

Sustaining Comprehensive Soldier and Family Fitness: Critical for Army 2020

by

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**Sustaining Comprehensive Soldier and Family Fitness:
Critical for Army 2020**

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Abstract

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The Army cannot afford to reduce leadership focus or funding for the Comprehensive Soldier and Family Fitness (CSF2) program during times of budget austerity. The Army recognized the tremendous challenges to our force from 12 years of war, and it responded by designing and implementing the successful CSF2 program which has helped hundreds of thousands of Soldiers, Families and Department of the Army (DA) Civilians mitigate the effects of multiple combat deployments, and actually thrive at higher performance levels by the recognition and implementation of this psychology-based training. This paper examines the historical origins of CSF2, provides analysis of detailed scientific studies that document the effectiveness of CSF2, and illustrates the potential it has for achieving the Army's 2013 strategic vision for a globally focused force more reliant on agile and adaptive human capital: the Soldier and Family. This paper argues that CSF2 can only continue to succeed with sustained cultural inculcation, leadership emphasis, and necessary funding, and recommends measures for insuring a comprehensive approach to reaching that goal.

Sustaining Comprehensive Soldier and Family Fitness: Critical for Army 2020

We are a resilient Army, and we are committed to building our individual and collective strength -- physically, emotionally, socially, spiritually and within our families.

—Army Chief of Staff General Ray Odierno¹

The Army cannot afford to sacrifice Comprehensive Soldier and Family Fitness (CSF2) funding and implementation at a time when evidence proves the effectiveness of the program, and that more will be demanded from our Soldiers and Families in the global strategic environment. In 2013, the Department of the Army faces both short and long term resource constraints which present a potential challenge to continuing a robust CSF2 program. The 2013 Army Strategic Planning Guidance (ASPG) specifies “fiscal reality requires us to eliminate redundant and poorly performing programs while sustaining those that have proven most beneficial.”² The central argument of this paper is that the CSF2 program is effective, and sustaining the program at its current and projected resource levels is essential to achieving the vision in the ASPG. This paper accomplishes this by reviewing the CSF2 program and published effectiveness studies, analyzing the 2012 ASPG in relation to supporting CSF2 enablers, and providing recommendations to sustain leader focus, change doctrine, and continue funding.

The CSF2 Program

By 1990 the US had taken the lessons from Viet Nam and built a powerful, modern Army that proved extraordinary in its Desert Storm victory. But there was still little focus on another silent, therefore less obvious testimony to the Army’s lingering failure to change how it prepares Soldiers before, during, and after war: the hundreds of

thousands of men and women who suffer long term negative and many times debilitating effects from exposure to combat and stress.³

Prior to 9-11, the study and application of techniques and training to prepare Soldiers for the mental, spiritual and emotional rigors of the combat and post combat environments had been largely unexplored. Not until after 2001 and the extended duration and repetition of combat rotations was the need for resource conservation of the Soldier, Family and unit fully recognized.⁴

After several years of sustained combat and in many cases 2-3 deployments for units and personnel, Army leaders began to recognize that there were ways to better prepare the Soldier, Family and unit for the rigors of multiple deployments, and the potentially negative consequences that can impact many other people. CSF2 would not be designed as a reactive “suicide prevention” or Post Traumatic Stress Disorder (PTSD) mitigation measure,⁵ but as a way to enhance the Soldier to fully and successfully navigate the rigors, impacts and consequences of all demands in today’s Army, and to thrive and perform optimally.

Enhancing performance gained traction as a goal within the 20th Century U.S. Army. For example in 1993 the Performance Enhancement Center (later the Center for Enhanced Performance, CEP) was created at West Point, New York to provide cadets “mental skills and academic support”⁶ to “provide a systematic way to build mental and emotional strength using scientifically tested, evaluated, and validated education methods from the fields of sport and performance psychology.”⁷ The Army had not previously addressed preparation of the Soldier’s mental and emotional attributes to better succeed both in their personal and professional environments, with the ultimate

goal of winning on the battlefield. Hence Comprehensive Soldier Fitness-Performance and Resilience Enhancement Program, (CSF-PREP) education was designed to “provide Warriors, family members and Department of the Army (DA) Civilians the skills to be self-regulating, instinctive, adaptive and mentally agile under intense pressure, while contributing to personal hardiness and resilience.”⁸ The program focuses ultimately on Performance and Learning Enhancement, Team Building and Research.⁹

From 1999-2004, the CEP began to send Mobile Training Teams to meet the demands for CSF-PREP throughout the Army. In 2006 General Peter Schoomaker, then Chief of Staff of the Army, recognized the “demand and need for mental skills education,”¹⁰ and directed the US Military Academy Superintendent to task CEP with developing a performance enhancement program capable of bridging the training gap. Schoomaker's decision is considered the origin of CSF-PREP, formerly the Army Center for Enhanced Performance (ACEP).

The US Army officially launched its Comprehensive Soldier Fitness program in October 2009. Designed and implemented to address the evident increase in social, emotional, and Family-related issues among Soldiers deployed multiple times in the long-term War on Terrorism, the CSF2 program is based on 30-plus years’ worth of scientific study on students by University of Pennsylvania psychology professor Dr. Martin Seligman.¹¹ The efficacy and corresponding benefits were recognized by the Army and a contract was awarded to begin Master Resiliency Training at the University of Pennsylvania, for select Army uniformed and civilian leaders, to bring the benefits of resilience to the Army worldwide.¹²

CSF2 is the first “psychology based approach to improving the psychological fitness of all members of an organization”¹³ of over 1 million personnel. The Army’s embracing of psychology as the best approach to deal with this human capital challenge highlights the relevance of contemporary psychological science to social issues at the macro level. The Army, “despite its traditional focus on materiel and armaments, recognized the fundamental importance of the human component in successful military operations in the 21st century.”¹⁴

The Army’s vision for CSF2 was to ensure “an Army of balanced, healthy, self-confident Soldiers, Families and Army Civilians whose resilience and total fitness enables them to thrive in an era of high operational tempo and persistent conflict.”¹⁵ The original CSF2 program comprised five core areas of emphasis: physical, emotional, social, Family, and spiritual, known as the “Five Dimensions”¹⁶ in order to create Soldiers and Family units able to sustain the rigors of multiple deployments and the associated stressors, and maintain holistic health and Family well-being throughout the experiences. As the 2012 Army Posture Statement explains, “The Comprehensive Soldier Fitness (CSF) program represents the Army’s decision to place the same emphasis on psychological, emotional and mental strength that we give to physical strength. This program represents our investment in the readiness of the force and the quality of life of our Soldiers, Family members, and Civilians.”¹⁷

CSF2 focuses on the whole person for optimal fitness primarily through teaching skill sets. Like the age-old saying “give a man a fish and you feed him for a day; teach a man to fish, and you feed him for a lifetime,” CSF2 teaches participants how to “examine their emotions, thoughts, and actions and figure out ways to regulate their

emotions and behavior to adapt for optimal well-being.”¹⁸ Using a strength-based prevention approach rather than using a “one size fits all” model, CSF2 teaches skills that enable participants to tailor the program to their unique needs and become directive in their own resilience programming. Focusing on the majority of the military force who are essentially well and fit, CSF2 teaches how to weather everyday setbacks as well as greater challenges. Finally and most important is the emphasis that CSF2 is a process that participants will engage in throughout their lives in the new Army cultural model “Soldier for Life”.¹⁹

Physical fitness had long been a focus of Soldier training in Army culture, but the inclusion of the four other dimensions represented a paradigm shift in Army thinking about fitness. “The emotional component of CSF2 highlights training in optimistic thinking, and making healthy and positive choices of actions and behaviors.”²⁰ The Army believes that “by equipping Soldiers with the skills to become more self-aware, fit, balanced, confident, and competent,”²¹ that the modern Army will be “better prepared to meet ambiguous and unpredictable challenges and help restore balance to the Army.”²² Spiritual health, according to CSF2 proponents, “encompasses all beliefs, principles, or values that sustain a person beyond all other forms of strength.”²³

Finally, the Social and Family areas of CSF2 emphasis comprise the various relationships, connections, and community resources available to Soldiers and their Families. The quality of those relationships is of key importance, and teaching Soldiers to choose the connections “that are personally fulfilling and foster good communication”²⁴ is the Army’s goal within CSF2 in the Social/Family dimensions. The Family aspect of the program also entails consciously contributing to and building

Family units that offer a “safe, supportive, loving, and secure environment”²⁵ for all members of the Soldier’s Family unit.

The CSF2 program was designed to be implemented through five fundamental processes called “the five pillars”:²⁶ the Global Assessment Tool (GAT), Master Resilience Training, Performance Enhancement, Institutional Training, and Comprehensive Resilience Modules. In totality, the program should begin at a Soldier’s accession to a military career and continue throughout active service years. This may extend into retirement years as, according to 2012 Army Strategic Guidance, a Soldier is a “Soldier for Life”.

The Global Assessment Tool is a mandatory, on-line self-assessment questionnaire that allows a Soldier “to track self-development and growth over time”²⁷ and gives the Soldier valuable resources from which to enhance or improve areas within their professional and personal spheres, with the ultimate goal to help the Soldier optimize their potential. GAT retesting is an annual requirement in order to reassess a Soldier’s strengths and needs for additional training. The results of the assessment are confidential, available only to the individual. Unit commanders can access only the aggregate scores, not each individual’s result.²⁸

Master Resilience Training began as a 10-day course offered at the University of Pennsylvania “designed to train individuals in critical thinking that will increase a person's optimism, self-awareness and mental agility.”²⁹ Its function is to teach key personnel “how to help others implement the principles of CSF2 into their lives through resiliency training.”

As of the second quarter FY13 the Army has fielded the balance of the 5,400 Master Resilience Trainers (MRT) required, and has achieved operating capability to train 1,800 MRT per year within the Army's institutional school system. Resilience training has been instituted in all units, on installations and in all Army schools. Finally, a Table of Distribution and Allowances (TDA) manning document was developed, submitted, and approved to ensure CSF2 has the personnel strength capable of sustaining, maintaining and, when required, expanding the CSF2 program.³⁰ Steady state operations and the institutionalization of the comprehensive soldier fitness program began on the completion of all other initial All Army Activities (ALARACT) 097/2010 – CSF2 execution order requirements.³¹

The *CSF2 (PREP) Performance Enhancement Model* has the most potential for impacting the effectiveness, performance and capability of individual Soldiers and teams. According to the Army “The tenets underlying excellence in human performance are applicable to all professional occupations.”³² CSF2-PREP developers recognized a high correlation between the mental and emotional skill sets of the athlete and the Soldier, that the skills on the “athletic field are similar to the skills underlying excellence on the battlefield, in the classroom, in the workplace, and at home.”³³ Taking this correlation of human performance, CSF2-PREP “tailored the delivery of the program to meet the needs of a wide spectrum of Army organizations and populations.”³⁴ This is accomplished through four avenues: performance enhancement, learning enhancement, team building, and additional research.³⁵

Institutional Training emphasizes the process-centered nature of the CSF2 program. While the testing and teaching begin with a Soldier's entry to military service,

the GAT becomes a mandatory annual undertaking. Throughout the course of a Soldier's active service, the individual's needs for strengthening various areas of the Five Dimensions of Strength will shift and change according to deployments, war zone experiences, changes within the Family unit, etc. Incorporating "life-cycle training through the U.S. Army Training and Doctrine Command,"³⁶ this module will facilitate the ongoing emotional, social, Family, and spiritual growth of each Soldier, Family member and Army Civilian working this program.³⁷

The final pillar of CSF2 is the *Comprehensive Resilience Modules* component that offers each person who completes the GAT an individualized set of training modules designed to strengthen those areas in which that person shows a need or interest. For example, some Soldiers may exhibit a greater need for strengthening the spiritual dimensions of their lives while others may require more help to enhance friendships and relationships as part of social fitness. The needs for training will likely change throughout a Soldier's career and the annual assessment requirement ensures the opportunity for the Soldier to take advantage of improving in areas they might identify.³⁸

The CSF2 program continues to evolve since its inception. For example, originally named Comprehensive Soldier Fitness, it is known today as Comprehensive Soldier and Family Fitness. The change of name marks the significant new accessibility of the entire program's assessment and training to spouses and Families of active service members, as well as to Army Civilian employees. For example, a report in August of 2012 announced that "thirty-two Army spouses are now qualified to serve as

Master Resiliency Trainers after completing a pilot program identical to what Soldiers complete to become MRTs.”³⁹

In addition to the expansion of the program to effectively train more spouses and Family members in CSF2 techniques, the Army has expanded MRT training to include a wider range of active service members. While initially MRT training was provided only to staff-sergeants, squad leaders and platoon sergeants, it has now “opened the training to its sergeants who have proven capable team and squad leaders”⁴⁰ and has increased the requirement for MRTs from one per battalion to one per company.⁴¹

CSF2 represents the Army’s recognition of the importance of psychology at a macro level, and its shift from “traditional focus on materiel and arms, underscores the fundamental importance of the human component in successful military operations in the 21st century”.⁴² But recognition and implementation alone are insufficient to establish the efficacy of the Army CSF2 program. Against the backdrop of resources, time and personnel spent in developing and executing the new program, CSF2 needs to prove its effectiveness to continue as a viable component of Army 2020.

Efficacy of CSF2

The success of CSF2, while nascent, is unambiguous. Several recent scientific studies supporting the efficacy of CSF2 have been prepared and published by the Rand Corporation,⁴³ as well as the Army’s CSF2 office,⁴⁴ and show conclusive, positive results in the application of CSF2 to Soldiers.⁴⁵ The data for these studies refute an initial argument brought by a study⁴⁶ that raised questions about the efficacy and approach of CSF2. Notwithstanding the positive study conclusions, the negative study wrongly based its conclusions on the assumption that CSF2 was a suicide prevention and PTSD

mitigation solution in response to the high suicide rate the Army experienced since 2008.⁴⁷

The Army's 2011 CSF2 Program Evaluation Report #3⁴⁸ provided solid evidence showing that the MRT skills are having a positive effect on Soldier-reported resilience and psychological health (R/ PH). The evaluation shows that MRT training, or more specifically the presence of MRT trainers embedded within select units, positively impacts the R/ PH of Soldiers within those units. Further analyses indicated that the "presence of MRTs might be more effective for younger Soldiers, and may be more effective when MRT trainers are confident and feel as though they have the support of their unit's command team."⁴⁹

Together, the results suggest that R/PH levels of Soldiers can be enhanced through intervention techniques that rely upon a train-the-trainer approach. The CSF2 Program Evaluation Report #3 specifies there are "...aspects of the program that have not yet been assessed"⁵⁰ and questions what specific skill sets in MRT are responsible for "driving the increase in Soldier-reported R/PH."⁵¹ The study goes on to report that a holistic impact assessment is the intent, with future evaluations necessary to provide more clarity on specific aspects of the program leading to success.⁵² By doing this, CSF2 "can continue to refine and adjust the training programs to maximize their impact on the psychological health and resilience of Soldiers and, by extension, the overall health of the Army."⁵³

Finally, according to the Rand study, the "individual-level factors with the strongest evidence of effectiveness in the studies were positive thinking, positive affect, positive coping, realism, and behavioral control."⁵⁴ For the study, the factors were

scored as “moderate evidence (based on cross-sectional correlation or observational design)”⁵⁵ or “strong evidence (based on a randomized design or other longitudinal design).”⁵⁶

CSF2 will continue to be measured using comprehensive and sustained study to determine efficacy and to make necessary course corrections and include new developments in the program. For example, continuous MRT Population Studies, a Department of the Army Inspector General 2013 Inspection Checklist development, additional Technical Reports 4 and 5, Army Campaign Plan (ACP) Metrics in the Strategic Management System, and Walter Reed Army Hospital Inspections on Implementation⁵⁷ are among the many supporting methods designed to facilitate and insure the continued successes of CSF2.

The initial successes of CSF2 establish the importance of sustaining the program at the level envisioned by the Army. However, the Army should take an even more aggressive approach by looking into the potential benefits that can be gained for Army 2020 by correlating CSF2 targeted effects with the applicable 2013 ASPG vision.

CSF2 and the Army 2020

The DOD’s 2012 Strategic Plan as defined by the Commander in Chief requires persistent global presence and a “broader range of missions,”⁵⁸ and sustained operations in a violent, uncertain, complex and ambiguous environment (VUCA),⁵⁹ all within a reduced budget.⁶⁰ These national policy requirements will demand much more from Soldiers, Units and Families in the future.

The 2010 Quadrennial Defense Review (QDR)⁶¹ and the ASPG⁶² documents guiding the Army’s strategy contain multiple focus areas where CSF2 training will add tremendous value as a future force multiplier. These include preparing our Soldiers to

adapt to numerous missions and environments, leveraging additional and complex technologies, and surviving and winning in any combat operational environment.⁶³

Analysis of the basis for the Army's Campaign Plan in the Army's 2013 ASPG reveals the "four imperatives"⁶⁴ by which "a globally responsive and regionally engaged Army builds toward a *regionally aligned, mission tailored* force that can Prevent, Shape and Win now and in the future."⁶⁵ This reflects that CSF2 will have a direct role in influencing and enhancing the successful outcomes of the strategy based on the fact that most of the "coordinated actions"⁶⁶ are dependent on a more capable, adaptive and agile Soldier force, all three of which are attributes CSF2 is specifically designed to enhance.

The four imperatives are: 1) *provide modernized and ready, tailored land force capabilities to meet combatant commanders' requirements across the range of military operations*; 2) *develop leaders to meet the challenges of the 21st Century*; 3) *adapt the Army to more effectively provide land power*; and 4) *enhance the all-volunteer Army*.⁶⁷

The First Imperative

Provide modernized and ready, tailored land force capabilities to meet combatant commanders' requirements across the range of military operations means that "While not every Soldier will be trained for all missions, the Army as a whole will be trained to and capable of accomplishing all the missions with which it may be tasked."⁶⁸ In order to achieve this, versatility and adaptability in our Soldiers are the keys to success, and CSF2 impacts this directly by enhancing Soldier capability. Those coordinating actions within the first imperative that will benefit from CSF2 include: *Training for Operational Adaptability*, "as it relates to human dimension's cognitive, physical and social components as they relate to mission command and training,"⁶⁹ which CSF2 is focused

directly on achieving; *Modernizing the Network*, which requires particular and adaptive technical skill sets, and another area that will be positively impacted by ongoing CSF2-PREP training; and *Continuing to Maintain a Global Stabilizing Presence*, where the Army forces will “conduct a sustainable pace of presence operations abroad, including rotational deployments and bilateral and multilateral training exercises.”⁷⁰ This makes CSF2 an integral component of what “success will look like” as Soldiers move forward to a different and in many ways more demanding and diverse operating environment.

The final components of the first imperative are, *Adapt the Army Force Generation Model*; *Regionally Align Forces*; *Institute Army Total Force Policy*; *Balance Active and Reserve Component Force Readiness*; and *Modernize Equipment to Prepare for Future Challenges*. While these highlight, to a lesser degree, the beneficial impacts of long-term CSF2 programming, they can yield positive systemic impacts due to the institutionalization of the CSF2 principles in all Army personnel and their Families.

With *Increas(ing) the Combat Power of Army Formations*, the Army will seek greater overmatch capability from “the squad through the brigade level.”⁷¹ This includes “investing in enhanced capabilities for Soldiers, at all levels and in all formations, to be capable of tailoring and employing the necessary combat power for independent, limited objective operations, as well as increased effectiveness in large-scale contingencies.”⁷² This requires Soldiers unmatched in their ability to handle multiple roles, whether representing the nation on the global stage or in combat. CSF2 will provide a tremendous supporting effort, or a margin of excellence in preparing Soldiers for the rigors they will experience.

Achieving this overmatch requires a fundamental investment and focus on each individual Soldier in the squad. To be as enhanced, on a personal performance level, as possible, and CSF2 can provide capability by bringing that dynamic to the benefit of the team. CSF2 targets those skills sets⁷³ particularly in team building, which address what the concept of squad overmatch focuses on.

Develop the Plan for Mission Tailored Force Packages.

Tailoring a force means not only optimal task organization, unit construct and training, but focused preparation of the individual Soldier. The Soldier also must be selected and trained for their role in support of these often diverse, frequently non-combat roles which support strategic ends like “reinforce preventive measures, help build the capacity and competence of U.S. allied and partner forces for internal and external defense, and strengthen the cohesion of alliances and increase U.S. influence.”⁷⁴ CSF2 includes the capability for self-assessment⁷⁵ to best help Soldiers focus and improve their performance in a particular environment, as well as performance enhancing models⁷⁶ that equip Soldiers to more confidently assume tasks and assigned roles that require for example, foreign language and cultural skills.

The Second Imperative

Develop leaders to meet the challenges of the 21st Century is arguably the most important and influential of the four imperatives. The paramount requirement for the Army is to develop leaders from all components who are competent at making decisions with imperfect information in any situation, including highly complex and dangerous environments. These same leaders must also be capable of training Soldiers to be adaptive, professional and disciplined to execute any mission. Leader development is the best means to ensure that the Total Army can adapt to whatever an uncertain future

may bring. To that end, CSF2, from initial entry to commissioning and OES/NCOES will impact the future of the Army.

Train, Educate and Provide Leaders with Experience

Training must “replicate with greater fidelity and realism the challenges present in tomorrow’s information environment.”⁷⁷ And with the growth of our future leaders taking place largely at war the last ten years, “Leadership development must inculcate the ideals of the Army profession, while preparing Soldiers and Civilians to operate independently in more dynamic environments.”⁷⁸ CSF2 enables higher performance⁷⁹ and learning capacity in leaders and will enhance the experiential quality of lessons learned in the global environment. CSF2 has demonstrated potential for helping Soldiers to recognize, improve and sustain their own personal leadership development in our current environment, adding a significant enhancement to current and future Army leader development through the GAT, CSF2-PREP, and MRT.

Enhance Broadening Opportunities

In the 21st century global environment, Army leaders need other, non-military perspectives. The 2013 ASPG states “Enhanced broadening experiences will build critical thinking skills and the ability to develop innovative solutions applicable to difficult situations”⁸⁰ and “The Joint, interagency, intergovernmental and multinational environment demands broader mindsets best developed through a variety of experiences.”⁸¹ Those abilities and experiences will be enhanced by the continuous application of CSF2 throughout the professional career of the leader.

Reinforce the Army Profession in the 21st Century

Continued focus on the Army profession, a self-policing organization skilled in the practice of arms, is essential to inculcating the gains of the last 11 years while

simultaneously eliminating the deleterious effects of prolonged combat. Toward that end, the Army will soon issue a Ready and Resilient Campaign Plan to accomplish these goals and create a culture of resilience for a stronger force. As the Army embraces change, it will seek to retain professional leaders who demonstrate the values, trust and skills required, whether operationally deployed or in a training environment.

Develop Leaders Who Are Proficient in Cyberspace and Enhance Our Cyber Professional Workforce

With ever increased reliance on cyber capability and the need to dominate that environment, the Army will need to “create a deeper workforce while we develop the cyber skills we need now.”⁸² Enhancing that workforce and capability across the spectrum of Army personnel will demand mental agility that must be sustained and promoted continuously with the frequent developments and changing nature of cyberspace. Developing those enhanced mental skills will be facilitated by CSF2.

Develop Courses of Action to Deal with Long-Term Demographic Trends in the United States

Recruiting and developing leaders to meet the challenges of the 21st Century will prove difficult if the Army does not account for changing U.S. demographics. Trends such as advancements in technological proficiency, increasing obesity, economic challenges and a reduced interest in military service may cause some of the best and brightest candidates to avoid or be ineligible for Army service. Army recruitment objectives should include capturing the diverse cultural attributes of the evolving population and developing programs and policies to account for long-term demographic trends and continue to develop CSF2 to complement resiliency deficits.

The Third Imperative

Adapt the Army to more effectively provide land power, and its coordinating action requirement to *Reform and Restructure the Institutional Army* is the most urgent imperative today. Resetting the Force relies directly on CSF2 to help accomplish this goal over the next two years as we exit Afghanistan and reset to future operations.

“After more than a decade of conflict, the Army accumulated risk from prolonged high operational tempo with its effects on Soldiers, Civilians, Families, leaders...”⁸³ CSF2, particularly MRT, will assist the Army meet the requirements responsibly.

The Fourth Imperative

Enhance the all-volunteer Army, is central to what CSF2 was designed to accomplish. Army Chief of Staff General Ray Odierno specified that “the all-volunteer force is the Army’s greatest strategic asset, providing depth, versatility and unmatched experience to the Joint Force.”⁸⁴ CSF2 would remain a priority and is embedded and prominent in the second Line of Effort (LOE) in the Army’s Ready and Resilient Campaign.⁸⁵

Further, Odierno stated that “The Army must retain the capabilities of this combat seasoned force and maintain the bonds of trust with Soldiers and Families while reducing numbers responsibly to arrive at a smaller, balanced force. The Army must do this while remaining mindful that more than 11 years of war and multiple deployments have strained Soldiers and Families.”⁸⁶ To achieve this, the Army will continue to support Soldiers, Civilians, Families and Wounded Warriors, remaining Army Strong and enhancing Army Professionalism. This is reinforced further by maintaining an Army that leverages the diversity of Soldiers and Civilians, and develops, aligns and

integrates the Army Personnel Life-Cycle Model and Processes to Optimize Soldier and Civilian Management and Development.⁸⁷

The Army must continue to recognize that people are its centerpiece. The development and sustained implementation of CSF2 is essential to that recognition. While “Responsible, agile and adaptable human capital management is essential to building and sustaining the all-volunteer Army,”⁸⁸ so is training that force how to be agile and adaptable in order to meet those requirements. Again, CSF2 can play a lead role in accomplishing the Army’s human capital objectives.

The impact that the CSF2 program can have on many components of the 2012 ASPG is clear. Many parts of The Army Plan will require leveraging a more agile, adaptive, trained and resilient force. Clearly the central core of the human dimension, the Soldier, is the most critical component in ensuring the successful attainment of the near, mid, and long range planning goals on the way to achieving the overall Army strategy. So what remains essential to link ends, ways, and means is for the Army to sustain its commitment to CSF2 through a comprehensive approach encompassing leadership, doctrine, and funding.

Recommendations

These recommendations are intended to be illustrative rather than innovative. Much has already been done by Army senior leadership to move the CSF2 program forward, and the framework for the future has been laid out. However in an environment of significant national debt and budgetary pressures, including substantial declines in the defense budget, that future framework for CSF2 is in peril. Despite the fiscal crisis, one which former CJCS Admiral Mike Mullen said was the “greatest national security threat to America”⁸⁹ the CSF2 program should continue to be fully funded in support of

transformation to Army 2020 and beyond, precisely because it is foundational to the effectiveness of the force.

Leadership

CSF2 has the focus of all Army leaders. As the Secretary of the Army, Army Chief of Staff, and Sergeant Major of the Army wrote, “Command support and participation at all levels are of paramount importance to the long-term success of the CSF2 program. Initial assessments clearly show that the success of CSF2 is directly attributable to command support.”⁹⁰

As conditions and key leader priorities change, influenced by global demands, policy shifts and resource availability, the Army must continue its investment in training. This training must include values inculcation ensuring that for all Soldiers, leaders and future leaders, CSF2 is a part of Army culture. Full participation with top to bottom leadership focus, emphasis and mentorship must be a part of daily Army life to guarantee success. To that end, the Noncommissioned Officer Education System and the Officer Education System (NCOES and OES) should include education about the CSF2 program, and how to creatively embed CSF2 training requirements throughout all facets of unit life.

Doctrine

Identify Training and Doctrine Command (TRADOC) as the primary oversight organization for training, implementation, and monitoring CSF2. Currently, oversight for CSF2 resides with DA G3/5/7. CSF2 is training, and is being implemented throughout the Army as part of organizational and cultural recognition of psychology-based techniques as improvement tools to enhance Soldier performance and resilience. While the overall oversight for CSF2 will remain at DA and a particular focus of senior Army

leadership, the Army must resist the urge to keep this as a “special program,” and instead integrate CSF2 fully into the doctrinal fabric of the full spectrum of Army operations. TRADOC will achieve that end by incorporating CSF2 and resilience enhancement throughout Army doctrine, reinforcing that CSF2 is truly the foundation of Soldier training and culture change.

Additionally, it is essential that the Army dispel the perception that CSF2 is a function of Army Medicine. The Rand study pointed out that “because most resilience researchers are behavioral scientists, whose work would normally inform the military (Army) health system, placing responsibility for resilience programs in the Medical Department, however, could possibly hamper implementation of resilience initiatives by operational commanders.”⁹¹ Resilience programs are about training, education, and culture, and therefore are best positioned outside of health and medical field oversight.

Funding

It is key that Army leaders sustain adequate funding for CSF2. The multiplicative effectiveness of this fundamental training will ripple through the Army for years to come and continue to enhance combat, Family, and workforce capability. Reducing, delaying or eliminating funding would violate the commitment the Army has to the Nation and to itself to “*guarantee the agility, versatility and depth to Prevent, Shape and Win*”⁹² which begins with the foundation of effective, resilient, and adaptive Soldiers.

Currently CSF2 is OCO funded⁹³, and with the drawdown in Afghanistan and a shrinking Army budget guaranteed, those funds will disappear. Though the 2013 Operation and Maintenance (O&M) budget requests \$47.2 billion,⁹⁴ including CSF2 costs, funding is not guaranteed. Approving the inclusion of CSF2 in the O&M budget

recognizes that CSF2 is a fundamental part of providing a trained and ready force to win the current fight and sustain readiness for future challenges.

Conclusion

The Army is well on its way to effecting the culture change that would embed & reinforce resilience into all facets of the profession of arms, just as, for example, an earlier institutional emphasis on safety considerations now permeates on and off duty culture and behavior. A culture of resilience reinforces trust and values among professionals, and makes Soldiers, Families, and DA Civilians stronger. Ultimately CSF2 is a key enabler in helping to create resilient forces that can meet and sustain meeting the nation's national security requirements.

This paper has provided a comprehensive review of CSF2 and its effectiveness, illustrated specific correlations between the Army's 2012 strategic plans and how CSF2 will enhance readiness and resilience goals, and offered recommendations in the areas of leadership, doctrine, and funding to help ensure momentum for CSF2. The central challenge remains how to sustain CSF2 gains during a period of budget austerity. The now-documented benefits of CSF2 reinforce the essential nature of the program as a combat multiplier that enhances the Soldier and sustains the Family. The analysis in this Strategy Research Project (SRP) highlights that it will be cost effective to sustain CSF2, as much real innovation occurs during times of scarcity, vice times of unlimited budget.⁹⁵ A fully-funded CSF2 program will continue to demonstrate how this type of relatively inexpensive innovation promises immense gains for the Army to retain and improve the principle building block of Army 2020: the Soldier.

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