



Department of the Army Historical Summary

Fiscal Year 2022



*CENTER OF MILITARY HISTORY
UNITED STATES ARMY
WASHINGTON, D.C.*

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Fiscal Year 2022

William M. Donnelly
General Editor

Kendall E. Cosley
Jamie L. Goodall
Grant T. Harward
Sandy E. Knoll
Katherine E. Mooney
Bradley J. Sommer
William M. Yarborough

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Cover: Soldiers from the 3d Battalion, 161st Infantry Regiment, Washington Army National Guard, fire a mortar during RIFLE FORGE, a live-fire exercise at Bemowo Piskie Training Area, Poland, 8 November 2021.

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DEPARTMENT OF THE ARMY
HISTORICAL SUMMARY

FISCAL YEAR 2022

1

Introduction

As fiscal year (FY) 2022 began, the coronavirus disease 2019 (COVID-19) pandemic continued to affect the Army. Mitigation measures and the fielding of vaccines had enabled the Army to resume many activities in FY 2021, but mutations in the virus created new, large outbreaks that required the Army, and especially the Army National Guard (ARNG), to assist civil authorities.

In FY 2022, the Army faced the by-then common state of beginning the fiscal year without an approved budget. The demand from combatant commands for Army forces remained high even after the United States withdrew from Afghanistan in late FY 2021. The service's highest priority remained modernization—in materiel, doctrine, talent management, and organization—to prepare for large-scale combat operations. As part of that modernization, the Army, in FY 2022, continued to change policies, processes, and programs to improve its ability to build diverse, adaptive, and cohesive teams.

2

Organization, Management, and Budget

Organizational Changes

The National Defense Authorization Act for FY 2022 required each military department to appoint a special trial counsel. In July 2022, the Army established the Office of Special Trial Counsel. When it is fully operational, it will have exclusive authority to prosecute the following offenses: murder, manslaughter, rape and sexual assault of an adult or a child, other sexual misconduct, kidnapping, domestic violence, stalking, retaliation, child pornography, and wrongful broadcast.

Initially, the Office of Special Trial Counsel was established as a field operating agency of the Office of The Judge Advocate General. This office is responsible for identifying and certifying personnel for assignment to the office, which will include 159 personnel in FY 2023 and will grow to 180 by FY 2025. This will include fifty-three litigation billets for judge advocates certified as special trial counsel. No later than 31 August 2023, the Office of Special Trial Counsel will operate under the supervision of the special trial counsel, which will report directly to the secretary of the Army. The office is expected to be fully operational by December 2023.

During the fiscal year, the Office of the Deputy Under Secretary of the Army underwent several organizational changes. In October 2021, the Civilian Senior Leader Management Office came under the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs). That same month, the U.S. Army Test and Evaluation Office moved to the Office of the Under Secretary of the Army. Also in October, the Army Science Board became part of the Office of the Assistant Secretary of the Army (Acquisition, Logistics, and Technology) (ASA [ALT]).

In August 2022, the Civilian Senior Leader Management Office returned to the Office of the Deputy Under Secretary of the Army,

without its Civilian Leader Development Division, which moved to the U.S. Army Civilian Human Resources Agency. That same month, the U.S. Army Test and Evaluation Office also reverted to the Office of the Deputy Under Secretary of the Army.

There were two organizational changes in the Office of the ASA (ALT). The Office of the Deputy Assistant Secretary of the Army (Acquisition, Policy, and Logistics) became the Office of the Deputy Assistant Secretary of the Army (Sustainment), reflecting the increased importance of sustainment considerations in all phases of the Army's acquisition process. Functional areas of responsibility for the office include product support planning and policy, sustainment integration planning and oversight, industrial base policy and oversight, program protection planning and oversight, and supply chain risk management. The Army redesignated the chief systems engineer as the deputy assistant secretary of the Army (data, engineering, and software) to emphasize the growing significance of data, engineering, and software throughout a program's life cycle.

The Office of the Assistant Secretary of the Army (Installations, Energy, and Environment) established the Army Climate Directorate in December 2021. The new organization develops policy and provides implementation guidance regarding the service's climate strategy. It took on the roles and responsibilities of the Army Climate Change Working Group, which had been set up in March 2021.

The Office of the Administrative Assistant to the Secretary of the Army transferred several subordinate elements, aligning these functions with organizations that have similar missions. The Army Multimedia and Visual Information Directorate moved to the Office of the Chief of Public Affairs, and the Motor Pool Transportation Directorate went to the Washington Headquarters Services. The Military Air and Executive Air Travel program shifted to the Military District of Washington's U.S. Army Aviation Brigade.

The Office of the Deputy Chief of Staff, G-1, transferred the Civilian Personnel Evaluation and Analysis Agency, which remained at Fort Belvoir, Virginia, to the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs). The Soldier For Life program moved from the Office of the Deputy Chief of Staff, G-1,

to U.S. Army Training and Doctrine Command but remained in its Arlington, Virginia, location. The Office of the Deputy Chief of Staff, G-9, established the Soldier and Family Readiness Directorate, which was tasked with supporting quality-of-life initiatives.

In April 2022, the Office of Soldiers' Counsel transferred from U.S. Army Medical Command (MEDCOM) to the Army Legal Services Agency. The organization provides legal assistance to soldiers in the Army's disability evaluation system from the initiation of the Medical Evaluation Board through final review by the Physical Evaluation Board and separation or return to duty. It also assists soldiers who do not concur with their proposed Department of Veterans Affairs disability ratings for medical conditions found to be unfitting by the Physical Evaluation Board.

Management

A November 2021 Army directive changed the military cochair and clarified responsibilities for program objective memorandum program evaluation groups (*Table 1*). In 2018, Headquarters, Department of the Army (HQDA), had assigned commanders of Army major commands as the military cochair, with management and day-to-day operations for each group provided by an office of the Army Staff. In FY 2022, an Army Staff deputy chief of staff became the military cochair for each group. The major command commanders shifted to an advisory role for each group. The civilian cochair, who are assistant secretaries of the Army, did not change.

With advice from the Army major commands, each group works with the undersecretary of the Army and the vice chief of staff of the Army to build the annual draft program objective memorandum. Army major commands review it and provide an assessment of risk. The Program Analysis and Evaluation Directorate in the Office of the Deputy Chief of Staff, G-8, then leads an overall program objective memorandum enterprise assessment. Finally, the undersecretary of the Army and the vice chief of staff of the Army present the program objective memorandum to the secretary of the Army for approval.

TABLE 1—PROGRAM OBJECTIVE MEMORANDUM
PROGRAM EVALUATION GROUPS

PROGRAM EVALUATION GROUP	SECRETARIAT COCHAIR	ARMY STAFF COCHAIR	ADVISER
Equipping	ASA (ALT)	DCS, G–8	Commander, AFC
Installations	ASA (IEE)	DCS, G–9	Commander, AMC
Manning	ASA (M&RA)	DCS, G–1	Commander, TRADOC
Sustainment	ASA (ALT)	DCS, G–4	Commander, AMC
Training	ASA (M&RA)	DCS, G–3/5/7	Commander, FORSCOM

Key: AFC=Army Futures Command; AMC=Army Materiel Command;
ASA (ALT)=Assistant Secretary of the Army (Acquisition, Logistics, and Technology); ASA (IEE)=Assistant Secretary of the Army (Installations, Energy, and Environment); ASA (M&RA)=Assistant Secretary of the Army (Manpower and Reserve Affairs); DCS=Deputy Chief of Staff; FORSCOM=U.S. Army Forces Command; TRADOC=U.S. Army Training and Doctrine Command
Source: Army Directive 2021–35, 5 November 2021, Roles and Responsibilities for Program Objective Memorandum Program Evaluation Groups.

In August 2022, the Office of the Deputy Chief of Staff, G–8, held the first HQDA Requirements Summit. The participants included representatives from the Army Staff, the Army Secretariat, Army major commands, and Army service component commands. The summit examined improvements for the new Army Capabilities Integration and Development System modernization process. Attendees discussed topics such as operational utility assessments, capability needs statements, cost estimating, and updating Army Regulation 71–9, *Warfighting Capabilities Determination*.

In October 2021, the Army tested an integrated management system course for senior leaders. This system facilitates the integration of people, processes, data, and information to better manage business operations. In the course, students learn how to assess their organization’s operations and develop recommendations for improvement. In September 2022, nineteen students completed the course, which the Office of Business Transformation conducts semiannually.

In FY 2022, the Business Process Reengineering Center of Excellence at Aberdeen Proving Ground, Maryland, graduated 118

students from its Tier One foundation course and 66 students from its Tier Two intermediate course, while 15 students attained Tier Three advanced certification.

In FY 2022, 14,700 Army personnel participated in 1,234 conferences at a total cost of \$17.6 million. The Army hosted thirty-nine of these conferences.

Information Management

In October 2021, the Office of the Chief Information Officer published the *Army Digital Transformation Strategy*. The *Army Modernization Strategy* had identified digital transformation and the modernization of the Army's underlying network and computer infrastructure as crucial to modernizing the service. Digital transformation is a shift in operations and culture through the adoption of advanced technologies such as cloud, data, and artificial intelligence. It establishes an outcomes-based, metrics-driven mindset to measure activities and to seek efficiencies and effectiveness.

The strategy has three objectives. First, between 2021 and 2028, the service will converge current digital initiatives that support readiness and modernization into a single integrated plan; make them available from small units to the entire enterprise; and establish standardized delivery processes, methods, and tools, all of which will use the cloud as an enabler. This objective has six lines of effort. Second, the Army will maintain pace with advancements in relevant technologies by optimizing its resources and making data-driven investment decisions that are aligned directly with the service's priorities. This objective has four lines of effort. Third, transformation requires the Army to change how it recruits, trains, and retains those who work with these technologies and to improve its collaboration with allies, academia, and industry. This objective has three lines of effort.

The Army Enterprise Service Management Platform program is a joint venture of U.S. Army Cyber Command, Program Executive Office Enterprise Information Systems, and U.S. Army Network

Enterprise Technology Command. It encompasses an Army-wide global unclassified and classified, cloud-based, information technology service and provides the platform and operations for the Army Enterprise Service Desk. In September 2022, U.S. Army Contracting Command–Rock Island awarded a single, indefinite-delivery, indefinite-quantity contract for the platform.

The Federal Information Security Modernization Act of 2014 requires an annual independent evaluation to determine the effectiveness of every agency's information security program and practices. The Army, in FY 2022, received a 92 percent score for authorized systems, a drop of 6 percent from FY 2021. The Department of Defense (DoD) threshold is a score of 95 percent. The Office of the Chief Information Officer and the Office of the Deputy Chief of Staff, G–6, are working to reduce the number of systems that do not have valid authorizations to operate so as to meet or exceed the 95 percent mandate in FY 2023.

In FY 2022, the Army continued working on zero-trust cybersecurity, building on Network Enterprise Technology Command's test of this concept in FY 2020. This zero-trust model eliminates implicit trust in any one element and instead requires continuous verification via real-time information from multiple sources to determine access and other system responses. If a device is compromised, the zero-trust system will contain the damage to a network. In January 2022, the Office of Management and Budget issued a federal zero-trust architecture strategy, which required agencies to meet specific cybersecurity standards and objectives by the end of FY 2024. That same month, HQDA's chief information officer established a zero-trust working group for sharing information on lessons learned from testing, demonstrations, proofs of concepts, and pilot deployments. The group also recommends appropriate use of resources to implement the service's plans for establishing zero-trust architecture.

The Office of the Deputy Chief of Staff, G–2, deployed the first Army system of record in the National Security Agency's Commercial Solutions for Classified program that adapts commercial products for military secure networking operations.

It also was the first system of record to go through the Risk Management Framework assessment and authorization process and the first to go through a full adversarial assessment.

The Program Executive Office Enterprise Information Systems and the Office of the Deputy Chief of Staff, G-3/5/7, continued to develop a new data platform for making force-structure decisions to replace fourteen existing systems. The project's first phase ended in May 2022. It examined prototypes to integrate planning, programming, and production functions of six existing systems. The second phase began in September 2022 and will conclude in June 2023. It will deliver a minimum viable product, focused on the capabilities required for developing the future force, as well as products required for mobilization and deploy-to-redeploy and retrograde activities.

The Program Executive Office Enterprise Information Systems' Global Enterprise Network Modernization – Americas product office began its first network and infrastructure modernization of unclassified and classified systems on an Army post in the continental United States at Fort Belvoir. The modernization includes adding wireless connection to the internet, converting telephone service to internet-based connections, and connecting all Army technical control facilities into the Department of Defense Information Network. The project completed its first step with a survey in September 2022. The next milestone is the assembly and deployment of core devices, scheduled to take place in January 2023.

In FY 2021, the service began a three-phase transition to Army 365, a secure, cloud-based suite of products that merges Microsoft Office applications with voice, video, chat, and file-sharing capabilities. The first phase ended in June 2021 when the service's Microsoft Teams environments moved from the commercial virtual remote service to Army 365. The second phase, moving Army email accounts from the Defense Enterprise Email system to Army 365, began in July 2021 with an expected completion date of 31 March 2022. The third phase, transitioning all SharePoint environments to the Army 365 SharePoint online application, began late in FY 2021, with completion expected by the end of FY 2022.

The Army did not complete its transition to Army 365 as planned. In FY 2021, the service had decided to purchase only 950,000 Army 365 licenses, which were not enough to provide access to the system for all soldiers, civilian employees, and contractors. By the end of that fiscal year, the Army had not determined how personnel not covered by a license could use email and other applications in Army 365. In March 2022, the Office of the Deputy Chief of Staff, G-6, announced a bridging strategy that extended access to the Defense Enterprise Email system until the end of FY 2022 for personnel without an Army 365 license. To ensure organizations would not lose functionality or data, HQDA extended the SharePoint migration deadline into FY 2023.

During FY 2022, the Army continued reducing its use of data centers to support the *Army Digital Transformation Strategy* and the *Army Unified Network Plan*. Through the Army Data Center Consolidation Program, the service closed or redesignated twenty facilities. This produced cost savings of approximately \$6.3 million. At the end of FY 2022, the Army had closed 742 of what had been a total of 1,102 data centers at the start of the program in 2016.

The Army Declassification Directorate reviewed more than 4.2 million pages of permanent, classified records for declassification. This exceeded the amount reviewed in FY 2021 by more than 800,000 pages. The Army declassified more than 75 percent of the records reviewed in FY 2022.

Audits

An independent public accounting firm conducted the FY 2022 annual audits of the Army General Fund and the Army Working Capital Fund financial statements. Both audits resulted in a disclaimer of opinion by the firm because it could not conclude whether the service presented the financial statements and related notes in accordance with generally accepted accounting principles. The firm concluded that the Army did not provide sufficient evidence to support the information in the financial statements because of inadequate processes, controls, and records to support transactions

and account balances. The audit revealed fourteen General Fund and fifteen Working Capital Fund material weaknesses related to the Army's financial reporting processes and internal control environment. These results are consistent with prior years.

In January 2022, the secretary of the Army published a memorandum on the need for accountability and fiscal stewardship. To focus efforts on moving the service from a disclaimer to a sustained unmodified audit opinion, the secretary directed the assistant secretary of the Army (financial management and comptroller) to establish an audit committee. The committee, cochaired by the undersecretary of the Army and the vice chief of staff of the Army, is composed of all assistant secretaries and commanding generals from major commands. It meets quarterly. The secretary also directed the inclusion of audit metrics into the Command Accountability and Execution Review program. Additionally, the assistant secretary of the Army (financial management and comptroller), in collaboration with responsible officials in each business area, developed a multiyear plan for remediating the major audit issues. The assistant secretary of the Army (financial management and comptroller) reports quarterly on the progress of organizations and individuals to meet their milestones in the plan. The Army expects to obtain an audit opinion for the Army Working Capital Fund in FY 2026 and for the Army General Fund in FY 2027.

Budget

The Army's FY 2022 budget request was aligned with the Interim National Security Strategic Guidance and supported the Army's focus on people, readiness, and modernization (*Table 2*). It provided for a Regular Army (RA) of 485,000, an ARNG of 336,000, a U.S. Army Reserve (USAR) of 189,500, and a civilian workforce of 196,710. Compared to the FY 2021 enacted appropriations, FY 2022 appropriations for procurement and research, development, test, and evaluation decreased. The request resourced current capabilities and applied intentional production delays to focus on the six modernization priorities and the signature efforts set out in the

TABLE 2—TOTAL OBLIGATIONAL AUTHORITY BASE BUDGET REQUEST,
FY 2022 (MILLIONS OF DOLLARS)

MILITARY PERSONNEL	
Military Personnel, Army	47,974
Military Personnel, Army Reserve	5,230
Military Personnel, Army National Guard	9,051
Medicare-Eligible Retiree Health Care Fund, Army	2,623
Medicare-Eligible Retiree Health Care Fund, Army Reserve	460
Medicare-Eligible Retiree Health Care Fund, Army National Guard	820
OPERATION AND MAINTENANCE	
Operation and Maintenance, Army	54,616
Operation and Maintenance, Army Reserve	3,001
Operation and Maintenance, Army National Guard	7,647
ENVIRONMENTAL RESTORATION	201
PROCUREMENT	
Aircraft	2,806
Missiles	3,556
Weapons and Tracked Combat Vehicle	3,876
Ammunition	2,158
Other Procurement	8,874
RESEARCH, DEVELOPMENT, TEST, AND EVALUATION	12,800
MILITARY CONSTRUCTION	
Military Construction, Army	835
Military Construction, Army Reserve	65
Military Construction, Army National Guard	257
ARMY FAMILY HOUSING	
Operation	391
Construction	100
ARMY WORKING CAPITAL FUND	385
ARLINGTON NATIONAL CEMETERY	228
BASE REALIGNMENT AND CLOSURE	65
CHEMICAL AGENTS DEMILITARIZATION	1,094
AFGHANISTAN SECURITY FORCES FUND	3,328
COUNTER-ISIS TRAIN AND EQUIP FUND	522
<i>Total</i>	<i>172,962^a</i>

^a Numbers may not add up because of rounding.

Key: ISIS=Islamic State in Iraq and Syria

Source: Assistant Secretary of the Army (Financial Management and Comptroller), FY 2022 President's Budget Highlights, May 2021.

TABLE 3—DIRECT WAR AND ENDURING COSTS IN TOTAL OBLIGATIONAL AUTHORITY
BASE BUDGET REQUEST, FY 2022 (MILLIONS OF DOLLARS)

Military Personnel	2,134
Operation and Maintenance	10,552
Procurement	1,639
Research, Development, Test, and Evaluation	110
Military Construction	121
Army Working Capital Fund	7
Afghanistan Security Forces Fund	3,328
Counter-ISIS Train and Equip Fund	522
<i>Total</i>	18,413

Key: ISIS=Islamic State in Iraq and Syria
Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2022 President’s Budget Highlights*, May 2021.

Army Modernization Strategy. This focus will permit the service to begin fielding next-generation capabilities by 2028.

Unlike previous years’ budgets, the FY 2022 budget did not have a separate request for overseas contingency operations. Instead, funding for these operations was included in the base budget request and is identified as either a direct war cost or an enduring cost (*Table 3*). Direct war costs included support for Operation FREEDOM’s SENTINEL and Operation INHERENT RESOLVE along with separate appropriations for Afghan security forces and for training and equipping forces opposing the Islamic State in Iraq and Syria. Enduring costs included the European Deterrence Initiative and activities, both in a theater of operations and in the continental United States, that will continue after combat operations.

At the end of FY 2021, Congress had not approved the Army’s budget for FY 2022. Instead, the service operated from continuing resolutions that provided funding allocations pegged to FY 2021–enacted levels. Operating under a continuing resolution placed restrictions on new starts, ongoing program expansions, production rate increases, and the reprogramming of funds.

TABLE 4—TOTAL OBLIGATIONAL AUTHORITY APPROVED BASE BUDGET,
FY 2022 (MILLIONS OF DOLLARS)

MILITARY PERSONNEL	
Military Personnel, Army	47,814
Military Personnel, Army Reserve	5,157
Military Personnel, Army National Guard	9,018
Medicare-Eligible Retiree Health Care Fund, Army	2,623
Medicare-Eligible Retiree Health Care Fund, Army Reserve	460
Medicare-Eligible Retiree Health Care Fund, Army National Guard	822
OPERATION AND MAINTENANCE	
Operation and Maintenance, Army	55,013
Operation and Maintenance, Army Reserve	3,032
Operation and Maintenance, Army National Guard	7,714
ENVIRONMENTAL RESTORATION	299
PROCUREMENT	
Aircraft	3,295
Missiles	3,460
Weapons and Tracked Combat Vehicle	4,319
Ammunition	2,277
Other Procurement	9,454
RESEARCH, DEVELOPMENT, TEST, AND EVALUATION	14,528
MILITARY CONSTRUCTION	
Military Construction, Army	1,834
Military Construction, Army Reserve	136
Military Construction, Army National Guard	505
ARMY FAMILY HOUSING	
Operation	391
Construction	188
ARMY WORKING CAPITAL FUND	500
ARLINGTON NATIONAL CEMETERY	228
BASE REALIGNMENT AND CLOSURE	125
CHEMICAL AGENTS DEMILITARIZATION	1,093
COUNTER-ISIS TRAIN AND EQUIP FUND	500
<i>Total</i>	174,786^a

^a Numbers may not add up because of rounding.

Key: ISIS=Islamic State in Iraq and Syria

Source: Assistant Secretary of the Army (Financial Management and Comptroller), FY 2023 President's Budget Highlights, April 2022.

TABLE 5—DIRECT WAR AND ENDURING COSTS IN TOTAL OBLIGATIONAL AUTHORITY
APPROVED BASE BUDGET, FY 2022 (MILLIONS OF DOLLARS)

Military Personnel	2,020
Operation and Maintenance	10,100
Procurement	1,595
Research, Development, Test, and Evaluation	109
Military Construction	121
Army Working Capital Fund	7
Counter-ISIS Train and Equip Fund	500
<i>Total</i>	14,452

Key: ISIS=Islamic State in Iraq and Syria
Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2023 President’s Budget Highlights*, April 2022.

In March 2022, Congress passed the Consolidated Appropriations Act of 2022, providing the Army a budget of \$174.7 billion for FY 2022 (*Tables 4 and 5*). The only major change between the requested and enacted budgets was the deletion of the Afghanistan Security Forces Fund after the Taliban came to power in FY 2021. Other changes included increases of \$397 million for RA operations and maintenance; \$489 million for aircraft procurement; \$443 million for weapons and tracked combat vehicle procurement; \$1.7 billion for research, development, test, and evaluation; and \$999 million for RA military construction.

The service received approximately \$1.3 billion in Coronavirus Aid, Relief, and Economic Security Act funding. The largest portion of this amount, \$863 million, was for the Army’s operation and maintenance account. The service internally reprogrammed more than \$2.86 billion throughout the year to meet operational demands. In FY 2022, the Army received two supplemental appropriations because of the war in Ukraine. The first provided \$3.2 billion for expenses incurred by the service in deploying units to Europe. The second provided \$5.2 billion to replenish weapons and munitions given to Ukraine.

By the end of FY 2022, the Army had executed 99 percent of both its military personnel appropriations and its operation and maintenance appropriations. The Army achieved an 80.2 percent execution rate in operation and maintenance appropriations through

31 July 2022, complying with the congressional requirement that federal agencies execute no more than 20 percent of their budget in the last two months of the fiscal year. During FY 2022, the Army funded \$1.5 billion in operation and maintenance unfinanced requirements by reprioritizing requirements, identifying resources for realignment, and accessing DoD-provided funding. Among the funded unfinanced requirements were activation of the 11th Airborne Division's headquarters, U.S. Army Pacific's Operation PATHWAYS, long-haul communications and information technology shortfalls, operations on the Mexican border, and a shortfall in military pay accounts.

In the FY 2022–2024 procurement appropriation, the service had obligated 60.8 percent of the available allotment against the 80 percent goal set by DoD for the first year of availability. The Army did not meet this goal because it did not receive these appropriations until 11 March 2022, and it concentrated on executing the FY 2021–2023 procurement appropriation. For this appropriation, the Army exceeded DoD's standard of 90 percent obligation in the second year of availability by 3.3 percent. The Army executed its expiring FY 2020–2022 procurement appropriation at 99.7 percent. It disbursed 40.2 percent of its FY 2022 research, development, test, and evaluation appropriation against the 55 percent goal set by DoD. The service disbursed 80.8 percent of its expiring FY 2021 appropriation in this account.

In the FY 2022–2026 military construction, Army, appropriation, the service awarded contracts for five of thirty-two projects for a total of \$110.2 million. The twenty-seven remaining projects were not awarded because of the effects of inflation or environmental, site, or solicitation issues. They are scheduled to be awarded in FY 2023 or FY 2024. Unobligated funding in the amount of \$1.7 billion is available for the remaining FY 2022 projects, adjustments to prior year projects, minor construction projects, contingencies, contract adjustments, and for reprogramming to other RA construction projects in the event of cost growth. In the FY 2018–2022 military construction, Army, appropriation, twenty-nine of thirty projects were awarded for a total of \$1.115 billion. The remaining project

(an uncrewed aerial vehicle hangar) was a source for the 10 U.S. Code § 2808 reprogramming for the Mexican border wall project in FY 2019. After restoration of the project's funding in FY 2021, and because the FY 2023 National Defense Authorization Act provided an extension of authorization for the project, a contract for it is expected to be awarded in FY 2024.

In the FY 2022–2026 military construction, ARNG, appropriation, the service awarded contracts for two of five projects. The three remaining projects were not awarded because of environmental, site, or solicitation issues, or because a prior-approval reprogramming was required. In the FY 2018–2022 military construction appropriation for the ARNG, all thirteen projects were awarded. In the FY 2022–2026 military construction appropriation for the USAR, the service awarded contracts for one of five projects. The four remaining projects were not awarded because of environmental, site, or solicitation issues, or because a prior-approval reprogramming was required. In the FY 2018–2022 military construction appropriation for the USAR, the service awarded contracts for six projects.

The Army awarded \$24.59 billion in prime contracts to small businesses in FY 2022, which was 25.47 percent of total prime contracts against the assigned goal of 26.60 percent. It exceeded the goal of increasing prime contract awards to small, disadvantaged businesses. The service awarded \$13.62 billion of these contracts, which was 14.11 percent of prime contracts against the assigned goal of 12.28 percent.

The Army Working Capital Fund consists of two activity groups: supply management and industrial operations. The first group buys and manages spare and repair parts for sale to its customers, primarily Army operating units. The second group provides the Army an organic industrial capability. The fund uses a revolving fund concept, relying on revenue from sales to finance operations rather than direct appropriations from Congress. The Army did request some direct appropriations for the fund to meet mobilization and wartime surge requirements. At the start of FY 2022, the fund's cash balance of \$1.7 billion was within its operating

TABLE 6—TOTAL OBLIGATIONAL AUTHORITY REQUEST,
FY 2023 (MILLIONS OF DOLLARS)

MILITARY PERSONNEL	
Military Personnel, Army	50,305
Military Personnel, Army Reserve	5,385
Military Personnel, Army National Guard	9,325
Medicare-Eligible Retiree Health Care Fund, Army	2,694
Medicare-Eligible Retiree Health Care Fund, Army Reserve	490
Medicare-Eligible Retiree Health Care Fund, Army National Guard	874
OPERATION AND MAINTENANCE	
Operation and Maintenance, Army	58,118
Operation and Maintenance, Army Reserve	3,229
Operation and Maintenance, Army National Guard	8,157
ENVIRONMENTAL RESTORATION	196
PROCUREMENT	
Aircraft	2,850
Missiles	3,762
Weapons and Tracked Combat Vehicle	3,576
Ammunition	2,639
Other Procurement	8,458
RESEARCH, DEVELOPMENT, TEST, AND EVALUATION	13,710
MILITARY CONSTRUCTION	
Military Construction, Army	846
Military Construction, Army Reserve	100
Military Construction, Army National Guard	297
ARMY FAMILY HOUSING	
Operation	436
Construction	169
ARMY WORKING CAPITAL FUND	30
ARLINGTON NATIONAL CEMETERY	156
BASE REALIGNMENT AND CLOSURE	68
CHEMICAL AGENTS DEMILITARIZATION	1,060
COUNTER-ISIS TRAIN AND EQUIP FUND	542
<i>Total</i>	177,471^a

^a Numbers may not add up because of rounding.

Key: ISIS=Islamic State in Iraq and Syria

Source: Assistant Secretary of the Army (Financial Management and Comptroller), FY 2023 President's Budget Highlights, April 2022.

TABLE 7—OVERSEAS OPERATIONS COSTS IN TOTAL OBLIGATIONAL AUTHORITY
REQUEST, FY 2023 (MILLIONS OF DOLLARS)

Military Personnel	3,055
Operation and Maintenance	9,631
Procurement	1,174
Research, Development, Test, and Evaluation	19
Military Construction	185
Counter-ISIS Train and Equip Fund	542
<i>Total</i>	14,605 ^a

^a Numbers may not add up because of rounding.
Key: ISIS=Islamic State in Iraq and Syria
Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2023 President’s Budget Highlights*, April 2022.

requirement limits. It ended the fiscal year with a cash balance of \$3 billion, which is above the upper operating range. The change in cash is the result of receiving \$499.7 million in direct appropriations, and a net increase in cash of \$787.7 million in the fund’s two activity groups.

The FY 2023 budget request continues to support the service’s focus on people, readiness, and modernization (*Tables 6 and 7*). It provides for an RA of 473,000, an ARNG of 336,000, a USAR of 189,500, and a civilian workforce of 196,897. The Army will fund twenty-two brigade-level combat training center rotations and establish a third multidomain task force in FY 2023.

Beginning with the FY 2023 President’s Budget, direct war and enduring costs in the base budget are identified instead as overseas operations costs. Overseas operations costs include in-country war support for Operation INHERENT RESOLVE in Iraq and Syria and for training and equipping forces opposing the Islamic State in Iraq and Syria. Enduring costs included the European Deterrence Initiative and activities, both in a theater of operations and in the continental United States, that will continue after combat operations.

The Army began FY 2023 without an approved budget. The congressional continuing resolution that enabled the Army to operate in the new fiscal year extended funding based on FY 2022 levels. The

continuing resolution did not extend defense emergency funding for natural disasters or response to the COVID-19 pandemic.

3

Personnel

The Army People Strategy

In October 2019, HQDA released the *Army People Strategy*, a commitment to refining personnel management and a new leadership approach focused on attaining and retaining top talent in a dynamic labor market. The strategy articulates how the Army must modernize its personnel management programs in order to compete with the private sector for talent.

During FY 2022, Army leaders focused on coordinating and refining the *Army People Strategy*. In January 2022, the inaugural Army People Synchronization Conference gathered representatives of the Army Secretariat, the Army Staff, Army major commands, Army service component commands, and direct reporting units. The conference examined policies and processes to acquire, retain, develop, and employ personnel during the transition to the Army of 2030. The attendees focused on how the Regionally Aligned Readiness and Modernization Model (ReARMM) will generate future requirements while sustaining readiness. In August 2022, the second Army People Synchronization Conference explored the same subjects. In September 2022, the Office of the Deputy Chief of Staff, G-1, began a monthly Army People Seminar to educate high-potential officers, noncommissioned officers (NCOs), and civilians about talent management. A University of Louisville facilitator led the seminar, and sessions featured senior military and corporate experts from human resource and talent management fields. Additionally, the Office of the Deputy Chief of Staff, G-1, created the Army People Strategy Civilian Implementation Program for FY 2023–2025 to improve recruitment and retention of civilian employees.

Army Strength and Distribution

On 30 September 2022, the Army's three components totaled 971,501 soldiers, a reduction of 36,872 compared to the end of the previous

fiscal year. Midway through the fiscal year, HQDA cut the authorized end strength of the RA by 12,000, from 485,000 to 473,000. At the end of FY 2022, the RA nevertheless fell short of this new ceiling with an actual strength of 465,625: 78,620 commissioned officers, 15,041 warrant officers, 367,585 enlisted soldiers, and 4,379 U.S. Military Academy cadets. The strength of the ARNG was 329,705: 37,982 commissioned officers, 8,959 warrant officers, and 282,764 enlisted soldiers. This was nearly 6,300 below its authorized strength. The USAR stood at 176,171: 35,451 commissioned officers, 3,536 warrant officers, and 137,184 enlisted soldiers. This was more than 5,100 below its authorized strength. Women constituted 16 percent of the RA, 19 percent of the ARNG, and 25 percent of the USAR. Racial and ethnic minorities constituted 46 percent of the RA, 36 percent of the ARNG, and 51 percent of the USAR. At the Military Academy, 23 percent of cadets were women and 37 percent were racial or ethnic minorities.

Officers

In FY 2022, the Army accessioned 13,421 new officers. The Reserve Officer Training Corps, with 6,256 officers, accounted for the largest share with 3,925 joining the RA, 1,467 joining the ARNG, and 864 joining the USAR. The Reserve Officer Training Corps Educational Delay/Early Commissioning Program commissioned another 173 officers: 162 into the RA and 11 into the USAR. The Military Academy produced 1,034 officers: 1,020 for the RA and 14 for the ARNG. The in-service Officer Candidate School commissioned 612 lieutenants: 480 in the RA and 132 in the USAR. The college-option Officer Candidate School program produced 781 lieutenants: 400 for the RA, 165 for the ARNG, and 216 for the USAR. The ARNG's state-based and federal Officer Candidate School programs commissioned another 554 officers.

This fiscal year there were 2,779 direct commissions. Ninety-four joined one of the Army's basic branches: 3 in the RA, 86 in the ARNG, and 5 in the USAR. The Judge Advocate General's Corps accepted 181 officers: 132 RA, 28 ARNG, and 21 USAR. The U.S.

Army Medical Department gained 2,116 officers: 1,319 RA, 247 ARNG, and 550 USAR. The Chaplain Corps took 388 officers: 105 RA, 75 ARNG, and 208 USAR. Another 447 officers, 405 RA and 42 USAR, commissioned into the Medical Service Corps and Army Nurse Corps through the Military Academy or Reserve Officer Training Corps. The Army accessioned 785 officers, 45 RA and 740 ARNG, through the Call to Active Duty Program, Interservice Transfer Program, and other programs.

The diversity of officers in the active component was similar to previous fiscal years (*Table 8*).

The officer diversity in the reserve components also was similar to previous years (*Tables 9 and 10*).

TABLE 8—ACTIVE ARMY OFFICERS BY RACE/ETHNICITY, FY 2022 ^a				
RACE/ ETHNICITY	COMPANY GRADE	FIELD GRADE	GENERAL OFFICERS	WARRANT
White	68%	72%	84%	62%
Black	11%	11%	11%	16%
Hispanic	10%	7%	2%	12%
Asian	9%	7%	2%	5%
Other	2%	3%	1%	5%

^a Does not include U.S. Military Academy cadets.
Source: Headquarters, Department of the Army, Deputy Chief of Staff, G–1, Strength Analysis and Forecasting Division, *FY 2022 Army Profile*.

TABLE 9—ARMY NATIONAL GUARD OFFICERS BY RACE/ETHNICITY, FY 2022				
RACE/ ETHNICITY	COMPANY GRADE	FIELD GRADE	GENERAL OFFICERS	WARRANT
White	74%	81%	84%	83%
Black	10%	7%	7%	6%
Hispanic	9%	6%	5%	6%
Asian	4%	3%	2%	3%
Other	3%	3%	2%	2%

Source: Headquarters, Department of the Army, Deputy Chief of Staff, G–1, Strength Analysis and Forecasting Division, *FY 2022 Army Profile*.

TABLE 10—ARMY RESERVE OFFICERS BY RACE/ETHNICITY, FY 2022

RACE/ ETHNICITY	COMPANY GRADE	FIELD GRADE	GENERAL OFFICERS	WARRANT
White	55%	68%	87%	66%
Black	17%	14%	7%	14%
Hispanic	12%	7%	2%	13%
Asian	9%	6%	2%	5%
Other	7%	5%	2%	2%

Source: Headquarters, Department of the Army, Deputy Chief of Staff, G-1, Strength Analysis and Forecasting Division, *FY 2022 Army Profile*.

In the RA commissioned officer corps, 48 percent of company grade officers and 87 percent of field grade officers were married. Eighty-one percent of RA warrant officers were married. Additionally, 28 percent of RA company grade officers and 74 percent of field grade officers had children. Seventy-two percent of RA warrant officers had children.

In the ARNG commissioned officer corps, 47 percent of company grade officers and 84 percent of field grade officers were married. Seventy-five percent of ARNG warrant officers were married. Additionally, 37 percent of ARNG company grade officers and 69 percent of field grade officers had children. Fifty-nine percent of ARNG warrant officers had children.

In the USAR commissioned officer corps, 49 percent of company grade officers and 78 percent of field grade officers were married. Seventy-six percent of USAR warrant officers were married. Additionally, 35 percent of USAR company grade officers and 61 percent of field grade officers had children. Fifty-eight percent of USAR warrant officers had children.

A Talent Based Career Alignment pilot program began at some centers of excellence in FY 2022, with plans to implement it Army-wide by FY 2024. The program allows junior officers attending a captains career course to apply for an assured midcareer pathway. If selected for a pathway, an officer will know before graduating from the course the next five to seven years of assignments. The program will assist captains with identifying and achieving personal and

professional goals and contribute to retaining the service's best junior officers by eliminating uncertainty over how many times they will have to move during this period.

The Army confronted a growing shortage of warrant officers, who make up 3 percent of the Army but have important roles in a number of career management fields. During FY 2022, the Army Talent Management Task Force implemented the measures of three Army directives approved in FY 2021 to produce and retain more warrant officers. Army Directive 2021-19 established a pilot program enabling senior NCOs to become warrant officers. Although the pilot program only applied to special forces, it may expand to include other career management fields. Army Directive 2021-28 allowed retired RA warrant officers to join the ARNG or the USAR. Army Directive 2021-31 ended the automatic promotion of RA aviator warrant officers to chief warrant officer two after two years as a warrant officer one. Instead, their date of rank as a warrant officer one will begin after they have completed flight school and the Warrant Officer Basic Course. This change will give these aviators more time for professional development before promotion.

The Command Assessment Program continued in FY 2022. The third iteration of the Battalion Command Assessment Program had 721 Army officers plus 5 officers from other services. The second iteration of the Colonel Command Assessment Program saw 284 officers participate. The second iteration of the Medical Command Assessment Program expanded to 58 officers. The second iteration of the Acquisition Leader Assessment Program included 107 officers and civilians. The first iterations of the Division Chaplain Assessment Program and the Colonel Chaplain Assessment Program took place with 20 and 10 participants, respectively.

Enlisted Personnel

In FY 2022, the Army had its worst recruiting year since the start of the all-volunteer force in 1973. Despite cutting its recruiting goal by 15,000 halfway through the fiscal year, the RA still fell short by 15,000, missing 25 percent of the revised objective and 40 percent of

TABLE 11—ENLISTED ACCESSIONS RESULTS, FY 2022

COMPONENT	GOAL	ACTUAL	DIFFERENCE	PERCENTAGE OF GOAL MET
Regular Army	60,000 ^a	44,901	–15,099	74.8
Army National Guard	38,430	24,819	–13,611	64.6
Army Reserve	14,650	8,905	–5,745	60.8

^aOriginally 75,000 at the start of the fiscal year.
Source: Headquarters, Department of the Army, Deputy Chief of Staff, G–1, *Recruiting Report for FY 2022*.

the fiscal year’s original goal. The ARNG and the USAR also missed their goals for recruits by substantial margins: 13,600 or 35 percent and 5,700 or 39 percent, respectively (*Table 11*).

From the beginning of the fiscal year, the Army faced an uphill battle in recruiting. The service considers a delayed entry pool of 15,000 to 20,000 at the start of the fiscal year optimal, but in October 2021 it had only 6,500. In January 2022, the Army raised the maximum total of enlistment bonuses to a record \$50,000 for highly skilled recruits in certain specialties who enlisted for six years and agreed to start their training immediately.

That same month, U.S. Army Recruiting Command implemented changes that it designated “mission modernization.” Each recruiter now received a recruiting quota. Previously, recruiting quotas had been assigned to each recruiting station, which enabled overperforming recruiters to make up for underperforming recruiters. To avoid competition, each recruiter was assigned a recruiting zone that did not overlap with other zones. Additionally, in April 2022, Recruiting Command began involuntary extensions of the assignments of more than 260 high-performing recruiters.

In February 2022, the Army offered more short-term enlistment options to attract people who were not ready to make a long-term commitment. In March 2022, the service began allowing enlistees in seventeen career management fields to choose their first post from a list that included Fort Carson, Colorado; Joint Base Lewis-McChord, Washington; Fort Bliss, Texas; Fort Hood, Texas; Fort Polk, Louisiana; Fort Riley, Kansas; Fort Stewart, Georgia; Fort Drum, New York; and all installations in Alaska. By the end of the fiscal year, the list

expanded to thirty-two locations, including in Italy and Hawai'i. Eventually, nearly 6,400 recruits picked their first duty station, with 15 percent choosing posts in Alaska.

The Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) established the Accessions/Recruiting Tiger Team, which later became the Accessions/Recruiting Task Force, led by a major general. The task force assessed more than sixty initiatives to improve Army recruiting in FY 2022 and in future years. In June 2022, Recruiting Command introduced the "111 Non-Grad" enlistment program that authorized people with high qualification test scores to enlist without a high school diploma or equivalency. The command suspended this program after less than a week because of controversy about the Army lowering its standards. The same month, Army Directive 2022-09 eased tattoo restrictions as a means of improving both recruiting and retention. Recruits and soldiers now can have small tattoos on their hands, the back of their ears, and the back of their necks.

In August 2022, the Army established the Future Soldier Preparatory Course pilot program at Fort Jackson, South Carolina, for those on delayed enlistment contracts because of excess body fat or a low score on the Armed Forces Qualification Test. The course has separate academic and fitness tracks, each lasting three weeks. The academic track is modeled after the Basic Skills Education Program used by the Army since 1977. Recruits who exceed the accession body fat composition standard by greater than 2 percent but no more than 6 percent attend the fitness track. Individuals in both tracks will remain in the course for a maximum of ninety days, with opportunities every three weeks to leave for basic training if they then have met or exceeded the Army's accession standards. Trainees in the fitness track who do not meet the body composition standard of 2 percent or less after ninety days will be processed for separation. Trainees in the academic track who do not meet the test score standard of 31 or higher will be evaluated using the whole-person concept and may be retained and sent to basic training. The service will review the pilot program's results in early FY 2023 to determine if the course should become permanent.



Prospective soldiers take notes during a class at Fort Jackson, South Carolina, where the Future Soldier Preparatory Course pilot program began in August 2022.

The reasons for the Army's ongoing recruiting crisis are various and complex. The *2020 Qualified Military Available Study*, released in FY 2022, reported 77 percent of citizens 17 to 24 years of age were ineligible for military service without a waiver because of obesity, drug use, physical and mental health problems, misconduct, or insufficient aptitude—an increase of 6 percent from previous years.

The Army found it increasingly difficult to reach its target demographic. Instead of watching television or listening to the radio, most young people use streaming services with ads created by algorithms based on their internet search histories, so many never see Army recruiting advertisements that appear in conventional media outlets. The same is true for advertising on social media platforms. Moreover, the military relied on Facebook and Instagram, but many young people prefer TikTok, which has been banned from government-issued mobile phones for security concerns because the app originated in China.

The COVID-19 pandemic hindered recruitment. The winter wave of the Omicron variant limited face-to-face recruiting. The military's

COVID-19 vaccine mandate also contributed to fewer applicants. According to the Centers for Disease Control and Prevention, 36 percent of people 18 to 24 years old were not fully vaccinated and thus were ineligible to enlist. Education suffered because of lockdowns and virtual schooling. At the end of FY 2022, the Army reported that overall Armed Services Vocational Aptitude Battery test scores had declined by 13 percent. Before the pandemic, the Army had disqualified 30 to 40 percent of potential recruits because of obesity, low test scores, or drug use, but it now turned away up to 70 percent.

Military Health System Genesis, a new DoD electronic health record and patient portal, which centralized all military health records, caused unanticipated complications for recruitment. One intended benefit of the new portal was a reduction of the time it took for new recruits to pass physical and medical checks at military entrance processing stations. In practice, however, the Genesis system prolonged the process by weeks or months. Additionally, increased transparency within the system made it more likely that aspects of a patient's medical history would come to light and disqualify the recruit. A shortage of physician assistants and doctors for processing medical waiver requests added to delays. Recruits and their parents often became frustrated with the extra tests, and some gave up. The Army ordered reserve medical personnel to active duty to help work through the waiver backlog.

Other factors also affected recruiting. By FY 2022, the job market mostly had recovered from the unemployment triggered by the COVID-19 pandemic. Military pay lagged behind civilian pay as inflation rose. The number of young people with a propensity to serve dropped to 9 percent in FY 2022, the lowest rate in fifteen years. Survey respondents cited fear of injury or death or of developing post-traumatic stress disorder or other psychological problems as their primary reasons for disinterest in military service.

The Army had mixed results with retention. As in recent years, retention remained high for the RA, which exceeded its goal of 55,934 soldiers by 2,370. The reserve components both missed their retention goals. The ARNG fell 3,437 soldiers short of its retention goal of 35,345, and the USAR fell 2,987 soldiers short of its retention goal of 13,500.

TABLE 12—ENLISTED PERSONNEL BY RACE/ETHNICITY, FY 2022

	RA		ARNG		USAR	
	Junior	NCO	Junior	NCO	Junior	NCO
White	48%	51%	57%	70%	41%	50%
Black	23%	22%	19%	13%	24%	22%
Hispanic	21%	18%	17%	12%	24%	20%
Asian	6%	7%	4%	3%	8%	5%
Other	2%	2%	3%	2%	3%	3%

Key: ARNG=Army National Guard; NCO=noncommissioned officer; RA=Regular Army; USAR=U.S. Army Reserve

Source: Headquarters, Department of the Army, Deputy Chief of Staff, G-1, Strength Analysis and Forecasting Division, FY 2022 Army Profile.

Racial and ethnic demographics across the enlisted ranks were similar to previous fiscal years (*Table 12*).

In the RA, 29 percent of junior enlisted personnel and 71 percent of NCOs were married. Thirty-one percent of junior enlisted soldiers and 73 percent of NCOs had children. In the ARNG, 14 percent of junior enlisted soldiers and 54 percent of NCOs were married. Fourteen percent of junior enlisted and 52 percent of NCOs had children. In the USAR, 22 percent of junior enlisted personnel and 59 percent of NCOs were married. Eighteen percent of junior enlisted USAR soldiers had children, as did 52 percent of NCOs.

In FY 2022, efforts to improve talent management expanded to include senior NCOs. After a successful pilot program during the previous fiscal year, the Sergeant Major Assessment Program conducted its first full iteration with 334 participants. The pilot run of the First Sergeant Talent Alignment Assessment continued with two iterations—one at Fort Campbell, Kentucky, and another at Schofield Barracks, Hawai‘i. This pilot program for first sergeants will continue into the next fiscal year.

U.S. Army Human Resources Command enhanced the Enlisted Manning Cycle/Assignment Satisfaction Key–Enlisted Module during the fiscal year. It created a pilot two-way market for master sergeants in certain career management fields, similar to the Army Interactive Module Version 2 for officers. The command introduced assignment preferencing for master sergeants who attend the

Sergeants Major Academy but will not be utilized as sergeants major after graduation. Finally, Human Resources Command continued working on a new additional skill indicator and professional development proficiency code for NCOs in infantry, field artillery, and armor career management fields who have finished a career-development assignment.

In January 2022, the Army expanded the policy of permitting temporary promotion for nonresident students who were unable to complete professional military education required for promotion to include all ranks between sergeant and master sergeant. Many NCOs had been passed over for promotion because they had not been able to schedule required professional military education courses. Temporarily promoted NCOs had a year to complete the necessary courses or they would revert to their previous rank. Soldiers who reverted to their previous rank did not have to repay the extra pay or allowances they had received during their temporary promotion.

Civilian Personnel

On 30 September 2022, the Army had 236,590 appropriated fund civilian employees and 23,008 nonappropriated fund employees, a decline of nearly 33,000 appropriated fund employees from the start of the fiscal year. Most of the decline resulted from the reassignment of medical personnel from MEDCOM to the Defense Health Agency (DHA) in waves in September 2021 and in July, August, and September 2022. A final wave will take place in October 2022. The number of nonappropriated fund employees remained essentially unchanged (*Table 13*).

During FY 2021, minorities accounted for 34 percent of the civilian workforce, veterans 50 percent, women 35 percent, and disabled people 13 percent. The proportion of women was 3.4 percent lower than the previous fiscal year because MEDCOM lost 22,409 female employees to DHA. The other diversity categories in the Army remained relatively constant. Army civilian employees tend to be older, and the majority of the workforce is concentrated in the 35 to 44 and 45 to 54 age ranges, which collectively make up 51 percent of civilian employees.

TABLE 13— COMPOSITION OF THE ARMY CIVILIAN WORKFORCE,
SEPTEMBER 2022

U.S. Direct Hire in Military Function	165,585
National Guard Technicians	26,159
Foreign National Direct Hire in Military Function	6,269
Foreign National Indirect Hire in Military Function	12,839
U.S. Direct Hire in Civil Works	25,547
U.S. Direct Hire Cemeterial Function	191
<i>Total Appropriated Fund in All Functions</i>	236,590
Nonappropriated Fund	23,008
<i>Total Appropriated and Nonappropriated Funds</i>	259,598

Source: Assistant G–1 for Civilian Personnel, SF113A, September 2022.

Time-to-hire remained a significant issue for HQDA. The Office of Personnel Management benchmark for all civilian hiring is eighty days. During the fiscal year, the Army’s time-to-hire for all positions fluctuated from a high of one hundred days to a low of eighty-one days. The average for FY 2022 was ninety days, a four-day increase from FY 2021 and a total increase of seven days since FY 2020, despite an increased use of direct hire authorities.

The Army took important strides to be more competitive for civilian talent during the fiscal year. In October 2021, the Army Civilian Career Management Activity reached full operational capability. The new agency consolidated thirty-two career programs for civilian employees into eleven career fields. This approach offered civilian employees more flexibility to take their skills from one position to another and enabled the Army to take a less siloed approach in recruiting new talent. The Office of the Deputy Chief of Staff, G–1, updated the Army Pathway Programs for FY 2022 to FY 2024 and secured funding to expand outreach and innovative recruitment efforts for Army civilians. Additionally, the office established policy and guidance on the use of the USA Hire standard assessment and made the first comprehensive civilian employment reference guide to help veterans and spouses understand the federal hiring process.

During FY 2022, the Army Civilian Human Resources Agency took the lead on several initiatives. The DoD transitioned human

resources services for the military medical treatment facilities of the DHA to the Civilian Human Resources Agency, which had been assigned as its sole human resources service provider. The agency created three new human resources centers for all cyber positions, the U.S. Army Corps of Engineers, and U.S. Army Forces Command. It also supported the transition of civilian human resources support to U.S. Cyber Command from the Air Force to the Army, which will be completed in FY 2024. The agency processed 10,951 retirements in FY 2022, 11.6 percent more than in FY 2021.

In August 2022, the Cyber Excepted Service Proponency Office in the Office of the Deputy Assistant Secretary of the Army (Civilian Personnel) began the transition to the new Cyber Excepted Service personnel system. Based on authorities granted by Congress in FY 2016, the Army will recruit new civilian employees and voluntarily convert current civilian employees from the competitive service to the excepted service. Upon full conversion by the end of FY 2023, the Cyber Excepted Service workforce is projected to have around 7,000 positions.

COVID-19 Vaccine

On 24 August 2021, the DoD directed members of the active armed forces to become vaccinated against COVID-19. On 30 November 2021, DoD also required members of the reserve components to become vaccinated against COVID-19. By the end of FY 2022, 97 percent of the RA was vaccinated with a two-dose vaccine. By the end of FY 2022, 767 RA soldiers had requested a permanent medical exemption from COVID-19 vaccination; the Army approved 27 of these requests. Of the 4,664 RA soldiers who requested a permanent religious exemption, 44 received approval. There were 2,454 RA soldiers with approved temporary exemptions. The RA separated from the service 1,722 soldiers who had refused to be vaccinated and were ineligible for temporary exemption.

Beginning on 1 July 2022, as directed by the secretary of defense, members of the reserve components who refused to comply with the lawful order for a COVID-19 vaccination, and

who did not have an approved or pending exemption request, could not participate in federally funded training and would not receive pay or retirement credit. By the end of FY 2022, 90 percent of the ARNG was completely vaccinated. Of the 64 ARNG soldiers who requested a permanent medical exemption from vaccination, 10 received approval. Of the 1,822 ARNG soldiers who requested a permanent religious exemption, 1 received approval. There were 6,877 ARNG soldiers with approved temporary exemptions, and 8,826 refused to be vaccinated. By the end of FY 2022, 91 percent of the USAR was completely vaccinated. Of the 332 USAR soldiers who requested a permanent medical exemption from vaccination, 10 received approval. Of the 2,052 USAR soldiers who requested a permanent religious exemption, 1 received approval. There were 3,456 USAR soldiers with approved temporary exemptions, and 4,818 refused to be vaccinated. By the end of FY 2022, no reserve component soldiers had been separated from the service for refusing a COVID-19 vaccination.

In November 2021, the governor of Oklahoma requested that the DoD exempt his state's National Guard from the requirement that all reserve component members be vaccinated against COVID-19. The governor argued that this requirement should only apply to guard personnel on Title 10 federal active duty. Shortly after this request, Oklahoma's adjutant general declared that the state would not require its guard members to be vaccinated. The secretary of defense denied the governor's request on the grounds that the National Guard, even when in state status, must still meet federal mission requirements, including medical requirements such as vaccinations. The state of Oklahoma then filed a federal lawsuit seeking to end the COVID-19 vaccination requirement for its National Guard. Later in FY 2022, the governors of Texas and Alaska sued the DoD for the same reason.

People First

The secretary of the Army established the Fort Hood Independent Review Committee at the end of FY 2020 after the murder of

Spc. Vanessa Guillén at Fort Hood. In early FY 2021, the committee released a report that found the implementation of Sexual Harassment/Assault Response and Prevention (SHARP) initiatives at Fort Hood had been ineffective and that officials there had failed to identify or address serious crime issues both on and off post. The secretary of the Army established the People First Task Force in December 2020 to analyze the committee's recommendations and develop a plan based on the recommendations.

In May 2022, Fort Hood opened a People First Center, the first of its kind in the Army. The center places experts in family advocacy, sexual harassment and assault prevention, equal opportunity, resiliency, substance abuse, suicide, and spiritual readiness in one location on post. These experts focus on preventing harmful behaviors before they happen.

During FY 2022, the People First Task Force implemented reforms to the SHARP program as part of an ongoing overhaul of how the Army responds to sexual harassment and sexual assault. In November 2021, the DoD instructed the Army to align its SHARP program with DoD's updated policies. The Army removed sexual assault response coordinators and victim advocates from unit command reporting structures and placed them under a lead sexual assault response coordinator at each installation, who in turn advised the installation commander. Additionally, HQDA created a policy and oversight branch in the SHARP Program Office to standardize sexual assault review boards and SHARP position descriptions. The SHARP Program Office also started work on a sexual harassment tracking tool and an installation dashboard to better track incidents and alert soldiers about sexual violence on post.

In April 2022, the People First Task Force began a one-year trial of the SHARP Fusion Directorate to test initiatives at Aberdeen Proving Ground; Fort Riley; Schofield Barracks; Fort Bragg, North Carolina; Fort Irwin, California; and Fort Sill, Oklahoma. Each installation's SHARP Fusion Directorate became responsible for coordinating all the elements of victim response—sexual assault response coordinators, victim advocates, medical care providers, law enforcement investigators, and criminal prosecutors—to make it easier for victims



Maj. Gen. Joe Ryan, the commanding general of the 25th Infantry Division and the senior commander of U.S. Army Hawaii, speaks at the opening and lei-untying ceremony for the new SHARP Fusion Directorate at Schofield Barracks in April 2022.

to obtain the help that they need. The installation's lead sexual assault response coordinator became the head of the directorate. In July 2022, the USAR established a virtual SHARP Fusion Directorate for the 99th Readiness Division to test the program for the reserve components.

In July 2022, in an attempt to increase reporting, Army Directive 2022–10 gave commanders the discretion to deem misconduct minor if committed by a victim at the time of a sexual assault. Victims often had not reported sexual assault because of the possibility that they also might face disciplinary actions for their own conduct, such as the underage consumption of alcohol. In September 2022, Army Directive 2022–13 implemented reforms regarding sexual harassment and sexual assault investigations, administrative and criminal processes for alleged offenders, and protective requirements for alleged victims. It also requires commanders to initiate involuntary administrative separation proceedings for all soldiers against whom there is a

substantiated complaint of sexual harassment, unless the soldier has been otherwise punitively discharged or dismissed from the Army as part of a court-martial sentence. Involuntary separation proceedings are initiated after the soldier's appellate rights have been exhausted as they relate to an administrative investigation substantiating a sexual harassment complaint.

In FY 2022, 1,225 victims made a restricted report of sexual assault. Of these, 1,195 victims were RA, activated USAR, ARNG in Title 10 status, or cadets. Eighteen victims not in the Army made reports involving a soldier. For twelve cases, the relevant information was not available. There were 2,679 unrestricted reports of sexual assault. Of these, 2,077 reports were from the RA, activated USAR, ARNG in Title 10 status, and cadets; 426 people not in the Army made reports involving a soldier; and for 176 cases the relevant information was not available. In the ARNG, 201 victims made a restricted report of sexual assault, and 362 made an unrestricted report while in Title 32 status.

In April 2022, Army Directive 2022-06 enacted changes to parental, pregnancy, and postpartum policies in the Army. A mother and her spouse now receive convalescent leave after the loss of a pregnancy. Soldiers do not need preapproved leave to terminate a pregnancy, and they qualify for convalescent leave after an abortion. New mothers have a year to return to body fat standards. Several changes pertain to professional military education: postpartum soldiers are able to defer professional military education for up to a year; education facilities provide lactation accommodations; schools accommodate absences better during a pregnancy; pregnancy does not automatically disqualify a soldier from graduating; and both parents are able to defer operational training for a year so at least one can remain home with the child.

The Office of the Deputy Chief of Staff, G-9, created a standing panel of Army spouses who respond to short surveys, which can be analyzed quickly, to help HQDA make decisions that affect spouses. In May 2022, approximately 32,000 randomly selected spouses received postcard invitations with a QR code to join "Today's Army Spouse Panel" and complete the intake survey. The invitations produced a response rate of 18.3 percent.

After the Supreme Court overturned the *Roe v. Wade* ruling in June 2022, some states outlawed abortion, and others enacted restrictions on the procedure. In response to concerns from some soldiers about being assigned to installations in these states, General James C. McConville, the chief of staff of the Army, stated in September 2022 that the service would not change its compassionate reassignment policy to allow soldiers to transfer from or refuse assignment to an installation in one of these states.

In March 2022, after a two-year pilot program, the Army made permanent the People First Task Force's cohesion assessment team program. As opposed to a compliance-based inspection or a staff assistance visit, the team observes units and provides commanders with an assessment and advice about how to improve unit climate. During the fiscal year, teams visited Fort Hood; Schofield Barracks; and Fort Wainwright, Alaska.

The Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs)'s Equity and Inclusion Agency continued "Your Voice" listening sessions, hearing from more than 2,990 soldiers and civilians through fifty-nine sessions across eight installations during FY 2022. The agency headed the effort to reestablish the Army Diversity, Equity, and Inclusion Council and organized its first session.

The secretary of the Army chartered the Quality of Life Task Force in March 2020. The task force, led by HQDA's deputy chief of staff, G-9, developed a campaign plan, nested within the *Army People Strategy*, for a comprehensive approach to strengthening quality-of-life programs across the Army. The plan consists of 6 lines of effort, 31 objectives, and 222 tasks. The six lines of effort are housing, healthcare, childcare, spouse employment, permanent change of station moves, and bolstering facilities and programs at remote installations with critical quality-of-life needs. By the end of FY 2022, the task force had completed 10 out of 31 quality-of-life campaign plan objectives and 134 out of 222 tasks.

Alaska became a focus for Army quality-of-life initiatives during FY 2022 because soldiers in this state showed a higher propensity for suicide. In May 2022, the service and DHA started hiring

more civilian behavior health providers, and the Army mobilized USAR behavioral health professionals and chaplains trained in pastoral-care counseling for active duty service in Alaska. The DoD Office of Military Community and Family Policy provided additional military and family life counselors for units in the state. Soldiers in Alaska now receive Remote and Austere Conditions Assignment Incentive Pay, and the service began a program preparing newly assigned soldiers and their families for winter in the state.

In FY 2022, the Army required senior commanders to deliver in-person suicide prevention guidance to subordinate commanders, down to the platoon level, and the Center for Army Lessons Learned published the *Senior Commander's Guide to Suicide Prevention* and the *Brigade and Battalion Commander's Guide to Suicide Prevention*. During the fiscal year, 150 members of the RA, 75 members of the ARNG, and 45 members of the USAR died by suicide. Compared to FY 2021, this was a decrease of 26 in the RA and 44 in the ARNG, and an increase of 4 in the USAR.

The Exceptional Family Member Program allows soldiers and their spouses to manage the care of a family member with special needs. In August 2022, the Army transitioned the program to a new online tool available via a website or a phone app, replacing various manual processes. The new system streamlines enrollment, provides transparency, and synchronizes assignment coordination. The initial platform offered basic enrollment and family member travel screenings, but confusing verbiage, incorrect processes, and redundant steps led to significant delays to enrollments and overseas screening. By the end of FY 2022, 148 enrollments had been completed, and 2,224 were pending. The new tool could not provide family member travel screenings, nor could it fulfill command sponsorship requests for family members living apart from their soldiers. Consequently, many family members had to process their travel screening requests through the legacy web-based system. The new tool also could not process travel concerns or disenrollments. By the end of FY 2022, 128 family member travel screenings had been completed in the new system, and 1,376 were pending.

Special Topics

The Integrated Personnel and Pay System–Army is a web-based human resource platform that supports total force visibility, talent management, and auditability. The Army opted to release the Integrated Personnel and Pay System–Army in yearly iterations instead of all at once. Release 2 went online with the ARNG in FY 2022. Release 3, which will provide human resources and pay capability to all three components, was scheduled for fielding in December 2021. In October 2021, the Office of the Deputy Chief of Staff, G–1, delayed Release 3 until September 2022 because it failed a key test. In August 2022, the G–1 again delayed Release 3, this time indefinitely, because of a disappointing stress test and critical soldier feedback. Nevertheless, the G–1 and the U.S. Army Financial Management Command decided that pay for all active duty soldiers would shift to a semimonthly schedule in preparation for Release 4 at the start of FY 2023.

The Army made progress in making fully functional an online platform for administering soldiers' educational benefits. In March 2021, Army IgnitED replaced the tuition assistance portal GoArmyED, but the service shut it down almost at once because lost data severely impaired its operation. The Army then transferred responsibility for tuition assistance from Human Resources Command to the Army Combined Arms Center. In July 2021, Army IgnitED relaunched with partial functionality. In September 2022, Army IgnitED reached 95 percent functionality, but the platform will not be fully operational until September 2023. More than 110,000 soldiers routinely used educational benefits. Many soldiers had to pay out of pocket to take courses, and many educational institutions did not receive payment. Army University reimbursed all soldiers by the end of FY 2022 and will pay all educational institutions by the first quarter of FY 2023.

In October 2021, the G–1's Uniform Policy Office excused female soldiers from wearing dress uniforms for up to a year after giving birth. In April 2022, the office introduced the nameplate for the Army Green Service Uniform. Dark brown with taupe lettering, a matte finish, and beveled edges, the new nameplate permits the



Maj. Charles Young, 1916

use of accent marks and hyphens, which can assist other soldiers in properly pronouncing the wearer's name.

On 29 April 2022, the Army bestowed a posthumous honorary promotion to brigadier general upon Charles Young, its first Black colonel, in a ceremony at West Point. Born to enslaved parents in 1864, Young became, in 1889, the third African American to graduate from West Point. He led a cavalry troop in the Philippine Insurrection, became the first Black superintendent of a national park (the Army supervised national parks at that time), was a military attaché to Liberia, and commanded a cavalry squadron



President Joseph R. Biden Jr. presents the Medal of Honor to Tamara Cashe, the widow of Sfc. Alwyn C. Cashe, at the White House on 16 December 2021.

during the Mexican Expedition campaign. After the United States entered World War I, Young should have been promoted to brigadier general, as were his White peers, as part of the service's massive expansion for the war. Instead, the secretary of war acceded to racist fears of a Black officer commanding White officers and used Young's existing kidney ailment to declare him unfit for active service, forcing Young to retire on medical grounds. The Army recalled Young to active duty after the war for service in Liberia as a military attaché. He died in 1922 and was buried at Arlington National Cemetery.

Medal of Honor

During the fiscal year, President Joseph R. Biden Jr. awarded seven soldiers the Medal of Honor in two ceremonies at the White House. On 16 December 2021, Sfc. Alwyn C. Cashe (posthumous), Sfc. Christopher A. Celiz (posthumous) and M. Sgt. Earl D. Plumlee received the award for their actions in Iraq and Afghanistan. On 5 July 2022, S. Sgt. Edward N. Kaneshiro (posthumous), Maj. John J. Duffy, Spc. 5th Class Dwight W. Birdwell, and Spc. 5th Class Dennis M. Fujii received the award for their actions in Vietnam.



President Biden presents the Medal of Honor to Katherine Celiz (left), the widow of Sfc. Christopher A. Celiz, and their daughter Shannon at the White House on 16 December 2021.

On 17 October 2005, Sergeant Cashe, commander of a Bradley fighting vehicle in Company A, 1st Battalion, 15th Infantry Regiment, was on a night patrol near Samarra, Iraq. His vehicle struck an improvised explosive device and burst into flames. Cashe, drenched in fuel, passed through the fire to rescue the driver. Then, while under attack from the enemy, he opened a hatch to help four soldiers escape and reentered the burning vehicle to save two others. Cashe died on 8 November from severe burns that covered most of his body.

On 12 July 2018, Sergeant Celiz, 1st Battalion, 75th Ranger Regiment, participated in an operation to clear enemy forces from an area in Paktia Province, Afghanistan. After his unit came under attack, Celiz risked exposure to return fire, which enabled the force to regain the initiative, maneuver to a secure location, and begin to treat a critically wounded Afghan soldier. He then directed the evacuation of the wounded by helicopter, placing himself between the enemy and the helicopter to ensure it could take off. Badly wounded but understanding the peril to the aircraft if its crew attempted to load him aboard, Celiz signaled to the pilot to leave without him. He died later that day.



President Biden presents the Medal of Honor to M. Sgt. Earl D. Plumlee at the White House on 16 December 2021.

On 28 August 2013, Sergeant Plumlee, Company C, 4th Battalion, 1st Special Forces Group, was stationed at a forward operating base in Ghazni Province, Afghanistan. The enemy blew a breach in the base's perimeter fortifications and began an attack. Plumlee and five others responded in two vehicles. When the enemy engaged them, Plumlee exited his vehicle and, with complete disregard for his safety, advanced toward the enemy, engaging multiple insurgents with his pistol. Plumlee killed two of the enemy with a grenade and a third by detonating a suicide vest with a well-aimed shot. He then continued to move forward, rallying a small group of American and Polish soldiers, to fight off more suicide bombers. Plumlee then rescued a wounded American soldier and finished clearing the area.

On 1 December 1966, the platoon of Sergeant Kaneshiro, an infantry squad leader in Troop C, 1st Squadron, 9th Cavalry Regiment, entered the village of Phu Huu 2, Republic of Vietnam, where the enemy ambushed two squads at the center of the village. Kaneshiro deployed his squad to cover and then crawled forward to attack the enemy force alone. He destroyed three groups of enemies, one with rifle fire and two with grenades, which allowed the platoon



President Biden presents the Medal of Honor to John Kaneshiro, the son of S. Sgt. Edward N. Kaneshiro, at the White House on 5 July 2022.

to extricate itself from the ambush. Kaneshiro was killed in action on 6 March 1967.

Major Duffy, 5th Special Forces Group, was the senior adviser to the 11th Airborne Battalion, 2d Brigade, Airborne Division (Army of the Republic of Vietnam), which was defending Fire Support Base CHARLIE in Kon Tum Province. Despite the earlier destruction of the battalion command post, the death of the battalion commander,



President Biden presents the Medal of Honor to retired Maj. John J. Duffy at the White House on 5 July 2022.



President Biden presents the Medal of Honor to former Sp5c. Dwight W. Birdwell at the White House on 5 July 2022.

and his own wounds, Duffy refused medical evacuation. On 14 April 1972, the enemy surrounded the base. As he called in airstrikes, Duffy was wounded again. When the enemy began its assault, he remained exposed to direct return fire. The next day, he led the battalion's survivors to an evacuation area that he marked for helicopters and secured by directing gunship attacks on the enemy. Only after ensuring that all the survivors had been loaded did Duffy board a helicopter.

On 31 January 1968, Specialist Birdwell, of Troop C, 3d Squadron, 4th Cavalry Regiment, and his unit defended the Tan Son Nhut Air Base near Saigon. After his tank's commander was incapacitated, Birdwell, under heavy small-arms fire, moved the man to safety and took command of the vehicle. From the exposed position of the tank commander's hatch, he engaged the enemy with machine-gun fire. After expending the tank's ammunition, Birdwell dismounted and obtained two machine guns and ammunition, which he and a comrade used until enemy fire destroyed his weapon and wounded him. Birdwell refused to be evacuated and led a small group of defenders until reinforcements arrived. He then helped evacuate the wounded until he was ordered to seek attention for his wounds.



President Biden presents the Medal of Honor to former Sp5c. Dennis M. Fujii at the White House on 5 July 2022.

Specialist Fujii was the crew chief on a helicopter of the 237th Medical Detachment, 61st Medical Battalion, 67th Medical Group. On 18 February 1971, the enemy shot down his helicopter as it attempted to evacuate wounded South Vietnamese soldiers from a base in Laos. A second helicopter landed, and the rest of his crew boarded, but Fujii directed the helicopter to depart when the intensity of enemy fire threatened to destroy it. During the next two days, a wounded Fujii treated Vietnamese soldiers and directed gunship attacks in defense of the base, repeatedly exposing himself to enemy fire. On 20 February, a helicopter retrieved him, but after being hit, it crashed at another South Vietnamese base in Laos, where Fujii remained until another helicopter evacuated him to South Vietnam.

4

Force Development, Training, and Operational Forces

Force development is the process of determining Army doctrine, leader development, training, organization, soldier development, and materiel requirements and translating them into programs and structures within allocated resources to accomplish Army missions and functions. It supports *Army Campaign Plan* objectives through the preparation of doctrine, modernization of equipment, and training programs.

During FY 2022, the service worked on updating the “Army Vision” published in October 2018 as it continued its most significant transformation in forty years. The service will publish the update, “Army 2030,” in October 2022. The Army also began designing concepts and modernization priorities for the force of 2040.

Readiness

In May 2020, the secretary of the Army approved ReARMM, a flexible, predictable force generation process that creates a regionally and functionally aligned Army. It provides greater certainty for training, reserve components, logistical requirements, and personnel managers. A key component of ReARMM is predictable windows for units to field the capabilities necessary to build a multidomain-capable Army, while at the same time continuing to provide a predictable supply of ready units to the joint force. In October 2021, ReARMM achieved initial operating capability and is expected to reach full operating capability in FY 2024’s first quarter.

The readiness of the Army’s fifty-eight brigade combat teams (BCTs) increased during FY 2022. In May 2021, eighteen of thirty-one RA BCTs were at their highest levels of readiness; none of the twenty-seven ARNG BCTs were. By July 2022, the number of BCTs reported at the highest levels of readiness stood at twenty-five—all

in the RA. Nineteen brigades participated in combat training center rotations: seven BCTs at the National Training Center, seven BCTs and two security force assistance brigades at the Joint Readiness Training Center, and three BCTs at the Joint Multinational Readiness Center. Additionally, elements of the 1st Special Forces Command, the 75th Ranger Regiment, and the 160th Aviation Regiment (Special Operations) conducted a training center rotation. Two of the rotations were for ARNG BCTs which had received the resources necessary to achieve company-level proficiency. The remaining twenty-five BCTs in the ARNG are set to attain platoon-minus-level proficiency and will need additional training before deploying.

Doctrine and Future Force

The Army intended to publish a revision of its capstone operations doctrine, Field Manual (FM) 3–0, *Operations*, in June 2022. The service decided, however, to delay publication of the manual until October 2022 so as to incorporate lessons from the war in Ukraine. The revision, the product of nearly five years of development, will emphasize multidomain operations as the Army focuses on preparations for large-scale combat against peer adversaries. It will supersede the version of FM 3–0 published in October 2017 and is the first major evolution of Army operational doctrine since the 1986 AirLand Battle doctrine.

The Army continued to refine its mission command doctrine during FY 2022. In 2019, HQDA had issued Army Doctrine Publication 6–0, *Mission Command: Command and Control of Army Forces*. This publication restores the term *command and control*—the exercise of authority and direction by a properly designated commander over assigned and attached forces—to the Army lexicon because of the ambiguity its elimination in 2012 had caused. In May 2022, the service published a new version of FM 6–0, *Commander and Staff Organization*, that supersedes the 2014 edition. The new FM 6–0 echoes the reintroduction of command and control in Army Doctrine Publication 6–0, stating that commanders at every echelon establish command and control systems through the

arrangement of people, processes, networks, and command posts. It provides the tactics, procedures, organizations, templates, and examples associated with command and control systems.

A new publication, FM 5-0, *Planning and Orders Production*, published in May 2022, consolidates these two topics into a single document. It supersedes information on this subject found in the 2014 edition of FM 6-0 and incorporates doctrine on Army design methodology. FM 5-0 states that planning—the art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about—is a key activity of the operations process. It acknowledges that good plans facilitate effective action despite unforeseen events and that Army operations demand flexible approaches that adapt planning methods to each situation.

U.S. Army Futures Command (AFC) Pamphlet 71-20-6, *Army Futures Command Concept for Fires*, 2028, released in October 2021, describes Army fires in multidomain operations. It is a foundation for the development of new fires capabilities. The concept expands on doctrinal definitions of Army fires established in Army Doctrine Publication 3-19, *Fires*, published in July 2019, and supersedes the Training and Doctrine Command Pamphlet 525-3-4, *The U.S. Army Functional Concept for Fires, 2020-2040*, published in January 2017.

The Army launched efforts to modernize its health system during FY 2022. AFC Pamphlet 71-20-12, *Army Futures Command Concept for Medical*, 2028, published in March 2022, describes how the system, as part of globally integrated health services, will change to support multidomain operations within the 2028 timeframe. In May 2022, AFC published *Army Medical Modernization Strategy*, which articulates how the system will transform to support multidomain operations with redesigned medical doctrine, capabilities, and formations by 2035 (*Figure 1*).

In October 2021, the publication *Army Unified Network Plan* described how the service will modernize its networks and information technology systems by 2028 to support multidomain operations. The plan has five lines of effort: (1) establish the

THE ARMY MEDICAL MODERNIZATION STRATEGY FRAMEWORK		
End State: A fundamentally transformed and modernized Army health system that enables the Army to fight and win as part of the joint force.		
MEANS	WAYS	END STATE
REALIGNED MEDICAL ENTERPRISE	HOW WE SUPPORT Concepts—Doctrine—Organizations—Training	A MULTIDOMAIN MEDICAL FORCE THAT IS: A fundamentally transformed and modernized Army health system—focused on formations, capabilities, and people—that enables multidomain operations as part of an integrated, adaptive, responsive, and resilient joint medical force through 2035 and beyond.
GOVERNANCE	WHAT WE SUPPORT WITH Materiel—Medical Integration with Cross Functional Teams and Signature Efforts	
PRIORITIZED RESOURCES	WHO WE ARE Leader Development—Talent Management—Recruiting—Retention	
PRIORITIZED RESEARCH AND DEVELOPMENT	ENABLED BY Global Health—Training	
OPERATIONAL FEEDBACK	Readiness—Facilities—Policies	

Source: Adapted from Army Futures Command, *Army Medical Modernization Strategy*, May 2022, 7.

Figure 1—The Army Medical Modernization Strategy Framework

Unified Network to enable multidomain operations, (2) posture the Army for multidomain operations, (3) provide network security and survivability to enable commanders’ freedom of action, (4) reform processes and policies to improve network performance and affordability, and (5) sustain enterprise and tactical networks.

In February 2022, the Office of the Assistant Secretary of the Army (Installations, Energy, and Environment) published the *Army Climate Strategy*. It acknowledges that climate change will affect the Army at all levels—from how and where units operate and train, to how the service equips and sustains soldiers to fight in multidomain

operations. The strategy sets out three lines of effort: (1) improve the resilience and sustainability of Army installations, (2) increase the capability and resilience of operational forces by leveraging acquisition and logistics programs to reduce sustainment demands, and (3) train Army forces to operate in a climate-altered world. The strategy's objective is a land force able to operate in all domains with effective mitigation measures against the effects of climate change. It establishes goals of achieving a 50 percent reduction in Army net greenhouse gas pollution by 2030, compared to 2005 levels, attaining net-zero Army greenhouse gas emissions by 2050, and proactively considering the security implications of climate change. In October 2022, the Army will publish the implementation plan for the *Army Climate Strategy*.

Futures Command launched Project Convergence in 2020 as the process by which the Army rapidly and continuously integrates or “converges” effects across all domains—air, land, sea, space, and cyberspace. During FY 2022, the command ran the project's second iteration from October to November 2021 and prepared for the third, which will run from September to November 2022. The U.S. Army Joint Modernization Command, headquartered at Fort Bliss, was the lead for Project Convergence in 2021 and 2022. The 2021 iteration expanded beyond tactical Army-specific efforts to hold large-scale demonstrations and experiments involving the other services. Army units, including multidomain task force formations, participated in events at locations such as Yuma Proving Ground, Arizona; White Sands Missile Range, New Mexico; and Fort Bragg. The exercises tested more than one hundred new pieces of communications equipment and provided insights into network resilience and the difficulty of integrating and understanding the volume of data that comes through the network.

Project Convergence 2022 includes scenarios shaped around the Indo-Pacific and European theaters, concepts for future large-scale combat, long-range fires, and how to defeat anti-access/area denial systems. Navy, Air Force, Marine, and Space Force elements, along with participants from the United Kingdom and Australia, will join Army units in these exercises, testing more than 300 new pieces of technology at several locations.

Force Structure

The mix of BCTs in the RA was eleven armored, thirteen infantry, and seven Stryker. The ARNG had five armored, twenty infantry, and two Stryker BCTs.

The Army continued to increase its capabilities at echelons above brigade to prepare for large-scale combat. The Army's *Multi-Domain Transformation* strategy, published in March 2021, identified multidomain-capable theater armies, corps, and divisions as key to command and control during future conflicts. In August 2021, the Army specified the years 2028–2030 as the “waypoint” for the initial implementation of major force structure changes. Army leaders updated this objective in January 2022, making 2030 the target date for implementing most of the service's planned force structure changes, especially the provision of additional personnel, equipment, and organizations to theater army, corps, and division headquarters, along with redesigning the organization of divisions.

In October 2020, the Army reactivated the V Corps headquarters at Fort Knox, Kentucky, as part of its effort to prepare for large-scale combat. Approximately 200 of the unit's 635 soldiers began operating from a forward command post in Poland on a rotational basis in FY 2021 to control U.S., allied, and partner tactical formations operating in Europe. The Army declared the V Corps headquarters fully operationally capable in November 2021, after it completed the WARFIGHTER 22–1 exercise in October 2021 that tested the unit in simulated large-scale combat operations in a multinational environment.

In the Pacific region, the I Corps headquarters began experimenting with new corps-level warfighting concepts and formations over a wide geographic area using small, dispersed, and interconnected nodal command structures. In November 2021, the corps tested a new early entry command post concept built around Stryker vehicles, during a short-notice deployment from Joint Base Lewis-McChord to Guam. The corps conducted a similar exercise in February 2022. I Corps will demonstrate these new capabilities during an Army WARFIGHTER exercise oriented to the Indo-Pacific region in September–October 2022.

During FY 2022, the Army continued work on new formations for divisions. A new heavy division formation, the penetration division, announced during FY 2021, will specialize in breaching enemy defensive lines and will have more engineer, bridging, long-range artillery, and maneuver capabilities than the standard heavy division. Early in FY 2022, the Army designated the 1st Cavalry Division to test this concept in FY 2023. It will also test the concepts and structures necessary to make the penetration division, rather than the BCT, the Army's unit of action. Additionally, the Army, in FY 2022, publicized tentative changes in the designs of heavy, light, airborne, and air assault divisions.

The Army began reorganizing its combat forces in Alaska during FY 2022 as part of its Arctic strategy and to improve the morale of soldiers stationed in Alaska. Since 1994, forces in Alaska had been organized under U.S. Army Alaska, located at Joint Base Elmendorf-Richardson. This was a subordinate command of U.S. Army Pacific and the ground element of Alaskan Command, a joint subordinate unified command of U.S. Northern Command. U.S. Army Alaska had two subordinate BCTs—a Stryker BCT, the 1st BCT, 25th Infantry Division, located at Fort Wainwright, and an airborne infantry BCT, the 4th BCT, 25th Infantry Division, located at Joint Base Elmendorf-Richardson. In June 2022, the Army placed units in Alaska under a provisional 11th Airborne Division headquarters. The official reactivation of Headquarters and Headquarters Battalion, 11th Airborne Division, is scheduled for October 2023.

At the same time, the service reflagged the BCTs in Alaska. The 1st BCT, 25th Infantry Division, became the 1st BCT, 11th Airborne Division. The 4th BCT, 25th Airborne Division, became the 2d BCT, 11th Airborne Division. Additionally, the 1st BCT began converting from a Stryker BCT to an infantry BCT with air assault capabilities. By the end of FY 2022, the unit had divested itself of all its Stryker vehicles. The 2d BCT will remain an airborne infantry BCT. Both brigades also will receive new equipment geared toward their arctic and high-altitude missions.

Efforts continued during FY 2022 to reinvigorate artillery capabilities. At the theater level, the service activated Headquarters,

3d Multi-Domain Task Force, at Schofield Barracks in September 2022. It joined two existing task forces located at Joint Base Lewis-McChord and Wiesbaden, Germany. These units deliver and coordinate long-range fires and attacks against enemy anti-access/area denial capabilities and also serve as test beds for new equipment and concepts. The Army expects to field five multidomain task forces; the remaining two will focus on the Arctic region and global operations, respectively. The 56th Artillery Command was activated at Mainz-Kastel, Germany, in October 2021 to serve as the fires command headquarters in Europe, filling a gap at the theater level for planning and coordinating long-range fires. Also in October 2021, the Army completed fielding ground-based equipment and launchers for its first hypersonic missile battery. The equipment included a battery operations center, four launchers, and specialized trucks and trailers. During FY 2023, the service expects to deliver operational hypersonic rounds, making the battery fully operational by the end of the fiscal year.

Several reorganizations affected military intelligence, cyber, signal, and information operations formations. In October 2021, the 1st Information Operations Command was reassigned from U.S. Army Intelligence and Security Command to Army Cyber Command as part of the evolution of the service's operations in the information dimension. That same month, the 60th Signal Battalion was activated at Fort Gordon, Georgia, to support offensive and defensive cyberspace operations, and, in March 2022, it was assigned to Army Cyber Command's U.S. Army Cyber Protection Brigade, which will become operational early in FY 2023. This move broadens the battalion's strategic responsiveness and furthers the merger of the Signal and Cyber branches into a more cohesive force. In November 2021, Intelligence and Security Command stood up the U.S. Army Cyber Military Intelligence Group to blend military intelligence activities with commercially available data and public information while supporting Army Cyber Command, U.S. Cyber Command, and other combatant commands. During FY 2022, the Army's Cyber Warfare Support Battalion 915, assigned to the 780th Military Intelligence Brigade, continued to organize and validate its unique cyber-

electromagnetic formations that will support units at the corps level and below. The battalion, which will have twelve expeditionary cyber and electromagnetic activities teams by 2026, each aligned to specific geographic theaters, had formed three such teams by the end of FY 2022.

In December 2021, the U.S. Army Counterintelligence Command replaced the 902d Military Intelligence Group, 308th and 310th Military Intelligence Battalions, and the U.S. Army Operations Security Detachment, all of which were inactivated in February 2022. The new command, organized at Fort George G. Meade, Maryland, and assigned to Intelligence and Security Command, will conduct worldwide counterintelligence activities.

In October 2021, the 59th Engineer Company, a mobility augmentation company at Fort Hood, became the first combat engineer company—armored. This conversion is part of the plan to standardize engineer companies at echelons above brigade and reduce the number of engineer company types created under modularity. The company received six joint assault bridges and nine M2A3 Bradley fighting vehicles to replace its M60 armored vehicle launched bridges and M113 armored personnel carriers. Six additional engineer companies are scheduled to convert to the new structure by FY 2024.

The Army's satellite communications mission transferred to the Space Force in August 2022 as part of the reorganization that consolidated all military satellite communications functions under a single service. Personnel from the U.S. Army Space and Missile Defense Command's 53d Signal Battalion will transfer to the Space Force; the battalion's inactivation is scheduled for April 2023. Meanwhile, the 1st Space Brigade reorganized during FY 2022, converting its RA six-person space support teams, focused on providing expertise to a division or corps staff, into four-person space control planning teams. The new teams integrate space-control capabilities for Army, joint, and coalition forces. The change did not affect the brigade's ARNG and USAR space support teams.

The Army, in FY 2022, continued the modernization of its finance units. Before 2007, there had been more than a dozen finance

battalions at various installations, but these were inactivated after 2007 because of the requirements of counterinsurgency operations and replaced by financial management support units commanded by majors. In June 2022, the 106th Financial Management Support Unit in Germany was reorganized and redesignated as the 106th Finance Battalion in the 16th Sustainment Brigade. The 15th Financial Management Support Unit at Fort Hood was reorganized and redesignated on 16 August 2022 as the 15th Finance Battalion in the 1st Cavalry Division Sustainment Brigade. The new finance battalions, led by lieutenant colonels, are better suited to support large-scale combat operations.

Training

The Army conducted twenty combat training center rotations during FY 2022 using updated scenarios and opposition forces for large-scale combat instead of counterinsurgency. The new Joint Pacific Multinational Training Center conducted two rotations, one in Hawai'i and one in Alaska. The center now permits brigades located in these states to undergo a combat training center rotation without the expense of traveling to the Joint Readiness Training Center at Fort Polk, and it can integrate units from other armies in the Pacific area into this type of training.

In 2018, Training and Doctrine Command removed land navigation by map and compass from the Basic Leader Course to make more time for classroom instruction. Concern over threats to digital navigation systems led to a pilot program, begun in July 2022, to reintroduce land navigation to the Basic Leader Courses at Fort Drum, Fort Bliss, and Schofield Barracks. Reinstating land navigation as a requirement for graduation from the Basic Leader Course will emphasize the importance of this skill in combat operations.

In March 2022, the secretary of the Army approved the revised Army Combat Fitness Test. The revision incorporated gender- and age-specific scoring standards, replaced the leg tuck test with a plank exercise, and added a 2½-mile walk as an alternative aerobic event for soldiers with a medical profile. Soldiers in the RA and the Active



Soldiers from the 25th Infantry Division participate in Joint Pacific Multinational Readiness Center Rotation 22-01 at Kahuku Training Area, Hawai'i, in October 2021.

Guard Reserve program took a diagnostic Army Combat Fitness Test in FY 2022. Those who passed the test can use that result for record any time after 1 October 2022. Reserve component soldiers have taken or will take a diagnostic Army Combat Fitness Test between 1 April 2022 and 31 March 2023 and will have the same option to use their diagnostic test for record after 1 April 2023. All RA and the Active Guard Reserve will take a record test before 1 April 2023, and reserve component soldiers will take one before 1 April 2024. Record scores will be used for RA administrative actions starting on 1 October 2022 and in the reserve components beginning on 1 April 2023. Passing the test will be a requirement for attending all professional military education courses in all three components starting in FY 2023.

Operational Forces

During FY 2022, Army units engaged in a variety of missions with multiple foreign partners and deployed forces from all three

components to combatant commands. Soldiers also participated in disaster relief, border security, and the other missions.

Operational Forces: U.S. Army Central

During FY 2022, the Army continued to have a prominent role in Iraq, Syria, and Kuwait, most notably in the fight against the remnants of the Islamic State in Iraq and Syria as part of Combined Joint Task Force–Operation INHERENT RESOLVE. In addition, the Army deployed units for Operation SPARTAN SHIELD and over-the-horizon operations in Afghanistan as part of Operation ENDURING SENTINEL. Army casualties for FY 2022 in Operation INHERENT RESOLVE were one nonhostile death and five wounded in action.

On 9 December 2021, U.S. forces ended their combat mission in Iraq in accordance with a July 2021 agreement between the Iraqi and U.S. governments, leaving 2,500 American troops in the country to train and assist Iraqi forces. In Syria, some 900 American military personnel, stationed there to prevent a resurgence of the Islamic State in Iraq and Syria, came under occasional rocket attack and responded with helicopter and artillery strikes. During FY 2022, as part of Operation INHERENT RESOLVE, the Army maintained a BCT in the region for intelligence support, joint fires, aerial surveillance, training, and base security missions. In May 2022, the 1st BCT, 10th Mountain Division, relieved the 1st BCT, 4th Infantry Division. The 1st Battalion, 227th Aviation Regiment, from the 1st Cavalry Division, deployed for Operation INHERENT RESOLVE until June 2022.

The Army maintained a division headquarters, two combined arms battalions, field artillery assets, and an aviation brigade in Kuwait as part of Operation SPARTAN SHIELD. In March 2022, the headquarters of the 35th Infantry Division (Kansas ARNG) deployed, replacing the headquarters of the 29th Infantry Division (Virginia ARNG). The 1st Battalion, 183d Cavalry Regiment (Virginia ARNG), replaced the 1st Battalion, 194th Armored Regiment (Minnesota ARNG), in January 2022 as the Army's initial rotational combined arms battalion in Kuwait. In September 2022, the 2d Battalion, 116th Cavalry Regiment (Idaho

ARNG), assumed this mission. A second combined arms battalion, the 1st Battalion, 124th Infantry Regiment (Florida ARNG), arrived in fall 2021. In July 2022, the 1st Battalion, 182d Infantry Regiment (Massachusetts ARNG), replaced it. The headquarters of the 130th Field Artillery Brigade (Kansas ARNG) remained in Kuwait until September 2021, when the headquarters of the 142d Field Artillery Brigade (Arkansas ARNG) arrived. The 197th Field Artillery Brigade headquarters (New Hampshire ARNG) assumed this mission in May 2022. The Army also maintained a high-mobility artillery rocket system (HIMARS) battalion in the region. The 3d Battalion, 157th Field Artillery Regiment (Colorado ARNG), replaced the 1st Battalion, 181st Field Artillery Regiment (Tennessee ARNG), in February 2021. The 11th Combat Aviation Brigade (USAR) replaced the Combat Aviation Brigade, 40th Infantry Division (California ARNG), in January 2022. In September 2022, the Combat Aviation Brigade, 36th Infantry Division (Texas ARNG), arrived to assume this mission. In addition to these forces, logistics units and elements of the 3d Security Force Assistance Brigade rotated to and from the U.S. Central Command area.

Operational Forces: U.S. Army South

U.S. Army South is responsible for Army operations in Central and South America and the Caribbean. During FY 2022, it conducted regional exercises, staff talks, and humanitarian relief operations. The missions of Joint Task Force BRAVO, stationed at Soto Cano Air Base, Honduras, and its primary unit, the 1st Battalion, 228th Aviation Regiment, include helicopter support to counter organized crime, medical readiness training, and disaster relief support. The 525th Military Police Battalion continued to support Joint Task Force GUANTANAMO.

Elements of the 3d BCT, 101st Airborne Division, and the 1st Battalion, 54th Security Force Assistance Regiment (Georgia ARNG), participated in Exercise SOUTHERN VANGUARD 22 along with units from the Brazilian army. ARNG soldiers from Alabama, Florida, Kentucky, Louisiana, and Washington, D.C., along with the USAR's 348th Field Hospital and RA special forces, deployed for the U.S.

Southern Command's thirty-seventh TRADEWINDS exercise. Army forces also participated in the 2022 iteration of the U.S. Southern Command's PANAMAX series of multinational exercises focused on the security of the Panama Canal.

Army-to-army staff talks build partnerships and coordinate bilateral exercises. In April 2022, the Brazilian army hosted the thirty-fifth cycle of the Conference of American Armies with participants from twenty-four countries and a focus on armies of the future. U.S. Army South hosted the seventh annual Peru-U.S. Army Staff Talks at Fort Sam Houston, Texas, in May 2022. In September 2022, representatives from U.S. Army South traveled to Honduras to lead a Central American Working Group meeting that included armies from El Salvador, Guatemala, and Honduras. The participants reviewed accomplishments from 2022, coordinated efforts scheduled for 2023, and discussed possible events for 2023 through 2027.

Operational Forces: U.S. Army Pacific

During FY 2022, the Army identified five tasks in the Indo-Pacific region: (1) enable joint operations by establishing and protecting bases and staging areas, (2) support other American services with logistics and communications capabilities, (3) conduct command and control at the division level and above, (4) provide long-range fires capabilities, and (5) prepare for the mission of counterattack using maneuver forces. Units stationed in the Indo-Pacific region and the Republic of Korea, along with additional soldiers from the continental United States, participated in numerous exercises during FY 2022, demonstrating American commitment to the region, bolstering relationships with regional partners, and testing future operating concepts and weapon systems.

The USAR 9th Mission Support Command's Task Force OCEANIA has soldiers from all three components with civil affairs and culturally relevant skills formed in two-person teams, each focused on a nation in the area. The task force's deployments in FY 2022 included Palau, Tonga, and Papua New Guinea. The 5th Security Force Assistance Brigade, stationed at Joint Base

Lewis-McChord, saw increased demand throughout FY 2022 for partnerships across the Pacific and northern parts of Asia and sent advisers to fourteen different locations. In October 2021, the U.S. government confirmed media stories that special forces soldiers and marine raiders had been in Taiwan training with their counterparts for at least the past year.

U.S. Army Pacific reorganized its Pacific Pathways and DEFENDER-PACIFIC programs into a new effort called Operation PATHWAYS. Pacific Pathways, launched in 2014, combined multiple preexisting exercises with partner nations into integrated operations. DEFENDER-PACIFIC envisioned division-sized deployments across the region in 2020 and 2021, mirroring the DEFENDER-EUROPE exercises, but the COVID-19 pandemic significantly reduced the scale of DEFENDER-PACIFIC for both years. The new Operation PATHWAYS creates opportunities to train joint targeting across all domains, tests the services' future operating concepts, and continues building relationships with regional militaries. U.S. Army Pacific hosted the Unified Pacific Wargame Series in Hawai'i in May 2022, which provided insight into the contributions a theater Army might make in the Indo-Pacific region and helped the service make resourcing decisions for the region.

The Army conducted several bilateral and multilateral training exercises with allies and partners. In October 2021, 350 soldiers from the Indian Army joined paratroopers from the 1st Squadron, 40th Cavalry Regiment, 4th BCT, in Alaska for the regular YUDH ABHYAS exercise. During the past decade, the exercise has been conducted biannually at Joint Base Lewis-McChord using desert scenarios, but this year's training focused on mountainous, cold-weather environments. In November 2021, U.S. Army Pacific and the Malaysian Armed Forces participated in the seventh annual BERSAMA WARRIOR bilateral joint staff exercise. Soldiers from the 25th Infantry Division trained with the Royal Thai Army at the eleventh annual HANUMAN GUARDIAN exercise that ran from February to March 2022 in Thailand. At the same time, elements of a Stryker BCT and a combat aviation brigade participated in the forty-first annual COBRA GOLD exercises in Thailand. In June



A UH-60M Black Hawk helicopter from Company A, 2d Battalion, 158th Aviation Regiment, prepares to land in Baturaja, Indonesia, during SUPER GARUDA SHIELD 22 in August 2022.

2022, a Stryker BCT traveled to Singapore for the annual TIGER BALM exercise. The Army resumed several engagements in 2022 that had been on hold because of the COVID-19 pandemic, such as the KHAAN QUEST exercise in Mongolia, which lasted for two weeks in June 2022. RA and ARNG soldiers joined participants from fourteen other nations to train alongside the Mongolian Armed Forces.

The Army demonstrated its ability to conduct indirect and air defense fires during various exercises. In March 2022, as part of BALIKATAN 22, a Navy hovercraft transported a Patriot air defense missile battery from Okinawa to a beach in the Philippines. In June 2022, a Patriot unit deployed to Palau shot down a drone target during the VALIANT SHIELD exercise. In August 2022, the 17th Field Artillery Brigade deployed a HIMARS unit from Joint Base Lewis-McChord to Indonesia where it conducted live-fire drills during the annual SUPER GARUDA SHIELD exercise. During

the annual ORIENT SHIELD exercise in Japan, soldiers from the 11th Airborne Division conducted live-fire training while the 1st Multi-Domain Task Force and the 17th Field Artillery Brigade held a command post exercise for bilateral targeting and cross-domain operations.

In 2004, the U.S. and South Korean governments agreed to move all American forces in South Korea to garrisons south of the Han River. The United States will relocate most of these forces to Camp Humphreys, about 40 miles south of Seoul on the west coast of the peninsula. On 10 December 2020, U.S. and South Korean officials agreed to transfer parts of U.S. Army Garrison Yongsan-Casey and a dozen other U.S. military sites to South Korea. On 2 December 2021, American and South Korean defense officials reaffirmed ongoing efforts to relocate the Republic of Korea-U.S. Combined Forces Command from Yongsan to Camp Humphreys. This move will be completed in FY 2023. The two countries also resumed combined field training at the battalion echelon and above.

The armored BCT nine-month rotation program begun in 2015 continued with the arrival of the 1st BCT, 1st Armored Division, in South Korea in March 2022. This BCT replaced the 3d BCT, 1st Armored Division. In June 2022, however, the Army announced that beginning in FY 2023 it will rotate a Stryker BCT to South Korea instead of an armored BCT. The equipment for an armored BCT will remain stored in Korea. The 75th Field Artillery Brigade continued to provide a rotational field artillery battalion equipped with the multiple-launch rocket system. In April 2022, the 2d Battalion, 18th Field Artillery Regiment, replaced the 3d Battalion, 13th Field Artillery Regiment. The Army ended its rotation of aviation battalions to South Korea during FY 2022 by permanently stationing a new battalion in the country. The 4th Squadron, 6th Cavalry Regiment, was the last aviation battalion to rotate to the peninsula, replacing the 1st Squadron, 6th Cavalry Regiment, in September 2021. It concluded its rotation in June 2022, when the 5th Squadron, 17th Cavalry Regiment, was activated at Camp Humphreys as part of the Combat Aviation Brigade, 2d Infantry

Division. The squadron has RQ-7B Shadow remotely piloted aircraft and twenty-four AH-64E Apache helicopters.

Operational Forces: U.S. Army Europe and Africa

Following Russia's invasion of Ukraine on 24 February 2022, the Army's presence in Europe expanded during FY 2022 to reassure NATO (North Atlantic Treaty Organization) allies, support Ukraine, and deter further Russian aggression. By April 2022, the service's total maneuver force in Europe consisted of two corps headquarters, two division headquarters, three armored BCTs, one Stryker-equipped cavalry regiment, two airborne BCTs, and two combat aviation brigades. Artillery, logistics, and sustainment forces also moved to Europe. President Biden announced in June 2022 that the United States would establish a permanent garrison in Poznań, Poland, where V Corps had its forward command element. The Army named the new installation Camp Kościuszko in honor of Col. A. Tadeusz B. Kościuszko, a Polish engineer who served with the Continental Army during the Revolutionary War.

Units began moving to Central and Eastern Europe before the 24 February invasion in response to the Russian buildup on Ukraine's borders. On 2 February, DoD announced that the XVIII Airborne Corps headquarters and 1,700 soldiers from the 82d Airborne Division would deploy to Poland and Germany, respectively. The 2d Squadron, 2d Cavalry Regiment, moved from Rose Barracks in Vilseck, Germany, to Romania. On 11 February 2022, DoD announced an increase to the number of 82d Airborne Division paratroopers who would deploy to Poland—some 3,000 personnel from the division headquarters and the 3d BCT. Two days before the invasion, U.S. military leaders said that the 2d Battalion, 503d Infantry Regiment, part of the 173d Airborne BCT in Italy, would deploy to Latvia and that the 12th Combat Aviation Brigade located in Germany would deploy two battalions of attack helicopters to the Baltics and Poland—the 1st Battalion, 3d Aviation Regiment, and the 1st Battalion, 214th Aviation Regiment, respectively.



Paratroopers from the 3d Brigade Combat Team, 82d Airborne Division, participate in a combined arms live-fire exercise in Nowa Dęba, Poland, in March 2022.

After Russia's invasion, the United States moved additional forces to Europe. The 1st BCT, 3d Infantry Division, an armored BCT located at Fort Stewart, conducted a no-notice deployment to Germany. The soldiers traveled without their heavy equipment, instead drawing it from Army Pre-Positioned Stock-2 sites in Europe and then turning it in upon their departure. In March, an ordnance company from Fort Bragg, a maintenance company from Fort Stewart, and the 96th Transportation Company (bolstered by troops from the 297th Transportation Company) from Fort Hood deployed to various locations in Europe. The 5th Battalion, 7th Air Defense Artillery Regiment, deployed Patriot batteries to Poland in March and to Slovakia in April. The main body of the V Corps headquarters deployed from Fort Knox to Ansbach, Germany, in April.

Most units that had deployed to Central and Eastern Europe from the United States in early 2022 were replaced with fresh units during

the summer. In June and July, the Headquarters, 101st Airborne Division, and the 2d BCT, 101st Airborne Division, replaced their 82d Airborne Division counterparts. In August, the 3d BCT, 1st Cavalry Division, deployed to Poland, replacing the 1st BCT, 3d Infantry Division. In May, the 2d Battalion, 503d Infantry Regiment, had returned to Italy and the aviation battalions of the 12th Combat Aviation Brigade returned to their home stations in Germany. The 2d Squadron, 2d Cavalry Regiment, returned to Germany later in 2022.

As part of ATLANTIC RESOLVE, the Army continued to deploy U.S.-based forces to Europe for nine-month rotations so that units could improve their ability to operate with allied and partner militaries through multinational training events, such as the COMBINED RESOLVE series of exercises. These rotations consisted of a division headquarters element, an armored BCT, a combat aviation brigade, and logistics units. The 1st BCT, 1st Infantry Division, completed its rotation in June 2022 and was replaced by the 3d BCT, 4th Infantry Division.

The Army conducted the third iteration of DEFENDER-EUROPE, an annual, large-scale, multinational exercise for improving interoperability with allied and partner militaries, from May to early June 2022. Some 3,450 American and 5,200 other troops from 11 nations conducted near-simultaneous operations in 9 countries. The 1st Infantry Division completed two wet-gap crossings in Poland. The 169th Field Artillery Brigade (Colorado ARNG) coordinated a multinational live-fire exercise in Poland and HIMARS live-fire exercises in Estonia and Denmark. Additional linked and associated exercises included FLAMING THUNDER in Lithuania, SLOVAK SHIELD in Slovakia and Hungary, and SUMMER SHIELD in Latvia.

The Germany-based 5th Battalion, 4th Air Defense Artillery Regiment, completed tactical live-fire tests of the new Maneuver Short-Range Air Defense system. A platoon was equipped with the system, which consisted of a Stryker vehicle armed with the anti-aircraft version of the Hellfire Longbow missiles, Stinger surface-to-air missiles, a 30-mm. cannon, and a 7.62-mm. machine

gun. Fielding of the system for the remainder of the battalion is expected to occur over the next year.

Army forces continued other rotation programs unrelated to the war in Ukraine. In February 2022, the 81st Infantry BCT (Washington ARNG) deployed the 1st Battalion, 185th Infantry Regiment, to relieve the 3d Battalion, 161st Infantry Regiment, in Battle Group Poland. The 53d Infantry BCT (Florida ARNG) provided troops to replace soldiers from the 81st Infantry BCT as trainers for Joint Multinational Training Group–Ukraine in November 2021. These troops left Ukraine on 12 February 2022 but continued their training efforts in Germany. In August 2022, they handed over their duties to soldiers from the 27th Infantry BCT (New York ARNG). The 1st Battalion, 66th Armored Regiment, replaced the 3d Battalion, 66th Armored Regiment, in June 2022 at the Pabrade Training Area in Lithuania.

Since FY 2017, the Army has deployed a reinforced combat aviation brigade from the United States for a nine-month rotation in Europe to supplement the 12th Combat Aviation Brigade. In December 2021, the Combat Aviation Brigade, 1st Infantry Division, handed over responsibility for this mission to the Combat Aviation Brigade, 1st Cavalry Division. In September 2022, the Combat Aviation Brigade, 1st Armored Division, assumed this mission. Since FY 2018, the Army has deployed an air defense artillery brigade headquarters from the United States to serve as the air defense mission command element in Europe. The 174th Air Defense Artillery Brigade (Ohio ARNG) relinquished this mission to the 164th Air Defense Artillery Brigade (Florida ARNG) in October 2021. In June 2022, the 678th Air Defense Artillery Brigade (South Carolina ARNG) took over.

During FY 2022, soldiers participated in several annual multinational training exercises in Africa. From 15 to 28 February 2022, a total of 400 troops from Fort Bragg and 10 African countries conducted the special operations–focused FLINTLOCK exercise in Côte d’Ivoire. The 2022 iteration of the JUSTIFIED ACCORD exercise, which took place 28 February–19 March, saw 800 participants from the United States and 20 East African nations gather in Kenya and

Rwanda to practice interoperability in support of United Nations and African Union peacekeeping operations. Some 7,500 personnel from 28 African and NATO countries conducted battalion-level, special forces, and humanitarian training during June's AFRICAN LION exercise in Morocco, Senegal, and Ghana.

There were several smaller-scale activities and operations in Africa during the year. Soldiers from the 2d Security Force Assistance Brigade, who were training with the Ghana Armed Forces, helped deliver aid after a January 2022 accident involving mining explosives. On 23 January, a mortar attack on a French base in the city of Gao, Mali, wounded a soldier from the 2d Battalion, 20th Special Forces Group, 1st Special Forces Regiment, who was leading a six-person team helping the French in their campaign against Islamist insurgents. Soldiers from the Italy-based 173d Airborne BCT and U.S. Army Southern European Task Force–Africa conducted joint training in February with their counterparts from the Marine Corps and Air Force as part of the North and West Africa Response Force. Fifty of the paratroopers also conducted a bilateral exercise with Tunisian paratroopers in March. In May, some 500 American troops reestablished a standing presence in Somalia to help that nation's armed forces combat the growing strength of al-Shabaab and other factions affiliated with al-Qaeda and the Islamic State.

Domestic Operations

At the beginning of FY 2022, the RA still had small teams of medical personnel at hospitals for assistance in dealing with the Delta variant of the COVID-19 virus. In December 2021, the Omicron variant began to spread rapidly. In response, 1,000 additional active duty and reserve component members of the Army, Air Force, and Navy deployed to civilian medical centers in numerous states. The teams typically consisted of twenty to forty personnel. This mission ended by April, but some 200 individuals remained ready to deploy through the end of May in case of another virus surge.

In June 2021, DoD extended the military's Mexican border mission through 30 September 2022 after the Department of Homeland

Security requested its continued support. The Army capped this new force at 3,000 troops, consisting mostly of ARNG soldiers in a Title 10 status. These forces, under the control of U.S. Northern Command, primarily assisted Customs and Border Protection with intelligence and surveillance. By April 2022, approximately 2,500 soldiers supported these missions. In July 2022, the DoD, in response to another request from the Department of Homeland Security, authorized the continued deployment of up to 2,500 Title 10 National Guard military personnel to the border through the end of FY 2023. At the end of FY 2022, there were approximately 2,500 soldiers still deployed to the border. Since June 2019, the Army has assigned control over all these forces to a brigade-sized headquarters. In October 2021, the 149th Maneuver Enhancement Brigade (Kentucky ARNG) assumed this mission from the 110th Maneuver Enhancement Brigade (Missouri ARNG).

A surge in unaccompanied children crossing the Mexican border resulted in a dramatic rise in referrals to the Department of Health and Human Services. In March 2021, that department asked DoD for assistance with accommodating some of these children on military installations. The largest facility for this mission, located on Fort Bliss, opened on 30 March with a capacity to care for up to 10,000 children. In May 2022, the Department of Health and Human Services converted the Fort Bliss site to an influx care facility—which provided only basic services such as food and clothing—and cut its capacity. By 30 September 2022, the facility had beds for 1,500 children and housed about 850.

The DoD continued to provide the Department of Homeland Security with housing, medical care, and general support for Afghan evacuees at military installations in the United States during FY 2022. This effort, known as Operation ALLIES WELCOME, began on 30 July 2021, when the first Afghan evacuees reached Fort Lee, Virginia. Other Army installations used for this purpose during FY 2022 were Fort Bliss; Camp Atterbury Joint Maneuver Training Center, Indiana; Joint Base McGuire-Dix-Lakehurst, New Jersey; Fort Pickett, Virginia; and Fort McCoy, Wisconsin. The mission concluded when the last Afghan refugees departed Joint Base McGuire-Dix-Lakehurst on 19 February 2022.

5

Reserve Components

Organizational Structure

In FY 2022, the ARNG force structure had thirteen command and control headquarters: eight divisional, two expeditionary sustainment, and one each for military police, theater sustainment, and air and missile defense. It had twenty-seven BCTs: five armored, twenty infantry, and two Stryker. There were forty-two multifunctional support brigades in the ARNG: eight aviation, eight field artillery (formerly fires), sixteen maneuver enhancement, and ten sustainment. There were fifty-seven functional support brigades and groups. The force structure also included one security force assistance brigade and two special forces groups.

The ARNG Directorate, located in Arlington, reports to the National Guard Bureau. It develops and administers ARNG policies and programs, and consists of the Office of the Director, ARNG, and the ARNG Readiness Center, which is a field-operating agency of the National Guard Bureau. Additionally, staff from the Office of the Chief, National Guard Bureau, provides support to the ARNG Directorate in areas such as public affairs, legislative liaison, and contracting. In FY 2022, the ARNG Directorate had 766 military personnel and 861 civilian employees.

The USAR is organized under a single general officer with staff responsibilities to the Department of the Army as the chief of USAR and command authority over most USAR soldiers as the commander, U.S. Army Reserve Command (USARC). The Office of the Chief of Army Reserve, located at Fort Belvoir, supports the chief of Army Reserve in advising the secretary of the Army and chief of staff of the Army on USAR matters. USARC, located at Fort Bragg, manages USAR operational readiness through twenty-six major subordinate commands.

Approximately 2,000 units are organized into 22 functional commands and 7 geographic commands—3 mission support

commands and 4 readiness divisions. Reserve personnel in Active Guard Reserve status declined from 16,671 at the beginning of the fiscal year to 16,413 at the end. The USAR civilian workforce, primarily military technicians, declined from 12,361 at the start of FY 2022 to 11,800 at the end of the fiscal year.

On 4 January 2021, the chief of Army Reserve issued a memorandum on Office of the Chief of Army Reserve and USARC reorganization, realignment, and reporting relationships that stated the two organizations are “separate staffs with distinct roles, responsibilities, and reporting relationships.” She directed the two entities to return to the “two staffs” construct. The memorandum established that the Office of the Chief of Army Reserve justifies and executes the USAR budget, leads programming, manages the full-time support program, and interfaces between the component and HQDA. USARC serves as the USAR operational staff, establishes policies for USAR functional and geographic commands, and executes USAR operations as a subordinate of U.S. Army Forces Command.

The reorganization continued in FY 2022. In the Office of the Chief of Army Reserve, the G-1 established the Full-Time Support Directorate. The Surgeon Directorate and Chief Information Officer/G-6 Directorate realigned under the deputy chief of Army Reserve, and a headquarters formation was created to exercise administrative control over USAR soldiers in the National Capital Region. Changes in USARC included aligning the Equal Opportunity and Equal Employment Opportunity Offices under the chief of staff, aligning the Contracting Administrative Support Office under the G-8, and moving the Army Reserve Installation Management Directorate to the USARC G-3/5/7.

Mobilizations

During FY 2022, 16,609 USAR personnel mobilized, including 14,098 soldiers as members of 677 USAR units. The remainder went on active duty as individuals under Contingency Active Duty for Operational Support status. The largest single mobilization in FY 2022



An Army reservist from the 773d Transportation Company, mobilized for Operation ALLIES WELCOME, verifies an Afghan evacuee's information at Fort McCoy, Wisconsin, in December 2021.

provided 1,550 personnel for Operation ALLIES WELCOME. Central Command received the largest number of reservists, followed by U.S. Northern Command and U.S. Southern Command.

In addition to the 2,319 ARNG soldiers who deployed to the Mexican border in Title 10 federal active duty status during FY 2022, the governors of Arizona and Texas continued to use soldiers from their state's ARNG on the border in Title 32 state active duty status. At the start of the fiscal year, 152 Arizona ARNG and 1,050 Texas ARNG soldiers were deployed on the border. By the end of April 2022, the number of Arizona ARNG soldiers had increased to more than 200 while the number of Texas ARNG soldiers had increased to more than 6,300. At the end of FY 2022, Arizona had increased the number of its soldiers on the border to 253, and Texas had reduced the number of its soldiers on the border to 5,055.

In FY 2022, the majority of ARNG units mobilized under Title 10 served outside of the continental United States (*Table 14*).

TABLE 14—ARMY NATIONAL GUARD TITLE 10 MOBILIZATIONS,
FY 2022

OPERATION	TOTAL PERSONNEL
Mexican Border Mission	2,319
European Deterrence Initiative	1,676
Kosovo Force Peacekeeping	824
Operation ENDURING FREEDOM	900
Operation FREEDOM’S SENTINEL	854
Operation INHERENT RESOLVE	5,629
Operation SPARTAN SHIELD	8,236
Africa	2,821
Indo-Pacific Command	96
Joint Task Force GUANTANAMO	641
Southern Command	58
Other Continental U.S. Missions	703
Ballistic Missile Defense	139
Operation NOBLE EAGLE	250
<i>Total</i>	25,146

Source: Army National Guard, *Historical Summary*, FY 2022.

COVID–19 Pandemic Operations

More than 10,300 ARNG personnel were serving on missions related to the COVID–19 pandemic at the beginning of FY 2022. During the fiscal year, several governors activated ARNG soldiers for duty as school bus drivers and substitute public school teachers. Governors in Arkansas, Florida, Idaho, Massachusetts, and West Virginia ordered ARNG soldiers to duty in state prisons, in part because of staff shortages created by COVID–19 illness and COVID–19 vaccine hesitancy among prison staff.

Disaster Relief Operations

Hurricane Ida made landfall near Port Fourchon, Louisiana, on 29 August 2021 as a Category 4 hurricane. Although the ARNG deployment had peaked in early September 2021, 565 soldiers remained on active duty at the start of FY 2022. The mission



Medics from the 1st Battalion, 149th Infantry Regiment, Kentucky Army National Guard, teach a basic first aid class to high school students in Kosovo in May 2022.

concluded in December 2021. Hurricane Fiona made landfall near Punta Tocón, Puerto Rico, on 18 September 2022, and, at the end of the fiscal year, 472 Puerto Rico ARNG soldiers remained on active duty in response to the storm. Hurricane Ian made landfall near Cayo Costa in Florida on 28 September 2022 as a Category 4 storm. By 30 September, 5,731 ARNG soldiers had been mobilized in response from Florida, Tennessee, Louisiana, Mississippi, Montana, North Carolina, South Carolina, Virginia, and New York.

Several winter storms necessitated ARNG state active duty mobilizations. At the start of FY 2022, seven states had soldiers on active duty fighting wildfires; at the end of the fiscal year, three states had a total of 296 soldiers on wildfire operations. Multiple states used their ARNG soldiers for tornado relief assistance. Spring flooding in Minnesota required activations of its ARNG, and, in July 2022, the Kentucky, Tennessee, and West Virginia ARNGs deployed aircraft and troops to eastern Kentucky after severe flash flooding.



A CH-47 Chinook from the 3d Battalion, 126th Aviation Regiment, New York Army National Guard, departs from Frederick Douglass Greater Rochester International Airport in Rochester, New York, on 28 September 2022 to support relief operations in Florida after Hurricane Ian.

Readiness

In April 2022, the chief of Army Reserve published a paper on changing the USAR's readiness culture from one reliant on quantitative forms of assessment to one focused on tough, realistic, and safe training. The emphasis on meeting administrative metrics had impeded the recruiting, developing, and retaining of cohesive teams and units fit to accomplish their wartime mission. In August 2022, USARC issued Operation Order 22-054, which shifted USAR readiness from the Ready Force X model to the Army Reserve Mission Force model. The new model established six categories of readiness, five of which are based on the type of mission with which a unit is aligned, while the sixth is for units not aligned to a specified mission and therefore available for unexpected contingencies.

The USAR conducted two iterations of its combat support training exercise, the culminating event for ReARMM Collective Training Year 2 units. Combat Support Training Exercise 22-01, held in June 2022 at Fort Hunter Liggett, California, and Combat



Army Reserve soldiers from the 851st Transportation Company respond to direct fire during a convoy training exercise at Fort McCoy, Wisconsin, in August 2022.

Support Training Exercise 22-02, held in August 2022 at Fort McCoy, Wisconsin, included 83 units and 7,028 soldiers. A WARRIOR exercise for ReARMM Collective Training Year 1 units took place in July 2022 at Fort McCoy. Thirty-two units with 2,297 soldiers undertook training focused on individual and squad-level proficiency. Additionally, 115 USAR units participated in combat training center rotations.

In addition to overseas training deployments and the two BCT combat training center rotations, the ARNG took part in Operation NORTHERN STRIKE, a biannual National Guard Bureau-sponsored training exercise. The August 2022 iteration at Camp Grayling, Michigan, had approximately 7,400 participants from 19 states and Canada, Latvia, and the United Kingdom. Major ARNG units involved were Ohio's 37th Infantry BCT and 174th Air Defense Artillery Brigade. Other major training events for ARNG units during the fiscal year included four Exportable Combat Training Center rotations, two division WARFIGHTER exercises, and five brigade WARFIGHTER exercises.

The National Guard Bureau administers the State Partnership Program, which pairs U.S. states and territories with other countries, enabling ARNG personnel and units to build long-term relationships by conducting regular military-to-military activities and various exercises with partner nations. These interactions occurred both during large-scale combatant command multinational exercises and in other venues.

Cyber

During FY 2022, several states ordered ARNG cyber specialists to state active duty. At the end of the fiscal year, fifty-five ARNG cyber specialists were on state active duty. Another 183 were on federal active duty supporting U.S. Cyber Command. In June 2022, the National Guard held CYBER SHIELD 22, an unclassified cyber training exercise, at the ARNG Professional Education Center, Camp Joseph T. Robinson Maneuver Training Center, Arkansas. More than 800 National Guard soldiers and airmen, along with civilian experts and members of the other military services, participated. The exercise trained and tested cyber specialists in computer network internal defensive measures and cyber incident response.

Civil Unrest

The District of Columbia National Guard is unique in that the president, not the city's mayor, controls it via a chain of command that runs through the DoD. Authority to activate the D.C. National Guard is delegated by the president to the secretary of defense and further delegated to the secretary of the Army. In November 2021, the DoD Office of the Inspector General released a report on its review of the DoD's role, responsibilities, and actions to prepare for and respond to the insurrection at the U.S. Capitol on 6 January 2021 and its aftermath. Regarding the mobilization of the D.C. National Guard on 6 January, the review concluded that DoD's actions, including those of the secretary of the Army and members of the Army Staff, were appropriate, supported by requirements, consistent with the DoD's roles and responsibilities for defense support to

civil authorities, and compliant with laws, regulations, and other applicable guidance.

6

Logistics

Management

In May 2022, an Army directive redefined and clarified the roles and responsibilities for the service's modernization efforts. In conjunction with the establishment of AFC in 2018, the Army had issued several directives designed to define the roles and relationships between AFC and the other organizations engaged in modernization. To create initial momentum, these directives prioritized AFC's functions and areas of responsibility. This guidance, however, primarily addressed roles arising early in the equipping life cycle, when requirements evolve and experimentation takes place. It did not account adequately for the shift in roles and functions that occurs when requirements move into development and then become programs of record through production, fielding, and sustainment. Moreover, language in these directives created ambiguity regarding the primacy of authorities vested in the Army Secretariat that preserve civilian oversight and control of acquisition matters.

The new directive rescinded Army Directives 2018–15 and 2020–15. It made the ASA (ALT) responsible for the overall supervision of acquisition, logistics, sustainment, and technology matters and the management of the Army Acquisition System. The ASA (ALT) also oversees Army research and development, including science and technology efforts and associated resourcing decisions. The ASA (ALT), as the Army's acquisition executive, carries out all authorities, functions, and duties of the secretary of the Army with respect to the acquisition workforce.

Futures Command is now responsible for force design and force development and is the capabilities developer and operational architect for the future Army. The command assesses the future operational environment, emerging threats, and technologies to provide soldiers with the concepts and force designs they need

to dominate the battlefield. It also oversees the Army's research laboratories and centers.

U.S. Army Materiel Command is responsible for ensuring that sustainment and logistics issues related to acquisition programs are addressed throughout the acquisition life cycle. It supervises the service's organic industrial base. Training and Doctrine Command is responsible for developing new operational doctrine as the service modernizes its formations. The command's Combined Arms Center and centers of excellence support AFC in force development. The directive designated HQDA's deputy chief of staff, G-3/5/7, as the Army's "lead integrator and synchronizer across force modernization time horizons."

In February 2022, the deputy chief of staff, G-4, was suspended from duty pending the results of an investigation by the Office of the Inspector General into complaints of counterproductive leadership. The investigation substantiated the allegations, issued a general officer letter of reprimand, and removed the G-4.

Support for Ukraine

After Russia's invasion of Ukraine in February 2022, the Office of the ASA (ALT) worked with the Office of the Secretary of Defense and congressional staffs to develop legislative proposals supporting Ukrainian efforts to repel the invasion. These proposals will be incorporated in the National Defense Authorization Act for FY 2023. Additionally, because the proposals provide temporary statutory relief from certain acquisition and contracting requirements, domestic stocks transferred to Ukraine can be replenished more easily.

The U.S. government provided Ukraine with significant amounts of materiel, much of it from Army stocks. Among the most important transfers were indirect fire weapons and related items: M142 HIMARSs, 155-mm. howitzers, counterfire radars, and artillery and mortar ammunition. Antiarmor weapons supplied included Javelin missiles and tube-launched, optically tracked, wire-guided missiles. Vehicles sent included M113 armored personnel carriers,

trucks, and Humvees. Other materiel provided included Stinger anti-aircraft missiles, individual and crew-served weapons, small arms ammunition, body armor, communications equipment, medical supplies, and night vision devices. Wherever possible, the Army intends to replace the donated materiel, such as 155-mm. howitzers, with newer models or better equipment, such as HIMARs.

Research, Development, and Acquisition

The Integrated Visual Augmentation System (IVAS) is a heads-up display with a body-borne computer pack, conformal wearable battery, squad radio, and integrated sensors. An April 2022 report from the DoD inspector general criticized the Army for not defining minimum user acceptance levels to determine whether IVAS would meet user needs. In June 2022, the Army conducted an IVAS operational demonstration at Fort Bragg. The infantry company testing the system had more success in accomplishing their operational missions with their current equipment than with the IVAS. Soldier acceptance of the system remained low. After the test, the Army adjusted its acquisition and fielding strategy for the system to provide the contractor time to improve reliability and develop a new form factor. The service now intends to field 5,000 IVAS 1.0 models with improved reliability and 5,000 IVAS 1.1 models that meet the reliability requirement and are equipped with an improved low-light sensor. The IVAS 1.2 variant will be the full-rate production system, incorporating an improved form factor.

In April 2022, the Army announced the selection of a contractor for the next-generation squad weapons, which will be issued to infantry, scout, and combat engineer squads. The XM7 rifle will replace the M4 carbine. The XM250 automatic rifle will replace the M249 squad automatic weapon. Additionally, the contractor will produce a new 6.8-mm. family of ammunition for the XM7 and the XM250. The rest of the Army will continue to use the M4 carbine.

During FY 2022, the Army continued testing active protection systems for the M1 Abrams tank and the M2 Bradley fighting vehicle. These systems detect and intercept antitank guided missiles



Soldiers with the 2d Battalion, 3d Infantry Regiment, 1st Brigade Combat Team, 2d Infantry Division, wear upgraded Integrated Visual Augmentation System equipment during training at Fort Lewis, Washington, in August 2022.

and rocket-propelled grenades. During Phase III testing of the Trophy system installed on M1A2 Abrams System Enhancement Package Version 3 tanks, it intercepted most of the incoming threats, and the Abrams tank base armor provided adequate protection in basic range conditions and engagements. The Army conducted Phase II effectiveness and survivability testing of the Iron Fist Light Decoupled system installed on M2A4 Bradley vehicles. Although the system demonstrated improved performance over Phase I results, it continues to have effectiveness deficiencies.

The armored multipurpose vehicle is the replacement for the M113 family of vehicles in armored BCTs. During FY 2022, the



An armored multipurpose vehicle drives on a jungle road during testing at the Tropic Regions Test Center in Panama in April 2022.

Army tested it at Fort Greely, Alaska, and the Tropic Regions Test Center in Panama. Full system-level live-fire testing, begun in May 2021, concluded in May 2022. For the initial operational testing and evaluation of the system in July 2022, units from an armored BCT used the armored multipurpose vehicle in tactical missions while operating in an electronic warfare and cyber-contested environment. The Army will use data from FY 2022 testing when making a full-rate production decision in the second quarter of FY 2023.

Army Integrated Air and Missile Defense is a system that integrates sensors, weapons, and a common mission command interface across an integrated fire-control network. In January 2022, the Army split the program's initial operational testing and evaluation into two phases because of known software deficiencies. The service held the first phase of testing from January through March 2022. After the program used the agile software development process to mitigate known software deficiencies, the second phase began in August 2022, with completion expected in October 2022.

The Army will use data from FY 2022 testing when making a full-rate production decision in the second quarter of FY 2023.

In January 2022, the Army decided to field Command Post Computing Environment Increment 1. This system provides hardware and mission command software for use on general-purpose client computers in tactical operations centers from the battalion to the corps echelons. Increment 1 is the planned evolution of the already fielded Increment 0. It corrects deficiencies noted with Increment 0, interfaces with more data sources, and shares information with joint and coalition partners using the Multilateral Interoperability Programme standard.

The infantry squad vehicle will provide mobility on the battlefield for light infantry squads. The Army fielded the vehicle to two infantry BCTs during FY 2022 using low-rate initial production quantities. Modifications are underway to address reliability and maintainability deficiencies identified in previous testing. Testing to validate corrective actions began in June 2022 and is scheduled for completion in February 2023. The unavailability of production representative vehicles forced the postponement of unit airdrop operations, scheduled for September 2022, to FY 2023. The full-rate production decision is scheduled for March 2023.

Currently, infantry BCTs do not have a vehicle with a protected, direct-fire capability. The Mobile Protected Firepower program will produce an armored tracked vehicle with a 105-mm. main gun for use against light armored vehicles, fortifications, and dismounted troops. Two vendors provided prototypes, and, in June 2022, the Army selected one for low-rate initial production. Following testing, a full-rate production decision is expected in FY 2025.

The Mounted Assured Positioning, Navigation, and Timing System will provide ground forces position-navigation-timing information in environments that degrade or deny access to the Global Positioning System and feature electromagnetic-spectrum interference or enemy jamming and spoofing. It will replace the Defense Advanced Global Positioning System Receiver. Developmental testing continued in FY 2022, and the program transitioned from prototyping under an other transaction authority



A special forces soldier participates in experimental training with a robotic combat vehicle at Dugway Proving Ground, Utah, in March 2022.

contract to an Acquisition Category II program of record at Milestone C in June 2022.

Testing of robotic ground combat vehicles and concepts for their use continued in FY 2022. Project Origin provided the opposing forces at the Joint Readiness Training Center and the Joint Multinational Readiness Center with robotic combat vehicle surrogates for use against units training at the centers. Tasks assigned to the vehicles included denying helicopter landing zones, route reconnaissance, obstacle breaching, and transporting weapons and supplies. Project Origin also worked with soldiers from the 1st Special Forces Group at Dugway Proving Ground, Utah, in experiments, which included firing weapons from the vehicles.

In FY 2022, the 3d Battalion, 67th Armored Regiment, at Fort Stewart, became the first unit to complete the field-level maintenance and operator new equipment training programs for the M2A4 Bradley fighting vehicle. The M2A4 has enhanced mobility and power-generation capabilities, which will permit installation of future electronic technologies in the vehicle. The Army plans to purchase more than 700 M2A4s through 2029.

Foreign Military Sales

The Army's Foreign Military Sales program is part of the overall U.S. Defense Security Assistance program. It oversees the sale of ground forces equipment, training supplies, and services to foreign countries, strengthens bilateral defense relationships, and improves interoperability between U.S. forces and foreign partners.

During FY 2022, the Army worked with the Office of the Secretary of Defense to address challenges facing the program. Sales in FY 2021 had been 31 percent lower than in FY 2020, marking the second consecutive year of decline. Additionally, FY 2021 had the lowest volume of sales since 2016. FY 2022 ended with new agreements valued at more than \$14 billion and more than 6,200 open cases valued at \$218 billion across 134 countries.

During FY 2022, Argentina purchased T-6 aircraft sustainment and related equipment for \$73 million. Australia bought MH-60R multimission helicopters, related defense services, and related equipment for \$985 million, Hellfire AGM-114R2 missiles and related equipment for \$108 million, and articles related to multifunctional information distribution system joint tactical radio systems for \$42 million. It also purchased HIMARS launchers and related equipment for \$385 million, and UH-60M Black Hawk helicopters and related equipment for \$1.95 billion.

Bahrain received approval to buy M270 multiple-launch rocket system upgrades and related equipment for \$175.98 million. Brazil was authorized to buy Javelin missiles and related equipment for \$74 million. The government of Egypt bought CH-47F Chinook helicopters and related equipment for \$2.6 billion and tube-launched, optically tracked, wire-guided 2A radio frequency missiles, support, and related equipment for \$691 million. Estonia received permission to buy HIMARSs and related equipment for \$500 million.

Jordan bought guided multiple-launch rocket system alternate warhead unitary rocket pods and related equipment for \$70 million. Kuwait received M1A2K tank operational and training ammunition and related equipment for \$250 million. Lithuania received permission to buy Javelin missiles and related

equipment for \$125 million. Morocco's request to purchase ground command and control and related equipment for \$141.1 million was approved. The Netherlands received approval to buy Patriot MIM-104E guidance-enhanced missile-tactical missiles and related equipment for \$1.219 billion. The kingdom of Saudi Arabia bought Patriot MIM-104E guidance-enhanced missile-tactical missiles and related equipment for \$3.05 billion. Poland received permission to buy M1A2 SEPv3 main battle tanks and related equipment for \$6.0 billion. The government of the United Arab Emirates purchased terminal, high-altitude, area-defense system missiles, fire-control and communication stations for these missiles, and related equipment for \$2.245 billion.

7

Support Services

Installations

The Office of the Deputy Chief of Staff, G-9, in its annual assessment for FY 2022 found that installation readiness was still at risk and would remain so through FY 2026. Factors affecting readiness included reduced sustainment funding, personnel shortages, and increasing facility requirements.

The assistant secretary of the Army (installations, energy, and environment) and the G-9 approved the Army Installations Strategy Implementation Plan in June 2022. The plan moves Army installations toward the strategy's stated goal of resilient, sustainable installations by 2035. The thirty-two tasks in the plan are organized in four lines of effort. The first line of effort, "Take Care of People," encompasses modern facilities, services, and safe operations. The second is to "Enhance Readiness and Resilience" by implementing solutions for protection, resilience, mission assurance, education, and training. The third, "Modernize and Innovate," looks for new ways to provide services and find efficiencies. The fourth, "Promote Stewardship," cares for natural resources through sustainability, remediation, and technology innovation, and includes climate change mitigation and adaptation. The plan will be updated every two years.

In August 2022, the Office of the Deputy Chief of Staff, G-9, published a revision of Army Regulation 15-8, *Army Stationing and Installation Plan*, superseding the 2009 version. The revision established the Army Stationing and Installation Plan-Secret as the official source for classified planning populations by location and fiscal year. It also assigned to Army Materiel Command the responsibility for reviewing Army Stationing and Installation Plan reports and submitting recommended changes.

During FY 2022, the Army conveyed thirty-four acres that were declared either excess or were part of the Base Realignment

and Closure process. These transfers completed the conveyance of all excess property at Fort Meade, Maryland, the former Fort McPherson, Georgia, and the closed Badger Army Ammunition Plant in Wisconsin. Base Realignment and Closure leases and land sales generated \$5.3 million revenue, which the Army used to fund environmental cleanup projects at installations closed by the process. The service used revenues from other land sales and leases to resolve environmental liabilities of remaining excess Army property at twenty-four installations.

Housing, Construction, and Infrastructure

The Residential Communities Initiative (RCI) is the Army's partnership with private companies to build and maintain almost all on-post family housing. A public scandal in FY 2019—which exposed that these companies failed to provide required maintenance and repair services and frequently disregarded tenant complaints—resulted in an Office of the Inspector General review of the RCI. Congress then included in the National Defense Authorization Act for FY 2020 a “Tenant Bill of Rights” for military service members and their families who reside in on-post privatized housing.

An April 2022 report by the Senate Homeland Security and Governmental Affairs Permanent Subcommittee on Investigations detailed one RCI contractor's continued failure to provide required maintenance and repair services and frequent disregard of tenant complaints. One of the affected installations was Fort Gordon. In response, the assistant secretary of the Army (installations, energy, and environment) directed Army Materiel Command's commanding general to conduct an Article 15–6 investigation of the subcommittee's findings and the issues described by a former resident at the subcommittee's April 2022 hearing. In coordination with the investigation, the Army conducted a third-party audit of the Fort Gordon work orders and maintenance requests.

Congress mandated that each service conduct an independent qualified home inspection and assessment of all RCI housing. In FY 2022, a contractor conducted a pilot inspection program for the Army



Mold grows in a barracks room at Fort Stewart, Georgia, in September 2022.

at Fort Belvoir and Fort Meade, and the service expects to award a contract for inspecting the remaining housing inventory in FY 2023.

In FY 2022, the Army continued its program to renovate or replace deficient family housing. Its goal is to eliminate required nonexcess Q3 (poor condition) or Q4 (failing) family housing by FY 2024, with no families living in Q4-rated housing by the end of FY 2024. The Q rating system assesses facilities and computes the ratio of the cost of repairing the facility to the facility's plant replacement value.

In the FY 2022 annual housing tenant satisfaction survey, RCI housing received a 73.7 percent satisfaction rating, down from the 75.4 percent rating in FY 2021. Government owned or leased family housing had a satisfaction rating of 72.3 percent, a decrease from the 72.9 percent rating in FY 2021. Survey respondents identified issues related to maintenance services—including response times, communication, follow-up, and long-term solutions—among their top concerns. During FY 2022, Fort Bragg soldiers living in barracks built in the 1970s on Smoke Bomb Hill posted images of mold in the barracks on social media and made complaints to a member of Congress and the secretary of the Army. The sergeant major of the Army inspected the affected buildings in July 2022. Officials at Fort Bragg stated that the barracks' air conditioning systems frequently



Task Force OHANA soldiers fill containers with potable water for Aliamanu Military Reservation residents in December 2021.

leaked, were unable to cope with the often humid conditions in the area, and were too expensive and complicated to maintain or replace. They faulted outdated tracking software for the failure to grasp the systemic nature of the problem. The mold had been handled in an ad hoc manner by cleaning or evacuating individual rooms. In late July, the Army decided to remove all soldiers from the barracks, demolish twelve of the buildings, and refurbish another five. The service allocated \$115 million for demolition and renovation and awarded contracts for the work before the end of FY 2022. In September 2022, soldiers at Fort Stewart posted videos of mold in their barracks on social media platforms.

In November 2021, residents at Joint Base Pearl Harbor–Hickam, Hawai‘i, reported a fuel smell in their tap water. Investigation found that the Navy’s Red Hill fuel storage facility had been leaking into the aquifer, which supplies potable water for much of the base. The contamination also affected soldiers and their families living at Red Hill and on the Aliamanu Military Reservation. In response, the Army stood up Task Force OHANA, which delivered bottled water to residents, established distribution points for water drawn from a well on Schofield Barracks, and operated shower facilities. It relocated affected families to nearby hotels and provided medical screenings.

Families returned to their homes once the Hawai'i Department of Health declared the drinking water safe for all household uses. The department lifted its water advisory for Red Hill in February and for the Aliamanu Military Reservation in March. That same month, the secretary of defense directed the Navy to empty and close the fuel facility.

Public Affairs

In December 2021, the Office of the Chief of Public Affairs published the 2023 *Army Communications Plan* in support of the *Army Campaign Plan*. It emphasized four storylines: "Building the Army of 2030," "Possibilities," "Making a Difference," and "My Army Life." The first major revision of Army public affairs doctrine since 2014, FM 3-61, *Communication Strategy and Public Affairs Operations*, was published in February 2022.

Coverage of Army birthday celebrations in June 2022 reached 441.7 million people globally and 291.6 million nationally through social media. The number of units sharing Army birthday content increased from 13 in 2021 to 130 in 2022. There were more than 30,000 engagements with Army-affiliated social media content creators, 50 local news media segments, and 148 radio broadcast segments.

The Army has five official social media accounts. In FY 2022, these accounts had 565.5 million users, and total followers grew by 6.4 percent to 11.6 million. The service's YouTube following grew by 63 percent, from 204,000 to 555,000, making the Army the top YouTube channel within the DoD. The Army Trademark Licensing program had 316 licensees across a wide spectrum of goods and generated \$2.3 million in royalties.

Legislative Liaison

In FY 2022, the Office of the Chief of Legislative Liaison facilitated visits by 99 congressional delegations and 148 congressional staff delegations to various sites and received more than 9,750



Soldiers from U.S. Army North fire 75-mm. howitzers in celebration of the Army's 274th birthday at Fort Sam Houston, Texas, on 14 June 2022.

congressional inquiries. It also oversaw preparation for twenty-eight general officer confirmation hearings and aided Army leaders with their appearances before Congress. In May 2022, staff from the office assisted the first Senate delegation to visit Ukraine since the Russian invasion. One topic of major congressional interest was the DoD COVID-19 vaccine mandate and the subsequent separation from the service of soldiers who refused to be vaccinated. The office answered numerous inquiries, letters, and oversight committees' questions regarding this subject.

Chaplain Corps

In FY 2022, the Chaplain Center and School became the U.S. Army Institute for Religious Leadership. The institute has four components: the Religious Support Operations Center, the Religious Leadership Academy, the Graduate School, and the Noncommissioned Officer Academy. Its mission is to train unit ministry teams—chaplains and

religious affairs specialists—in safeguarding the free exercise of religion for all service members and their families as well as in the provision of religious support and religious accommodation.

The Chaplain Corps continued the Spiritual Readiness Initiative begun in FY 2020. Spiritual readiness has taken on more significance as part of the Army's Holistic Health and Fitness program, which promotes a body-mind-spirit approach to building peak performance in soldiers. The Army defines spiritual readiness as the development of the personal qualities needed for responding to life's stressors, adversity, and hardship. During FY 2022, the Office of the Chief of Chaplains, in collaboration with the Army's Behavioral Health program, conducted thirteen Spiritual Readiness Initiative events for more than 3,200 participants.

During FY 2022, the Chaplain Corps worked on transforming the Strong Bonds program, which trains soldiers and their families to build and maintain good personal relationships, into the Building Strong and Ready Teams program. The new program has a dual focus on enhancing Army teams and strengthening soldiers and families. While it will continue to offer relationship training, its scope will broaden to include spiritual readiness, holistic health, and community partnerships with organizations inside and outside the Army that support soldier and family holistic health. These changes are scheduled to occur in October 2022.

In FY 2022, the Chaplain Corps received 451 applications and selected 424 chaplains and chaplain candidates. Of the 424 chosen, 111 joined the RA, 53 became ARNG chaplains, 99 joined the USAR, and the remaining 161 became chaplain candidates in the ARNG and the USAR. The religions of those selected saw some change in FY 2022. In FY 2021, Catholics made up 1.11 percent of the selected applicants, which increased to 5.66 percent in FY 2022. The percentage of selectees who identified as members of low-density faith groups (which include religions such as Judaism and Islam) rose from 4 percent to 10.14 percent.

A contractor study sponsored by the Office of the Chief of Chaplains on religious affiliation among RA enlisted soldiers found that the proportion of Protestants increased from FY 2000 to FY 2015, and then began to decline modestly after FY 2015. Within Protestants, the share of enlisted soldiers who identify as nondenominational

Protestant has been growing substantially, while the number who identify with most other denominations has been declining in recent years. The proportion of Catholics has declined steadily since FY 2005, and the proportion of those having no religious preference fell between FY 2000 and FY 2015 but has increased since.

Safety

In FY 2022, 82 soldiers and 1 civilian employee died in accidents, the second consecutive fiscal year with a record-low number of accident-related fatalities in the Army. Of the 68 soldiers killed in off-duty mishaps, 60 died in private motor vehicle accidents. There were 111 Class A accidents—another historically low number—which involve fatalities, permanent disabilities, \$2 million or more of property damage, or loss of an Army aircraft. For the third consecutive fiscal year, Army Aviation remained below a rate of one Class A mishap per 100,000 flying hours for crewed aircraft, and, for the first time, no aircrew members died in an aircraft accident during a fiscal year. Uncrewed aircraft had a Class A mishap rate of 10.32 percent in FY 2022.

To improve collection of safety data, the U.S. Army Combat Readiness Center and the Office of the Director of Army Safety created the Mishap and Near Miss Reporting Tool to replace the outdated ReportIt system. Safety officers report the mandatory data elements for each incident, and the new tool collects the data, offering increased visibility on safety risks and trends. In FY 2022, the tool recorded 7,178 mishaps and 1,038 near misses.

The Army launched SafetyNet in 2021 with fewer than 50 users, but by the end of FY 2022, the number of users had risen to more than 3,100. This online community allows participants to exchange information and create discussions about preventing mishaps in seven communities: Aviation, Career Program 12, Off Duty, On Duty Ground, Tools, Training and Education, and Workplace.

In FY 2022, the Office of the Director of Army Safety conducted special-interest surveys at Redstone Arsenal, Alabama; Fort A. P. Hill, Virginia; McAlester Army Ammunition Plant, Oklahoma;

Yuma Proving Ground; and U.S. Army Pacific. The special-interest survey program assesses implementation and effectiveness of the Army Safety Program in high-risk areas such as ammunition and explosives, chemical agents, radioactive materials, and radiation-generating devices.

The Occupational Safety and Health Administration inspected 88 Army facilities in FY 2022, resulting in a total of 124 violations, none of which the Army appealed. The most commonly cited violations included electrical wiring, portable fire extinguishers, maintenance, and safeguards for exit routes.

Army and Air Force Exchange Service

The Army and Air Force Exchange Service (AAFES) is the largest retailer for the DoD, operating more than 4,900 post exchanges, convenience stores, restaurants, gas stations, military clothing stores, and movie theaters in all fifty states, more than thirty countries, and in four U.S. territories. It also provides a website for shoppers to choose from more than two million items. The sale of goods and services funds most of the operating budget; federal appropriations provide 3 percent for transporting goods. Approximately 60 percent of AAFES earnings support DoD quality-of-life programs. In June 2022, AAFES reported that in calendar year 2021 it had generated \$205 million for these programs. The Army's share of this dividend was \$111 million.

AAFES introduced features across its facilities to promote the "BE FIT" initiative that encourages healthy lifestyles. Among these were healthier options in its restaurants and convenience stores and stocking athleticwear and sporting equipment. Its facilities supported Afghan refugee resettlement efforts on installations that were part of Operation ALLIES WELCOME. A joint services board voted to partner with AAFES in consolidating authentication services for DoD Morale, Welfare, and Recreation (MWR) online libraries. Previously, each military service used separate contractors to provide authentication services. Now, all service members and their families can access these services via the AAFES online

authentication system to create a library account with their common access card. After the start of the COVID-19 pandemic, AAFES, the Marine Corps Exchange, and the Navy Exchange Service Command offered free lunches under the student meal program to students at DoD Education Activity schools outside the continental United States. The U.S. Department of Agriculture child nutrition COVID-19 waiver expired on 30 June 2022, and the three exchanges resumed charging for student meals at the start of the 2022–2023 school year.

Morale, Welfare, and Recreation

The Army's Family and MWR program provides family, child, and youth programs, and recreation, sports, entertainment, travel, and leisure activities for soldiers, Army families, and retirees. It oversees libraries, dining facilities, movie theaters, fitness centers, swimming pools, bowling alleys, golf courses, childcare centers, and youth centers. Other MWR offerings include arts and crafts programs, travel programs, outdoor recreation services, concerts and entertainment, sports and fitness programs, tutoring and educational support, babysitter training, childcare fee assistance, automotive maintenance and training, financial services, relocation planning, and employment assistance.

Affordable childcare is crucial to sustaining Army readiness. During FY 2022, installation childcare centers ran at capacity, and soldiers struggled to find affordable daycare in their communities. In FY 2021, the Army had received congressional approval for its plan to increase childcare capabilities, which included five new childcare development centers. The Army continued to implement this plan in FY 2022 and also offered several incentives for attracting and retaining childcare center staff.

8

Special Functions

The Surgeon General

The Office of the Surgeon General is responsible for all health and medical matters of the Army, including medical aspects of training, organizing, and equipping the Army. The surgeon general is also the commanding general of MEDCOM.

In the National Defense Authorization Acts for FYs 2017 and 2019, Congress directed the military services to eliminate what it saw as duplicated services and establish a single, integrated military healthcare system by transferring control of medical treatment facilities to the DHA. The Army completed its transfer of medical treatment facilities and dental treatment facilities to the DHA by the end of FY 2021. During FY 2022, MEDCOM transferred 27,929 civilian personnel and local national employees to DHA in waves in July, August, and September.

From September 2019 through September 2021, MEDCOM provided direct support to DHA as the agency established structure and functions across the organization. Upon termination of the direct support agreement, DHA was not at full operational capability and required continued support for certain headquarters functions. MEDCOM and DHA then entered into agreements for support of six specific headquarters functions for FY 2022: (1) civilian personnel, (2) dental, (3) Lean Six Sigma, (4) medical libraries, (5) security guards, and (6) SHARP.

After ceremonies in September 2022, MEDCOM officially redesignated its four regional health commands as medical readiness commands, effective 1 October 2022. U.S. Army Regional Health Command, Atlantic, will become U.S. Army Medical Readiness Command, East; U.S. Army Regional Health Command, Central, will become U.S. Army Medical Readiness Command, West; U.S. Army Regional Health Command, Europe, will become U.S. Army Medical Readiness Command, Europe; and U.S. Army Regional

Health Command, Pacific, will become U.S. Army Medical Readiness Command, Pacific. The medical readiness commands provide medical forces, health service support, and force health protection. They also provide command and control for medical department activities, medical centers, and the Army Recovery Care Program's soldier recovery units.

The Medical Specialist Corps created twenty-seven installation support teams in FY 2022 for networking, mentorship, and professional education, which are led by the most senior Medical Specialist Corps officer on each installation. To increase the number of occupational therapists, in FY 2022, eleven students began the Army's first degree-producing occupational therapy doctorate program, which was conducted in collaboration with Baylor University.

In May 2022, the director of the Army Staff initiated an assessment of risks affecting the health of equids that are Army-owned or reside on Army installations. Military working equids are horses, mules, and donkeys that are used primarily for ceremonial missions by caisson horse platoons, memorial cavalry detachments, and mounted color guard units. The deaths from colic of two horses in the caisson platoon of the 1st Battalion, 3d Infantry Regiment (The Old Guard), within four days of each other earlier in the year prompted the assessment. As of May 2022, across twelve installations, the Army owned 190 working equids, the MWR program owned 47, and there were 3 official equine mascots. The Veterinary Corps served as the lead for Task Force MILITARY WORKING EQUIDS, which made two-day staff assistance visits to every installation with military working equids and one installation with MWR-owned horses between June and August 2022. The report from the task force included recommendations to improve the care and feeding of equids, to hire professionally qualified people to care for them, and to obtain expanded pastureland.

The Army Audit Agency

The Army Audit Agency provides independent internal auditing services for all Army operations and programs. The agency has

an operations center at Fort Belvoir and sixteen field offices in the continental United States, Hawai'i, Germany, and South Korea. In FY 2021, the agency developed a strategic plan to further clarify and improve its goals and services. From FY 2022 through FY 2026, the agency will follow this plan to transform itself into a more responsive organization.

In FY 2022, a process action team analyzed the current organizational structure of the agency as well as external forces that may influence its structure. From that analysis, the agency developed a new structure that included a fourth operational deputy auditor general. Published in FY 2022, the agency's strategic human capital plan has five lines of effort: (1) Human Capital Data Management and Workforce Planning, (2) Acquire Talent, (3) Develop Talent, (4) Employ Talent, and (5) Retain Talent.

In FY 2022, the agency published seventy-nine audit reports, identified more than \$1.5 billion in potential monetary benefits, and included more than 260 recommendations for improving operations across the service. Among the subjects covered in the reports were assigning officers using the Army Talent Alignment Process, Army data center optimization, and Army medical reform.

Office of Army Cemeteries

The Office of Army Cemeteries formulates and oversees policies, doctrine, plans, and standards for Army cemeteries. It establishes and maintains gravesite accountability; provides technical guidance, training, staff assistance, and inspections; adjudicates burial exceptions, disinterments, and expansion requests; and handles other issues of concern. The Army National Military Cemeteries, comprising Arlington National Cemetery and the Soldiers' and Airmen's Home National Cemetery, is a direct reporting unit to HQDA.

In FY 2022, the Office of Army Cemeteries conducted six inspections of Army cemeteries. It received and approved twenty-seven disinterment requests. The West Point Cemetery Land Reclamation and Development Project, when completed, will add 3,492 gravesites. The project began in October 2019 and had a

projected completion date of June 2022. Concerns over drainage, depth and material composition in cremation sections, and numbering of the columbarium niches led to an extension of the project, and completion is now expected in December 2022.

In Pennsylvania, the Carlisle Barracks Disinterment Program continued its work to exhume the remains of Native American children who died at the Carlisle Indian Industrial School during the late nineteenth and early twentieth centuries and return them to their tribes. In FY 2022, the fifth year of the project, the Office of Army Cemeteries received eight such requests from the Washoe Tribe, the Oneida Nation, the Ute Tribe, the Alaskan Natives, the Catawba Nation, and the Umpqua Tribe. The office returned seven sets of remains. The remains in the grave annotated as a student from the Catawba Nation were determined to be biologically inconsistent with the student identified for disinterment and, therefore, the remains were not returned. This grave is now marked as unknown.

Arlington National Cemetery conducted 5,886 interments in FY 2022. Infrastructure improvements included the rebuilding of roads and stormwater lines. The cemetery completed restoration and preservation of the exterior doors at the Memorial Amphitheater. In November 2021, the cemetery commemorated the centennial of the Tomb of the Unknown Soldier. Nearly 90,000 people attended the two-day Flowers of Remembrance program that allowed the public to lay a flower at the base of the Tomb for the first time since the 1940s.

Civil Works

In December 2021, the Corps of Engineers began the Fire Island to Montauk Point flood risk management project on Long Island, New York. The first part of the project involved moving more than 1.5 million cubic yards of sand from the Fire Island inlet to the updrift and downdrift beaches to reduce erosion and strengthen coastal resiliency.

In March 2022, the Army announced a formal review of Nation-wide Permit 12–Oil or Natural Gas Pipeline Activities. Previous uses of the permit have raised concerns about environmental justice,



The Tomb of the Unknown Soldier is surrounded with flowers from the centennial commemoration's public Flowers of Remembrance ceremony in November 2021.

impact on climate change, impact on drinking water, and proper notice to affected communities. In May 2022, the Army announced a notice of proposed rulemaking to establish a federal credit program administered by the Corps of Engineers for maintaining, upgrading, repairing, and removing dams identified in the National Inventory of Dams as being owned by nonfederal entities. The program enables local investment in dam-safety infrastructure projects for creditworthy borrowers.

In July 2022, the Army signed a project partnership agreement for the Caño Martín de Peña ecosystem restoration project in Puerto Rico. The project will restore part of the San Juan Bay Estuary system by reestablishing the tidal connection between the San Jose Lagoon and the San Juan Bay. The project includes dredging approximately 2.2 miles of the Caño Martín de Peña, creating shoreline stabilization and erosion control features, and planting approximately 35 acres of mangroves.

The Corps of Engineers responded to several hurricanes during FY 2022. One of its most important services was Operation BLUE ROOF, in which contractors installed reinforced plastic sheeting on roofs damaged by hurricanes. Other missions included installing



Sand is pumped through pipelines onto Gilgo Beach as part of the Fire Island to Montauk Point flood risk management project in Babylon, New York, in February 2022.

emergency power, supporting temporary housing facilities, conducting infrastructure assessments, and providing debris removal assistance to state governments.

Environmental Protection

In June 2022, the Office of the Deputy Chief of Staff, G-9, published the *Army Environmental Restoration Plan* for FY 2022–2026. The plan provides a framework for transforming the costs of environmental restoration into investments to improve the service's operational capabilities. It covers environmental restoration at installations of all three components and facilities affected by the Base Realignment and Closure program.

Per- and polyfluoroalkyl substances (PFAS) are a large group of humanmade chemicals that have been developed for many applications worldwide since the 1950s, including in the firefighting foam used on military installations. In 2016, the Environmental Protection Agency issued a lifetime health advisory for perfluorooctane sulfonate and perfluorooctanoic acid in drinking water. The



Pueblo Chemical Agent-Destruction Pilot Plant technicians prepare to process 4.2-inch mortar rounds in December 2022.

Army has been investigating 341 locations, four of which were added in FY 2022, under the Comprehensive Environmental Response, Compensation, and Liability Act for known or suspected use, storage, or release of PFAS or PFAS-containing materials. The service is on track to complete preliminary assessments and site inspections by the December 2023 deadline established by the National Defense Authorization Act for FY 2022. In June 2022, the Army published a plan to replace aqueous film-forming foam, a suppressing agent containing PFAS, which is used to extinguish liquid fuel fires, with non-PFAS materials by October 2024.

Chemical Weapons Demilitarization

The chemical weapons demilitarization program eliminates chemical warfare materiel in accordance with obligations specified at the Chemical Weapons Convention. The program destroyed nearly 90 percent of the U.S. chemical weapons stockpile by 2012 and then dismantled and closed the associated chemical weapons destruction facilities over a three-year period. The remaining stockpiles of this

materiel are at Pueblo Chemical Depot, Colorado, and Blue Grass Army Depot, Kentucky.

The Blue Grass Army Depot destroyed the last M55 rockets containing VX nerve agent in April 2022. Destruction of the last M55 rockets containing GB nerve agent at the depot is expected in 2023. In February 2022, the Pueblo Chemical Depot began destroying 4.2-inch mortar shells containing blister agent, and, in July 2022, the depot destroyed the last 105-mm. artillery shells containing blister agent. The National Defense Authorization Act for FY 2016 set 31 December 2023 as the deadline for destruction of all U.S. chemical weapons.

Criminal Investigation Division

The reorganization of U.S. Army Criminal Investigation Command into the U.S. Army Criminal Investigation Division (CID), begun in FY 2021, continued in FY 2022. As part of the reorganization, CID redrew its geographic areas of responsibility to increase the level of oversight of investigations and operations, and, by August 2022, all the geographic field offices were operational. Each now has a civilian special agent-in-charge with the civil service grade of GS-15 and a GS-14 assistant special agent-in-charge. In January 2022, CID headquarters established the Investigations and Operations Directorate for centralized oversight of investigations and increased standardization of investigative processes across the division. During FY 2022, the directorate changed policies to permit increased investigative freedom and to decrease administrative burdens, allowing special agents to spend more time on investigations.

To increase the number of its civilian agents, CID determined that it had to change from a competitive service hiring authority to an excepted service hiring authority. This will allow for most new agents to begin at the GS-7 to GS-11 grades with the goal of progressing to GS-13. The broader pool of applicants created by this change allows recruitment from different areas with different skillsets and experiences, such as local and state police, recent college graduates, and former DoD employees. This new policy, however, is likely to

put CID into direct competition with other federal law enforcement agencies for recruits.

Between 2005 and 2012, the ARNG and USAR recruiting assistance programs paid service members up to \$2,000 for each person they referred who successfully enlisted in these components. Accusations of fraud in the program prompted an investigation. In June 2022, CID began to review the cases of individuals who, during this investigation, may have been placed in the Defense Clearance and Investigations Index, and in some instances, in the FBI (Federal Bureau of Investigation) Interstate Identification Index, without meeting the appropriate criteria to warrant those actions.

Provost Marshal General

Fielding of the upgraded Automated Installation Entry system continued. The system validates identification credentials against authoritative databases, allowing security guards to quickly determine if an identification card is expired or has been reported lost or stolen, or if the bearer has restrictions regarding access. During FY 2022, the Automated Installation Entry-4 system was fielded at twenty-eight installations.

During FY 2022, the Army conducted 222 patrol explosive detector dog missions in support of the U.S. Secret Service and the U.S. Department of State. The military working dog program supported an additional 539 missions during the fiscal year. The total number of military working dog missions increased 10 percent compared to the FY 2021 total.

In FY 2022, 264 deserters returned to military control. Seven of these were on the Army's most wanted fugitive list. At the end of the fiscal year, the Army's Deserter Apprehension program had 1,101 active warrants for alleged deserters.

The Judge Advocate General

The Judge Advocate General's Corps had 1,827 judge advocates in the active component, 2,523 in the reserve components, and 757

civilian attorneys in FY 2022. Nearly 30 percent of all active duty judge advocates were women, and minority officers accounted for 18 percent of the Judge Advocate General's Corps' active duty attorney strength.

The U.S. Army Trial Defense Service provides defense counsel services for Army personnel whenever required by law or regulation. These services are provided free of charge to soldiers facing courts-martial, nonjudicial punishment, and administrative separation from the service. During FY 2022, 140 active duty military defense counsels, operating out of 42 field offices, represented soldiers at 563 courts-martial and 22,000 administrative separations and consulted on 47,000 other military justice matters.

At the end of FY 2022, the Army had 92 special victims' counsels representing clients, 62 full-time and 30 part-time, both in the continental U.S. and overseas. They provided legal counsel to clients who reported as victims of sex-related or domestic-violence offenses. The counsels assisted 2,265 clients, conducted 33,643 counseling sessions, attended 3,433 interviews, and represented clients at 260 administrative hearings and 285 courts-martial.

Clients for legal assistance personnel in FY 2022 totaled 54,724: 29,863 enlisted personnel, 8,843 officers, 8,940 retirees, and 7,078 others. Among the clients were 88,400 soldiers pre- and post-deployment in soldier readiness programs, 427 victims of domestic abuse, and 117 people concerning special education.

In May 2022, the Advocacy Center opened on Fort Belvoir. With seven mock courtrooms, it is the only DoD training center for trial attorneys. Nearly twenty-six weeks of the center's training calendar are dedicated to hosting courses previously held at contracted facilities.

In FY 2022, 305 records of trial and more than 1,000 motions and briefs were referred to the Army Court of Criminal Appeals (ACCA) for judicial review. Of those 305 cases, ACCA received 277 for the first time (not a remand from the Court of Appeals for the Armed Forces or returned from the convening authority after remand). The court processed all 277 cases under Military Justice Act of 2016 procedures involving an entry of judgment; none were processed under prior procedures involving a promulgating order. In 145 of

these 277 cases, ACCA completed the certification of the record of trial within 120 days. ACCA received 194 of the Military Justice Act cases within 30 days of the completion of certification of the record of trial or entry of judgement. ACCA rendered an initial decision in 315 cases in FY 2022, with an average processing time of 225 days from receipt of the record of trial by the clerk of court to decision by ACCA. Of the 315 decisions, ACCA issued 305 within the 18-month period prescribed by *United States v. Moreno*.

In FY 2022, military judges of the Army Trial Judiciary presided over 615 original courts-martial, a 13 percent decrease from FY 2021. Of the cases tried in FY 2022, 153 were fully contested, 49 involved mixed pleas, 276 were guilty pleas, and 137 were terminated prior to findings. Of the cases in which findings were entered, 220 included sexual misconduct-related offenses, a 2 percent decrease from FY 2021.

At the end of FY 2022, the Army had 185 pending courts-martial cases, 57 of which were referred for trial by courts-martial, with the remainder pending disposition decisions. Tables 15 through 20 present data on cases completed in FY 2022.

TABLE 15—COURTS-MARTIAL STATISTICS, FY 2022

	TRIED		CONVICTED	ACQUITTALS	RATE OF INCREASE (+)/ DECREASE (–) OVER LAST REPORT
	Arraigned	Completed			
General	439	335	285	50	–14.9%
Bad Conduct Special ^a	142	111	101	10	–12.6%
Non-Bad Conduct Special	0	0	0	0	0.0%
Military Judge Alone Special	34	32	28	4	–15.8%
Summary		47			

^aBad Conduct Special Courts-Martial Cases convened by General Convening Authority. Source: Report to Congress, *U.S. Army Report on Military Justice for Fiscal Year 2022*, 31 December 2022.

TABLE 16—ORGANIZATION OF COURTS, FY 2022^a

Trials by Military Judge Alone	
General Courts-Martial	242
Special Courts-Martial	97
Military Judge Alone Special	32
By Military Judge with Members	
General Courts-Martial	93
Special Courts-Martial	14

^a Only includes cases that were tried to completion.
Source: Report to Congress, *U.S. Army Report on Military Justice for Fiscal Year 2022*, 31 December 2022.

TABLE 17—DISCHARGES APPROVED, FY 2022

General Courts-Martial	
Number of Dishonorable Discharges (+ Dismissals)	83 (+12)
Number of Bad Conduct Discharges	117
Special Courts-Martial	
Number of Bad Conduct Discharges	65

Source: Report to Congress, *U.S. Army Report on Military Justice for Fiscal Year 2022*, 31 December 2022.

TABLE 18—RECORD OF TRIALS RECEIVED FOR REVIEW
BY THE JUDGE ADVOCATE GENERAL, FY 2022

For Review Under Article 66(B)(1)	
Appeals By Accused	2
For Review Under Article 66(B)(2)	
Cases Forwarded for Review by the Judge Advocate General	0
For Review Under Article 66(B)(3)	
Automatic Review	303
For Examination Under Article 65(D)	122

Source: Report to Congress, *U.S. Army Report on Military Justice for Fiscal Year 2022*, 31 December 2022.

TABLE 19—APPLICATIONS FOR RELIEF UNDER ARTICLE 69,
UNIFORM CODE OF MILITARY JUSTICE, FY 2022

Total Pending at Beginning of Period	4
Received	3
Disposed of	4
Granted	2
Denied	2
No Jurisdiction	0
Withdrawn	0
Total Pending at End of Period	3

Source: Report to Congress, *U.S. Army Report on Military Justice for Fiscal Year 2022*, 31 December 2022.

TABLE 20—NONJUDICIAL PUNISHMENTS UNDER ARTICLE 15,
UNIFORM CODE OF MILITARY JUSTICE, FY 2022

Number of Cases Where Nonjudicial Punishment Imposed	20,850
Rate Per 1,000	44.74

Source: Report to Congress, *U.S. Army Report on Military Justice for Fiscal Year 2022*, 31 December 2022.

Historical Activities

The National Defense Authorization Act for FY 2021 directed the secretary of defense to establish a commission to examine the assignment, modification, or removal of names, symbols, displays, monuments, and paraphernalia of DoD assets that commemorate the Confederate States of America or any person who served voluntarily with the Confederate States of America. It required the secretary of defense, no later than three years after the date of its enactment, to implement the plan submitted by the commission for removing from all DoD assets anything that honors or commemorates the Confederate States of America or any person who served voluntarily with the Confederate States of America. During FY 2022, the Army supplied the commission with a small staff for administrative and logistical support. The U.S. Army Center of Military History

provided the commission with historical support. In August 2022, the commission submitted its recommendations concerning the U.S. Military Academy and the nine Army posts named for Confederate officers. The support team was disestablished at the end of September 2022 after the commission completed its work.

The commission's recommendations concerning the U.S. Military Academy were to:

- Rename Beauregard Place, Lee Barracks, Lee Housing Area, Lee Area Child Development Center, Lee Road, Lee Gate, and Hardee Place.
- Relocate or remove a portrait of Robert E. Lee in Confederate uniform hanging in Jefferson Hall and Reconciliation Plaza, a memorial honoring Confederate troops.
- Modify or remove a triptych painting in Bartlett Hall honoring Confederate troops.
- Remove "Honor Plaza," a monument engraved with the West Point honor code alongside a quote from Robert E. Lee.

The commission recommended renaming the nine posts as follows:

- Fort Benning, Georgia, will become Fort Moore, after Army Lt. Gen. Harold Gregory "Hal" Moore Jr. and his wife, Julia Compton Moore.
- Fort Bragg will become Fort Liberty.
- Fort Gordon will become Fort Eisenhower, after General of the Army Dwight D. Eisenhower.
- Fort A. P. Hill will become Fort Walker, after Medal of Honor recipient Dr. Mary Edwards Walker.
- Fort Hood will become Fort Cavazos, after Army General Richard E. Cavazos.
- Fort Lee will become Fort Gregg-Adams, after Lt. Gen. Arthur J. Gregg and Lt. Col. Charity E. Adams-Earley.
- Fort Pickett will become Fort Barfoot, after Medal of Honor recipient Col. Van T. Barfoot.
- Fort Polk will become Fort Johnson, after Medal of Honor recipient Sgt. William Henry Johnson.

- Fort Rucker, Alabama, will become Fort Novosel, after Medal of Honor recipient Chief Warrant Officer 4 Michael J. Novosel.

The commission estimated that renaming these posts will cost \$21 million.

In September 2022, the commission submitted its report concerning other DoD assets. Regarding the Army, the commission recommended allowing the ARNG's 29th Infantry Division to keep its blue-and-gray division patch created in 1917 but suggested removing any mention of the Civil War and reunification of Northern and Southern states from its description maintained by the Institute of Heraldry. The commission concluded that the division should keep the patch in recognition of its valorous service in the world wars.

The commission recommended removing ARNG unit battle streamers commemorating the Confederacy. Current policy authorizes units to display streamers for federal service in named campaigns, which, since 1949, has included streamers for Civil War battles in which the unit had served in the Confederate army. For the Confederate Memorial in Section 16 of Arlington National Cemetery, the commission recommended removing the thirty-two statues from the top of the monument but not removing the entire monument so as to prevent damage to the graves underneath it.

Implementation of the commission's recommendations will begin in FY 2023.

9

Conclusion

In FY 2022, the COVID-19 pandemic's effects on the service lessened. Some soldiers and civilian employees rejected the requirement that all Department of the Army personnel be vaccinated against the disease. This refusal led to involuntary separations from the RA for some soldiers. Several governors, who refused to enforce this requirement in their state's National Guard, filed lawsuits against the DoD.

The Army faced a major challenge in FY 2022 with its worst recruiting year since the return of the all-volunteer force in 1973. All three components fell short of their objectives by substantial margins. The service implemented various measures to address this issue, most notably the Future Soldier Preparatory Course. The factors affecting recruiting, however, suggest that the Army will encounter serious impediments to meeting its objectives in FY 2023.

The demand for Army forces from combatant commands remained high in FY 2022 and continued to exceed the RA's capability, so the service again relied on the reserve components to accomplish all of its missions. The most important of these in FY 2022 was the U.S. government's response to Russia's invasion of Ukraine. It included a significant expansion in the size of Army forces deployed to Europe and the use of Army facilities in Europe to train Ukrainian personnel. To support Ukrainian forces defending their nation, the United States transferred to them large amounts of weapons, equipment, ammunition, and supplies from Army stocks. At the same time, the Army examined the war's operations for lessons that could be useful in its preparation for large-scale combat operations.

Modernization remained a high priority in FY 2022. The Army redefined and clarified roles and responsibilities for managing its modernization efforts. It published a digital transformation strategy. Revisions in doctrine and organizations supported the return of the division as the decisive unit of action for large-scale combat

operations. Exercises and experiments examined new concepts and materiel. The *Army Climate Strategy* described how the service will adapt to climate change.

The service invested considerable resources in implementing the *Army People Strategy*. It expanded talent management programs, sought to promote greater inclusion, worked to decrease the number of suicides, and took action to raise the quality of life for soldiers and their families, especially in Alaska. It also reformed the SHARP program and, in accordance with the National Defense Authorization Act for FY 2022, established the Office of Special Trial Counsel. Modernization of several personnel systems, however, failed to meet their designed capabilities.

The Army ended FY 2022 without an approved budget for FY 2023. The congressional continuing resolution that enabled the Army to operate in the new fiscal year extended funding based on FY 2022 levels.

Bibliographical Note

The primary sources for the Department of the *Army Historical Summary* are materials provided to the U.S. Army Center of Military History by various offices in HQDA. Additional primary sources include reports and other documents produced during the fiscal year by HQDA, Army major commands, and the Office of the Secretary of Defense. This summary also uses unofficial media articles, most importantly those from *Army Times* and *ARMY Magazine*.

HQDA Principal Officials

(As of 30 September 2022)

Army Secretariat



*Secretary of the Army
Christine E. Wormuth*



*Gabe Camarillo
Under Secretary of the Army and
Chief Management Officer*



*Douglas R. Bush
Assistant Secretary of the Army
(Acquisition, Logistics, and
Technology)*



*Michael L. Connor
Assistant Secretary of the Army
(Civil Works)*



*Caral E. Spangler
Assistant Secretary of the Army
(Financial Management and
Comptroller)*



*Rachel Jacobson
Assistant Secretary of the Army
(Installations, Energy, and
Environment)*



*Yvette K. Bourcicot (Acting)
Assistant Secretary of the
Army (Manpower and Reserve
Affairs)*



*Carrie F. Ricci
General Counsel*



*Mark F. Averill (Acting)
Administrative Assistant to the
Secretary of the Army*



Mario A. Diaz
Deputy Under Secretary
of the Army



Raj G. Iyer
Chief Information Officer



Lt. Gen. Donna W. Martin
The Inspector General



Anne L. Richards
Auditor General



*Karen L. Durham-Aguilera
Executive Director,
Army Cemeteries*



*Maj. Gen. Trevor J. Bredenkamp
Chief of Legislative Liaison*



*Kimberly D. Buehler
Director, Small Business
Programs*



*Gregory D. Ford
Director, U.S. Army Criminal
Investigation Division*



Maj. Gen. John L. Rafferty Jr.
Chief of Public Affairs

Army Staff



*General James C. McConville
Chief of Staff of the Army*



*General Randy A. George
Vice Chief of Staff of the Army*



*Sgt. Maj. Army
Michael A. Grinston
Sergeant Major of the Army*



*Lt. Gen. Walter E. Piatt
Director of the Army Staff*



*Lt. Gen. Douglas F. Stitt
Deputy Chief of Staff, G-1*



*Lt. Gen. Laura A. Potter
Deputy Chief of Staff, G-2*



*Lt. Gen. James E. Rainey
Deputy Chief of Staff, G-3/5/7*



*Lt. Gen. Charles R. Hamilton
Deputy Chief of Staff, G-4*



*Lt. Gen. John B. Morrison Jr.
Deputy Chief of Staff, G-6*



*Lt. Gen. Erik C. Peterson
Deputy Chief of Staff, G-8*



*Lt. Gen. Kevin Vereen
Deputy Chief of Staff, G-9*



*Lt. Gen. Jon A. Jensen
Director, Army National Guard*



*Lt. Gen. Jody J. Daniels
Chief of Army Reserve*



*Lt. Gen. Scott A. Spellmon
Chief of Engineers*



*Lt. Gen. R. Scott Dingle
The Surgeon General*



*Lt. Gen. Stuart W. Risch
The Judge Advocate General*



*Chaplain (Maj. Gen.)
Thomas L. Solhjem
Chief of Chaplains*



*Maj. Gen. Duane R. Miller
Provost Marshal General*

FY 2022 HQDA Principal Official Changes

ARMY SECRETARIAT

Under Secretary of the Army

Gabe Camarillo, 8 February 2022–Present

Christopher J. Lowman, Senior Official Performing the Duties of (SOPDO), 20 January 2021–8 February 2022

Deputy Under Secretary of the Army

Mario A. Diaz, 10 October 2021–Present

Larry D. Gottardi (Acting), 20 January 2021–10 October 2021

Chief of Staff to the Secretary of the Army

Katrina M. Mulligan, 5 August 2022–Present

Rachel P. Ross, 3 May 2021–5 August 2022

Principal Cyber Advisor

Michael L. Sulmeyer, 14 March 2022–Present

Terry L. Mitchell, September 2020–13 March 2022

Assistant Secretary of the Army (Acquisition, Logistics, and Technology)

Assistant Secretary

Douglas R. Bush, 11 February 2022–Present

Karen D. H. Saunders (SOPDO), 24 September 2021–11 February 2022

Principal Deputy

Young Bang, 8 March 2022–Present

vacant, 24 September 2021–8 March 2022

Deputy Assistant Secretary (Acquisition and Systems Management)

Maj. Gen. Robert Collins, July 2022–Present

Col. Christopher Schneider, January 2021–June 2022

Deputy Assistant Secretary (Acquisition, Policy, and Logistics)

Timothy G. Goddette, 9 May 2021–1 October 2021¹

Deputy Assistant Secretary (Sustainment)

Timothy G. Goddette, 1 October 2021–Present

Deputy Assistant Secretary (Defense Exports and Cooperation)

Patrick Mason, 12 September 2022–Present

Elizabeth F. Wilson, 11 May 2020–11 September 2022

Deputy Assistant Secretary (Research and Technology)

William Nelson, 10 April 2022–Present

Jeffrey D. Singleton, May 2021–09 April 2022

Deputy Assistant Secretary (Strategy and Acquisition Reform)

Margaret Boatner, 27 February 2022–Present

Douglas R. Bush, 24 September 2021–11 February 2022

Executive Director, Office of the Chief Systems Engineer

Jennifer Swanson, 23 May 2022–Present

Jeannette M. Evans-Morgis, 4 August 2019–22 May 2022

Director of Hypersonic, Directed Energy, Space, and Rapid Acquisition

Lt. Gen. Robert A. Rasch Jr., 2 September 2022–Present

Lt. Gen. Leon N. Thurgood, March 2019–2 September 2022

Assistant Secretary of the Army (Civil Works)

Assistant Secretary

Michael L. Connor, 29 November 2021–Present

Jaime A. Pinkham (Acting), 19 April 2021–29 November 2021²

1. Department of the Army General Order 2021–11 redesignated the Office of the Deputy Assistant Secretary of the Army (Acquisition, Policy, and Logistics) as the Office of the Deputy Assistant Secretary of the Army (Sustainment) effective 1 October 2021.

2. Jaime Pinkham began FY 2022 as the acting assistant secretary of the Army (civil works), with Vance Stewart serving as the acting principal deputy assistant secretary of the Army (civil works) as well as the deputy assistant secretary of the Army (management and budget).

Principal Deputy

Jaime A. Pinkham, 29 November–Present

Vance F. Stewart III (Acting), 19 April 2021–29 November 2021

Deputy Assistant Secretary (Management and Budget)

Stacey Brown (Acting), 11 March 2022–Present

Vance F. Stewart III, August 2019–11 March 2022

Deputy Assistant Secretary (Project Planning and Review)

Trish Anslow (Acting), 31 December 2021–Present

David J. Leach, 15 October 2017–31 December 2021

Assistant Secretary of the Army (Financial Management and Comptroller)

Principal Deputy

Robert T. Cook, 6 June 2022–Present

Wesley C. Miller (Acting), 7 January 2021–6 June 2022

Deputy Assistant Secretary (Financial Operations and Information)

Michael Ramsey, 2 January 2022–Present

Wesley C. Miller, October 2020–January 2022

Deputy Director, Army Budget

Michael Ramsey, February 2020–2 January 2022

Michael Mehrman, 13 February 2022–Present

Assistant Secretary of the Army (Installations, Energy, and Environment)

Assistant Secretary

Rachel Jacobson, 4 April 2022–Present

Paul W. Farnan (Acting), 4 October 2021–4 April 2022

John E. Surash (SOPDO), 20 January 2021–3 October 2021

Principal Deputy

Paul W. Farnan, 4 October 2021–Present

Carla K. Coulson (Acting), 20 January 2021–3 October 2021

Deputy Assistant Secretary (Energy and Sustainability)

Christine Ploschke, (Acting) March 2021–Present

John E. Surash, 14 February 2021–30 July 2022³

Army Climate Directorate

Heidi Hulst, 10 December 2021–Present⁴

Assistant Secretary of the Army (Manpower and Reserve Affairs)

Assistant Secretary

Yvette K. Bourcicot (Acting), 20 January 2022–Present

Mark R. Lewis (SOPDO), 20 January 2021–20 January 2022

Principal Deputy

Mark R. Lewis (Acting), 20 January 2022–Present

Jeffrey P. Angers (Acting), 20 January 2021–20 January 2022

Deputy Assistant Secretary (Training, Readiness, and Mobilization)

Gerry Kitzhaber (Acting). August 2022–Present

Eugene Collins, November 2019–August 2022

Senior Military Advisor to the Assistant Secretary and Director, Quality of Life

Col. Jon Clausen, July 2022–Present

Maj. Gen. Kris A. Belanger, August 2021–Jul 2022⁵

3. During FY 2021 and FY 2022, Christine Ploschke served as the acting deputy assistant secretary (energy and sustainability) while John Surash served as the senior official performing the duties of the assistant secretary of the Army (installations, energy, and environment). Ms. Ploschke was not a member of the Senior Executive Service.

4. The Army established the Army Climate Change Working Group in March 2021 under Heidi Hulst as its integrator. The Army Climate Directorate stood up on 10 December 2021, taking on the roles and responsibilities of the group, with Heidi Hulst named its director. Ms. Hulst was not a member of the Senior Executive Service.

5. The quality-of-life section realigned under the deputy assistant secretary (military personnel and quality of life) following General Belanger's departure.

General Counsel

General Counsel

Carrie F. Ricci, 3 January 2022–Present

Craig R. Schmauder (SOPDO), 20 January 2021–2 January 2022

Principal Deputy General Counsel

Denise A. Council-Ross, 1 August 2022–Present

Craig R. Schmauder, 3 January 2022–31 July 2022

Robert J. Moore (Acting), December 2020–2 January 2022

Administrative Assistant to the Secretary of the Army

Administrative Assistant

Mark F. Averill, 2 January 2022–Present

Mark F. Averill (Acting), 11 August 2021–2 January 2022

Chief Information Officer

Director, Architecture, Data, and Standards

George Woodard (Acting), 11 September 2022–Present

Farhan Kahn, 2 February 2020–10 September 2022

Director, Policy, Resources, and Analysis and Chief Financial Officer

Diana Connolly, 7 November 2021–Present

vacant, February 2021–7 November 2021

Director, Cybersecurity

Maj. Gen. Jan C. Norris, 21 July 2022–Present

Brig. Gen. Matthew Easley, 11 August 2020–14 February 2022

The Inspector General

Deputy Inspector General

Col. Isaac Manigault, 12 September 2022–Present

Maj. Gen. Mitchell L. Kilgo, 17 August 2021–12 September 2022

The Army Auditor General

Deputy Auditor General (Digital Information and Intelligence)
Jan Stallings, November 2021–Present⁶

Criminal Investigation Division

Deputy Director
Robert Tracy (Acting), January 2022–Present

Chief of Public Affairs

Chief of Public Affairs
Maj. Gen John L. Rafferty Jr., July 2022–Present
Michael P. Brady (Acting), September 2021–July 2022

ARMY STAFF

Vice Chief of Staff of the Army
General Randy A. George, 5 August 2022–Present
General Joseph M. Martin, 26 July 2019–4 August 2022

Deputy Chief of Staff, G–1

Deputy Chief of Staff, G–1
Lt. Gen. Douglas F. Stitt, August 2022–Present
Lt. Gen. Gary M. Brito, August 2020–August 2022

Director, Military Personnel Management
Brig. Gen. Hope C. Rampy, August 2022–Present
Maj. Gen. Douglas F. Stitt, June 2019–August 2022

6. This position was established during FY 2022.

Deputy Chief of Staff, G-2

Assistant Deputy Chief of Staff

Brig. Gen Terri Borrás, April 2022–Present

Maj. Gen. Mary-Kate Leahy, February 2020–April 2022

Director, Foreign Intelligence

Col. Sean F Stinchon⁷

Director, Operations and Integration

John M. Bradsher, July 2022—Present

Michael J. Pappas (Acting), November 2020–July 2022

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

Assistant Deputy Chief of Staff

vacant, 23 May 2022–Present

Christopher J. Lowman, 9 December 2018–22 May 2022

Director, Strategy, Plans, and Policies

Maj. Gen. Charles R. Miller, July 2022–Present

Maj. Gen. Bradley T. Gericke, July 2019–April 2022

Director, Force Management

Robin Mealer, 28 August 2022–Present

Myles Miyamasu, 1 June 2020–10 April 2022

Director, Training

Brig. Gen. Charles T. Lombardo, June 2022–Present

Brig. Gen. Scott M. Neumann, September 2020–June 2022

Deputy Director, Training

Robert Richtmyre, 19 December 2021–Present

vacant, 21 June 2021–19 December 2021

7. The director for foreign intelligence, Col. Sean F. Stinchon, was detailed to serve as the executive officer in the Office of the Deputy Chief of Staff, G-3/5/7, from January to August 2022. During that period, Lt. Col. Leon R. Satchell assumed director responsibilities.

Director, Aviation

Maj. Gen. William D. Taylor, June 2022–Present

Brig. Gen. Clair A. Gill, June 2021–May 2022

Deputy Chief of Staff, G–4

Deputy Chief of Staff, G-4

Lt. Gen. Charles R. Hamilton, April 2022–Present

John E. Hall (Acting), February 2022–April 2022

Lt. Gen. Duane A. Gamble, September 2019–April 2022⁸

Assistant Deputy Chief of Staff and Director, Operations and Logistics Readiness

Maj. Gen. Heidi Hoyle, July 2022–Present

Maj. Gen. Charles R. Hamilton, May 2021–April 2022

Director, Resource Management

William D. Smith, 16 January 2022–Present

vacant, 31 January 2021–15 January 2022

Deputy Chief of Staff, G–6

Military Deputy

Maj. Gen. John H. Phillips, August 2022–Present

Maj. Gen. Lawrence F. Thoms, August 2020–July 2022

Director, Program Resource Integration

Maj. Gen. John H. Phillips (Acting), August 2022–Present

Maj. Gen. Lawrence F. Thoms (Acting), August 2020–July 2022

Director, Architecture, Operations, Networks, and Space

Brig. Gen. Jacqueline D. Brown, August 2022–Present

Maj. Gen. Thomas Pugh, August 2020–August 2022

8. From February to April 2022, General Gamble was suspended from duties pending the outcome of an investigation by the Office of the Inspector General. During this period, the assistant deputy chief of staff, G–4, John E. Hall, served as the acting G–4.

Director, Cyber Implementation and Synchronization

Christopher Thomas, 17 July 2022–Present

Nancy Kreidler, August 2020–June 2022

Deputy Chief of Staff, G–8

Director, Force Development

Maj. Gen. Michelle Schmidt, June 2022–Present

Brig. Gen. Michael C. McCurry II, June 2021–June 2022

Deputy Director, Force Development

Christopher P. Manning, 17 July 2022–Present

vacant, 13 February 2022–16 July 2022

Michael Mehrman, February 2020–12 February 2022

Deputy Chief of Staff, G–9

Deputy Chief of Staff

Lt. Gen. Kevin Vereen, September 2022–Present

Daniel Klippstein (Acting), August 2022–September 2022

Lt. Gen. Jason T. Evans, September 2019–July 2022

Director, Information and Technology

Douglas Babb, August 2022–Present

Christopher Thomas, January 2019–16 July 2022

Chief of Engineers

Deputy Chief of Engineers

Maj. Gen. Richard J. Heitkamp, July 2022–Present

Maj. Gen. Jeffrey L. Milhorn, August 2020–July 2022

Provost Marshal General

Deputy Provost Marshal General

Col. Shannon M. Lucas, June 2022–Present

Col. Sarah Albrycht, October 2021–June 2022

Abbreviations

AAFES	Army and Air Force Exchange Service
ACCA	Army Court of Criminal Appeals
AFC	U.S. Army Futures Command
ARNG	Army National Guard
ASA (ALT)	assistant secretary of the Army (acquisition, logistics, and technology)
BCT	brigade combat team
CID	Criminal Investigation Division
COVID-19	coronavirus disease 2019
DHA	Defense Health Agency
DoD	Department of Defense
FM	field manual
FY	fiscal year
HIMARS	high-mobility artillery rocket system
HQDA	Headquarters, Department of the Army
IVAS	Integrated Visual Augmentation System
MEDCOM	U.S. Army Medical Command
MWR	morale, welfare, and recreation
NATO	North Atlantic Treaty Organization
NCO	noncommissioned officer
PFAS	per- and polyfluoroalkyl substances
RA	Regular Army
RCI	Residential Communities Initiative
ReARMM	Regionally Aligned Readiness and Modernization Model
SHARP	Sexual Harassment/Assault Response and Prevention
SOPDO	senior official performing the duties of
USAR	U.S. Army Reserve
USARC	U.S. Army Reserve Command

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