



USACAPOC(A) Strategic Plan 2019-2026



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Message from the Command Team

The rise of hybrid, multi-domain warfare reflects a revolutionary change in the character of conflict. New technologies, such as cyber operations and commercial drones, are empowering a mix of actors. At the same time, great powers are struggling to address a range of hostile actions, in part due to the democratization of technology, but also as a consequence of weakening global institutions, and the challenge of wars amongst the people that have been re-energized by a pervasive access to information. In this environment and based on the Army's recent focus on lethality, USACAPOC(A) must be able to think and adapt faster than the adversary to gain a position of relative advantage. Tempo and agility, not only in the battlespace but also in the way we man, equip, train, develop leaders and organize are increasingly essential ingredients.



We cannot ignore the threat nor delude ourselves into thinking legacy solutions will address tomorrow's problems.

The first step on this journey is to understand and accept what is happening, rather than turn a blind eye to the changes in the character of conflict. Multi-Domain Operations (MDO) entails collaboration and integration of comprehensive effects. The speed of future conflict will necessitate shared understanding of the battlespace. We cannot ignore the threat nor delude ourselves into thinking legacy solutions will

address tomorrow's problems. Mistaking hybrid warfare as an ancillary branch of twentieth century conflict misses the scale of change. Our future wars will be very different than anything we have previously seen. Beginning with the click of a mouse, from cyber-attacks to disinformation campaigns, the adversary is maneuvering across multiple domains. Civil Affairs (CA), Psychological Operations (PO), and Information Operations (IO) are critically relevant to all phases of competition, conflict and consolidating gains. Failing to recognize and respond to current and future realities risks strategic defeat before the first shots are fired, it has the potential to undermine our ability to deter and defeat threat efforts short of armed conflict. Our challenge in this era of constant competition is to keep pace; falling behind today risks ceding immeasurable advantage to our adversaries tomorrow.

As a command, we must evolve rapidly to address this reality. This process starts with generating a culture of innovation across the command. USACAPOC(A) will cultivate the creativity of the Soldier to anticipate and drive new approaches to fighting and winning the nation's wars, both in the old domains and in the new. We envisage a new, democratized approach to experimentation and innovation where commanding officers free their people to take calculated risks enabling units to fail early and fail small as part of learning, succeeding and exploiting catalytic ideas.

In addition to changing how we think about peacetime training, a new culture of prototype warfare – i.e. bringing an entrepreneurial culture to war – will extend to the

battlespace, with deployed operations becoming the ultimate laboratories for innovation. Immediate feedback will create vast quantities of data where the latest methods in machine learning and artificial intelligence can improve operational effectiveness. This method offers the route to the early testing and integration of technologies and techniques, increasing the conversion rate of ideas into capabilities, and eventually to a competitive advantage in MDO.

This culture will be underpinned by a new theoretical foundation on how to become more lethal to fight and win in modern wars. This new Command Strategy and mindset is not a radical departure from our long tradition of using an indirect approach to gain advantage. *Prototype Warfare* plays to our Army's inherent strengths in the fusion of soft and hard power to deliver desired political outcomes.

Central to everything is people. USACAPOC(A) seeks to become an incubator for innovation that attracts the best people from an increasingly competitive and diverse talent pool. We will integrate the best of entrepreneurial energy along with military impetus, generating dynamic capabilities that enable competitive advantages that our competitors cannot match. Only units that are agile, fast, and innovative, will meet the demands of this fast-changing, increasingly competitive world.

As we celebrate 100 years of Civil Affairs and Psychological Operations and a stronger demand signal for Information Operations and Information Related Capabilities, it is imperative that we look to adjust, adapt, evolve, and change to meet the nation's challenges for the next 100 years.



Scope

The purpose of this plan is to describe how USACAPOC(A) must learn, adapt, and evolve in order to remain relevant, build readiness, enhance lethality, and become the premier provider of conventional CA/PO/IO forces to fight and win our nation's future conflicts.

Scope

This plan begins execution in FY19 and spans a 7-year period. FY20 is the budget year. For planning, FYs 21-25 are aligned with the Program Objective Memorandum (POM) and Future Years Defense Program (FYDP). To keep up with the rapid pace of change inherent in the operational environment, this plan will be updated annually and managed dynamically.

Risk

USACAPOC(A) must concurrently address short-term budgetary challenges, support Ready Force and contingency requirements, balance current and future demands, and address long-term threats. We have neither sufficient resources nor necessary predictability to eliminate risk. We must, therefore, constantly analyze our strategic and operational environments and make informed decisions to mitigate these risks. Our failure to adapt in structure, outcomes, and capabilities provided to Army and Joint forces will jeopardize the Army's strategic flexibility and our own relevancy.

Strategic Environment

We face an ever more lethal, volatile, inter-connected, and disruptive battlefield, combined across domains, and conducted at increasing speed and reach. New commercial technologies are changing society and are evolving the nature of war. We cannot prepare to fight the wars of the past, nor can we man our formations and train using outdated methods and unsustainable models. USACAPOC(A) is at an existential crossroads. We must become an adaptable, agile, learning organization, or we will be replaced by one that is.



Vision

**Best People, Best Mission, Bright Future:
Harnessing our collective influence**



Mission

USACAPOC(A) is manned, equipped, trained, organized, and led to provide strategic, operational, and tactical Civil Affairs, Psychological, and Information Operations capabilities to enhance the lethality of the conventional force commanders to deploy, fight, and win across the full range of military operations.

Commander's Intent

USACAPOC(A) is critical to the Army's mission to fight and win our Nation's wars. Specifically, we support the conventional force Army and Joint Force with unique capabilities to shape and prevent conflict, conduct large-scale ground combat, and consolidate gains. It will take our combined power of leadership, energy, and execution to succeed. In sum, I need you to lead, take ownership of challenges at your level, and accept that the way we have done things in the past must change—adapt to the current environment. We must begin today building the Army's future force that unifies and synchronizes all influence related capabilities, is ready to deploy, and adapts to meet all requirements of a multi-domain battle.

Key Tasks:

- Investment in and Commitment to readiness and lethality – Soldier, Combat, and Organizational
- Accountability and Stewardship to USARC, the Army, and the Nation
- Reasserting leadership to the conventional force Army and Joint Force as the Senior Mission Command for information related capabilities and information operations

End State: CA, PO, and IO units that possess the inherent capabilities – leadership, training, equipment, and manpower – to win in any operating environment against any enemy or prevail against any challenge.

Key Terms

Line of Effort

A Line of Effort (LOE) is a mechanism to link multiple tasks with goal-oriented objectives that focus efforts toward establishing desired operational and strategic conditions. LOEs are used to accomplish specific Strategic Objectives.

Major Objectives

Major Objectives (MOs) are cross-cutting, overarching goals that link all lines of effort in obtaining the Commander's Strategic End State. These consist of multiple Supporting Objectives (SOs) and are derived from the Army Campaign Plan (ACP).

Supported Objectives

Supported Objectives (SOs) are mid-long term (2-7 years) efforts that are fundamental building blocks necessary to collectively achieving the USACAPOC(A) Commander's vision and end state.

Desired Conditions

Creating the Desired Conditions (DCs) is each Task Force and leader's most fundamental enabling role and is the composite of the conditions, circumstances, and influences that affect the development and employment of our capabilities.

Key Enablers

Key Enablers are mechanisms used to drive innovation, collaborate ideas, and communicate internally and externally to synchronize all lines of efforts to the desired end state.

Key Tasks

Key Tasks are recurring and short-term methods or business practices which serve as building blocks to achieve supported objectives.

Key Resources

Key Resources are the resources required (means) harnessed to set the desired conditions in motion to achieve our strategic end state.

Sub Tasks

Subtasks are clearly defined, measurable, and quantifiable statements of work to be done. They are the result of a deliberative process where the Task Forces plan the development and way-ahead of specific tasks.

Supporting Tasks

Supporting Tasks are measurable and quantifiable tasks which must be completed in order to accomplish a Sub Task. Based on mission analysis and the CG's Supported Objectives, Task Force leaders assign Supporting Tasks to organizations to accomplish Sub Tasks.

Roles and Responsibilities



Leaders at every level have primary responsibility of managing and executing all tasks, objectives, functions and roles associated with the Strategic Plan, from task to objective through assignment of plans and monitoring and all progress through completion.



To assist our unit leaders, USACAPOC(A) Task Forces (TF) will be stood up each with a TF Leader and NCOIC assigned to staff sections at all levels to drive each Line of Effort towards the end state. Task Force leaders can further assign Team Leads for a Supported Objectives, Sub Task, or any level supporting tasks. Task Forces will coordinate with USACAPOC(A) staff elements, Major Supporting Commands and organizations responsible for USACAPOC(A) Core Functions, and Key Enablers to ensure horizontal and vertical integration in all aspects of planning and execution. A monthly Effects Board will be conducted to monitor progress of Task Forces efforts, provide assessments, conduct coordination, and develop recommendations to the CG to move each LOE towards our 7-10 year end-state goals.

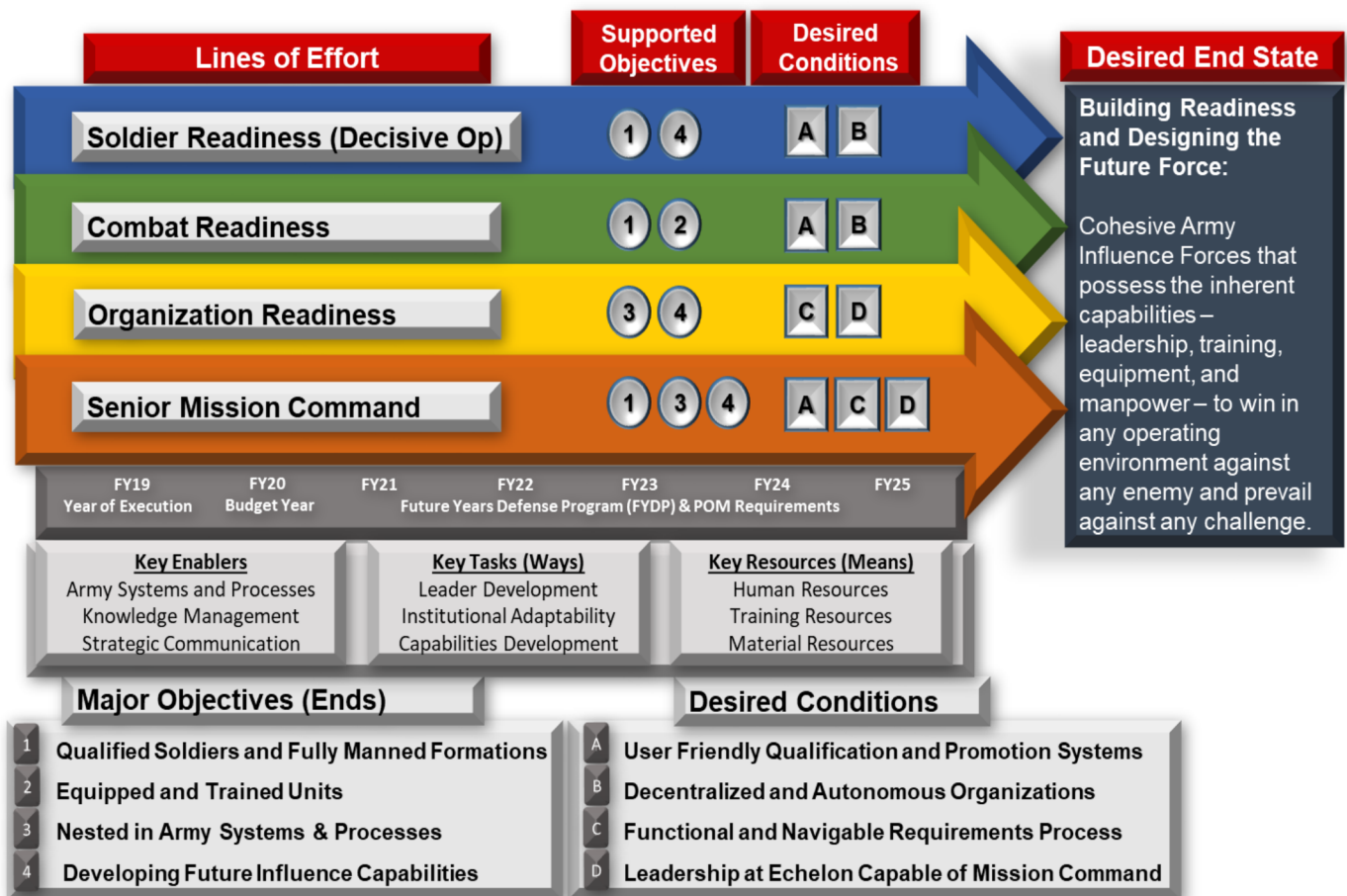


USACAPOC(A) command teams and their staff elements will fully integrate into Army systems and processes and provide augmentation, coordination, products, or other support to Task Forces as required. Support includes, but is not limited to all Core Functions, Key Enablers, and Key Tasks designated by the CG.



Staff Management requires a staff section to serve as the integrating higher headquarters staff to coordinate with Task Forces in order to provide a consolidated USACAPOC(A) position, product or policy. This ensures tasks are horizontally and vertically integrated and that a coordinated position in line with the USACAPOC(A) Commander's intent is presented and followed. Staff Managers support Task Force Command Teams through their analysis, assessment, coordination, and development of recommendations for the USACAPOC(A) Command Group, and should anticipate providing interface/liaison with external agencies on behalf of each Task Force. Staff Managers facilitate the coordination and cross-fertilization of plans, products, and policy with higher HQ and external agencies as appropriate to reach integration that the Task Force leaders might not otherwise attain.

Strategic Plan



RESILIENT FORCE POSTURE AND EMPLOYMENT
PRIORITIZE PREPAREDNESS FOR WARFIGHTING
INNOVATE AND MODERNIZE KEY CAPABILITIES
CULTIVATE WORKFORCE TALENT



Lines of Efforts and Task Force Concept

LOE 1: Soldier Readiness and Deployability (Task Force Manning) = Decisive Operation

All lines of effort and roads to achieving our strategic end state start here. The Army is based on our nation's greatest resource: the individual fighting Soldier. As an all-volunteer force comprised of individuals and leaders, we must recruit the right people, guide them through the qualification process expeditiously, and ensure accountability in all Individual Readiness areas.

Strategic Objective: USACAPOC(A) invests in its greatest resource--our Soldiers: recruiting, qualifying, retaining, promoting, and preparing them to mobilize, fight, and win in MDO.

LOE 1: Task Force Manning has three Supported Objectives

SO 1.1: Prepare: Fully manned units with readiness-minded leaders and qualified Soldiers

- Manning Army Reserve units takes a **team effort** where each of us plays a role to attract, recruit, and retain the best possible talent into our units. To do this, we must understand what our Soldiers need and how to best encourage them to remain a fighting member of the team as well as entice the best people available. We must do this right and invest in recruiting methods and strategies that pay the highest dividends. At all times, we must let our weak players go (only after doing everything we can to make them strong). However, we must have recruited their replacement before pushing them out the door. When we recruit unqualified personnel, it is our sole purpose to manage them expeditiously through the qualification process. Only manned and qualified units are able to build further readiness. This is always the first step and priority effort.

SO 1.2: Support: Enable and preserve our team of multi-functional capabilities

- We need to develop our business practices and drive a culture of excellence and innovation when it comes to how we deal with our people and systems day-to-day. Telling others how much we need and appreciate them is a good first step, but our actions will ultimately determine if they perceive that they are a valuable part of their teams and our organization. Every leader should know the next step in each individual's career progression and work diligently to help each person achieve his or her personal goals. Let us stop talking about counseling, mentoring, and caring and start doing it. Modern technologies enable us to reach out to and communicate with our people in a variety of innovative ways; however, face-to-face interaction cannot be replaced by virtual caring alone. We must interact on a personal level.

SO 1.3: Sustain: Long-term investment in our people—Soldiers, Civilians, and Families—through a systems and process approach

- It is the responsibility of every leader and their full-time support personnel to update and maintain system data on our people. A lack of system maintenance is nothing more than a lack of caring for our people. Invest time in updating records and understanding our personnel and medical readiness management systems.

LOE 2: Combat Readiness (Task Force Fight)

If we are not ready to fight and win with a near-peer competitor in multi-domain combat operations, we are not ready. . . period. This is a team effort and requires leadership, detailed planning, and a collective will to execute yearly training plans to the highest standards. Innovative and intelligent training events at Battle Assemblies and Annual Training should culminate in externally evaluated training events.

Strategic Objective: USACAPOC(A) is combat ready through our investment in dynamic, realistic training: planning, executing, and evaluating training in combat-like conditions.

LOE 2: Task Force Fight has three Supported Objectives**SO 2.4: Modernize: Acquire the right Army Common sets to support maneuver commanders in Large Scale Ground Combat Operations (LSGCO).**

- Being the most globally engaged, capable, lethal, and combat-ready command in the Army Reserve comes at a cost. Sustained global commitments, funding cuts, and an ill-defined requirements process has degraded our overall combat readiness. We are now only able to keep less than half of our force at an acceptable level of readiness for LSGCO. This is alarming and must change. Over the next seven years, we will execute a modernization strategy that will bring us to current readiness requirements within 3 years while building future combat capacity. Our investment in communications, Command and Control, and information platforms will be our immediate priority. Experimenting in Prototype Warfare to build the right future capabilities will be our secondary priority.

SO 2.5: “All for One:” Every USACAPOC(A) Soldier is master of the trade—lethal and agile (individually trained).

- Rather than lack of preparation, the issue has become that there are too many tasks (rocks) that fill our individual Soldier’s rucksack. It is our job as leaders to prioritize and tailor those tasks to maximize individual readiness. Our non-commissioned officers lead the way. Own this, and maximize individual training time by focusing, combining, and gaining efficiencies in ensuring each Soldier is ready to face the rigors of combat. Prioritization and the tailoring of individual training geared toward the threats in the current operational environment will enhance lethality of the force.

SO 2.6: “One for All:” We are all Ready Force and building readiness together (collectively trained).

- A stigma has grown around the words “Ready Force”. That is about to change. We are all in. Our entire population will be our Ready Force, and this requires a commitment to collective training excellence from every member of our formations. We cannot cross-level our way to readiness. Each unit will build this collectively as USACAPOC(A) becomes the Army’s premier Ready Force. Our future path to readiness requires autonomous and fully trained teams and Companies. We will maximize Army training centers and integrated Joint exercises to demonstrate our collective proficiency and create new, innovative training platforms to validate our combat readiness.

LOE 3: Organizational Readiness (Task Force Design)

We must be willing to evolve from legacy formations, outdated practices, and obsolete equipment to a force ready to fight and win on a future multi-domain battlefield. We will better integrate with unified action partners to successfully prosecute operations short of conflict, prevail in large-scale combat operations, and consolidate gains if we balance our force and maximize Army systems and processes to obtain operational relevance in MDO.

Strategic Objective: USACAPOC(A) units are ready, capable organizations: working within Army systems and processes, developing future capabilities, and building a relationship-based culture of communication and mutual understanding.

LOE 3: Task Force Design has three Supported Objectives**SO 3.7: Army Systems and Processes: Become a model of “how the Army runs.”**

- In the past decade, we have convoluted legacy practices from our SOF heritage with ad hoc and hybrid processes. The outcome has alienated USACAPOC(A) from our parent organization (USARC) and has distracted us from becoming a force multiplier for the conventional Army and Joint elements. This is an untenable and unsustainable position. As the Army evolves, and the Army’s Futures Command develops, we will become a learning organization and a leader in the Army Reserve embracing and employing these systems and process for our advantage. Leaders should know the five phases of the Force Development Process and translate these into requirements across Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities, and Policy (DOTMLPF-P). Units must re-learn and better employ available Army systems to leverage and implement the Army Planning, Programming, Budgeting, and Execution process. Short-sighted gains and ad hoc solutions will no longer be acceptable. All changes must support our Lines of Effort and build towards our 7-year end state.

SO 3.8: Rebalance: Determine the right size, composition, and mission of our future organization.

- We are currently organized to fight past conflicts. This creates capability gaps between us and the support we can offer to maneuver commanders who are looking to fight future wars. USACAPOC(A) will become transparent over the next 18 months to re-examine the current TDA for headquarters, units and structure at echelon, appropriate training, communications, logistics, and support structures to prepare for future missions. Near-term initiatives will include: 1) obtaining AA status for Civil Affairs companies; 2) the overhaul of the USACAPOC(A) HQ TDA; and a 3) review of 1st Training Brigade's mission and structure.

SO 3.9: Restation: Units will be located where they can be mutually supportive and demographically supported.

- USACAPOC(A) was expanded to meet the Army's need for a large, modular, rotational force to support counter-insurgency and stability operations in two theaters. We have seen some of these units that have excelled and are among our very best. Likewise, we have seen shifting demographics, and some units become habitually "broken" by not being able to attract, recruit, and retain the right personnel. For the next 12 months, we will conduct studies and make recommendations to the Army on where our units can be most healthy and supported. In 2-3 years, recommendations for restationing, desolving, or reconfiguring units will be executed.

LOE 4: Mission Command (Task Force Leader)

The foundation building blocks of Mission Command are trust, shared understanding, disciplined initiative, and accepting prudent risk. As Citizen Soldiers our nation trusts that we will deliver high performance results and remain accountable to the American people as good stewards of their tax dollars. As we continue translating strategy into action, we must demonstrate commitment as leaders in carrying this trust forward. A key component of leadership is reinforcing ethical behavior across the full spectrum of our work and recognizing ethics principles as the foundation upon which we make sound, informed decisions. Our capabilities fall under the Mission Command Warfighting Function, and as such, our leaders should be the best in the Army Reserve at understanding, visualizing, describing, directing, leading, and assessing our command strategic vision.

Strategic Objective: USACAPOC(A) has future oriented, ready leaders who understand and execute senior mission command: practice the art of influence, develop a cost conscious culture, and build strong relationships vertically and horizontally along their chain (sphere) of influence.

LOE 4: Task Force Leader has three Supported Objectives**SO 4.10: Influence Centric: Harness our collective capabilities to design the Army's future information and influence headquarters.**

- USACAPOC(A) is unique among all Army and Army Reserve headquarters. We are the Army's only home of three Information and Influence Related Capabilities (IIRCs). These collective competencies are what make USACAPOC(A) tactically, operationally, and strategically valuable to maneuver and theater commanders. As such, we already own the capacity to lead in the Army's future Information Warfare efforts. The total force concept doesn't always allow us to apply a one-size-fits-all model to the unique and complex cultures of the Army Reserve. Therefore, we must begin to break down our tribal mentalities (that put us in competition) and start operating in multi-domain, multi-functional elements that will harness our collective abilities to achieve dominance in competition, LSGCO, and consolidation phases of the conflict continuum. During the next 18 months, we will collectively begin to chart a course to experiment with and build this future capability for the Army.

SO 4.11: Future Oriented: Everything must be a building block to where we need to be in 10-25 years.

- We are very proud of our heritage, but we must not anchor ourselves to past constructs. As we build readiness and mutually supportive Information and Information Related Capabilities (IIRCs) formations together, we have to understand our current and possible future environments. Likewise, it is imperative that we unlearn myopic and short-sighted planning and make all future decisions focused on driving our LOEs to our 7-10 year end state. Commanders and units are encouraged to seek out opportunities to train with and develop future oriented collective training events with other information and influence capabilities. During the next 18 months, we will invest in developing future concepts and capabilities through participating in Army and Joint experimentation exercises, as well as developing our own smaller events to test new future design concepts.

Accountability, Stewardship, and Partnership with our nation as we invest in readiness.

SO 4.12: Fiscally Responsible: Incorporating cost accounting, cost analysis, cost control, and cost planning into our daily decision making process.

- Now more than ever, senior leadership must re-evaluate the cost of keeping the world's premier fighting force ready for current and future conflicts. Resource management may be the most complex and contentious system challenge we face today. At all levels, we must define the barriers and practices normally seen in large organizations that do not support sustainable cost management and actually discourage cost reduction practices. Accountability measures are essential to help us transition to a cost-conscious culture. This will require adapting financial management practices to our LOEs (measures of performance) and reporting and improving outcomes (measures of effectiveness). Over the next 18 months, we will embrace a new motto: A Citizen Soldier's social contract is: Accountability, Stewardship, and Partnership with our nation as we invest in readiness.

Integration of Key Enablers

Key Enablers provide significant capabilities that underpin USACAPOC(A)'s ability to execute its Core Functions and are an integral component of the set of actions required to achieve outcomes across all Task Forces. Success is a team sport, and as such, requires everyone's support in executing all Supported Objectives (SO) through integrated efforts and linked capabilities required for execution. Key Enabler Leads are responsible for briefing Key Enabler integration for Sub Tasks and SOs as required. There are four Key Enablers which support planning and execution which are described below.



Army Systems and Processes

The Army is evolving and so must we. We anxiously await the publication of the new *How the Army Runs* which will articulate the Futures Command overview of the interconnected systems and processes used to develop and manage change in the Army. Understanding and integrating into the Army Force Management Model, being fully invested in this "system of systems," will enable us to generate readiness now and into the future. In addition to this model, we must drive a culture change down to the individual documenting and updating systems to reflect our readiness reality. Systems management is everyone's responsibility.

Resourcing

Resourcing provides a focus on the requirements for manpower, time and funding needed for the execution of Strategic and Supported Objectives. USACAPOC(A), as part of the United States Army Reserve Command, will face resourcing challenges for the foreseeable future. This requires each USACAPOC(A) organization to prioritize their efforts and activities to successfully execute this strategic plan. Task Force and Sub Task Leads will address resources required to execute their objectives.

Strategic Communication

Strategic Communication is a proactive, integrated, command-wide communication system designed to inform and educate key audiences in support of USACAPOC(A) objectives and the Commanding General's priorities. Task Force and Sub Task Leads will account for and develop Command Communication plans and policies to support the execution of their tasks. See Annex C.

Knowledge Management (KM)

Knowledge Management supports the execution of the USACAPOC(A) Strategic Plan by training and educating Soldiers, civilians and leaders on KM. Task Force and Sub Task Leads work with KM professionals during the planning and execution processes to develop, provide and sustain KM support and solutions tailored to each Supported Objective and Sub Task. Consultation between KM professionals and Leads facilitates the delivery of Supported Objectives and their Sub Tasks through the

identification and exploration of KM technological applications, enablers and process capabilities, e.g. knowledge sharing and collaboration platforms such as SharePoint and milBook. Knowledge Management enables and enhances Staff Managers' abilities to ensure horizontal and vertical integration across Supported Objectives and LOEs. KM facilitates cross-functional coordination with collaboration tools, techniques, task tracking tools, status metrics, data management and improved knowledge search and discovery capabilities. The use of dashboards will manage the risk of uncertainty, supports collaboration and the pace of institutional change, and enhances business process improvement across the command.

Plan Management

Mission Command

Command authority is exercised by the USACAPOC(A) Commanding General through the Major Subordinate Unit command teams down to the company level. Every effort will be made to empower leaders with the proper tools and resources necessary to execute all lines of effort at their respective levels. Mission Command also requires prioritization, integration, synchronization, and time horizons to harness our



collective strength to work as a team towards each day making this the best Command in the Army Reserve. Control is executed by the USACAPOC(A) Deputy Commanding General (DCG) and Command Sergeant Major (CSM).

USACAPOC(A) Synchronization Meetings (USMs) and Strategic Plan Governance

Progress towards the completion of SOs, Sub Tasks, their Decision Points, timelines, and Milestones is recorded and managed on the USACAPOC(A) portal in an iterative, collaborative database. Task Force and Sub Task Leads are responsible for ensuring Decision Points and Milestones are recorded in this database, are available for USMs, and remain updated. To ensure horizontal and vertical integration and the presentation of a consolidated USACAPOC(A) product at USMs, Task Force and Sub Task Leads brief the status of their SOs and Sub Tasks while Staff Managers provide USACAPOC(A) Staff input to the Leads and DCG through monthly Effects Boards. These effects will be documented and fed into the database to update the statuses of the SOs and Sub Tasks.

In general, one LOE, with its Supported Objectives and Sub Tasks, will be reviewed each month in a DCG-hosted USM, so that in a given quarter all readiness LOEs will have been reviewed. TF Leads focus on addressing the progress of ongoing work, identifying CG Decision Points, major Milestones, and issues associated with each Supported Objective and its respective Sub Tasks. To prepare for the USMs, the USACAPOC(A) G3 will chair a G3 Synchronization Meeting to review progress along the targeted LOE before each month's USM.

USACAPOC(A) OPERATIONAL APPROACH

Problem Statement: USACAPOC(A) requires transformation of its culture and capabilities to harness innovation that will drive tomorrow's echelons of influence that a commander can leverage on the battlefield, to effectively operate in Multi-Domain Operations and future operational environments in support of the US Army and Joint Force.

Current State:

A change in the nature of conflict

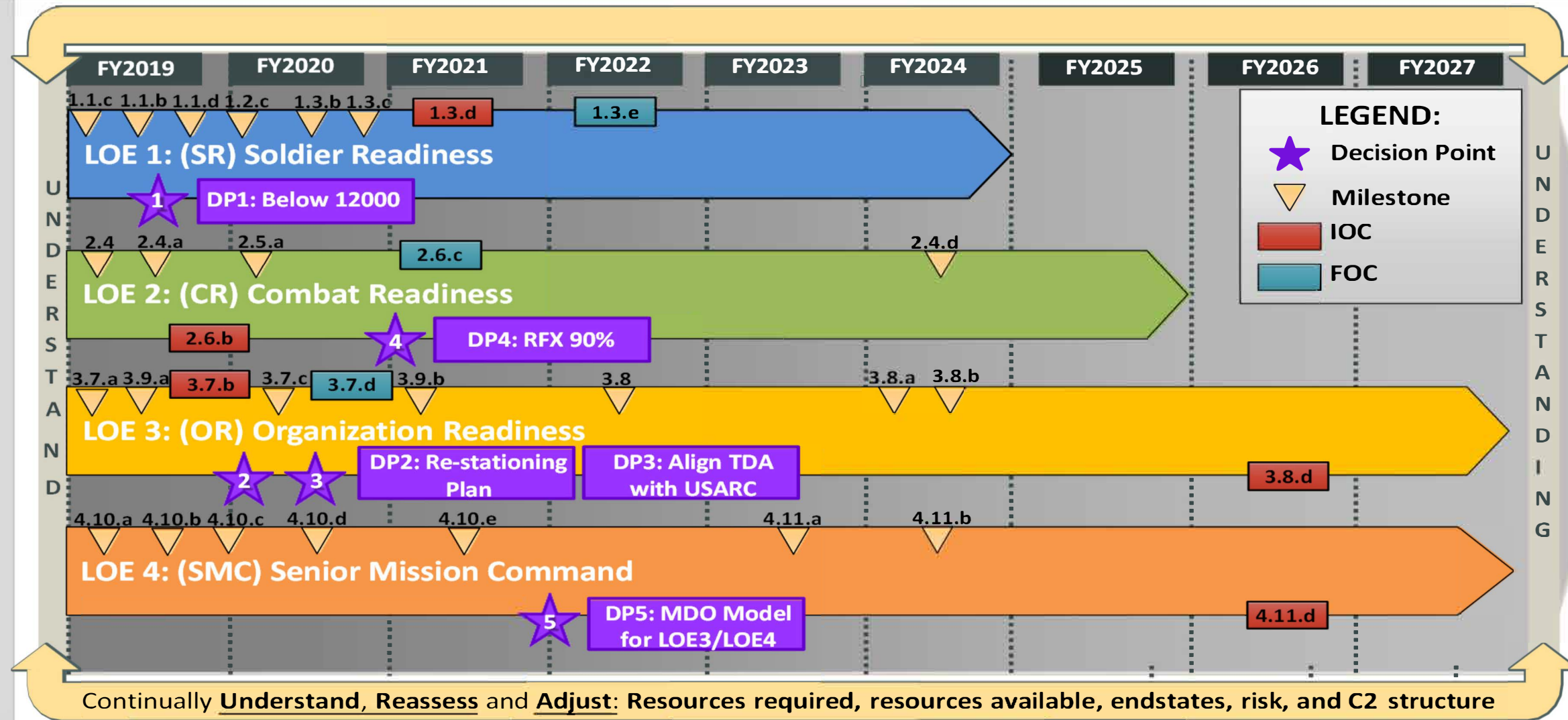
1: Not enough qualified Officers and NCOs

2: Training is not aligned with the current fight

3: Capabilities are not integrated in the MDO ENV

4: A lack of mission command

Not leveraging innovative and advanced technology



End State:

Positioned to thrive in future warfare

1: Achieved a HEALTHY, CAPABLE, & READY force

2: Combat ready through dynamic realistic training = COMPETE, CONSOLIDATE, WIN

3: Built relevant MDO capabilities based on an innovative and systems-driven culture= FUNCTIONAL & EFFICIENT

4: Future oriented, practice the art of influence; develop a cost conscious culture = TRUST & AUTONOMOUS

Integrated adaptive technology

LOE 1: SR	LOE 2: CR	LOE 3: OR	LOE 4: SMC
<ul style="list-style-type: none">• 1.1.b FY19 Assessing agency relationships• 1.1.c FY19 Develop recruiting relationship with RCCC/AC Bases• 1.1.d FY19 Training analysis: DMOSQ and pipeline• 1.2.c FY19 Deploy/Employ System Review• 1.3.b FY20 Incentives and Broadening Opportunities Analysis• 1.3.d FY21 New pathway implemented• 1.3.e FY22 Pathway institutionalized	<ul style="list-style-type: none">• 2.4 FY19 Acquire the right Army Common sets• 2.4.a FY19 Determine which equip is INOP• 2.4.d FY24 Equipment modernize review• 2.5.a FY20 Train individual warrior skills task• 2.6.b FY19 Prep-MOB/CTC Operational training integration• 2.6.c FY21 Standardized training integration for Prep-MOB/CTC	<ul style="list-style-type: none">• 3.7.a FY19 Analysis of Army systems• 3.7.b FY19 Implement Unit Scorecard• 3.7.c FY20 Army systems compliance• 3.7.d FY20 Institutionalized Scorecard• 3.8 FY22 Rebalance the Force: Size, COMP• 3.8.a FY24 Obtain AA Status• 3.8.b FY24 TDA Change from MDO Findings• 3.8.d. FY26 MDO elements are provisional• 3.9.a FY19 Stationing analysis to RD• 3.9.b FY21 Optimized stationing of units	<ul style="list-style-type: none">• 4.10.a.FY19 Define the future environment• 4.10.b.FY19 Define our role• 4.10.c.FY19 Create experimentation opportunities• 4.10.d.FY20 Develop MDO influence elements• 4.10.e.FY21 Refine Influence capabilities in MDO• 4.11.a.FY23 Resolve DOTMLPF-P Gaps• 4.11.b.FY24 Publish DOTMLPF-P solutions• 4.11.d.FY26 Integrate new capabilities across the Army

There will naturally be a convergence of topics, issues, and discussions that occurs among the USMs (LOEs) and externally focused forums, as well as feedback mechanisms. USACAPOC(A) will, where possible, seek to minimize briefing information multiple times in different forums.

Time Horizons

The USACAPOC(A) Strategic Plan execution is divided into three Time Horizons: Near-Term (year of execution); Mid-Term (budget year); and Long-Term (Program Objective Memorandum, POM and Future Years Defense Plan, FYDP). Each Time Horizon defines and prioritizes our organizational efforts. Time Horizons are nested with the execution of milestones and resource allocation cycles. Time Horizons are defined as follows:

Near-Term, Year of Execution, (1 OCT 19 – 30 SEP 20), Task Force and Sub Task Leads will analyze required milestones and actions and determine how they will prioritize (identify bill payers and resource shortfalls) and execute, using year of executions funds. In cases where subordinate organizations are not resourced adequately to execute planned Supported Objectives or Sub Tasks, they, in coordination with the assigned Staff Manager, must develop a USACAPOC(A) leadership resourcing decision brief for guidance and decision on the way-ahead to be briefed at the USM or one of the “Big Three” forums (All Things Reserve, Effects Board, or Commander Update Brief, CUB).

Mid-Term, Budget Year, (1 OCT 20 – 30 SEP 21), Task Force and Sub Task Leads conduct an analysis of required milestones and actions for resourcing requirements. Then they, in coordination with the assigned Staff Manager, develop the requirements and identify resourcing required for the Budget year as Unfinanced Requirements (UFRs) and compete for USACAPOC(A) resourcing.

Long-Term, POM (FY22 – 26) and FYDP, Task Force and Sub Task Leads conduct an analysis of required milestones and actions for resourcing. Then they, in coordination with the assigned USACAPOC Staff Manager, develop the necessary documents required to compete for USACAPOC(A) resourcing in the POM Process.

Conclusion

Our Army cannot depend on superior technologies and weapons alone to prepare us for an uncertain future. We require intellect, dedication and a remarkable sense of duty from our leaders and Soldiers. People that serve in this Command are the core reason for our preeminence as an Army Reserve combat force. We must invest heavily in our Soldiers and civilian workforce. Without properly manning and qualifying our units now, all other lines of effort will fail. As we recruit new talent and evolve our thinking, we must instill in our people the mindset of Anticipation, Operational Adaptability, and an understanding of their roles in the Army Profession. Ultimately, we all sink or swim together. Let us grab a paddle and get to work rowing in unison. USACAPOC(A) has the best mission and the best people in the Army Reserve. Our future is bright if we can focus all of our collective energy to work together to build it.

ANNEXES



Annex A (Strategic Plan Matrix)

USACAPOC(A) Strategic Plan Matrix to the USACAPOC(A) Strategic Plan FY 2019-25

1. Situation. This annex provides an overview of how the USACAPOC(A) Strategic Plan Matrix will be used to support of the planning and execution of the USACAPOC(A) Strategic Plan.

2. USACAPOC(A) Strategic Plan Matrix in the Development of Plans.

a. The Matrix lists the Supported Objectives and Sub Tasks developed during the planning process.

b. The Matrix provides a vehicle for assessment and identification of potential gaps in the USACAPOC(A) Strategic Plan. During the planning process, Supported Objective and Sub Task Leads identify requirements, Decision Points and Milestones. The Matrix allows the plotting of decision points and milestones in alignment with the Program Objective Memorandum (POM) and the Future Years Defense Program (FYDP) which supports resource planning, integration, and coordination within USACAPOC(A) and the Army.

3. USACAPOC(A) Strategic Plan Matrix in the Execution Process.

a. The USACAPOC(A) Strategic Plan Matrix supports accountability and execution as measured at the Supported Objective, and Sub Task level. The Matrix supports the synchronization and execution of the strategic plan through the use of a software management tool that will provide updates to USACAPOC(A) senior leaders. Supported Objective and Sub Task owners will update the established database allowing near-real time display of status to both leaders and system users. Monitoring and reporting will occur through key governance forums such as the Effects Board, All things Reserve, CUB, and the established database to measure progress, identify risk, facilitate coordination, and avoid duplication of effort.

b. The Matrix supports leadership through the continuous identification of decision points, major milestones, reporting of progress, resolving of friction points and providing visibility to the USACAPOC(A) Leadership to include emergent issues and requirements. The Deputy Commanding General, with support from the Supported Objective Leads and USACAPOC(A) Staff, uses the Matrix to identify issues or tasks that are at risk or otherwise require decisions or direct involvement from the Commanding General.

c. Use of the Matrix in plan implementation will gain efficiencies and improve effectiveness in terms of knowledge management, information flow to and from the Commanding General, across the headquarters and subordinate organizations. This allows USACAPOC(A) leadership to more effectively apply needed guidance and resources to achieve USACAPOC(A)'s mission and the Army's vision.

d. The Matrix is not a static document; rather, it is a living document that will evolve as the Operational Environment changes. Throughout plan execution Sub Tasks will be added, completed, changed, and deleted. Changes in Army guidance to USACAPOC(A) or future development of the Army Campaign Plan may require examination and subsequent change to USACAPOC(A) Strategic Plan Supported

Objectives or Sub Tasks. As these changes occur, the Matrix will be dynamically updated to reflect changes in Sub Tasks under the respective Supported Objectives.

e. Initially the Matrix will be maintained using Microsoft Excel. Work is underway to develop an appropriate automation tool set to replace Excel.

f. At the time of publishing, there are 12 Supported Objectives and 47 associated Sub Tasks as depicted below.

LOE	SO	Subtasks	Description	Lead
1.0			Soldier Readiness	
	1.1		Prepare: Fully manned units with "readiness-minded" leaders and qualified Soldiers	
		1.1.a	Soldier Analysis	
		1.1.b	Feedback Loop Assessment: G-1 systems and CDR battle rhythm events	
		1.1.c	Leverage Assessing Agency Relationship	
		1.1.d	Develop Recruiting Relationship: RCCC AC Bases	
		1.1.e	Training Analysis: DMOSQ and Pipeline for CPT/MAJ	
		1.1.f	Vacancy Assessment: REQUEST system and ARCD SOP	
	1.2		Support: Enable and preserve our team of multi-functional capabilities	
		1.2.a	Individual Readiness Analysis	
		1.2.b	HQ TDA Review	
		1.2.c	Deployment/Employment System Review	
		1.2.d	Soldier Readiness Processing: Orders, Employment, Mob	
	1.3		Sustaining: Long-term investment in our people through a systems and process approach	
		1.3.a	Retention Analysis	
		1.3.b	Incentives and Broadening Opportunity Analysis	
		1.3.c	Analysis of Staff SOPs for Army System Synthesis	
		1.3.d	New Pathway Implemented	
		1.3.e	Pathway Institutionalized	

Table 1: USACAPOC(A) Strategic Plan Matrix for USACAPOC(A) Operational Approach (page14)

2.0			Combat Readiness	
	2.4		Acquire the right Army Common sets to support maneuver commanders in LSGCO	
		2.4.a	Determine which equipment is obsolete or ineffective	
		2.4.b	Invest in communication C2 and information platforms	
		2.4.c	Determine the future capabilities to experiment in Prototype Warfare.	
		2.4.d	Equipment Modernization Review	
	2.5		All for One: Every USACAPOC Soldier is master of their trade, lethal, and agile (individually trained)	
		2.5.a	Train individual warrior skills tasks	
		2.5.b	Prioritize and tailor warrior tasks to maximize individual readiness.	
	2.6		One for All: We are all Ready Force and building readiness together (collectively trained).	
		2.6.a	Commit to collective training excellence in own formations. Minimize cross-level to meet readiness.	
		2.6.b	Pre-Mob/CTC Operational Training Integration	
3.0			Organization Readiness	
	3.7		Army Systems and Processes: Become a model of "how the Army runs."	
		3.7.a	Better employ available Army systems to leverage and implement the Army Planning, Programming, Budgeting, and Execution Process.	
		3.7.b	Implement Unit Score Card	
		3.7.c	Army Systems Compliance	
		3.7.d	Institutionalized Score Card	
	3.8		Rebalance the Force: Determine the right size, composition, and mission of our future organization.	
		3.8.a	Obtain AA status	
		3.8.b	TDA Change from MDO Findings	
		3.8.c	USAR Center and School Concept	
		3.8.d	MDO Elements are Provisional	
	3.9		Stationing locations will be optimized	
		3.9.a	Stationing analysis to RD	
		3.9.b	Optimized Stationing of Units	

4.0			Senior Mission Command	
	4.10		Influence Centric: Harness our collective capabilities to design and provide the Army's future information and influence headquarters Senior Mission Command	
		4.10.a	Define the Future environment	
		4.10.b	Define our Role	
		4.10.c	Create experimentation opportunities	
		4.10.d	Develop multi-domain influence elements	
		4.10.e	Refine Influence capabilities at echelon and across the conflict continuum	
	4.11		Future Oriented: Everything must be a building block to where we need to be in 10 years	
		4.11.a	Resolve DOTMLPF-F gaps Determine the Strategic Roadmap	
		4.11.b	Publish DOTMLPF-P solutions	
		4.11.c	Determine the Strategic Roadmap	
		4.11.d	Integrate new capabilities across the Army	
		4.11.e	Establish, expand, and leverage partnerships with Futures Command and IW innovations organizations	
		4.11.f	Execute a campaign of experiments	
		4.11.g	Establish and leverage an integrated, unified distribution, experimentation platform	
	4.12		Fiscally Responsible: Incorporating cost accounting, cost analysis, cost control, and cost planning into our daily decision making process.	
		4.12.a	Develop Cost Conscious Mindset	
		4.12.b	Anticipate barriers and reduce obstacles	



Annex B (Manning)

Manning Task Force Strategy for USACAPOC(A) Strategic Plan 2019-2026

1. Situation. As of 01MAR2019, USACAPOC(A) has experienced a steady decrease of aggregate force strength over the last 12 months and about two-thirds of our PO and CA CPTs and MAJs are not MOS Qualified, thus it is assessed that USACAPOC(A) has decreased capacity to respond to future Army missions and requirements. In addition, there is no visibility on reliable and consistent incoming-personnel source pools. It is the responsibility of the Manning Task Force to identify the criteria, and propose solutions, to man, train, and educate the force with readiness-minded leaders and qualified Soldiers. The Manning Task Force is charged with providing rapid and aggressive action on the Supported Objectives listed below as this is the command's Main Effort and Decisive Operation.

2. Major Objectives. By FY2025: increased DMOSQ by 30%, decreased force attrition by 5%; retention of the force within a 5% range of current force numbers; for every 1 Soldier that departs, 2 Soldiers must be recruited to fill the deficit. Decision Point 1 triggers command action upon the aggregate force strength following below 12,000 service members.

3. LOE 1 Alignment of Strategy Objectives. The following Supported Objectives align to LOE 1 (Soldier Readiness) and the three time-based phases of Near-Term (next 18-24 months), Mid-Term (2-4 years), and Long-Term (5-7 years) addressed in the USACAPOC(A) Strategic Plan. The Key Tasks are listed to help define measurable development of the Supported Objectives. The adjoining Sub Tasks are listed on the Strategic Plan Matrix and will be a living document. The Task Force Manning Lead assigns organizations, units, or directorates from all levels of the organization to accomplish the Sub Tasks through developed Supporting Tasks.

a. **Supported Objective "PREPARE"** (next 18-24 months): Prepare fully manned units with readiness-minded leaders and qualified Soldiers. The focus is primarily on the generation of the operational force within the near-term.

(1) (Key Task) RECRUIT – Prepare authorized personnel by grade and skill. The G1 is this task's manager.

i. The policy required: G1 SOPs, Required reoccurring Commander events and standard format for manning feedback and assessment, Talent Management.

ii. Vacancy assessment/Talent Management: Provide availability of assignments for widest distribution. Provide guidance on how to best manage talent and career counseling.

iii. Develop recruiting relationships and assign enduring POCs for coordination with Reserve Component Career Counselors and Active Duty Bases transition points and other tools provided by this HQs. The units should also further develop and refine relationships with RCC counterparts at nearby Active Duty bases to inform transitioning Soldiers of their units unique CA, PSYOP, or IO mission. Units can connect with the SFL TAP offices at Active Duty posts to schedule information briefs that Soldiers could perform on RST. Units may also have Soldiers RST with

individual local recruiters at recruiting events. The intent is for USACAPOC(A) to set the conditions for recruiting worldwide, while allowing the individual units the creativity and flexibility to host and execute local recruiting events. Additional tools as well as a retention strategy is forthcoming and will be built as a toolbox link on USACAPOC (A)'s homepage.

iv. Feedback loop assessment: G1 systems/processes and Commander battle rhythm events will focus on increased transparency, to deliver a concentration of effort, accountability, and provide commanders with feedback tools for immediate assessment as well as enduring analysis.

v. Soldier analysis will provide continuous feedback on DMOSQ, retention best practices, and challenges with manning Company-level units.

(2) (Key Task) EDUCATE – Prepare current and future USACAPOC(A) personnel. The G1 is this task's manager.

i. Training analysis for Duty MOS Qualification (DMOSQ) and Pipeline management for Captains and Majors. Findings will indicate gaps of knowledge over the next 18-24 months and will allow USACAPOC(A) to leverage assets available to the command to initiate growth or change within the command and with outside agencies such as USARC and Proponent/SWTG. This will allow for decisive decision making for future POM timelines.

ii. Leverage Assessing Agency relationships such as IRR, Simultaneous Membership Program, BOLC and CCC.

iii. Leverage Army Education Services and incentives. As of the date of this publication, Tuition assistance (TA) can be used for an Associates, Bachelors, Masters or Certificate program. Service Members (SM) must have completed requisite PME. Additional incentives for education will be forthcoming as current joint service schools' Masters Programs are being assessed for utilization by Army Reservists and may include ILE, AOC, and JPME2 credit, as well as reoccurring academic exchanges.

iv. Language opportunities include Defense Language Institute study for initial language acquisition, and various levels of refresher studies at Joint Base Lewis McCord, WA, Montana University, San Diego State University, and OCONUS locations such as Germany, France, Latvia, South Korea, Monaco, Costa Rica, Taiwan, Thailand, Spain, Canada. Live Environment Training (LET) includes training with USAID Russian interagency, and Department of State Foreign Service Officers in Luxemburg and Belgium, as well as various other opportunities.

v. The policy required: AC/RC Transition and Recruiting Protocol; GoArmyEd recruiting strategy; Continuing Education Opportunities as part of a new career enhancement pathway.

(3) (Key Task) RETAIN - Retention of the force will continue to focus on the development of, and investment in, personal and professional growth and enrichment. The G1 is this task's manager.

i. Retention analysis

ii. Incentives and broadening opportunity analysis will identify bonuses and incentives and the best method of advertising them. Historically, CA and PO Officers are offered \$10,000 for three years of additional service to transition from Active Duty to Reserve Status and for the enlisted, 37Fs and 38Bs were offered \$17000 for additional six years.

iii. The policy required: Available broadening opportunities, Bonus/ Incentive Advertising.

b. **Supported Objective “SUPPORT”** (2-4 years): Enable and preserve our team of multi-functional capabilities. The focus is primarily on the responsibilities of the operational force to provide recommendations for change within the Command to organize and prepare for deployment/employment in the mid-term and prepare for the POM and Total Army Analysis (TAA) outputs.

(1) (Key Task) ORGANIZE – Support a current structure and future force to support the Multi-Domain Battlespace through information warfare. The Force Development (FD) Chief is this task's manager.

i. HQ TDA review is Directorate driven and FD supported

ii. Re-stationing review: Phased approach, 13 units will be reviewed every quarter

iii. The policy required: Ongoing initiatives will drive policy recommendations; AARs and whitepapers from units will inform FD for policy recommendations.

(2) (Key Task) DEPLOY/EMPLOY REVIEW – Support the units by providing essential resources for continuous deployment preparation analysis in the mid-term. The RMD Chief is this task's manager.

i. Individual Readiness Review

ii. Process and procedure review for individual readiness; orders process efficiency review

iii. Unit autonomy analysis will discover if Company through Battalion-level units can operate autonomously and what tools units need IOT operate autonomously.

iv. The policy required: RMD SOPs, Deployment/Employment workflow

c. **Supported Objective “SUSTAIN”** (5-7 years): Long-term Investment in our people through a systems and process approach will culminate in a force that is more lethal through a resilient force posture and employment.

(1) (Key Task) SYNTHESIZE – Improvement of Army System synthesis will yield interoperability with USARC and improve standing operating procedures within the Command. The G3 is this task's manager.

i. Army systems and processes aligned with USARC

ii. Implement and institutionalize a new career pathway

iii. Analysis of staff SOPs and OIP compliance

iv. The policy required: Career Pathway; Compliance with USARC systems; OIP updated policy.

4. Manning Task Force Point of Contact.

COL Thomas Akerlund, ACoS G-1, at 910-432-7970 or thomas.c.akerlund.mil@mail.mil.

Links are on the share point:

G-1:

- 1 – USACAPOC(A) Manning Survey, FEB2019.
- 2 – Army Reserve (AR) – Manning the Force Information Paper, USARC, 29OCT2018.
- 3 – Army Reserve (AR) Troop Program Unit (TPU) Manning Guidance Memorandum, 26JAN2015).
- 4 – OPOD 19-036 USARC Army Readiness Assessment Program (ARAP), 17DEC18.
- 5 – AR G-1 Vacancy Modeling, 20FEB2018.
- 6 – TA Policy Revision, 2018.
- 7 – Tuition Assistance Access Process, 2018.
- 8 – TA PME Eligibility Requirements.
- 9 – ESD Flyer, 2018.
- 10 – Education Overview, 2019.
- 11 – Go Army Ed Fact Sheet.
- 12 – Go Army Ed Pocket Guide.
- 13 – Reserve Education Brief, 14MAR19.
- 14 – Unit Risk Inventory
- 15 – OIP and Policy/Regulation Updates
- 16 – Example CUB
- 22 – Recruiting POCs, RCCC Directory and ARCD BN Map, DEC 2018.
- 23—USAR FY19 SRIP CH2 Enlisted Affiliation Bonus, 21JAN-30SEP19.

G-3:

- 17 – DMOSQ Timeline and Requirements.
- 18 – Example DMOSQ Initial Counseling.
- 19 – USACAPOC(A) Yearly Training Guidance FY 2019 and 2020, 10JAN2019.
- 20 – Course Opportunities
- 15 – OIP and Policy/Regulation Updates
- 16 – Example CUB

RMD:

- 15 – OIP and Policy/Regulation Updates
- 16 – Example CUB

KM:

- 21 – Reference of published Staff SOPs
- 15 – OIP and Policy/Regulation Updates
- 16 – Example CUB



Annex C (Command Communication Plan)

USACAPOC (A) Strategic Plan to the USACAPOC(A) Strategic Plan FY 2019-2026

1. Purpose. This annex describes the purpose of and methodology for a synchronized, externally-focused, command-wide communication program and outlines the roles and responsibilities of Project Leads and Staff Managers.

2. Command Communication Program (CCP) in the Development of Plans.

a. USACAPOC(A) achieves success when USARC and our subordinate units decide to invest in our initiatives. We gain support by providing the unit the information it needs to understand and employ our initiatives. We communicate this information in different ways, but our efforts must be focused and sustained in order to be effective. The CCP sustains communication in support of (ISO) the CG's priorities, and messaging and gains support for and assists in achieving unit success across the Army.

b. The CCP provides Project Leads and Staff Managers with the structure required to develop and execute effective communication plans that help gain unit-wide support and endorsement of initiatives.

3. Command Communication Program in the Execution Process and Effects Boards.

a. The CCP will be integrated as much as possible with the G3 Synch and Bi-Monthly Report (BMR), and will be supplemented with regular, USACAPOC(A)-wide coordination, integration, and synchronization meetings such as the Effects Board, CUB, and All Things Reserve that will focus communication ISO Project Leads and Sub Tasks.

b. Project Leads and Staff Managers will use these forums to help develop, coordinate, synchronize, and gain leader guidance for their communication concepts and plans.

c. Roles:

(1) The USACAPOC(A) PAO will manage the CCP, will provide advice, templates and other structural support, and will de-conflict and synchronize communication concepts and communication plans at the USACAPOC(A) level.

(2) Project Leads will develop communication concepts and plans, execute these plans, assess effectiveness, and adjust concepts and plans as necessary.

(3) Staff Managers will ensure all communication concepts and plans meet the CG's intent, are deconflicted and synchronized with other operations and communication efforts, and will liaison within USACAPOC(A) and USARC as appropriate.

4. Communication end state. Using the Strategic Plan as a template, the goal is to have external key stakeholders understand USACAPOC(A)'s value, positioning the organization as the premier choice for information and influence capabilities. Through this position, the command is able to attract and retain quality Soldiers and leaders.

5. Audience. There are multiple audiences, internal and external. In our plan, internal publics will help us to communicate to external publics. Internal publics are inside our organization the Soldiers and leaders, whereas, external audiences are outside the key stakeholders who need our services.

6. Communication objectives.

a. *Culture change*: All USACAPOC(A) Soldiers must understand the plan and buy into and execute the organizational changes.

b. *Set the standard in our field*: This culture change to a learning organization re-establishes USACAPOC(A) as the center of all things influence.

c. *Attract and retain quality Soldiers*: Our recruiting and retention numbers improve authorized strength and Military Occupational Specialty qualified Soldiers in CA, PO and IO specialties.

7. Strategy. USACAPOC(A)'s strengths are its Soldiers and missions they perform. The Strategic Plan will synchronize and enhance our capabilities and show these improvements as the command transforms by continually highlighting what subordinate units and individual Soldiers are doing around the globe. In support of this effort, we have a range of communication platforms and partners to highlight our success and build our brand as the center of all things information and influence. A command video will highlight our success across the globe and will aid in attracting talent into our formations. Units will send monthly pictures and stories from the field to assist with this effort.

8. Key themes and supporting messages.

a. **A great place to serve** (*LOE 1; Public: Soldiers, leaders, recruiting and retention staff*)

(1) USACAPOC(A) invests in its greatest resource – its Soldiers: recruiting; qualifying; retaining; promoting; and preparing them for mobilization. Desired effects: Make the command attractive to Soldiers. Risks: Raised expectations not met.

(2) All lines of effort and roads to achieving our strategic end state start here. Desired effects: Soldiers know they are a focus of the changes. Risks: Raised expectations not met.

(3) As an all-volunteer force comprised of individuals and leaders, we must recruit the right people, guide them through the qualification process and ensure they maintain their readiness indicators. Desired effects: Soldiers understand the command values career opportunities. Risks: Raised expectations not met.

b. **Commitment to readiness** (*LOE 2 and 3; Publics: Joint force leaders from outside the command and CA/ PO members.*)

(1) USACAPOC(A) supports the conventional force Army and Joint Force with unique capabilities to shape and prevent conflict, conduct large-scale ground combat, and consolidate gains. Desired effects: Improved reputation outside the command; greater demand for our forces. Risks: Over-promising and under-delivering.

(2) The CA, PO, and IO units in USACAPOC(A) possess the inherent capabilities – leadership, training, and manpower – to win in any operating environment against any enemy or prevail against any challenge. “All things information and influence.” Desired effects: Improved reputation inside and outside the command. Risks: Over-promising and under-delivering.

(3) USACAPOC(A) is the most globally engaged, capable, lethal, and combat-ready command in the Army Reserve. Desired effects: Improved reputation inside and outside the command. Risks: Over-promising and under-delivering.

c. **Culture change/future oriented** (LOE 4; *Publics: USACAPOC staff, leaders and Soldiers across the command, joint force leaders from outside the command and CA /PO members.*)

(1) USACAPOC(A) is building a bridge to the future. The command must become an adaptable, agile, learning organization or will be replaced by one that is. Desired effects: Organizational pride, buy-in to the plan. Risks: Perception that problems cannot be overcome.

(2) By taking the long view, the command will transform into the Army's premier influence operations headquarters of 2025 and beyond. Desired effects: Improved reputation inside and outside the command. Risks: Perceived as too optimistic; will it take too long?

(3) As needed, the command will redesign, restructure, re-station our force to enhance its responsiveness to the Joint Force in meeting the needs and requirements of the Army Reserve during steady-state activities. Desired effects: Improved reputation. Risks: Disruption.

9. Tactics for communicating messages to key audiences/stakeholders/publics.

The command plan will be distributed and evaluated in a phased approach.

a. Phase One: Command group will identify the primary stakeholders and influencers outside the command and develop a strategy for distributing the plan to the force.

b. Phase Two: All leaders from battalion and above are briefed on the plan by 01 July 2019, and they brief all their Soldiers by 01 September 2019. During this time, USACAPOC(A) PAO posts the command plan material to the web and USACAPOC (A) and each subordinate unit with social media develop at least one social media posting per month from April-October to support.

c. Phase Three: Conduct assessments of the plan's success.

d. Phase Four: Feedback and evaluation will take place from the launch point of the plan, and continue in perpetuity to ensure the long-term viability and relevance of USACAPOC(A).

10. Timeline.

a. Phase One: Plan is complete and initial promotional/informational material is prepared.

b. Phase Two: Leaders are informed of the plan and in turn inform their individual units and Soldiers by 01 September 2019. USACAPOC(A) creates supporting social media campaign in support of the launch using the material developed and approved in phase one.

c. Phase Three: After full implementation, messages are articulated in all internal and external media products and 100 percent of Soldiers at the company level can explain their roles in the plan during command visits after 01 September 2019.

d. Phase Four: All staff sections and subordinate units have submitted appropriate feedback reports through the chain of command by the beginning of FY 2020.

11. POC: LTC Jefferson Wolfe, public affairs officer,
Jefferson.I.wolfe.mil@mail.mil 910-432-2035.

*“We must become an adaptable, agile,
learning organization, or we will be replaced
by one that is.”*

-MG Guthrie

USACAPOC(A) across America

