

SECTION B

REDUCING FORCE MANAGEMENT RISK

The first element of the formal risk management framework of the Department of Defense is force management risk. This risk stems from issues affecting the ability to recruit, retain, train, and equip sufficient numbers of quality personnel and sustain the readiness of the force while accomplishing its many operational tasks.

During the past decade, the Department under-invested in its people, both in terms of compensation and quality of life factors such as housing. At the same time, the increase in deployments led to excessive operational tempo for units and excessive personnel tempo for service members. Together, these trends took a toll on military families and contributed to the reduced ability to retain military personnel with key skills and leadership abilities as well as reduced morale. This negative cycle illustrates the kind of force management risk that the Department must monitor and control.

Just as the Department invests to maintain the operational readiness of its forces, it will now also consciously invest dollars to mitigate force management risks. Section B describes the array of analytical work and program initiatives that are underway or planned to invest in the military and civilian workforce and to modernize and transform the training of the Armed Forces. These actions are indispensable in terms of sustaining the nation's commitment to an all-volunteer force, and to keeping faith with the men and women who serve in the uniform.