Guard BCTs. We reviewed the 31 active component BCTs.

## Finding

Army BCT Commanders identified and reported readiness challenges related to shortages of equipment, spare parts, and personnel that negatively impact the readiness levels of BCTs. We selected the 10 most common challenges the 31 active component BCT Commanders reported in

### *Finding (cont'd)*

their commander comments section of their commander's unit status report. Specifically, in March 2018, BCT Commanders reported shortages of:

- equipment consisting of low bed semitrailers, modular fuel systems, and mobile gun systems;
- spare parts for the light- and medium-towed howitzers, the Abrams tanks, and Strykers; and
- personnel in military occupational specialties of military intelligence systems maintainers/integrators, unmanned aircraft systems operators, cyber network defenders, and electromagnetic spectrum managers.

We determined that the Army developed 10 plans to address these challenges and took actions to reduce shortages that degrade BCT readiness. For example, the Army developed:

- a 6-year plan to procure additional low bed semitrailers from FYs 2018 through 2023;
- a 6-year plan to procure the mount telescope for the light-towed howitzers; and
- a 4-year plan to increase operational strength for military intelligence systems maintainers/integrators by requesting training and offering retention bonuses.

As of July 2019, the Army completed 4 of the 10 plans addressing shortages of mobile gun systems, spare parts for the Strykers, military intelligence systems maintainers/integrators, and unmanned aircraft systems operators. In addition, 6 of the 10 plans were ongoing and showed progress in reducing equipment, spare parts, and personnel shortages.

As a result of the Army's efforts to address BCT readiness challenges, the Army met or exceeded the Chief of Staff of the Army's goal of 66 percent of active component BCTs reporting the highest readiness levels for seven consecutive quarterly reporting periods from the first quarter of CY 2018 through the third quarter of CY 2019.

# Results in Brief

*Audit of Brigade Combat Team Readiness*

## Recommendations

We recommend that the Army Deputy Chief of Staff for Programs monitor ongoing actions regarding low bed semitrailers and modular fuel systems until fully implemented, and we request annual updates of actions taken to address these shortages, beginning in September 2020.

We recommend that the Army Deputy Chief of Staff for Logistics monitor ongoing actions regarding mount telescopes and fire control switchboards until fully implemented, and we request annual updates of actions taken to address these shortages, beginning in September 2020.

We recommend that the Army Deputy Chief of Staff for Personnel monitor ongoing actions regarding cyber network defenders and electromagnetic spectrum managers until fully implemented, and we request annual updates of actions taken to address these shortages, beginning in September 2020.

## Management Comments and Our Response

The Army Deputy Chief of Staff for Programs agreed to provide an update on the current program and fielding plans to improve the on-hand status of low bed semitrailers and modular fuel systems in September 2020.

The Army Deputy Chief of Staff for Logistics agreed to monitor ongoing actions regarding mount telescopes and fire control switchboards until fully implemented, and to provide annual updates of actions taken to address these shortages, beginning in September 2020.

The Army Deputy Chief of Staff for Personnel agreed to monitor ongoing actions regarding cyber network defenders and electromagnetic spectrum managers until fully implemented, and to provide annual updates of actions taken to address these shortages, beginning in September 2020.

Management comments addressed the specifics of the recommendations; therefore, the recommendations are resolved but will remain open. We will close the recommendations when we verify that ongoing actions have been fully implemented. Please see the Recommendations Table on the next page for the status of recommendations.

## *Recommendations Table*

| Management | Recommendations Unresolved | Recommendations Resolved | Recommendations Closed |
|---|---|---|---|
| Army Deputy Chief of Staff for Programs | None | 1.a, 1.b | None |
| Army Deputy Chief of Staff for Logistics | None | 2.a, 2.b | None |
| Army Deputy Chief of Staff for Personnel | None | 3.a, 3.b | None |

**Note:** The following categories are used to describe agency management's comments to individual recommendations.

- **Unresolved** – Management has not agreed to implement the recommendation or has not proposed actions that will address the recommendation.
- **Resolved** – Management agreed to implement the recommendation or has proposed actions that will address the underlying finding that generated the recommendation.
- **Closed** – OIG verified that the agreed upon corrective actions were implemented.


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**INSPECTOR GENERAL**
**DEPARTMENT OF DEFENSE**
4800 MARK CENTER DRIVE
ALEXANDRIA, VIRGINIA 22350-1500

November 18, 2019

MEMORANDUM FOR AUDITOR GENERAL, DEPARTMENT OF THE ARMY

SUBJECT: Audit of Brigade Combat Team Readiness (Report No. DODIG-2020-028)

This final report provides the results of the DoD Office of Inspector General's audit. We previously provided copies of the draft report and requested written comments on the recommendations. We considered management's comments on the draft report when preparing the final report. These comments are included in the report.

The Army Deputy Chief of Staff for Programs, Army Deputy Chief of Staff for Logistics, and Army Deputy Chief of Staff for Personnel agreed to address the recommendations presented in the report; therefore, the recommendations are considered resolved and open. As described in the Recommendations, Management Comments, and Our Response section of this report, the recommendations may be closed when we verify that ongoing actions have been fully implemented. Therefore, please provide us your response concerning specific actions in progress or completed on the recommendations within agreed upon timelines. Your response should be sent to either followup@dodig.mil if unclassified or rfunet@dodig.smil.mil if classified SECRET.

If you have any questions please contact me at [redacted].
We appreciate the cooperation and assistance received during the audit.

Richard B. Vasquez
Assistant Inspector General for Audit
Readiness and Global Operations

# Contents

# Introduction

## Objective

The objective of the audit was to determine whether the Army identified and addressed readiness challenges related to the active component Brigade Combat Teams (BCTs). See Appendix for our scope and methodology and prior coverage related to the audit.

## Background

### *Army Brigade Combat Team*

Army Field Manual 3-96, "Brigade Combat Teams," states that the BCT is the Army's primary combined arms, close combat force. The BCT conducts offensive, defensive, stability, and civil support operations. As of February 2018, the Army had 58 BCTs, 31 were active component BCTs, the remaining 27 were National Guard BCTs. We reviewed the 31 active component BCTs.[1] Three standard BCT designs make up the ground combat forces of the Army—Armored (ABCT), Infantry (IBCT), and Stryker (SBCT).

The ABCT mission is to fight and win engagements and battles to support operational and strategic objectives. The ABCT performs missions such as seizing enemy territory and destroying the enemy's armed forces. The ABCT is equipped with the heaviest and most powerful armored combat vehicles in the U.S. inventory—Abrams main battle tanks, Bradley infantry fighting vehicles, and howitzers. Each of the 10 active component ABCTs has an approximate personnel strength of 4,700 soldiers.

The IBCT mission is to disrupt or destroy enemy military forces, control land areas, including populations and resources, and be prepared to conduct combat operations to protect U.S. national interest. The IBCT performs missions such as reducing fortified areas, infiltrating and seizing objectives in the enemy's rear area, eliminating enemy force remnants in restricted terrain, securing key facilities and activities, and conducting stability tasks in the wake of maneuvering forces. Most of the IBCT personnel are expected to engage in combat on foot, although each IBCT has several hundred wheeled, generally unarmored, vehicles assigned to it for transport. Each of the 14 active component IBCTs has an approximate personnel strength of 4,400 soldiers.

[1] Of the 31 active component BCTs, 25 are assigned to U.S. Army Forces Command, 2 are assigned to U.S. European Command, and 4 are assigned to U.S. Indo-Pacific Command.

The SBCT mission is to disrupt or destroy enemy military forces, control land areas, including populations and resources, and be prepared to conduct combat operations to protect U.S. national interest. The SBCT units operate effectively in most terrain and weather conditions due to their rapid strategic deployment and mobility. The role of the SBCT is to close with the enemy by means of fire and movement, to destroy or capture enemy forces, or repel enemy attacks by fire, close combat, and counterattack to control land areas, including populations and resources. The SBCTs are equipped with medium-weight, wheeled armored vehicles. Each of the seven active component SBCTs has an approximate personnel strength of 4,500 soldiers.

## *Army Title 10 Responsibilities*

The Army provides land forces and capabilities necessary to execute the National Security and National Defense Strategies. Section 3062, Title 10, United States Code, states that the Army "shall be organized, trained, and equipped primarily for prompt and sustained combat incident to operations on land."[2] According to Headquarters, Department of the Army (HQDA) General Order No. 2017-01, the HQDA develops policies, plans, and programs; establishes and prioritizes requirements; and provides resources to support the organization, manning, training, and equipping of forces to meet the operational requirements of combatant commanders.[3] The Army defines readiness as the ability of U.S. military forces to fight and meet the demands of the National Military Strategy. Unit readiness is the ability to provide capabilities required by the combatant commanders to execute their assigned missions. In this regard, readiness is a function of how well units are manned, equipped, trained, and led.

## *Force Generation and Sustainable Readiness*

Readiness models are the means by which the Army generates the forces that are then made available to combatant commanders for operations. The Army Force Generation Model was designed to build unit readiness over time by synchronizing a unit's manning, equipping, training, and sustaining requirements resulting in an organization ready to support combatant commander and other Army requirements.

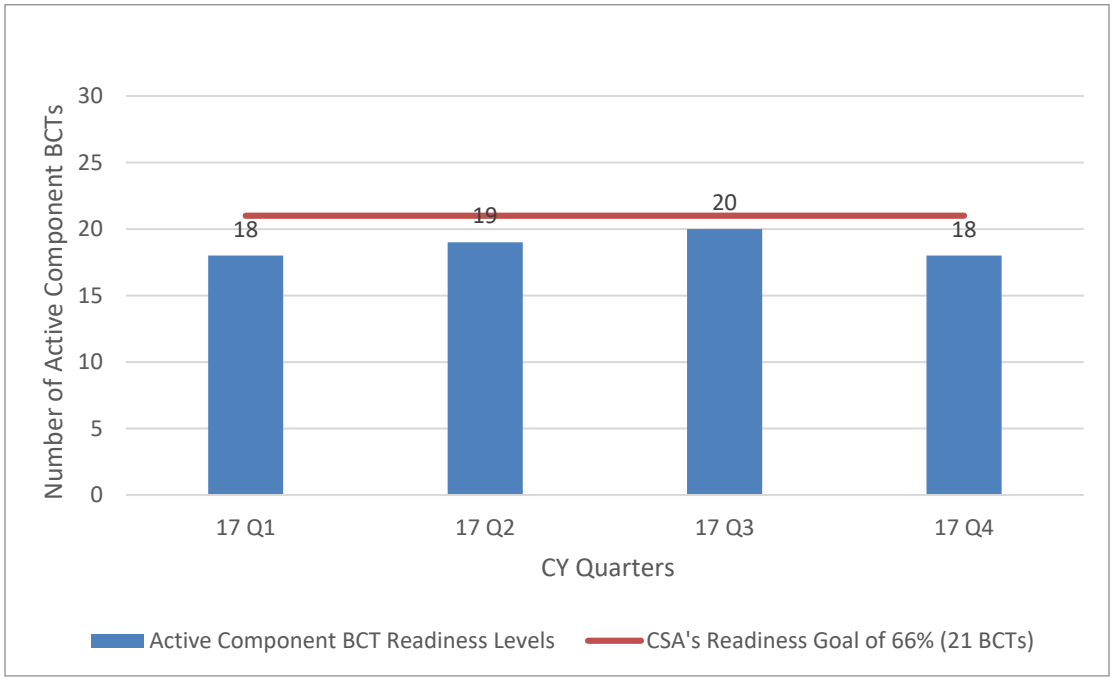
In FY 2015, the Army implemented the Sustainable Readiness process to generate forces to meet the known combatant command mission requirements while remaining optimally postured to rapidly deploy for unforeseen surge contingencies. Within the Sustainable Readiness process, the Army developed the

[2] Section 3062, Title 10, United States Code, "Policy; composition; organized peace establishment."

[3] HQDA General Orders No. 2017–01, "Assignment of Functions and Responsibilities within Headquarters, Department of the Army," January 5, 2017.

Sustainable Readiness Model to establish feasible readiness objectives for units, synchronize resources to meet those objectives, and to forecast unit and strategic readiness against operational demand. The Sustainable Readiness Model seeks to sustain the highest affordable readiness levels across the Army consistent with available resources, planned deployments, and high priority contingency response requirements. The Sustainable Readiness Model is designed to avoid wide variances in unit readiness levels associated with the previous wartime-driven Army Force Generation Model that primarily focused on preparing rotational forces for wartime deployment and employment at the corresponding readiness expense of returning and non-deploying active units. The Chief of Staff of the Army's goal is to have 66 percent (21 of the 31) of the active component BCTs at the highest readiness levels. During CY 2017, active component BCTs were below the Chief of Staff of the Army's readiness goal of 66 percent. See Figure 1 for the number of active component BCTs reporting the highest readiness levels for the first through fourth quarters of CY 2017.

*Figure 1. Number of Active Component BCTs With the Highest Readiness Levels in CY 2017*




Notes: CY Quarters are reported as Q1-January, Q2-April, Q3-July, and Q4-October. CSA – Chief of Staff of the Army.

Source: The DoD OIG.

## *Roles and Responsibilities for Army Readiness*

The HQDA ensures the readiness of the force by working through the Army Staff and supporting organizations external to the Army Staff tasked to support it in matters pertaining to strategic readiness. Each element of the Army Staff and its supporting organization has specific responsibilities.

### *The Army Staff*

The Army Deputy Chief of Staff (DCS) for Personnel is the principal Army Staff advisor for manpower, human capital management, human resources, and personnel readiness. Additionally, the Army DCS for Personnel is responsible for development, management, and execution of all manpower and personnel plans, programs, and policies throughout the Army. The Army DCS for Personnel oversees all recruiting and retention efforts to ensure readiness of personnel to serve the Army's needs.

The Army DCS for Operations, Plans, and Training is the principal Army Staff advisor on operations, strategy, planning, training, readiness, mobilization, force generation, and forces management. Additionally, the Army DCS for Operations, Plans, and Training supervises the Army readiness reporting and its status for prioritizing and resourcing decisions.

The Army DCS for Logistics is the principal Army Staff advisor on logistics and sustainment. Additionally, the Army DCS for Logistics provides advice on logistics force structure; logistics and warfighting capabilities, concepts, and doctrine for Army and joint operations; and resource programs that support Army-wide logistics operations. The Army DCS for Logistics also assists the BCTs by identifying and addressing supply and maintenance challenges affecting readiness.

The Army DCS for Programs is the principal Army Staff advisor on all materiel requirements. The Army DCS for Programs is responsible for prioritizing, integrating, and programming Army and joint materiel. Additionally, the Army DCS for Programs reviews unit status reports monthly to identify any equipment challenges that commanders reported. The Army DCS for Programs works with the U.S. Army Materiel Command (AMC) to address equipment challenges.

### *Army Supporting Organizations*

U.S. Army Forces Command (FORSCOM) is the Army's service force provider of conventional Army forces to combatant commanders. FORSCOM directs and monitors the process that produces unit readiness by continuously integrating, synchronizing, and prioritizing the manning, equipping, training, and resources.

The AMC, as the supporting proponent of the Army DCS for Logistics and the Army DCS for Programs, develops and delivers materiel readiness solutions to ensure globally dominant land force capabilities. The AMC manages the global supply chain, synchronizing logistics and sustainment activities across the Army.

The U.S. Army Tank-Automotive and Armaments Command (TACOM), a subordinate command of the AMC, manages the Army's materiel ground and support systems and the organic industrial capabilities. TACOM develops plans to address shortages of spare parts within the entire Army.

The U.S. Army Human Resources Command (HRC), as the supporting organization of the Army DCS for Personnel, provides human resource services and manages the careers of soldiers for the Army. The HRC executes the personnel programs and services in order to optimize Army-wide personnel readiness and strength.

## *Army Readiness Reporting*

### *Defense Readiness Reporting System–Army*

Army Regulation (AR) 220-1, "Army Unit Status Reporting and Force Registration–Consolidated Policies," states that the Defense Readiness Reporting System Army (DRRS-A) is the Army's official readiness reporting database for all Army units, organizations, and installations.[4] Unit commanders are required to submit a commander's unit status report (CUSR) within DRRS-A monthly. CUSRs reflect the unit commander's assessment of the unit's mission readiness considering the personnel training proficiency levels and the availability of equipment, including equipment on hand. In addition, precise and concise commander comments that describe the cause and effect relationship between deficiencies and current unit readiness and capability are extremely important to explain or clarify any significant resourcing issues. According to AR 220-1, commander comments are closely reviewed routinely by resource managers and senior leaders at higher headquarters, including HQDA, to identify urgent concerns requiring immediate actions.

### *Army Strategic Readiness Assessment*

AR 525-30, "Army Strategic Readiness," states that the Army strategic readiness assessment is a quarterly comprehensive analysis of the Army's strategic readiness levels that informs the Army's senior leaders, the Joint Staff, Office of the Secretary of Defense, and Congress on the status of the Army's ability to meet the demands of

[4] AR 220-1, "Army Unit Status Reporting and Force Registration–Consolidated Policies," April 15, 2010.

the National Military Strategy.[5] The Army strategic readiness assessment provides Army senior leaders with a comprehensive view of readiness across the Army, which allows them to influence changes in policy and budgeting.

### *BCT Readiness Reviewed*

The audit team reviewed the DRRS-A March 2018 CUSRs for all 31 active component BCTs. Specifically, the audit team reviewed commanders comments associated with on-hand equipment, equipment readiness, and personnel to identify common challenges that BCT Commanders reported. Additionally, to determine how the Army was addressing the reported readiness challenges, the audit team reviewed the Army Strategic Readiness Assessments for the second through fourth quarters of FY 2017, the first and second quarters of FY 2018, and the first and second quarters of FY 2019. In addition, we reviewed corrective action plans addressing shortages of equipment, spare parts, and personnel. Also, we obtained status updates from the Army DCS for programs, TACOM, and HRC on the progress of each plan. See Appendix for our full scope and methodology related to the audit.

## Review of Internal Controls

DoD Instruction 5010.40 requires DoD organizations to implement a comprehensive system of internal controls that provides reasonable assurance that programs are operating as intended and to evaluate the effectiveness of the controls.[6] We determined that the Army's internal controls for identifying and addressing BCT readiness were effective as they applied to the audit objective. We will provide a copy of the report to senior officials responsible for internal controls at the Army.

[5] AR 525-30, "Army Strategic Readiness," June 3, 2014.

[6] DoD Instruction 5010.40, "Managers' Internal Control Program Procedures," May 30, 2013.

# Finding

## Army Addressing BCT Readiness Challenges

Army BCT Commanders identified and reported readiness challenges related to shortages of equipment, spare parts, and personnel that negatively impacted the readiness levels of active component BCTs. We selected the 10 most common challenges the 31 active component BCT Commanders reported in their commander comments section of their CUSR. Specifically, in March 2018, BCT Commanders reported shortages of:

- equipment consisting of low bed semitrailers, modular fuel systems, and mobile gun systems;
- spare parts for the light- and medium-towed howitzers, the Abrams tanks, and Strykers; and
- personnel in military occupational specialties of military intelligence systems maintainers/integrators, unmanned aircraft systems operators, cyber network defenders, and electromagnetic spectrum managers.

We determined that the Army developed 10 plans to address these challenges and took actions to reduce shortages that degrade BCT readiness. For example, the Army developed:

- a 6-year plan to procure additional low bed semitrailers from FYs 2018 through 2023;
- a 6-year plan to procure the mount telescopes for the medium-towed howitzers; and
- a 4-year plan to increase operational strength for military intelligence systems maintainers/integrators by requesting training and offering retention bonuses.

As of July 2019, the Army completed 4 of the 10 plans addressing shortages of mobile gun systems, spare parts for the Strykers, military intelligence systems maintainers/integrators, and unmanned aircraft systems operators. In addition, 6 of the 10 plans were ongoing and showed progress in reducing equipment, spare parts, and personnel shortages. However, the Army must fully implement ongoing actions to address shortages and continue to monitor BCT readiness to maintain high levels of readiness.

As a result of the Army's efforts to address BCT readiness challenges, the Army reported that it met or exceeded the Chief of Staff of the Army's goal of 66 percent of active component BCTs reporting the highest readiness levels for seven consecutive quarterly reporting periods from the first quarter of CY 2018 through the third quarter of CY 2019.

## Army Identified and is Addressing Readiness Challenges

Army BCT Commanders identified and reported readiness challenges related to equipment, spare parts, and personnel shortages that negatively impact the readiness levels of BCTs in March 2018. To address the identified readiness challenges, the Army developed plans to reduce the shortages in equipment, spare parts, and personnel.

### *Shortages of Authorized BCT Equipment*

The Army identified shortages of equipment affecting BCT readiness. AR 220-1 requires commanders to provide a monthly assessment of their unit's on-hand equipment in DRRS-A.[7] In March 2018, BCT Commanders reported equipment shortages within their units. For the 31 active component BCTs we reviewed, the most common equipment shortages that BCT Commanders reported were low bed semitrailers, modular fuel systems, and mobile gun systems.

- Of the 14 IBCT Commanders, 1 reported a shortage of low bed semitrailers. In addition, three of seven SBCT Commanders reported shortages of low bed semitrailers. The low bed semitrailer is a specific trailer for hauling heavy loads (up to a maximum weight of 50,000 pounds). In addition, side stakes can be added to the trailer to configure it for various types of cargo. For example, an SBCT Commander reported that shortages of low bed semitrailers affected the unit's ability to haul large quantities of bull-dozers.
- Of the 10 ABCT Commanders, 4 reported shortages of modular fuel systems. In addition, two of seven SBCT Commanders reported shortages of modular fuel systems. The modular fuel system is a 2,500 gallon fuel storage and distribution container. The tankers combined with the modular fuel system provide brigades with a 5,000 gallon petroleum distribution platform. For example, an ABCT Commander reported that a shortage of modular fuel systems prevented the unit from conducting full range of refueling operations.
- Of the seven SBCT Commanders, three reported shortages of mobile gun systems. The mobile gun system is one of the variants in the Stryker family of vehicles. For example, an SBCT Commander reported that shortages of the mobile gun system affected the unit's ability to meet its full readiness level because the unit did not have the required systems for crews to sustain their training level and fulfill their core mission.

See Figure 2 for the equipment affecting BCT readiness.

[7] On-hand equipment is calculated by comparing equipment items currently in the unit's possession, under its control, or available to it within 72 hours with the corresponding quantities required in accordance with its formal requirements and authorization document.

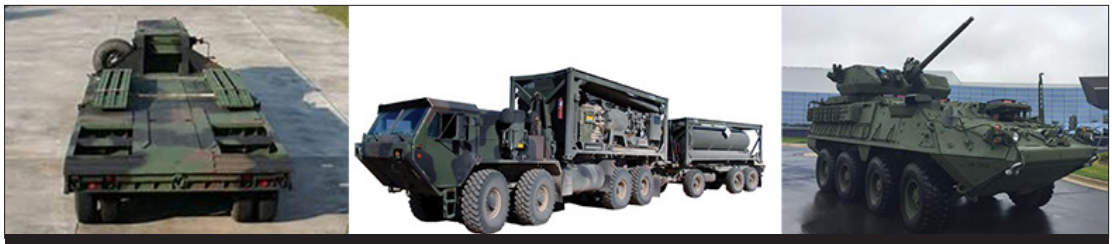


Figure 2. Equipment Affecting BCT Readiness
Left: Low Bed Semitrailer; Middle: Modular Fuel System; Right: Mobile Gun System.
Source: The Army DCS for Programs and United States Army, Weapon Systems Handbook 2018.

## *The Army Developed Plans to Address Shortages of Authorized BCT Equipment*

The Army developed plans to address common equipment shortages by using on-hand equipment data that BCT Commanders reported in DRRS-A.

### *Low Bed Semitrailers*

In FY 2018, the Army DCS for Programs developed a plan to address shortages of low bed semitrailers. The Army's plan contains a production schedule for 560 low bed semitrailers beginning in FY 2020 and ending in FY 2023, with deliveries expected to start in the first quarter of FY 2022. According to the plan, the FY 2018 requirement for low bed semitrailers was 1,355, and the operating strength was 733, or 54 percent.[8] Until the Army has procured sufficient low bed semitrailers the Army is redistributing low bed semitrailers to higher priority deploying units when possible. See Table 1 for quantities of low bed semitrailers reported by active component BCTs as of March 2018 and March 2019.

*Table 1. Quantities of Low Bed Semitrailers Reported by Active Component BCTs*

| Low Bed Semitrailers | Active Component BCT Authorized Quantities | Active Component BCT On-Hand Quantities | Shortages |
|---|---|---|---|
| March 2018 | 317 | 224 | 93 |
| March 2019 | 311 | 216 | 95 |
| Plan Completion Status | Ongoing | | |

Source: The DoD OIG.

[8] Army get well plans represent overall Army equipment operating strengths. BCTs equipment operating strengths could be less than or greater than the overall Army operating strength.

### *Modular Fuel Systems*

In FY 2014, the Army DCS for Programs developed a plan to address shortages of modular fuel systems. In FY 2014, during the initial testing of the modular fuel system, the Army DCS for Programs decided to develop a new pump and filter separator and conduct retesting. In FY 2018, the Army DCS for Programs determined the requirement to be 3,600 modular fuel systems; however, the Army DCS for Programs officials reported having only 1,446, or 40 percent, on hand. To address this 60 percent shortage, the Army awarded a 7-year contract in February 2019 for an estimated 1,403 modular fuel systems and an option to procure an additional 1,957 modular fuel systems. According to the contract, the initial deliveries began in August 2019 and according to the plan, the required fuel systems will be delivered by FY 2022. According to the Program Executive Office representative responsible for the modular fuel systems, the contractor was meeting the contractual delivery requirements. See Table 2 for quantities of modular fuel systems reported by active component BCTs as of March 2018 and March 2019.

*Table 2. Quantities of Modular Fuel Systems Reported by Active Component BCTs*

| Modular Fuel Systems | Active Component BCT Authorized Quantities | Active Component BCT On-Hand Quantities | Shortages |
|---|---|---|---|
| March 2018 | 1,016 | 354 | 662 |
| March 2019 | 998 | 535 | 463 |
| Plan Completion Status | Ongoing | | |

Source: The DoD OIG.

### *Mobile Gun Systems*

In FY 2014, the Army DCS for Programs developed a plan to address shortages of mobile gun systems. The plan stated that all mobile gun systems would be distributed after the required upgrades and repairs were completed. According to the plan, the authorized number of mobile gun systems for FY 2018 was 129, and the operating strength was 124, or 96 percent. According to the Army DCS for Programs officials, the plan was completed in FY 2018, when all the SBCTs received their authorized number of mobile gun systems. As of March 2019, SBCT Commanders were not reporting shortages of mobile gun systems in DRRS-A. See Table 3 for quantities of mobile gun systems reported by active component BCTs as of March 2018 and March 2019.

*Table 3. Quantities of Mobile Gun Systems Reported by Active Component BCTs*

| Mobile Gun Systems | Active Component BCT Authorized Quantities | Active Component BCT On-Hand Quantities | Shortages |
|---|---|---|---|
| March 2018 | 84 | 65 | 19 |
| March 2019 | 84 | 84 | 0 |
| Plan Completion Status | Completed | | |

Source: The DoD OIG.

The Army must fully implement ongoing actions to address shortages and continue to monitor BCT readiness to maintain and increase BCT readiness. In addition, we request that the Army DCS for Programs monitor ongoing actions regarding low bed semitrailers and modular fuel systems until fully implemented, and we request annual updates of actions taken to address these shortages, beginning in September 2020.

## *BCT Equipment Readiness Affected by Shortages of Spare Parts*

The Army identified shortages of spare parts affecting BCT readiness. AR 220-1 requires commanders to provide a monthly assessment of their unit's equipment readiness in DRRS-A.[9] In March 2018, 10 BCT Commanders reported that their units had equipment that was not mission capable.[10] For the 31 active component BCTs we reviewed, spare parts associated with the most common equipment reported as not mission capable by BCT Commanders were for the light- and medium-towed howitzers, the Abrams tanks, and Strykers.

- Of the 14 IBCT Commanders, 2 reported that they had both light- and medium-towed howitzers that were not mission capable and 1 reported that a light-towed howitzer was not mission capable. In addition, one of seven SBCT Commanders reported that medium-towed howitzers were not mission capable. For example, an IBCT Commander reported that all light-towed howitzers in the unit were awaiting spare parts, and the IBCT did not have any operational howitzers.
- Of the 10 ABCT Commanders, 4 reported that they had Abrams tanks that were not mission capable. For example, an ABCT Commander reported that Abrams tanks were awaiting spare parts, which impacted the overall readiness of the ABCT Abrams tank fleet.

[9] According to AR 220-1, commanders are required to identify the readiness status of maintenance items at the equipment level of detail only, not the specific spare part details.

[10] According to DoD Instruction 3110.05, "Readiness-based Material Condition Reporting for Mission-Essential Systems and Equipment," September 25, 2006, Incorporating Change 1, August 31, 2018, not mission capable is a materiel condition indicating that weapon systems are not capable of performing an identified mission.

- Of the seven SBCT Commanders, two reported that they had Strykers that were not mission capable. For example, an SBCT Commander reported that Strykers were awaiting spare parts, which impacted the SBCT's unit readiness.

See Figure 3 for the equipment affected by shortages of spare parts.

Figure 3. BCT Equipment Affected By Spare Parts Shortages
Left: Lightweight 155 mm Howitzer; Middle: Abrams Main Battle Tank M1A1; Right: Stryker.
Source: United States Army, Weapon Systems Handbook 2018.

## *The Army Developed Plans to Address Shortages of Spare Parts*

The Army developed plans to address shortages of spare parts affecting Army BCT readiness. AR 220-1 requires commanders to identify only the affected equipment and not the specific repair parts needed to repair the equipment in DRRS-A. To identify the spare parts shortages, we contacted TACOM officials who provided a list of 160 spare parts affecting readiness. From the list, we nonstatistically selected 12 of the 160 spare parts and reviewed the actions that TACOM had taken to obtain the spare parts to eliminate or reduce the shortages.

Of the 12 spare parts, we selected 3 spare parts belonging to equipment found in each of the three BCTs that two or more BCT Commanders reported as not mission capable due to spare parts shortages—the medium-towed howitzer (IBCT), the Abrams Tank (ABCT), and the Stryker (SBCT). In addition, we reviewed the planned actions to procure or repair the spare parts. Below are the reported shortages of spare parts that impacted equipment readiness and the TACOM plans to address those shortages.

### *Mount Telescopes for the Medium-Towed Howitzer*

In 2014, TACOM developed a plan to address shortages of the mount telescope for the medium-towed howitzer. TACOM issued a purchase request in September 2014; however, the contract award for the mount telescopes was delayed because the Defense Logistics Agency's engineering group took 14 months to review and approve the technical data package. In August 2016, the Defense Logistics Agency issued the request for proposal. The contract was awarded in February 2017. Deliveries for the mount telescope started in October 2018 and were scheduled to continue through February 2020.

However, in March 2019, TACOM officials stated that they met with the contractor and revised the delivery schedule because the contractor could not meet the original delivery requirements of the mount telescope. In addition, the contractor agreed to implement a second shift to increase production. The initial completion date for the mount telescopes was January 2020, but has been extended to January 2021. According to the contracting officer, the contractor's April 2019 through June 2019 shipments arrived on schedule, reaching a total of 33 telescopes delivered. Based on the updated delivery schedule, the addition of the second shift to increase production, and the ability of the contractor to continue to meet the delivery schedule, the expected completion date of January 2021 should be achieved. See Table 4 for the total number of mount telescopes backordered by the Army as of July 2018 and July 2019.

*Table 4. Overall Army Mount Telescope Backorders*

| Spare Part | Overall Army Backorder Quantity July 2018 | Overall Army Backorder Quantity July 2019 |
|---|---|---|
| Mount Telescopes | 66 | 45 |
| Plan Completion Status | Ongoing | |

Source: The DoD OIG.

## *Fire Control Switchboards for the Abrams Tank*

In 2013, TACOM officials developed a plan to address shortages of fire control switchboards for the Abrams tank. In February 2015, TACOM issued a purchase request and in February 2016 TACOM issued the request for proposal. The contracting officer stated that in May 2016 the Defense Logistics Agency requested that the Defense Contract Audit Agency conduct an audit to provide the Government with a better position to negotiate the price with the contractor. According to the contracting officer, the requested audit concluded in July 2016. In January 2017, the Defense Logistics Agency awarded the contract for 272 fire control switchboards. In October 2018, the contractor increased the production from 4 to 10 units per month. According to the item manager the expected completion date has been revised from December 2019 to March 2020 due to contractor spare parts shortages and production constraints. If the contractor adheres to the current delivery schedule, the expected completion date of March 2020 should be achieved. See Table 5 for the total number of fire control switchboards backordered by the Army as of July 2018 and July 2019.

*Table 5. Overall Army Fire Control Switchboard Backorders*

| Spare Part | Overall Army Backorder Quantity July 2018 | Overall Army Backorder QuantityJuly 2019 |
|---|---|---|
| Fire Control Switchboards | 89 | 56 |
| Plan Completion Status | Ongoing | |

Source: The DoD OIG.

## *Fire Extinguishers for the Stryker*

In April 2017, TACOM officials developed a plan to address shortages of fire extinguishers for the Stryker. The Stryker's composite fire extinguisher bottles for the automatic fire extinguishing system in the crew compartment are being phased out and replaced by steel fire extinguisher bottles. TACOM issued a maintenance notification stating that units could still use the composite fire extinguisher bottles during the phase out as long as they were serviceable. TACOM issued a purchase request in May 2017, and the request for proposal was issued in April 2018. The Defense Logistics Agency awarded the contract for 2,150 fire extinguishers in September 2018, with deliveries that started in June 2019. According to a TACOM official, the 9 months between contract award and the first delivery was due to production lead time and some manufacturing defects. In addition, the TACOM official stated that the first contracted delivery in June 2019 eliminated the backorders of fire extinguishers and the remaining contracted deliveries will support future program and unit demands. See Table 6 for the total number of fire extinguishers backordered by the Army as of July 2018 and July 2019. TACOM met its expected completion date of July 2019.

*Table 6. Overall Army Fire Extinguisher Backorders*

| Spare Part | Overall Army Backorder Quantity July 2018 | Overall Army Backorder Quantity July 2019 |
|---|---|---|
| Fire Extinguishers | 221 | 0 |
| Plan Completion Status | Completed | |

Source: The DoD OIG.

The Army must fully implement ongoing actions to address shortages and continue to monitor BCT readiness to maintain and increase BCT readiness. In addition, we recommend that the Army DCS for Logistics monitor ongoing actions regarding mount telescopes and fire control switchboards until fully implemented, and we request annual updates of actions taken to address these shortages, beginning in September 2020.

## *Shortages of Personnel*

The Army identified shortages of personnel affecting BCT readiness. AR 220-1 requires commanders to provide an assessment of their unit's personnel strength on their monthly CUSR in DRRS-A. In March 2018, BCT Commanders reported personnel shortages for critical military occupational specialties within their units. For the 31 active component BCTs we reviewed, the most common personnel shortages that BCT Commanders reported were for military intelligence systems maintainers/integrators, unmanned aircraft systems operators, cyber network defenders, and electromagnetic spectrum managers.[11]

- Of the 14 IBCT Commanders, 1 reported a shortage of military intelligence systems maintainers/integrators. In addition, 1 of 7 SBCT Commanders and 4 of 10 ABCT Commanders reported shortages of military intelligence systems maintainers/integrators. For example, an IBCT Commander reported that shortages of military intelligence systems maintainers/ integrators hindered the unit's ability to collect intelligence and maintain intelligence collection platforms.
- Of the 14 IBCT Commanders, 2 reported shortages of unmanned aircraft systems operators. In addition, 3 of 7 SBCT Commanders and 4 of 10 ABCT Commanders reported shortages of unmanned aircraft systems operators. For example, an SBCT Commander reported that shortages of unmanned aircraft systems operators inhibited the SBCT's ability to fly unmanned aircraft systems and conduct intelligence, surveillance, and reconnaissance collection for its Operation Inherent Resolve deployment.
- Of the 14 IBCT Commanders, 2 reported shortages of cyber network defenders. In addition, one of seven SBCT Commanders reported shortages of cyber network defenders. For example, an SBCT Commander reported that the lack of cyber network defenders degrades the unit's ability to secure the network from cyber attacks. In addition, an IBCT Commander reported that shortages limit the cyber defense capabilities of that unit as well.

[11] The military occupational specialty codes are unmanned systems operators (15W), cyber network defenders (25D), electromagnetic spectrum managers (25E), military intelligence systems maintainers/integrators (35T), and signal systems support specialists (25U).

- Of the 14 IBCT Commanders, 2 reported shortages of electromagnetic spectrum managers. In addition, 2 of 10 ABCT Commanders reported shortages of electromagnetic spectrum managers. For example, an IBCT Commander reported that the lack of electromagnetic spectrum managers impeded the unit's ability to conduct unmanned aircraft systems operations. In addition, the shortage hindered the ability of the IBCT's subordinate battalions to conduct voice or digital communications without the BCT or division support.

## *The Army Developed Plans to Address Shortages of Personnel*

The Army developed plans to address common personnel shortages for specific military occupational specialties by using personnel data that BCT Commanders reported in DRRS-A. The HRC criteria states that military occupational specialties will be added to a get well plan if the projected operating strength is less than 90 percent for 2 years or if leadership requests it be added. In addition, the military occupational specialty will be removed from a get well plan if the projected operating strength is greater than 90 percent for 2 years or if leadership requests it be removed. For the four most common military occupational specialties with shortages that BCT Commanders reported in March 2018, the HRC developed and implemented plans to address the reported shortages because each reported military occupational specialty was below an aggregate operating strength of 90 percent.

### *Military Intelligence Systems Maintainers/Integrators*

In FY 2016, the HRC developed a plan to address shortages of military intelligence systems maintainers/integrators. The plan included offering retention and enlistment bonuses, and increasing training. These initiatives have improved the operating strength of intelligence systems maintainers/integrators.[12] According to HRC officials, the operating strength for FY 2018 was 69 percent of the authorized strength.[13] As of April 2019, the operating strength was 85 percent, with projected improvements to 91 percent in FY 2020 and 97 percent in FY 2021. See Table 7 for the operating strength of military intelligence systems maintainers/integrators as of FY 2018 and FY 2019. Based on the projected improvements and in accordance with HRC guidance, military intelligence systems maintainers/integrators were removed from a get well plan.

[12] Operating strength is calculated by comparing personnel currently assigned with the corresponding quantities required in accordance with requirements and authorization documents.

[13] Authorized strength is the total personnel required in accordance with requirements and authorization documents.

*Table 7. Overall Army Strength of Military Intelligence Systems Maintainers/Integrators*

| Military Intelligence Systems Maintainers/ Integrators | Overall Army Authorized Strength (quantity) | Overall Army Operating Strength (quantity) | Overall Army Operating Strength (percentage) |
|---|---|---|---|
| 2018 | 1,019 | 701 | 69 |
| 2019 | 1,046 | 884 | 85 |
| Plan Completion Status | Completed based on FY 2020 and FY 2021 projected operating strength exceeding 90 percent of authorized strength. | | |

Source: The DoD OIG.

## *Unmanned Aircraft Systems Operators*

In FY 2017, the HRC developed a plan to address shortages of unmanned aircraft systems operators. The plan included offering soldiers retention bonuses and increasing training. These initiatives have improved the operating strength of unmanned aircraft systems operators. According to HRC officials, the operating strength for FY 2018 was 84 percent of the authorized strength. As of April 2019, the HRC reported the operating strength had improved to 93 percent, with projected improvements to 100 percent in FY 2021. See Table 8 for the operating strength of unmanned aircraft systems operators as of FY 2018 and FY 2019. Based on the projected improvements and in accordance with HRC guidance, unmanned aircraft systems operators were removed from a get well plan.

*Table 8. Overall Army Strength of Unmanned Aircraft Systems Operators*

| Unmanned Aircraft Systems Operators | Overall Army Authorized Strength (quantity) | Overall Army Operating Strength (quantity) | Overall Army Operating Strength (percentage) |
|---|---|---|---|
| 2018 | 2,018 | 1,705 | 84 |
| 2019 | 2,147 | 1,991 | 93 |
| Plan Completion Status | Completed based on FY 2019 actual operating strength and FY 2020 and FY 2021 projected operating exceeding 90 percent of authorized strength. | | |

Source: The DoD OIG.

## *Cyber Network Defenders*

In FY 2015, the HRC developed a plan to address shortages of cyber network defenders. The plan included offering retention bonuses and permitting soldiers with a secret clearance to attend training. These initiatives have improved the operating strength of cyber network defenders. According to HRC officials, the operating strength for FY 2018 was 35 percent of the authorized strength. As of April 2019, the operating strength had improved to 50 percent, with projected

improvements to 55 percent in FY 2020 and 62 percent in FY 2021. See Table 9 for the operating strength of cyber network defenders as of FY 2018 and FY 2019. Although the operating strength has improved, cyber network defenders remain on a get well plan in accordance with HRC guidance.

*Table 9. Overall Army Strength of Army Cyber Network Defenders*

| Cyber Network Defenders | Overall Army Authorized Strength (quantity) | Overall Army Operating Strength (quantity) | Overall Army Operating Strength (percentage) |
|---|---|---|---|
| 2018 | 611 | 213 | 35 |
| 2019 | 642 | 323 | 50 |
| Plan Completion Status | Ongoing until projected operating strength exceeds 90 percent of authorized strength for 2 years. | | |

Source: The DoD OIG.

## *Electromagnetic Spectrum Managers*

In FY 2017, the HRC developed a plan to address shortages of electromagnetic spectrum managers. The plan included training, placing the electromagnetic spectrum managers under the Special Military Occupational Specialty Alignment Promotion Program, and offering retention bonuses.[14] In addition, the position was placed in the Army Precision Retention Program, which offers soldiers higher promotion potential and bonuses upon completion of the training requirements. These initiatives have improved the operating strength of electromagnetic spectrum managers. According to HRC officials, the operating strength for FY 2018 was 78 percent of the authorized strength. As of April 2019, the operating strength was 85 percent with projected improvements to 88 percent in FY 2020 and 89 percent in FY 2021. See Table 10 for the operating strengths of electromagnetic spectrum managers as of FY 2018 and FY 2019. Although the operating strength has improved, electromagnetic spectrum managers remain on a get well plan in accordance with HRC guidance.

[14] The Special Military Occupational Specialty Program identifies specific critical skill military occupational specialties that soldiers may reclassify into. Soldiers who volunteer for reclassification are promoted after graduation and awarded the new military occupational specialty.

*Table 10. Overall Army Strength of Electromagnetic Spectrum Managers*

| Electromagnetic Spectrum Managers | Overall Army Authorized Strength (quantity) | Overall Army Operating Strength (quantity) | Overall Army Operating Strength (percentage) |
|---|---|---|---|
| 2018 | 429 | 335 | 78 |
| 2019 | 443 | 377 | 85 |
| Plan Completion Status | Ongoing until projected operating strength exceeds 90 percent of authorized strength for 2 years. | | |

Source: The DoD OIG.

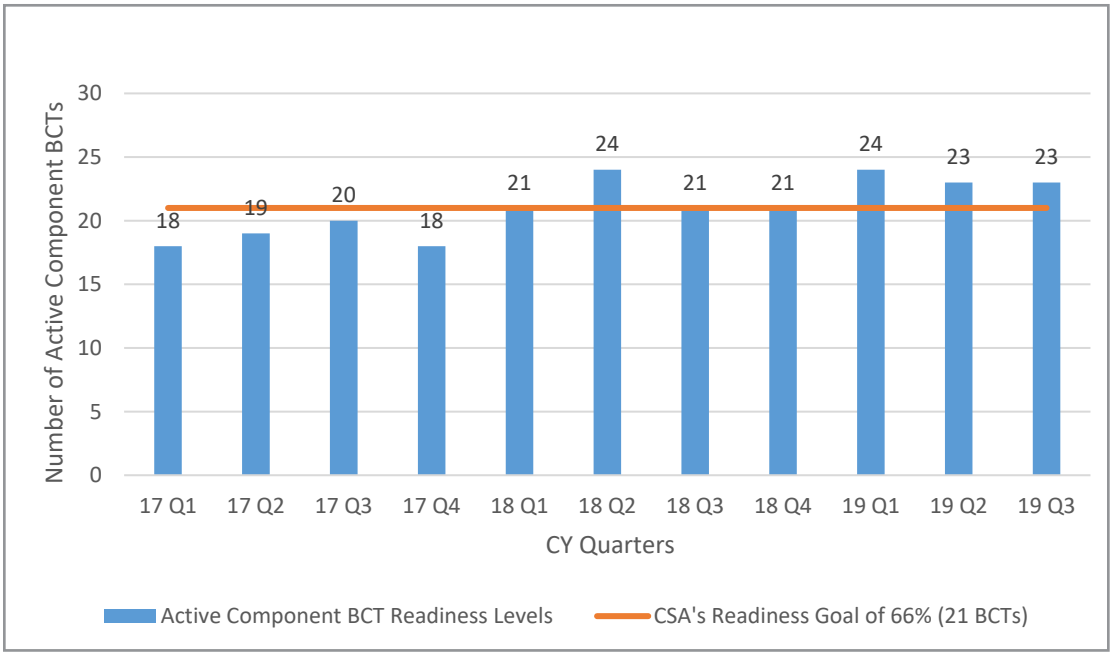
The Army must fully implement ongoing actions to address shortages and continue to monitor BCT readiness to maintain and increase BCT readiness. In addition, we request that the Army DCS for Personnel monitor ongoing actions regarding cyber network defenders and electromagnetic spectrum managers until fully implemented, and we request annual updates of actions taken to address these shortages, beginning in September 2020.

## BCT Readiness Shortages Will Not Be Fully Addressed for 4 Years or More

The Army developed plans to address the 10 readiness challenges that we reviewed. As of July 2019, the Army completed 4 of the 10 plans addressing shortages of mobile gun systems, spare parts for the Strykers, military intelligence systems maintainers/integrators, and unmanned aircraft system operators. In addition, 6 of the 10 plans were ongoing and showed progress in reducing equipment, spare parts, and personnel shortages. As a result of the Army's efforts to address BCT readiness challenges, the Army met or exceeded the Chief of Staff of the Army's goal of 66 percent, or 21 of the 31 active component BCTs reporting the highest readiness levels for seven consecutive quarterly reporting periods from the first quarter of CY 2018 through the third quarter of CY 2019. See Figure 4 for the number of BCTs reporting the highest readiness levels by quarter.

*The Army met or exceeded the Chief of Staff of the Army's goal of 66 percent, or 21 of the 31 active component BCTs reporting the highest readiness levels for seven consecutive quarterly reporting periods from the first quarter of CY 2018 through the third quarter of CY 2019.*

*Figure 4. Number of Active Component BCTs With the Highest Readiness Levels in CYs 2017 through 2019*




Notes: CY Quarters are reported as Q1-January, Q2-April, Q3-July, and Q4-October. CSA – Chief of Staff of the Army.

Source: The DoD OIG.

# Recommendations, Management Comments, and Our Response

## *Recommendation 1*

**We recommend that the Army Deputy Chief of Staff for Programs:**

**a. Monitor ongoing actions regarding low bed semitrailers until fully implemented, and we request annual updates of actions taken to address shortages of equipment, beginning in September 2020.**

**b. Monitor ongoing actions regarding modular fuel systems until fully implemented, and we request annual updates of actions taken to address shortages of equipment, beginning in September 2020.**

### *Army Deputy Chief of Staff for Programs*

The Army Deputy Chief of Staff for Programs agreed, stating that an update on the current program and fielding plans to improve the equipment on-hand status of low bed semitrailers and modular fuel system will be provided in September 2020. In addition, the Army Deputy Chief of Staff for Programs stated that in September 2019, the Army reported its third highest equipment on-hand rating in the last 20 years and was meeting the DoD's readiness standards.

He also stated that recent program reviews with the Secretary of the Army and Chief of Staff of the Army resulted in the cancellation or reduction of 186 programs that did not support the modernization initiatives and readiness objectives of the force for 2028. He further stated that the reviews will continue and may impact other programs in order to meet the defense planning guidance and future force structures. The Deputy Chief of Staff for Programs stated that the combatant commander's requirement will be met but are unable to fill all units to 100 percent of equipment authorizations.

### *Our Response*

Comments from the Army Deputy Chief of Staff for Programs addressed the specifics of the recommendation. Therefore, the recommendation is resolved but will remain open. We will close this recommendation once we verify that the Deputy Chief of Staff for Programs has fully implemented ongoing actions.

## *Recommendation 2*

**We recommend that the Army Deputy Chief of Staff for Logistics:**

a. **Monitor ongoing actions regarding mount telescopes until fully implemented, and we request annual updates of actions taken to address shortages of spare parts, beginning in September 2020.**

b. **Monitor ongoing actions regarding fire control switchboards until fully implemented, and we request annual updates of actions taken to address shortages of spare parts, beginning in September 2020.**

### *Army Deputy Chief of Staff for Logistics*

The Army Deputy Chief of Staff for Logistics agreed to monitor ongoing actions regarding mount telescopes and to provide annual updates of actions taken to address these shortages beginning in September 2020. He further stated that the U.S. Army Materiel Command manages mount telescopes and reported that there are currently 66 mount telescopes on back orders; and three contracts have been awarded, with 134 mount telescopes delivered in 2019, 134 scheduled for delivery in July 2020, and 496 scheduled for delivery in June 2021.

The Army Deputy Chief of Staff for Logistics agreed to monitor ongoing actions regarding fire control switchboards and provide annual updates of actions taken to address these shortages beginning in September 2020. He further stated that the U.S. Army Materiel Command manages fire control switchboards and reportd there are currently 65 on back order with three contracts that have been awarded to provide the fire control switchboards. Under the three contracts, 396 fire control switchboards are scheduled for delivery through May 2022.

### *Our Response*

Comments from the Army Deputy Chief of Staff for Logistics addressed the specifics of the recommendation. Therefore, the recommendation is resolved but will remain open. We will close this recommendation once we verify that the Deputy Chief of Staff for Logistics has fully implemented ongoing actions.

## *Recommendation 3*

**We recommend that the Army Deputy Chief of Staff for Personnel:**

**a. Monitor ongoing actions regarding cyber network defenders until fully implemented, and we request annual updates of actions taken to address shortages of personnel, beginning in September 2020.**

**b. Monitor ongoing actions regarding electromagnetic spectrum managers until fully implemented, and we request annual updates of actions taken to address shortages of personnel, beginning in September 2020.**

### *Army Deputy Chief of Staff for Personnel*

The Army Deputy Chief of Staff for Personnel agreed, stating that cyber network defender military occupational specialty has been on a Human Resources Command get well plan since the first quarter FY 2015 and is expected to attain 90 percent or above strength in FY 2026. In addition, in FY 2018, the information assurance and information technology experience requirements were waived and soldiers with a secret clearance were allowed to attend training pending full approval of a Top Secret clearance. The Army Deputy Chief of Staff for Personnel also stated that the electromagnetic spectrum manager military occupational specialty has been on a Human Resources Command get well plan since the second quarter FY 2017 and is expected to attain 90 percent or above strength in FY 2026. He also stated that both military occupational specialties are under programs that offer promotion opportunities and monetary incentives for reclassification and reenlistment.

### *Our Response*

Comments from the Army Deputy Chief of Staff for Personnel addressed the specifics of the recommendation. Therefore, the recommendation is resolved but will remain open. We will close this recommendation once we verify that the Deputy Chief of Staff for Personnel has fully implemented ongoing actions.

# Appendix

## Scope and Methodology

We conducted this performance audit from February 2018 through November 2019 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

To identify the readiness challenges that BCTs reported, we reviewed and analyzed DRRS-A data for the 31 active component BCTs as of March 2018 for on hand equipment, equipment readiness, and personnel. Specifically, the audit team reviewed commanders notes associated with personnel, on-hand equipment, and equipment readiness to identify common challenges that BCT Commanders reported. Additionally, to determine how the Army was addressing current reported readiness challenges, the audit team reviewed the Army Strategic Readiness Assessments for the second through fourth quarters of FY 2017, the first and second quarters of FY 2018, and the first and second quarters of FY 2019. Also, we reviewed corrective action plans addressing shortages of spare parts, equipment, and personnel, and obtained status updates on the progress of each corrective action plan.

To determine the spare parts challenges, the audit team first identified equipment commonly reported as not mission capable by BCT Commanders. Because AR 220-1 requires commanders to identify only the affected equipment and not the specific repair parts needed to repair the equipment, we used an alternative method for reviewing spare parts. Specifically, TACOM officials provided a list of 160 spare parts affecting readiness. From the list, we nonstatistically selected 12 of the 160 spare parts. The 12 spare parts we selected related to the equipment two or more BCT Commanders reported as not mission capable because spare parts were needed. For each of the 12 spare parts, we reviewed the actions that TACOM had taken to obtain the spare parts and eliminate or reduce the shortages. We reviewed the TACOM plans for the 12 selected spare parts and identified the planned actions to procure or repair the spare part.[15]

To determine reported equipment shortages in March 2018 and March 2019, we obtained on-hand quantities reported by active component BCTs in DRRS-A and compared them to authorized quantities. To determine overall Army spare parts

[15] For this report of the 12 spare parts nonstatistically selected, we selected 1 spare part from each of the 3 weapon systems identified in the report.

backorders in July 2018 and July 2019, we obtained the quantities of spare part backorders reported in the U.S. Army Materiel Command Logistics Data Analysis Center's Army Readiness Common Operating Picture database.

We visited or contacted the following Army components to discuss processes for identifying and addressing readiness challenges.

- Headquarters, Department of the Army
- U.S. Army Forces Command
- U.S. Army Materiel Command
- U.S. Army Tank-Automotive and Armaments Command
- U.S. Army Human Resources Command

### *Army Readiness Guidance*

We reviewed the following Army regulations and guidance.

- AR 220-1, "Army Unit Status Reporting and Force Registration-Consolidated Policies," April 15, 2010
- AR 525-30, "Army Strategic Readiness," June 3, 2014
- Department of the Army Pamphlet 220-1, "Defense Readiness Reporting System–Army Procedures," November 16, 2011
- Department of the Army Pamphlet 525-30, "Army Strategic Readiness Assessment Procedures," June 9, 2015

## Use of Computer-Processed Data

We obtained and used computer-processed data to perform this audit. Specifically, we used BCT Commanders comments from DRRS-A to identify the readiness challenges. We confirmed the readiness challenges through interviews with HQDA, FORSCOM, HRC, and TACOM personnel responsible for identifying and addressing equipment, spare parts, and personnel challenges. In addition, we reviewed HQDA, HRC, and TACOM initiatives to address the reported challenges. Also, we used the Army Logistics Data Analysis Center to identify overall Army spare part backorders. We confirmed these shortages through interviews with HQDA, FORSCOM, and TACOM and by comparing spare part backorders reported by TACOM. The data were sufficiently reliable for the purpose of this audit.

## Prior Coverage

During the last 5 years, the Government Accountability Office (GAO) issued three reports discussing the Army's BCT readiness. Unrestricted GAO reports can be accessed at http://www.gao.gov.

## *GAO*

GAO-19-367T, "Army Readiness: Progress and Challenges in Rebuilding Personnel, Equipping, and Training: February 6, 2019

> The Director, Defense Capabilities and Management for the GAO testified that based on prior and ongoing GAO work, the Army has made progress in rebuilding readiness and projects that it will reach its readiness goals. However, while the Army continued to make progress, it faces challenges in staffing its evolving force structure, repairing and modernizing its equipment, and training its forces for potential large-scale conflicts.

GAO-16-841, "Military Readiness: DoD's Readiness Rebuilding Efforts May Be at Risk Without a Comprehensive Plan," September 7, 2016

> The GAO analyzed and reviewed data on reported readiness rates and DoD readiness rebuilding efforts. The GAO conducted separate reviews of the readiness of the Military Services. The GAO found that the Services had not defined comprehensive strategies, with the resources required for achieving the identified goals, nor have they fully assessed the effect of external factors such as maintenance and training on readiness rebuilding goals. In addition, the Services have not fully established metrics that the DoD can use to oversee readiness rebuilding efforts and evaluate progress towards achieving the identified goals.

GAO-16-473RC, "Army: Faces Challenges to Rebuilding Readiness," May 25, 2016

> This is report is a classified version of GAO-16-841, "Military Readiness: DoD's Readiness Rebuilding Efforts May Be at Risk Without a Comprehensive Plan," September 7, 2016, discussing Army readiness recovery efforts.

# Management Comments

## Army Deputy Chief of Staff for Operations, Plans, and Training

DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF, G-3/5/7
3200 ARMY PENTAGON
WASHINGTON DC 20310-3200

DAMO-OD 25 October 2019

MEMORANDUM THRU Deputy Chief of Staff, G-3/5/7

FOR Inspector General, Department of Defense, 4800 Mark Center Drive, Alexandria, VA 22350-1500

SUBJECT: GO CHOP, DoDIG Audit of Draft Active Component (AC) Brigade Combat Team (BCT) Readiness Report

1. DAMO-OD concurs with the six (6) DoDIG recommendations.

2. The G1, G4, and G8 responses found in Tab C describe the actions to be taken to accomplish the recommendations with actual/planned completion dates.

3. A public release review was accomplished per Army Regulation 220-1/Department of the Army Pamphlet 220-1, which found the DoDIG draft report to be UNCLASSIFIED. The report does not highlight vulnerabilities of specific units, resource/training status levels of specific units, nor does it use the application of the Commander's Unit Status Report (CUSR) metrics or methodologies of specific units.

4. DAMO-ODR POC for this action is [redacted]

CHRISTOPHER C. LANEVE
Brigadier General, U.S. Army
Director of Operations,
Readiness & Mobilization

# Army Deputy Chief of Staff for Programs

**DEPARTMENT OF THE ARMY**
DEPUTY CHIEF OF STAFF, G-8
700 ARMY PENTAGON
WASHINGTON, DC 20310-0700

DAPR-ZA

MEMORANDUM THRU Deputy Chief of Staff, G-3, 400 Army Pentagon, Washington, D.C. 20310

FOR Inspector General, Department of Defense, 4800 Mark Center Drive, Alexandria, Virginia 22350-1500

SUBJECT: Concurrence with Department of Defense Inspector General Audit of Brigade Combat Team Readiness

1. This memorandum provides Headquarters, Department of the Army G-8 **concurrence with comments** of recommendation number one (1).

2. The G-8 will provide an update on the current program and fielding plans to improve Equipment on Hand status of the 25T trailers and Modular Fuel System in September 2020.

3. In September 2019, the Army reported its third highest Equipment on Hand rating in the last twenty years and is meeting the Department's Readiness Standards. Recent program reviews with the Secretary and Chief of Staff Army resulted in the cancelation or reduction of 186 programs that do not support the modernization initiatives and readiness objectives of the force for 2028. These reviews will continue and may impact other programs in order to meet the Defense Planning Guidance and future force structures. We will meet the Combatant Commander's requirements but are unable to fill all units to 100% of equipment authorizations.

4. The G-8 defers the classification and determination of public releasable information contained in this audit to the Deputy Chief of Staff, G-3.

5. The POC is [redacted] at [redacted] or at [redacted].

for JAMES F. PASQUARETTE
Lieutenant General, U.S. Army
Deputy Chief of Staff, G-8

# Army Deputy Chief of Staff for Logistics

DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF, G4
500 ARMY PENTAGON
WASHINGTON DC 20310-0500

25 OCT 2019

DALO-OP

MEMORANDUM FOR Deputy Chief of Staff, G-3

SUBJECT: Department of Defense Inspector General, Audit of Brigade Combat Team Readiness

1. I concur with the Department of Defense Inspector General's (DoDIG) recommendation 2a. As stated, "To monitor ongoing actions regarding the mount telescopes until fully implemented, and to provide annual updates of actions taken to address shortages of spare parts beginning in September 2020." U.S. Army Materiel Command (AMC) manages mount telescopes (01-515-8265) and reports there are currently 66 back orders; however, three contracts have been awarded. The contracts are delivering 134 mount telescopes this year, 134 in July 2020, and 496 in June 2021.

2. I concur with the DoDIG's recommendation 2b. As stated, "To monitor ongoing actions regarding the fire control switchboards until fully implemented, and to provide annual updates of actions taken to address shortages of spare parts beginning in September 2020." AMC manages fire control switchboards (01-577-5948) and reports there are currently 65 back orders; however, three contracts have been awarded. The contracts are delivering 396 fire control switchboards through May 2022.

3. The point of contact is [redacted] at [redacted] or email [redacted].

LTG, GS

DUANE A. GAMBLE
Lieutenant General, GS
Deputy Chief of Staff, G-4

# Army Deputy Chief of Staff for Personnel

DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF, G-1
300 ARMY PENTAGON
WASHINGTON DC 20310-0300

DAPE-MP

10 October 2019

MEMORANDUM FOR United States Army G3/5/7 (DAMO-ODR), 400 Army Pentagon, Washington, DC 20310-0400

SUBJECT: G-1 Response to Inspector General (IG) Audit of Brigade Combat Team Readiness, dated 30 September 2019

1. I concur with the personnel shortages and recommendations identified in the September 2019 IG Audit of Brigade Combat Team Readiness. These MOSs answer issues identified in the 2019 report and do not represent current Army critical MOS shortfalls.

2. The cyber network defender (25D) military occupational specialty (MOS) has been on the Human Resources Command (HRC) Get Well Plan since 1QFY15 and is expected to attain 90% or above strength in FY26. In FY18, the proponent waived the Information Assurance and Information Technology experience requirements to improve the health of the MOS and Soldiers with a Secret clearance are now allowed to attend the course pending full approval of a Top Secret clearance.

3. The electromagnetic spectrum manager (25E) MOS has been on the HRC Get Well Plan since 2QFY17 and is expected to attain 90% or above strength in FY26.

4. Both 25D and 25E are in the Special MOS Alignment Promotion Program and Army Precision Retention Programs, which offer promotion opportunities and monetary incentives for reclassification into the MOS. Both MOSs are a part of the Selective Retention Bonus Program which offers monetary incentives to qualified Soldiers who reenlist in the Regular Army for continued duty.

5. The point of contact for this memorandum is [redacted] at [redacted] or [redacted]

Douglas Fraser Stitt
DOUGLAS F. STITT
Brigadier General, GS
Director of Military
Personnel Management

# Acronyms and Abbreviations

| | |
|---|---|
| **ABCT** | Armored Brigade Combat Team |
| **AMC** | Army Materiel Command |
| **BCT** | Brigade Combat Team |
| **CUSR** | Commander's Unit Status Report |
| **DCS** | Deputy Chief of Staff |
| **DRRS-A** | Defense Readiness Reporting System Army |
| **FORSCOM** | U.S. Army Forces Command |
| **HQDA** | Headquarters, Department of the Army |
| **HRC** | Human Resources Command |
| **IBCT** | Infantry Brigade Combat Team |
| **SBCT** | Stryker Brigade Combat Team |
| **TACOM** | U.S. Army Tank-Automotive and Armaments Command |

## Whistleblower Protection
### U.S. Department of Defense

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4800 Mark Center Drive
Alexandria, Virginia 22350-1500
www.dodig.mil
DoD Hotline 1.800.424.9098