

STATEMENT BY

**GENERAL ERIC K. SHINSEKI
CHIEF OF STAFF
UNITED STATES ARMY**

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Mr. Chairman and distinguished members of the Subcommittee, thank you for this opportunity to report to you today on the United States Army's Vision and its plan to transform itself into a force that is strategically responsive and dominant across the spectrum of operations.

The support of the Administration and Congress has helped immensely over the past months, charting a new direction for the Armed Forces and for The Army, in particular. The fiscal year 1999 (FY1999) budget reversed a thirteen-year trend of declining Army buying power. And the support for increasing compensation and fixing military retirement in the FY2000 defense legislation sent a strong message to our soldiers and their families that their service is appreciated. In combination with the hard work of noncommissioned officers (NCOs) and officers across The Army, your support contributed to making FY1999 one of the most successful years ever for Army retention.

But there is much work yet to be done. The number and scope of missions that The Army must perform has grown significantly since the end of the Cold War. The Army must minimize the vulnerabilities associated with frequent contingencies, long-term commitments, and global power projection. It must train soldiers and grow leaders to adapt readily to conditions across the spectrum of military operations and build organizations capable of attaining dominance at every point on that spectrum. The new Army Vision charts a course to better align the capabilities of the Army with the challenges it is likely to face in the years ahead. The Army has already begun to help itself, but we will need your sustained assistance to achieve our goals.

I want to talk to you today about The Army's Vision for the future. In my testimony today, I will describe the magnificent work The Army has done in recent months and identify the challenges we still face. I will then discuss The Army Vision under three broad themes—People, Readiness, and Transformation—and request your continued support as we work together to keep The Army, Soldiers on Point for the Nation, persuasive in peace and invincible in war.

Secretary Caldera and I unveiled The Army Vision here in Washington last October at the annual convention of the Association of the United States Army. This Vision is not just an investment in future readiness, but an investment in American security in broadest sense.

Our Vision addresses three things: people, readiness, and transformation. Let me touch on the first two briefly before turning to my main topic today, which is transformation.

People

The Army is people, and the soldier remains the centerpiece of our formation. It is the soldier who enables America to meet its leadership responsibilities worldwide. Soldiers are our investment in America. Soldiers in our formations, from all components, are deploying overseas and showing America how real that investment is.

We are also about leadership - - it is our stock in trade. Every day in The Army is an immersion experience in leadership. Some of the finest leaders in our country, military and civilian, public sector and private, learned what they know about leadership in our ranks.

The Army remains a values-based institution, where loyalty, duty, respect, selfless service, honor, integrity, and personal courage are the cornerstones of all that we do.

American soldiers are busy and engaged around the world. As many of you who have visited them have seen, almost 5,500 American soldiers of Task Force Falcon remain in Kosovo, with another 670 in Macedonia, ten months after the air campaign ended and refugees began returning home. Soldiers of the 49th Armored Division, Texas Army National Guard, and the 3rd Armored Cavalry Regiment from Fort Carson, Colorado are about to assume the Task Force Eagle mission in Bosnia, four years after the Dayton Peace Accords were signed. Nine years after the Gulf War ended, we routinely deploy battalion task forces on extended exercises in Kuwait and Saudi Arabia, with hundreds more soldiers permanently stationed there. Eighteen years into the Sinai mission, the 1st Battalion, 5th Infantry from Fort Campbell, Kentucky recently became the 38th Multinational Force and Observers unit in that rotation. And we will soon mark the 50th anniversary of the beginning of the war in Korea, where the Eighth

U.S. Army and 2d Infantry Division still remain on point for the Nation in that most dangerous theater. The Army's job is to fight and win the Nation's wars. But, our soldiers also maintain the peace - - robust, ready, disciplined forces deployed around the world, and often long after the shooting has stopped.

At the end of the day, I'll still be talking to you about the American soldier and how well we have done at equipping him or caring for her and their families. In taking care of our people last year we focused on pay and retirement. This year we must build on that successful effort by focusing on health care and the well-being of soldiers and their families.

Readiness.

The Army has a non-negotiable contract with the American people to fight and win our Nation's wars. Warfighting is job #1. But in addition to the requirement to be trained and ready for the warfight, The Army is globally engaged, heavily committed to meeting the daily requirements of the National Security Strategy (NSS) and National Military Strategy (NMS). On any given day, more than 140,000 Army personnel are forward stationed or deployed around the world. Soldiers and civilians stationed in the United States perform other critical roles, from keeping warfighting organizations ready for worldwide employment today to building the tools necessary to maintain readiness tomorrow.

The Army is the force the Nation relies on most heavily to perform the full spectrum of military operations. Since 1989, the average frequency of Army contingency deployments has increased from one every four years to one every fourteen weeks. Some of these operations have been brief; others have evolved into ongoing commitments for our forces. While executing these missions, The Army has remained ready at all times to meet the warfighting requirements of the NMS: to fight and win two nearly simultaneous major theater wars (MTWs). We are able today to meet the requirements of the NMS, but there is moderate risk associated with fighting the first MTW and higher levels of risk associated with the second MTW. In this context, risk does not mean that U.S. Forces would not prevail; however, achieving our objectives could require a larger expenditure of our national treasure.

As Chief of Staff, Army, I provide forces to the unified combatant commands. Indeed, it could be said that I work for the geographical commanders-in-chief, CINCs. When North Korean fishing boats are bumping into South Korean naval vessels, Tom Schwartz gives me a call. When Saddam rattles his saber, Tony Zinni expects The Army, on short notice, to provide robust, ready, disciplined formations with which he can fight and win a major theater war in his region. On days when concerns about a warfight are not quite so nagging, Charlie Wilhelm, Denny Blair, and Wes Clark expect Army forces to engage in partnership exercises and military-to-military contacts within their assigned areas of responsibility. Those two demands - - on-call warfighting readiness and day-to-day engagement and leadership abroad - - are in tension with each other; doing one well detracts from the other. To do both well requires a fully ready, C-1 kind of Army - - in our readiness parlance. And we have traditionally been a C-1 Army, but we are not fully C-1 today. Our soldiers are working hard to be that C-1 Army, and the measures we have implemented with the Army Transformation, such as increasing the manning of our warfighting organizations, will help those efforts. With the help of the Administration and Congress, the momentum we started last year to improve our readiness condition was important. That momentum needs to continue, and with your continued support and vigilance, it will.

As I told members of the House Armed Services Committee on February 10, as smaller-scale contingencies become long-term national commitments, The Army, like our sister services, becomes more and more of a rotational force. Our “carrier groups,” the USS Korea, the USS Bosnia, and the USS Kosovo, are likewise teaching us the “rule of threes”: for every formation on the ground, another is returning and recovering from the mission and a third is preparing to go.

Four Rules of Thumb

Now, allow me to address the third part of The Army Vision, probably the most talked about aspect of vision, the Transformation.

To begin, it is necessary to talk about the complex business of warfighting. The history of the military art, the principles of war, the tenets of AirLand Battle, and tactics, techniques, and procedures all boil down to four rules of thumb that are applicable at every level of war:

- We want to initiate combat on our own terms - - at a time and place and with a method of our choosing.
- We want to gain the initiative and never surrender it.
- We want to build momentum quickly.
- And we want to win decisively.

But military forces that would achieve those conditions must beware of the transitions in war that can sap operational momentum- -transitions from peacekeeping to warfighting, from the defensive to the offensive, from the sea to the beachhead. Negotiating those transitions is key to fighting within those four rules of thumb.

Military forces that can do so provide strategic flexibility to the national command authority, which must have flexibility in a crisis. The Army has historically provided those capabilities to its formations. For forty-five years of the Cold War, we followed those principles in preparing for war in central Europe against a formidable enemy - - with well-trained and properly equipped forces, prepositioned equipment for follow-on troops, and infrastructure to support those formations. In Southwest Asia, we were fortunate during Desert Storm that our enemy afforded us a six-month delay that allowed repositioning that Cold War force and re-equipping it for a decisive win. A scenario absent that pause might have had other outcomes. And our adversaries have learned those lessons as well. In today's strategic environment, we must possess force characteristics that enable us to initiate combat on our terms, to retain the initiative, to build momentum quickly, and to win decisively. The Army must transform in order to develop and field a force that possesses these characteristics more fully today and into the future.

Transformation

That is why the third piece of The Army Vision addressed Transformation.

The Army Vision is "Soldiers on point for the Nation...Persuasive in Peace, Invincible in War." The Vision's goal is to ensure that The Army fulfills its Title 10 responsibilities, continuously meeting the requirements of the NMS. To do this will require The Army to transform itself into a full spectrum force capable of dominating at every point on the spectrum of operations. At present, in some instances, we face strategic deployment challenges that inhibit our ability to negotiate rapidly the transitions

from peacetime operations in one part of the world to small-scale contingencies or warfights in another. We must provide more flexibility. We have heavy forces that have no peer in the world, but they are challenged to deploy rapidly. The Army has the world's finest light infantry, but it lacks adequate lethality, survivability, and mobility once in theater in some scenarios. We must change. The Army's Transformation Strategy will result in an Objective Force that is more responsive, deployable, agile, versatile, lethal, survivable, and sustainable than the present force. Thus, The Army has determined to transform itself to gain strategic flexibility and to become strategically dominant at every point on the spectrum of operations.

A force with these characteristics will have the ability to place a combat capable brigade anywhere in the world, regardless of ports or airfields, in 96 hours. It will put a division on the ground in 120 hours. And it will put 5 divisions in theater in 30 days.

These are operational imperatives, and to accomplish them, we have embarked on a search for technologies that will give us answers in about 3 years that we use to design a future objective force 8-10 years down the road. Candidly, we don't have all the answers today; but we are asking the right technological questions, and we will go where the answers are. The army has moved out.

[See attached Transformation Arrow Chart]

The Transformation Strategy

Throughout this transformation The Army must maintain its non-negotiable contract with the American people to fight and win the Nation's wars. Thus, implementing these profound changes will require careful planning, sustained support, and periodic reassessments and adjustments. A Transformation Campaign Plan will enable The Army to complete its evolution into the Objective Force while remaining trained and ready to meet NMS requirements at all times. The strategy synchronizes the transformation by establishing intermediate objectives and conditions that must be met before implementing subsequent changes. Changes to the operational forces will be the most visible aspects of the strategy. Less obvious will be the simultaneous transformation of the Institutional Army, along with The Army's concepts and doctrine, which will be essential to developing and sustaining the requisite capabilities of the

Objective Force. In general, The Army's transformation strategy will go forward along three major paths, as depicted on the attached chart: the Legacy Force, the Interim Force, and the Objective Force.

Interim Force

The Army will begin fielding a Brigade Combat Team (BCT) at Fort Lewis, Washington this fiscal year. This initial BCT, the first step toward the Interim Force, will accomplish two goals. First, it will give The Army an enhanced capability for operational deployment to meet worldwide requirements. Second, the initial BCT will validate an organizational and operational model for Interim Force. Based on this validation, The Army will field the Interim Force. As a follow-on to the initial BCT, we have set aside funding for an additional Interim BCT each fiscal year through the Five Year Defense Plan (FYDP). These Interim BCTs - including the Reserve Components- will employ an Interim Armored Vehicle (IAV)- a yet-to-be-selected, off-the-shelf system that The Army will begin procuring in FY2000. With the IAV and a new operational and organizational structure, the Interim Force will possess some Objective Force characteristics, those that are available within the constraints of current and emerging technology. The Interim Force will allow us to respond to the immediate operational requirements that currently challenge us. It will allow us to train soldiers and grow leaders in the doctrine and organization of these new formations. These Interim Brigades will be the vanguard of the future Objective Force.

Legacy Force

As we do this, we must sustain portions of The Army as we know it today- a legacy force- to guarantee our warfighting readiness in the event that an adversary miscalculates. We will recapitalize selected formations - from the active and reserve components - of key armored and aviation systems, as well as enhance light force lethality and survivability. We will continue to insert digital technologies, with advanced systems such as Crusader and Comanche. Thus, the Legacy Force will maintain the capabilities we currently have and add others that are soon becoming available. We cannot neglect our ability to meet our non-negotiable contract as The Army begins its transformation, and continues to transform over the decades to come.

Institutional Army

Not shown on the chart is the transformation of the Institutional Army, which will begin immediately. This transformation will address the systems, organizations, and processes by which the Institutional Army supports training, leader development, infrastructure management, sustainment, combat and materiel development, and well-being. The transformation of the Institutional Army is essential to sustain readiness while developing and fielding the Objective Force.

Interim Capability

Taken together, the Interim Force, the Legacy Force, and the transforming Institutional Army will give us interim capabilities, more advanced than today's Army, especially in terms of greater responsiveness, agility, versatility, and deployability. These interim capabilities will enhance readiness as well as allowing us to develop doctrine, training, and organizational structures for the Objective Force.

Objective Force

The critical path of the Transformation leads to the Objective Force. Today, the science and technology community is working hard to develop answers to questions we have asked. How do we reduce armored volume in combat vehicles while increasing survivability? How do we increase deployability without sacrificing survivability and lethality? How do we reduce in-theater support needs, and thereby reduce strategic lift requirements? These and other questions guide a major science and technology (S&T) effort to develop technologies that will give the Objective Force its desired characteristics—responsiveness, agility, versatility, deployability, lethality, survivability, and sustainability. The President's Budget calls for \$1.3 billion in FY2001 for this endeavor. \$500 million of that will focus on developing future combat systems technologies. Our challenge to the science and technology community is to come back with a comprehensive set of technological recommendations and R&D plans by 2003. On that basis, The Army will make technology readiness decisions, and we anticipate eight to ten years of development before the new technologies are produced. When the technologies are mature and when the production lines are ready, we will begin to field

the Objective Force in unit sets. Organizations will field complete suites of new equipment, thoroughly integrated systems; the whole designed to give us all of the capabilities outlined in The Army Vision. Transformation to the Objective Force will encompass the entire Army. The Legacy Force will transform directly to the Objective Force, and the Interim Force will follow. Over the course of ten to fifteen years The Army will transform itself into the Objective Force.

The budget request provides sufficient funds to support continuation of The Army's transformation in FY2001. Since the announcement of the Vision in October 1999, The Army has worked closely with OSD to resource this requirement. We have restructured the FY2001 budget to fund the Transformation. The \$100 million provided by Congress to assist with our initial efforts is greatly appreciated. It provides The Army with important flexibility as we move forward with this critical endeavor. Fielding the Objective Force while sustaining decisive capabilities will require significant resources throughout this transformation. Given current funding trends, we estimate that The Army has identified funding for approximately half of the additional costs associated with transformation. We will continue to work with the Administration and Congress to request the necessary support.

Historic Opportunity

This is the most significant effort to change The Army in 100 years. Our aim is not a single platform swapout, but a systemic change and full integration of multi-dimensional capabilities - - space, air, sea, land.

Not since the beginning of the last century has such a comprehensive transformation been attempted. Then, the new weaponry - - aircraft, machine guns, rapid-fire artillery, motorized vehicles - - were all being developed and tested in relative isolation. There was no shortage of ideas, but no one was sure what warfare would look like when all the pieces came together. The potential for that transformation failed due to lack of funding and a lack of support outside the Army. When the First World War came, we were not ready. We integrated all those systems into the Army of necessity under the stresses of imminent combat.

Indeed, most opportunities for armies to change are forced by war. The major conflicts of this century - - World War I, World War II, Korea, Vietnam, and even Desert

Storm- -provide myriad examples of military innovation under the pressure of combat. This effort is almost historically unprecedented - - to change in time of peace because we know our condition, we are informed about our future environment, and we know what capabilities we will need.

Our Nation is at peace. Our economy is prosperous. We have strategic perspective and technological potential. This time is a window of historic opportunity that will grow narrower with each passing day.

We can transform today in a time of peace and prosperity. Or we can try to change tomorrow on the eve of the next war, when the window has closed, our perspective has narrowed, and our potential is limited by the press of time and the constraints of resources.

The Army is building support for this Transformation. We have been talking to the defense industry. We know that this Vision entails risk, but it promises great reward for our national security. We need to continue our long tradition of partnership between the Army and Industry.

The Army is transforming. The Army Reserve and Army National Guard are seamlessly integrated in this process, from the development of the Army Vision to the final fielding of the last Objective Force unit.

We're gaining support in Congress. For years, Members of Congress have counseled The Army to change - - we're changing. Now, we need your help, but more than that we need your ideas, your criticism, your energy, and your enthusiasm. We need your approval and fiscal support.

Mr. Chairman and distinguished members of the Committee, your Army is on the move. The Nation can't afford to miss this opportunity. Thank you once again for this opportunity to report to you today on the Transformation of your Army. I look forward to discussing these issues with you.