

# **The U.S. Army Human Dimension Concept Executive Summary**

## **Introduction**

The Human Dimension (HD) is defined as the cognitive, physical, and social (CPS) components of Soldier, Army Civilian, leader, and organizational development and performance essential to raise, prepare, and employ the Army in unified land operations. Given the future complex operational environment and current domestic trends, the concept asserts that the Army must assess, integrate, and synchronize its training and education, science and technology, medical, and personnel policies, programs, and initiatives so that future forces can realize the required enhanced capabilities in the CPS components.

## **The Future Operational Environment**

Previous generations of Soldiers fought (or prepared to fight) pitched battles with enemy forces that had known weapons, equipment, and doctrine. Recent adversaries, however, have included non-state as well as state actors. These adversaries avoided decisive engagement over an extended period of conflict. They exploited the advantages of operating among the people and hiding in complex terrain to negate much of the U.S. Army's conventional combat capability overmatch. As a result, the defeat mechanism—the method through which friendly forces accomplish their mission against enemy opposition—was often unclear. Additionally, future theaters of operation will likely contain more area and population than U.S. forces can adequately control, forcing Army leaders to make distinct choices about if, where, and how to use force (or threaten to use force) to win the clash of wills. Such situations may require greater dispersion across the battlefield, which can create psychological challenges, including feelings of isolation and a degradation of the will to fight. Additionally, the population the Army must operate among includes more than the indigenous civilians, who pose a challenge in themselves. The Army will therefore need each deployed Soldier and Army Civilian to interact with these actors in a manner which coherently leads to mission success and the achievement of national security objectives.

Domestically, the Army faces different challenges. Projections are for the Army to have significantly reduced budgets and end strength, with an increased percentage of the budget devoted to personnel costs. Yet the Army is the principal contributor to landpower to defend the U.S., shape the operational environment, deter enemies, and fight and win the Nation's wars. Furthermore, an estimated 75% of the U.S. youth population (age 17-24) is ineligible for military service based on today's standards. Many potential recruits lack basic skills in math, reading, and writing, despite having a high school diploma. Additionally, youth obesity rates have skyrocketed and participation in athletics has declined. The Army will therefore have a more difficult time finding and recruiting quality Soldiers and Civilians in the quantity desired.

## **Military Problem and the Central Idea**

Faced with a complex future, changing fiscal realities, and continuous engagement across the range of unified land operations, the Army will require enhanced capabilities in the CPS components of the human dimension. The Army recognizes that the American Soldier remains the most discriminately lethal force on the battlefield. In light of the future operational challenges, the Army must invest significantly in the human dimension. This investment requires a unifying, holistic vision: maximized individual and team performance through identification, development, and optimal integration of human capabilities.

To address the military problem and realize this unifying, holistic vision, the Army must assess, integrate, and synchronize its training and education, science and technology, medical, and personnel policies, programs, and initiatives. A comprehensive assessment of human capital programs includes current and programmed solutions as well as future initiatives in the CPS components of the human dimension. The intent is to ensure these programs are, or will be, ethical, effective, and efficient in meeting the Army's challenges in the future.

## **Components of the Solution: Cognitive, Physical, and Social**

The *cognitive* component refers to the mental activity pertaining to the act or processes of perception, memory, judgment, and reasoning. A learner-focused approach (encompassing training, education, and experience) that supports the Army's need for integrated, continuous development of learners will better meet the demands of the future. The Army will build on the current, learner-centric Army Learning Model and its continuously adaptive learning approach as described in TRADOC Pamphlet 525-8-2, C1, *The U.S. Army Learning Concept for 2015*. The future career-long continuum integrates unit training, military education, self-development, and experience into a holistic learning program that synchronizes with Army talent management.

The *physical* component centers on optimizing physical fitness for Soldiers, Civilians, and units. To optimize performance requires a holistic approach based on all aspects of human performance. Holistic health and fitness is an approach that incorporates both the traditional aspects of physical fitness, such as aerobic capacity, strength, endurance, flexibility, and coordination, while also attending to the nutritional, psychological, and sports medicine contributions for optimal physical performance. Such a holistic approach considers the whole human and the social, moral, cognitive, and family aspects that affect physical performance.

The *social* component addresses how Soldiers and Army Civilians interact with and are influenced by others' beliefs, behaviors, feelings, and interpersonal interactions. Social fitness consists of individual well-being through self-discipline, developing and maintaining trusted, valued relationships, and fostering good communication with others. It also includes socio-cultural awareness and adaptability. Most importantly, the social component includes all aspects of Army Ethics and Values, emphasizing how the Army must continuously develop competence, character, and commitment in Soldiers and Army Civilians.

## **Conclusion**

The future will demand that future Army Professionals (Soldiers and Army Civilians) be comfortable with uncertainty, be able to adapt quickly to fast-paced events, and possess emotional maturity and professional judgment in decisionmaking. Domestic trends indicate reduced end strength for the Army and a smaller budget, but no reduction in the expectation for the Army to continue to be the principal contributor to landpower in support of U.S. national security interests. Additionally, the Army will face challenges in identifying and recruiting quality Soldiers and Army Civilians in the quantity needed. Faced with these realities, the Army will require enhanced capabilities in the cognitive, physical, and social components of the human dimension. Increased and focused investment in the human dimension is guided by the vision of maximizing individual and team performance through identification, development, and optimal integration of human capabilities. In order to realize this vision, the Army must assess, integrate, and synchronize its training and education, S&T, medical, and personnel policies, programs, and initiatives. The intent is to ensure that these efforts are ethical, effective, and efficient in meeting the Army's present and future challenges. Trained, ready, and resilient Soldiers and Army Civilians, led by exceptional men and women of character, are the Army's greatest competitive advantage.