

STATEMENT BY  
LIEUTENANT GENERAL DAVID D. McKIERNAN  
ARMY DEPUTY CHIEF OF STAFF, G3  
ON THE CURRENT READINESS OF THE ARMED FORCES

Mr. Chairman and distinguished members of the Committee, thank you for this opportunity to report to you on the United States Army's readiness to provide for our Nation's security today and in the future. Our Nation and The Army have a great and common heritage. Throughout our Nation's history, The Army has continually demonstrated that it is America's decisive ground combat force able to perform full spectrum operations anytime, anywhere, under any condition, and as we have recently shown in Afghanistan, against any enemy.

We are a Nation at War. Nowhere has The Army's ability to conduct full spectrum operations been more evident than in Operations Enduring Freedom and Noble Eagle. Today, as I appear before you to discuss Army operations and readiness, Soldiers—active and reserve component—are forward stationed and deployed around the globe, performing magnificently as they fight the war on terrorism and defend our homeland. In the months since the attacks of September 11<sup>th</sup>, Army Special Forces working in conjunction with other special operations forces, our joint partners, and forces of the Northern Alliance, ran Taliban and Al-Qaida forces from power in Afghanistan. Most recently, during Operation Anaconda, Soldiers from the 101<sup>st</sup> Air Assault Division and the 10<sup>th</sup> Mountain Division, along with Afghan forces and air support from our sister services, closed with and destroyed Taliban and Al-Qaida forces in close combat.

At home, our support for Operation Noble Eagle has enhanced the safety and security of millions of Americans. From chemical and biological detection teams working in Washington, DC, to the Corps of Engineer's tremendous efforts at ground zero in New York, to the thousands of Soldiers protecting critical infrastructure and providing peace-of-mind to passengers at America's airports, The Army—active, National Guard, Reserve, and civilians--has been, and will continue to be, present for duty.

Although filled with pride at our ability to serve the Nation, The Army harbors no illusion about the challenges it faces. To help win the global war on terrorism and prepare for future wars and conflicts, The Army must effectively use the resources you provide us to transform. With the continued support of Congress and the Administration, our Soldiers will continue to do their part to help America win the current war, protect the homeland, support our friends and allies, rapidly transform The Army to fight and win future conflicts, and maintain our readiness for the unexpected and unpredictable challenges that lie ahead.

The attacks of 11 September demonstrate that the world remains a very dangerous and unpredictable place. One thing, however, is clear; America and her interests are now and will continue to be under attack from a myriad of threats for the foreseeable future. Moreover, our Soldiers will continue to be involved in smaller-scale contingencies around the globe, but will never be far removed from the potential for large-scale conventional combat operations.

Recent operations at home and abroad reaffirm with absolute clarity and certainty the enduring value of ground forces. Specifically, the

value of Soldiers, operating in a joint and usually combined environment, capable of creating an imposing physical and materiel presence, ready to search a cave or destroy an armor column, willing to guard an outpost or provide humanitarian assistance, has never been more apparent than it is today. To ensure decisive victory across the spectrum of conflict, our Soldiers must be capable of prompt and sustained land operations against any and all enemies in any and all environments. We are fighting today, and through the transformation of our force we will be prepared to fight on different battlefields against new and different enemies in the future.

#### A NEW ENVIRONMENT

The 2001 Quadrennial Defense Review (QDR) established a new strategic framework for the defense of the Nation that struck a balance between near-term readiness and The Army's ability to transform to meet the requirements of current and future conflicts. The report delineated a balanced assessment of our near-term warfighting needs. It moved away from the need to fight and win in two major theaters of war nearly simultaneously and articulated a new operational concept that gives continued priority to homeland defense, promotes deterrence through forward presence, and asks that we maintain the ability to conduct both smaller-scale contingencies and large scale high-intensity combat operations simultaneously. As The Army works with the Department of Defense and the other services to further define the emerging requirements outlined in the 2001 QDR, we anticipate that some elements of current operations will become part of our new posture and emerge as additional force structure requirements for which we may need more

resources. We expect that other elements, such as airport security and support to the Border Patrol, Immigration and Naturalization Service, and Customs Agency will eventually conclude.

As we have demonstrated previously in Panama, the Gulf, Haiti, Bosnia, and Kosovo, and more recently in Afghanistan, Soldiers can defeat enemy armies, seize and control terrain, and control populations and resources with minimal collateral casualties and damage. They can operate across the spectrum of military operations, from full-scale conventional conflicts to asymmetric conditions, from fighting terrorists to setting the conditions for humanitarian assistance. In an era of precision weapons, nothing is more precise and discriminating than the U.S. Army Soldier.

It is important to note that wherever The Army goes, it usually stays. Theater support to regional Commanders-in-Chief, major combat operations, smaller-scale contingencies, and post-hostilities activities all take their toll. The U.S. Army has been in Europe for almost 58 years, in Korea for 52 years, in the Sinai for 19 years, in the Persian Gulf for 12 years, in Bosnia for 6 years, and in Kosovo for nearly 3 years. Despite ten years of downsizing, that saw a 33 percent reduction in military personnel including the loss of 37 percent of the active duty force and a 44 percent decrease in civilian personnel, The Army has accomplished all missions to the highest standards. Even before September 11, 2001, we were doing more with less, and the strain on the force was real. Since then, our mission profile has grown. Thankfully, our Soldiers, imbued with an ethos of service to the Nation, continue to give us more in operational readiness than we have resourced.

The Army has plans to alleviate some of this strain as we continue to prosecute the war on terrorism at home and abroad. To address the disparity between our mission profile and our resources, we will grow our end strength by no more than a modest one to two percent this year. This number, something approaching 4,000 to 5,000, is well within Congressional authorizations.

#### SOLDIERS—ON POINT FOR THE NATION.

Around the world, Army Soldiers reassure our allies, build trust and confidence, restore and promote regional stability, encourage democratic reforms, and deter conflict. Operating as part of a joint military team, The Army provides our leaders and commanders with a wide range of capabilities. Our core competency of deliberate and crisis action planning, that begins with the five paragraph field order we teach to junior officers and non-commissioned officers and culminates with the theater campaign planning process we teach our senior leaders, provides the Army, various CINCs, and the Joint Staff with a nearly unique ability to match warfighting resources to objectives. Our unparalleled theater-opening capability sets the conditions for the rest of the joint force to follow and provides theater-level support to the commander. In the conflict in Afghanistan, Army expertise in long-range communications and theater logistics, as well as force protection for airfields and other assets, established the proper foundation upon which to build our joint forces. Ultimately, The Army, with both conventional and unconventional capabilities, closed with and destroyed a very determined enemy. It is important to remember that neither weather, altitude, nor terrain dissuades those capabilities that The Army brings to the fight. As we have seen in today's conflict, we cannot

win without the human dimension on the battlefield. Be it gathering intelligence, challenging an adversary's ability to hide, protecting innocent civilians, searching a cave, or battling the enemy, it is the inherent flexibility of the Soldier on the ground that provides commanders the ability to decisively defeat our foes. During combat operations, the American Soldier remains the ultimate arbiter of victory.

#### ON DUTY AROUND THE GLOBE

Today, The Army—active, ARNG, and USAR—has over 124,000 Soldiers and 38,000 civilians forward stationed in 110 countries around the world. On any given day last year, over 27,500 Soldiers were deployed to 60 countries for operations and training missions. Currently, as the war on terrorism expands, there are more than 58,000 Soldiers deployed around the globe serving America's interests.

#### OPERATION ENDURING FREEDOM

The Army fully embraces its role in the Global War on Terrorism. As part of Operation Enduring Freedom, there are over 16,000 Soldiers deployed to the CENTCOM AOR from Egypt to Pakistan, Kenya to Kazakhstan, including nearly 5,000 in Afghanistan. These conventional and special operations Soldiers from all three components—active, Army National Guard, and the Army Reserve, are conducting a myriad of critical tasks. From advising local tribal leaders to designating targets, from securing airfields to providing logistics, from calling in fire to flying transport helicopters at night under adverse conditions to climbing mountains to attack enemy positions and providing close air support with Apache helicopters time and time again while under heavy fire, our Soldiers,

fighting alongside members of the other services and our allies, have seized the initiative, met every challenge head on, and vanquished every foe.

Similarly, in the Philippines, Army forces have joined with other joint forces in advising the Armed Forces of the Philippines (AFP) on their efforts to root-out terrorism in their country. In addition to logistical support elements, Army Special Operations Forces are working alongside special operators from other services in their work with the AFP. Due to our unique training program that aligns regional expertise with training and warfighting skills, our Special Forces are particularly well positioned to support JTF-510 and, in fact, make up over a third of that joint force.

#### OPERATION NOBLE EAGLE

At home, in addition to the nearly 12,000 Reserve Component personnel that are supporting Operation Enduring Freedom, the Army is providing 25,000 Soldiers to support Operation Noble Eagle, the war on terrorism in the United States. The vast majority of those Soldiers are also from the Reserve Component. A great many of those Soldiers are guarding critical elements of our Nation's infrastructure—power plants, dams, tunnels, bridges, water sources, command and control facilities, and even the Capitol building. Perhaps most noticeable and familiar are the 6,500 Soldiers providing security and assisting local officials at 441 airports across the country.

Not counted in that number are the 4,000 Soldiers that provided force protection, explosive ordnance expertise, personnel and equipment screening, and helicopter support to the Winter Olympics. Soldiers are still

in Utah providing similar support to the Paralympic Games. Soldiers ensured that this National Security Special Event (NSSE)—like the Super Bowl and many others before it—occurred without incident.

Most recently, the Army has provided over 1500 Soldiers to the Border Patrol, Immigration and Naturalization Service, and Customs Service to assist them in their duties in 13 Border States. Less noticeable, but no less important are the other smaller groups of Soldiers and civilians, many with specialized expertise, that provided linguistics support, chemical and biological forensics analysis, HAZMAT training and assistance, biological detection capability, weapons of mass destruction civil support team training for 26 teams in 25 states, and technical escort services to several key facilities including the Capitol Complex.

#### ARMY READINESS

The Army has demonstrated its high state of readiness. This is largely due to the sustained support from the Nation, Congress, and the Administration. We have a non-negotiable contract with you and the American people to fight and win our Nation's wars -- decisively. As our mission profile expands, we will require your strong support to ensure our continued readiness and ability to meet the terms of that contract. The FY03 budget request supports our readiness and provides funding to maintain our current facilities at an acceptable level. FY03 funding improves on FY02 levels in terms of maintaining a stable training base to develop quality leaders and Soldiers. The Army has funded its top priorities. Resources have been aligned to ensure our forces are trained, equipped, and ready to fight. In addition, funding is provided to enhance unit training and deployability, another positive element of overall

readiness. Finally, while this budget advances the Army's campaign plan to transform the force for the future, concerns remain in some areas, including recapitalization, depot level maintenance, munitions, Active and Reserve Component manning, acceleration of Transformation, and destruction of our chemical stockpiles.

#### IMPACT OF CURRENT OPERATIONS.

Our current operations in Afghanistan and elsewhere have provided The Army with several lessons. The first lesson is that our training program works and we must continue to fund training and training resources, to include the expansion of our range capacity. The Army OPTEMPO budget is a top priority. Although currently funded at approximately 97%, The Army plans to execute a full ground OPTEMPO program of 800 M1 Abrams Tank miles at home station and a complete Flying Hour Program of an average of 14.5 live flying hours per aircrew per month for the Active Component, and nine live aircrew hours for Reserve Components. As the skill of our Apache pilots in battle in Afghanistan attests, the quality of our pilot training program, not to mention the quality of our airframes, is one of the jewels in our crown. We must ensure we continue to train to standard.

We have scheduled ten brigade rotations (nine Active Component and one Army National Guard) through the National Training Center at Fort Irwin, California, and ten brigade rotations (nine Active Component and one Army National Guard) through the Joint Readiness Training Center at Fort Polk, Louisiana. The Battle Command Training Program headquartered at Fort Leavenworth, Kansas, will conduct two corps Warfighter exercises and train six division command and staff groups, an

increase of one divisional staff training exercise in FY03. Additionally, funding for training enabler support has been increased 20 percent from FY02 levels.

Tough, demanding training supported by an infrastructure that allows us to train, sustain, and deploy is essential to readiness. History has shown that the higher the quality of training, the better the leaders and warfighters we produce. We must fully modernize training ranges, combat training centers, and training aids, devices, simulators, and simulations to provide adequate and challenging training. In addition to live field training, The Army has funded the integration of virtual and constructive training capabilities. Yet, despite all the advantages of virtual and constructive training we expect to gain, there is no substitute for training in the field. As the quality of our forces, our equipment, and our network-centric command and control operations continue to advance our forces will operate with ever-greater dispersion. Maintaining sufficient maneuver areas for training these extended formations will become even more critical. Those areas are increasingly being encroached upon, intensifying environmental constraints and operational limitations that place unnecessary limits on testing and training facilities. The Army is one of the best stewards of the environment. To improve on our stewardship, we are implementing a sustainable program that integrates operational needs, land management, explosives safety, and environmental concerns into the lifecycle management of our ranges.

The second lesson from Operations Enduring Freedom and Noble Eagle is that we have outstanding Reserve Component forces, but our mobilization of those forces is still cumbersome and takes too long despite

advances since Operation Desert Storm. Our goal is to rapidly transition Soldiers to active duty while ensuring that they have sufficient time to prepare at home station for extended absences. Adequate Full-Time Manning and Military Occupational Skill (MOS) qualified Reserve Component Soldiers are key to setting the right pre-mobilization conditions.

The third lesson, and one we have learned before, is that our forces are ready to fight when they arrive, but we must continue to work with the Air Force and Navy as well as the Joint Staff and USTRANSCOM to ensure that they arrive in theater faster. The Army fully supports continued purchase of C-17 aircraft and Fast Sealift to ensure the Joint Force can get us to where the Nation needs us, when it needs us.

The fourth lesson is that the war in Afghanistan reinforces The Army's transformation efforts and demonstrates a clear need to accelerate both the fielding of the Interim Brigade Combat Teams and the Objective Force. These capabilities are needed on today's battlefield and would have had a significant impact on the conduct of the battles fought to date. Fielding the lighter and more lethal IBCT and Objective Force also reduces the requirement for lift.

The extent, duration, and variety of current and potential future operations, however, have presented us with some challenges. As necessary and beneficial as it is to have Soldiers on the ground creating a presence and furthering the Nation's interests in a variety of combat and non-combat operations, there comes a point where the force is stretched

beyond what seems prudent. The Secretary of Defense is examining the Nation's role on the multinational observer force in the Sinai. We support his efforts, but will stand our post until properly relieved.

Others have questioned why American ground forces remain in the Balkans. Perhaps at some point, it will be prudent to turn that mission over completely to our European friends and allies. However, today and for the foreseeable future, it is the American flag and the presence of American Soldiers that in large measure brings stability to the region. Moreover, those same forces are performing several critical tasks in support of our global war on terrorism. Specifically, they are conducting surveillance and collecting intelligence on suspected terrorists who are known to be active in the area and when directed are supporting the interdiction and arrest of these individuals. To withdraw completely and immediately would not only risk a return to instability, but also significantly reduce our counter-terrorism efforts.

Finally, The Army does not think short term. As this century has shown, The Army not only wins wars, but it also bears the preponderance of the responsibility for post-hostility operations. We fully anticipate that beyond the destruction or surrender of our enemies, The Army will be present to conduct a series of post-hostilities and non-combat operations that solidify the hard-fought gains of battle.

Another area in which the extent, duration, and variety of operations may pose a challenge is the service and support of our combat forces. The likelihood for multiple, non-linear, distributed, and possibly overlapping operations around the globe has the potential to further

exacerbate existing shortfalls in our combat service support forces. With seventy percent of our combat service support coming from a Reserve Component that is already beginning to feel the strain of supporting the war on terrorism, it may be necessary to develop a way to bridge the gap. Additional support for Full Time Manning, enhanced recruiting and retention, and purchase of necessary equipment and repair parts would help to improve readiness in those units.

The Army is ready, and one element of readiness we have been working hard to improve is our reporting system. Our current system is based on lagging indicators, and while satisfactory, it does not provide senior leaders with the ability to influence readiness in a proactive manner. Our new Strategic Readiness System (SRS) will leverage information available through existing reporting systems while providing a more objective, scalable, and timely measure of the Army across all its domains (operating force, institutional force, and infrastructure). Initial prototyping was completed last year, and we are currently finalizing our measures of merit with field testing and initial integration at selected installations scheduled for this year.

## TRANSFORMATION

Transformation is about changing the way the Army thinks, trains, and fights in order to win the Nation's wars in a dominating and decisive manner. It is inextricably linked to the readiness of our forces. The emerging character of 21<sup>st</sup> Century warfare clearly highlights the need for Army Transformation; the strategic environment demands that we accelerate it. The goal of Transformation is to See First, Understand First, Act First, and Finish Decisively by leveraging technology to gain greater

situational awareness of the battlefield than our opponents. With superior awareness, Soldiers and leaders can Understand First and devise appropriate strategies for dealing with the enemy. Through the advent of information dominance and network-centric operations, the Army will Act First to seize and retain the initiative, attacking the enemy where he is weak while protecting our vulnerabilities, and using rapid maneuver and precision fires to defeat our adversaries decisively.

Military institutions are often criticized for looking backward and preparing for the last war instead of looking forward and preparing for new and emerging dangers. With The Army's Transformation, nothing could be further from the truth. Our Transformation is based on a decade's worth of self-study and examination that began in the early 1990s with simulation studies at our battle labs that were field-tested in Advanced Warfighting Experiments at Fort Hood, Texas as well as at the National Training and the Joint Readiness Training Centers.

To understand Transformation is to understand that The Army is undertaking a holistic and monumental change while simultaneously never wavering from its mission to be ready to fight and win the Nation's wars. We are changing our doctrine, training, leader development, organization, materiel, and soldier systems across the active component, the Army National Guard, and the Army Reserve. Transformation will result in a different Army, not just a modernized version of the army that won the *last* war. Combining the best characteristics of each element in our current force, the transformed Army will possess the rapid deployment mentality and toughness of our light forces, the lethality and speed of our heavy

forces, and the unmatched precision and combat capabilities of our special operations forces. Transformation will field the best, most combat effective, most lethal Soldier and organization in the world.

The Army, like all of our joint partners and the Department of Defense, is a large enterprise. Change on the magnitude envisioned with Army Transformation does not happen quickly, nor is it safe to change everything at once. This is particularly so when The Army and the Nation are fully engaged protecting citizens at home and fighting terrorism on multiple fronts abroad. In order to facilitate change, while simultaneously remaining ready to defend America's interests, The Army designed its Transformation plan with three interrelated elements—the Objective Force, our main effort this decade; the Interim Force, our near-term operational bridge between our existing heavy and light forces; and the Legacy Force, our immediate warfighting capability to ensure the continued safety of the American people and the continued security of American interests.

## THE OBJECTIVE FORCE

The Objective Force breaks the mold. Instead of the linear, sequential operations of the past designed to overpower an enemy with sheer weight and volume, the Objective Force will fight in a distributed, non-contiguous, and network-centric manner oriented on physically and psychologically disorienting, disarming, and decisively defeating any foe in any environment. The speed, stealth, and advanced sensor-to-shooter technology planned for the Comanche helicopter characterize the capabilities necessary for this new form of combat. Reduced platform weight and a smaller logistical footprint will permit Objective Force units to

deploy more rapidly than today's Legacy Force. Able to conduct vertical maneuver and execute anti-access operations, these forces will descend upon multiple enemy points of vulnerability and through superior situational awareness, identify and attack critical enemy capabilities throughout the depth of the battlefield. To ensure we have maximized our opportunity for success in fielding the Objective Force as quickly as possible, The Army invested 97 percent of our FY03 Science and Technology budget toward the design and development of the Objective Force and enabling technologies. We have recently selected our Future Combat System Lead Systems Integrator and with your continued support will begin fielding the Objective Force before the end of the decade.

#### INTERIM FORCE

The Interim Force is The Army's transition force designed to bridge the near-term gap between the capabilities of our heavy and light forces. It blends the best characteristics of our heavy, light, and special operations forces into a medium weight, full spectrum force with increased operational and tactical flexibility. Organized into Interim Brigade Combat Teams (IBCTs), it leverages today's technology with selected Legacy Force capabilities to serve as a link to the Objective Force. A combat ready force, the Interim Force will allow exploration of new concepts relevant to the Objective Force. The Army currently plans to field six of these new, more agile and responsive combat teams. The first two IBCTs are organized at Fort Lewis, Washington and are undergoing extensive training in all environments, including urban and restrictive terrain. The first of these brigades will attain its first incremental warfighting capability—an infantry company—in August 2002 with its full initial operational capability shortly thereafter in May 2003. Follow on fieldings

are planned for Alaska, Louisiana, Hawaii, and Pennsylvania. Moreover, the Department of Defense has asked us to examine stationing an IBCT in Europe. Very soon, the IBCT will be an immensely responsive, highly deployable, and increasingly lethal operational reality ready for combat operations in support of our joint commanders worldwide.

## LEGACY FORCE

The Legacy Force is the guarantor of The Army's immediate warfighting readiness. Through selective recapitalization and modernization, the Legacy Force enables The Army to meet today's challenges, while providing the time and flexibility to complete our Transformation—effectively managing risk without sacrificing readiness. Through our Prioritized Recapitalization Program, The Army has identified and fully funded the refurbishment of 17 systems in selected units. These systems include the AH-64 Apache, UH-60 Black Hawk, and CH-47 Chinook helicopters that were so important during Operation Anaconda; the M1 Abrams tank and M2 Bradley fighting vehicle that dominated the deserts of Iraq a decade ago and that combine the best of shock and firepower today; and the Patriot Advanced Capability-3 missile defense system, a significant upgrade from the system that saved many a soldier in Operation Desert Storm and that is guarding the frontiers of freedom in Korea and Kuwait today.

Modernization of this force links it to the Interim and Objective Forces. The Crusader self-propelled howitzer will solve a current shortfall in fire support and provide our Soldiers the ability to call for the best fire support available anywhere. Additionally, Crusader robotics and other advanced technologies will inform the continued development of the

Objective Force. Although after FY03 The Army will not buy another heavy tank, the modernization of our M1A2SEP tanks and M2A3 Bradley fighting vehicles retains our present ability to defeat any adversary while training Soldiers on the same network-centric situational awareness skills necessary in the Interim Force. Army Aviation modernization will further enhance our current readiness by reducing our helicopter inventory by 25 percent while returning savings in training and logistics that will be used to recapitalize the remainder of the fleet. To support these and other priorities, The Army terminated 18 systems and restructured another 12 in this budget cycle.

#### THE ARMY—PERSUASIVE IN PEACE, INVINCIBLE IN WAR

The Army is trained and ready and wholly dedicated to preserving freedom and defending American interests at home and abroad. As we have done many times over the last two centuries, and are doing today in Afghanistan, the Philippines, the Balkans, the Middle East, and countless other places around the globe, The Army will continue to win the Nation's wars and serve its interests. The United States Army—active, Army National Guard, and Reserve—is the most respected ground combat force in the world. Our current training and readiness programs along with the Army's Transformation will ensure we remain the world's most respected force now and in the future. Today's emerging security requirements, particularly since the attacks of 11 September, have intensified the demands we place on the backs of our young men and women. Defending freedom abroad and securing the homeland, while preparing for potential near-term contingencies has increased the competition for scarce resources and reduced our ability to invest in people, systems, platforms, and research and development. Unless redressed, risks

incurred from this resource shortfall could undermine The Army's ability to adequately satisfy evolving national security requirements. These same requirements call evermore loudly and urgently for an acceleration of the Army's Transformation. No one can predict what the future holds, but what is certain is that our Nation must have the best trained, best led, and best equipped Soldiers on the ground, capable of deploying rapidly at precisely the right time to the right place and with the right support structure to influence conditions and achieve victory as part of the joint military team.

Mr. Chairman and distinguished members of the Committee, thank you for your continued support of The Army, Transformation, and most importantly, our Soldiers. Over two years ago, we joined together and began this effort committed to ensuring that The Army remains dominant today and prepares for combat in the future. The magnitude of what we have accomplished together is staggering. Our actions in Afghanistan and elsewhere have demonstrated with absolute clarity the enduring value of Army ground forces. Your continued support will ensure those forces remain the most valued and most respected in the world. Thank you again for this opportunity to report to you on the readiness of your Army. I look forward to discussing these issues with you.