

RECORD VERSION

OPENING STATEMENT BY

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CHIEF OF STAFF
UNITED STATES ARMY**

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America remains a nation at war. This is a war unlike any other in our history and one we will be fighting for the foreseeable future. While this is not just the “Army’s War,” we acutely feel its burdens.

The Army exists to serve the American people, to protect enduring national interests, and to fulfill national military responsibilities. Our mission is enduring: to provide necessary forces and capabilities to the Combatant Commanders in support of the National Security and Defense Strategies. The Army is charged to provide forces able to conduct prompt, sustained combat on land as well as stability operations. Moreover, the Army is charged to provide logistical and other capabilities to enable other Services to accomplish their missions.

The Army has honorably served the Nation for over 230 years. We continue to do so now with contributions to the Joint team in support of the Combatant Commanders. Of particular note are operations in Iraq, Afghanistan, and other theaters of war, deterring aggression, and securing the homeland. We are doing all this and transforming to meet tomorrow’s challenges.

Of course, while the nature of war has changed, there is a constant -- Soldiers have been and will remain the “Centerpiece” of America’s Army – and they must live America’s values through Army Values and the Warrior’s Ethos.

The Soldiers who are fighting Iraq and Afghanistan are our sons and daughters. They reflect the best America has to offer. They are motivated by an unwavering belief that they will be victorious on the field of battle. Today’s Soldiers symbolize the principle of selfless service.

Like those in generations past who have worn the uniform and borne arms in America's defense, today's Soldiers also recognize the ideal of freedom enshrined in the Constitution. They understand, as few others do, that our Constitution and the liberties it guarantees are worth fighting for. They are ideals each swore to "support and defend." They are ideals to which each promised to "bear true faith and allegiance." They are ideals each thinks worth dying for if necessary.

In fact, by raising their right hand and voluntarily taking the oath of military service, with its obligations and attendant risks, today's Soldiers have proudly answered the call to duty that pierces the air once again.

I am humbled by their sacrifices in service to the Nation.

In addition to the Army's statutory responsibilities under title 10 and the Army's critical role in providing Relevant and Ready Landpower to Combatant Commanders in support of the full range of our global commitments, it is our obligation to the Soldiers fighting this Global War on Terror that focuses our efforts.

Thanks to innovative leaders at all levels of DoD and the continued support of Congress, the Army is able to do the following despite the challenges of war.

- Train and equip Soldiers to serve as warriors and grow adaptive leaders who are highly competent, flexible and able to deal with the 21st century challenges they now confront;
- Attain a quality of life and well-being for our people that matches the quality of the service they provide; and
- Provide infrastructure to enable the force to fulfill its strategic roles by establishing and maintaining the facilities and the information network required to develop, to generate, to train and to sustain the force.

By accomplishing these difficult tasks while engaged in war, the Army is effectively meeting the Combatant Commanders' needs today while simultaneously transforming to meet the Nation's needs tomorrow.

While there is much good news, there are admittedly some areas of concern. It is critical to recognize and acknowledge signals of stress and strain in order to adequately address potential problems. This testimony addresses both our accomplishments and our challenges.

What is important to remember, however, is that the challenges and opportunities are not simply the Army's to face, they are America's -- from the young Americans who answer the call to duty, to the vital financial and moral support of the Congress, the President, the Department of Defense, and the American people as we fight the Global War on Terror. The Army and our Soldiers are dependent on the resources and the continued support of the People to achieve the critical mission we face -- together.

Soldiers as the Army's Centerpiece

This is the first time in our Nation's history that the All-Volunteer Force has been tested during a prolonged war. It has performed exceptionally well because of the high-quality, versatile young Americans who have answered the call to duty.

Maintaining the viability of this force will depend on several factors which focus on Soldiers. No matter how much the tools of warfare improve, it is the Soldier who must exploit these tools to accomplish his mission. Conflict remains a human endeavor.

Reinforcing Army Values and the Warrior Ethos

Our Soldiers are smart, competent and dedicated to defending the Nation. All are guided by Army Values. They commit to live by the ideals contained in The Soldier's Creed which captures the Warrior Ethos and outlines the professional attitudes and beliefs that American Soldiers have lived in 230 years of service to the Nation.

Mental and physical toughness underpin the beliefs embraced in the Soldier's Creed and must be developed within all Soldiers. The Warrior Ethos engenders the refusal to accept failure, the conviction that military service is much more than just another job, and the unfailing commitment to be victorious. It defines who Soldiers are and what Soldiers must do, is derived from Army Values, and reinforces a personal commitment to service.

Soldiers join the Army to serve. Our Soldiers know that their service is required to secure our Nation's freedoms. However, it is critical that we continue to extol and reinforce these values and the Warrior Ethos in all we say and do in order to sustain the Army's culture of service in a challenging and dangerous wartime environment.

Training Soldiers and Growing Adaptive Leaders

To meet current wartime requirements in light of recent lessons learned and to prepare Army leaders and Soldiers for the future, the Army relies heavily on both training and education.

The biggest recent change is in our initial military training where all Soldiers are now receiving substantially more marksmanship training, hand-to-hand combat instruction, an increased emphasis on physical fitness, live-fire convoy training, and more focus on skills they need to succeed and survive in combat.

Leader development programs have been adjusted to reflect the challenging joint environment by incorporating the lessons learned from current operations. We are developing more rigorous, stressful training scenarios to prepare leaders to operate amidst uncertainty.

Furthermore, in recognition that we may well have little time to train prior to deploying, the Army has moved from an "alert-train-deploy" training model to a "train-alert-deploy-employ" model. For this reason,

Army transformation is focused on providing key training and education to increase readiness for no-notice operations.

We have incorporated lessons learned into all of our systems and training scenarios, at our mobilization stations, and training bases. For example, we have increased funding to adapt ranges and facilities to reflect likely combat situations. We have adjusted Defense Language Institute requirements to meet operational needs for translators. We have increased Soldier live-fire weapons training. Furthermore, at our Combat Training Centers (CTCs), which are critical “agents of change” within the Army, training scenarios are constantly updated to reflect changing battlefield conditions and incorporate recent lessons learned. In all scenarios, Soldiers and leaders are presented with complex, cross-cultural challenges by large numbers of role players who act as both combatants and foreign citizens. Additionally, each of the training centers is building extensive urban combat training facilities, as well as cave and tunnel complexes, to simulate current wartime environments. It is clear that our adaptation of training is having an immediate, tangible impact in Iraq and Afghanistan and in other places around the world.

We have also implemented formal assignment guidelines to make best use of Soldier and leader experiences to ensure we learn from our war veterans. For example, we are assigning them to key joint and operational billets as well as to key instructor and doctrine development positions.

The Army remains committed to the education of our leaders even during war. In fact, we are more aggressively pursuing leaders’ education now than during any other period of conflict in our history. In addition to preparing leaders for specific billets, we are educating them to promote intellectual pluralism, increase their cultural awareness, and to encourage a “lifetime of learning.”

Additionally, Joint Professional Military Education (JPME) is even more embedded throughout Army learning to provide in-depth understanding of joint, combined, and interagency principles and concepts. This education is reinforced by joint assignment experiences.

Supported by Army Values, the Warrior Ethos and the experiences obtained through training and combat, Army leaders at all levels continue to hone the skills required to win in the complex environment of the 21st century.

Equipping Our Soldiers

Our Soldiers rely on and deserve the very best protection and equipment we can provide. Of particular note, with the support of Congress, acting in full partnership with industry, the Army has dramatically increased the pace of both production and fielding of vehicle armor. Since February 15, any tactical wheeled vehicle leaving a forward operating base has had level one- or level two-armor. We are meeting all the timelines for providing capability to theater. June production will meet theater requirement for 10,079 Up-Armored HMMWVs (UAH). While July production of Add-on Armor (AOA) kits will meet the original requirement for 24,183 vehicles, the recent increase in requirements to 25,847 will be met in September. Again, all vehicles leaving forward operating bases have level one or level two-armor.

Of course, our enemies will continue to adapt their tactics. We remain committed to protect our Soldiers by meeting and exceeding theater requirements in all areas.

The Army is working aggressively to provide Soldiers the best possible equipment. We have established two programs to anticipate Soldiers' needs and respond quickly to those identified by commanders: The Rapid Fielding Initiative (RFI) and the Rapid Equipping Force (REF). Through emergency supplemental appropriations, Congress has been especially helpful in funding these programs.

The RFI is designed to fill Soldier equipment shortfalls by quickly fielding commercial off-the-shelf technology rather than waiting for standard acquisition programs to address these shortages. RFI is increasing Soldier capabilities at an unprecedented pace. We are using fielding teams at home stations and in theater to ensure that every Soldier receives 49 items including body armor, advanced ballistic helmets, hydration systems, ballistic goggles, kneepads, elbow pads and other items. The equipment being issued to units reflects the lessons learned during three years of fighting in complex environments, including optical sights for weapons, grappling hooks, door rams and fiber optic viewers to support Soldiers' ability to observe from protected positions. As of June 20th, the Army has fielded RFI to 385,946 Soldiers. We completed RFI in Iraq in November 2004. We are still on track to field the entire operational Army (840,000) by the end of fiscal year (FY) 07.

The Rapid Equipping Force (REF) typically uses commercial and field – engineered solutions to quickly meet operational needs. REF has executed numerous initiatives to support the Army's Improvised Explosive Device (IED) Task Force and the requirements of the other Services. REF solutions meet immediate needs and are then assessed for wider fielding and incorporation into standard acquisition processes and provide predeployment and in-theater training on the technological solutions it provides.

Recruiting and Retaining Soldiers

To maintain our high-quality Army, we must recruit and retain the best Soldiers in the world. We are proud of the men and women who join the Armed Forces to make a difference, to be part of something larger than themselves, and to “answer the call to duty” of their country.

As was the case last year, we are exceeding our retention goal in 2005. So far this year we have retained just under 104% of our goal in each of the components – active, Reserve, and National Guard. This is

an incredibly good news story. Soldiers who have borne the burden of this Global War on Terror for over three years, some who have deployed two and three times, are continuing to serve at an unprecedented rate. Their patriotism is humbling and testimony to the fact that they know what is at stake in this war and are answering the “call to duty” again. America can be proud.

In contrast, the recruiting environment is a more challenging one. While the Army continues to attract highly qualified and motivated young people, the Army’s FY05 enlisted accession mission of 80,000 is at serious risk and recruiting will remain challenging for the remainder of FY05 and well into the future. In fact, FY06 may be the toughest recruiting environment ever. For example, the Army is projected to enter FY06 with the smallest beginning delayed entry program in history. This difficulty is a function of a good economy, declining youth propensity to enlist, and a declining number of people who recommend military service to those they know and care about. The negative impact of these factors on recruiting is not, however, just an Army challenge; it is America’s challenge. Leaders and influencers across America must extol the virtues of service to the Nation and encourage our young men and woman to serve in uniform.

The Army has taken important actions to mitigate the recruiting shortfalls. Our Recruiting Action Plan addresses the normal levers that affect mission achievement. We have added 1,215 active Component on-production recruiters for a total of 6,279, and provided funding increases in incentives (\$70.6 million), advertising (\$70.8 million) and recruiter support (\$86.5 million).

We do, however, ask the Committee’s assistance in a number of areas. First, the Army would benefit from an increase in the enlistment bonus cap. With a strong economy America’s young men and women have many opportunities other than military service. We must compete to

the degree necessary to fill our future ranks. Second, continue to support the Army's modularization initiatives. The Army Modular Force will provide the right mix of units to bring stability and predictability to overseas deployments. Third, we ask the Committee to assist in communicating the importance of answering the call to duty to the Nation, to our young adults, and to those who support them in their decisions. Our core values of loyalty, duty, respect, selfless service, honor, integrity and personal courage are demonstrated by our Soldiers every day. Ours is a noble profession and the country needs their service.

Caring for Army Families and Soldiers

The quality-of-life programs that support our Soldiers and their families, as well as our civilian workforce, play a major role in maintaining the overall viability of the All-Volunteer Army. It is also critical that we acknowledge that this Global War on Terror places unprecedented burdens on our Soldiers and their families. We are cognizant of the fact that some marriages are strained by deployments and that Soldiers and their families face significant stresses. We are tracking numerous metrics to ensure that we can meet the needs of those that serve and their loved ones.

We must provide an environment in which individual and family needs and aspirations can be met. Soldiers must understand the frequency and cycle of projected deployments. They must believe that their families will be provided for in their absence. Additionally, programs to encourage civilian employer support to Reserve Component Soldiers are essential. Developing the environment, compensation, education and other incentives to keep the All-Volunteer Army appropriately manned may well be the greatest strategic challenge we face.

Army Well-Being programs contribute to the Army's ability to provide trained and ready forces. These programs enable leaders to care for their people while accomplishing the missions assigned to their units.

Providing for the well-being of Soldiers' families is a fundamental leadership imperative that requires adequate support and resources. For example, housing programs like the Residential Communities Initiative and Barracks Modernization Program, for which Congress has provided tremendous support, greatly increasing our ability to retain Soldiers and families. Improvements in healthcare, child care, youth programs, schools, facilities and other well-being initiatives also have a positive impact on Soldier and family well-being.

We are pursuing numerous programs designed to improve spouse employment, ease the transitioning of high school students during moves and extend in-state college tuition rates to military families. We are also examining how best to expand support for veterans and National Guard and Army Reserve Soldiers. For example, TRICARE policies now allow for the eligibility of National Guard and Reserve Soldiers and their families. We are supporting our Soldiers who have become casualties during war through the Disabled Soldier Support System (DS3) an initiative that provides our most severely disabled Soldiers and their families with a system of follow-up support beyond their transition from military service.

Soldier-Centric Transformation: Modular Force, Rebalancing, and Stabilization

While more closely associated with the Army's mission of providing Relevant and Ready Landpower to Support the Combatant Commanders, the Army's Transformation initiatives have a direct, significant, and positive affect on Soldiers.

First, we are restructuring from a division-based to a brigade-based force. These brigades are designed as modules, or self-sufficient and standardized Brigade Combat Teams, that can be more readily deployed and combined with other Army and joint forces to meet the precise needs of the Combatant Commanders. The result of this transformational initiative will be an operational Army that is larger and more powerful,

flexible and rapidly deployable. The Army Modular Force will increase the combat power of the Active Component by 30 percent as well as the size of the Army's overall pool of available forces by 60 percent. The total number of available brigades will increase from 48 to 77 with 10 active brigades (three-and-a-third divisions in our old terms) being added by the end of 2006. We are on-track to achieve 80% of our planned conversion to the Army Modular Force by end of FY06 -- well ahead of schedule. Our goal for this larger pool of available forces is to enable the Army to generate forces in a rotational manner that will support two years at home following each deployed year for active forces, four years at home following each deployed year for the Army Reserve and five years at home following each deployed year for National Guard forces. Implementing this program will provide more time to train, predictable deployment schedules, and the continuous supply of landpower required by the Combatant Commanders and civil authorities.

Second, we are rebalancing our active and reserve forces to produce more units with the skills in highest demand. This will realign the specialties of more than 100,000 Soldiers, producing a 50 percent increase in infantry capabilities, with similar increases in military police, civil affairs, intelligence, and other critical skills. We have already converted more than 30,000 spaces. This will reduce the operational tempo of units and individual Soldiers.

Third, Soldiers are being stabilized within units for longer periods to increase combat readiness and cohesion, reduce turnover and eliminate many repetitive training requirements. With fewer Soldiers and families moving, more Soldiers will be available on any given day to train or to fight. This initiative, started in 2004, also transitions our Army from an individual replacement manning system to a unit focused system - to prepare Soldiers to go to war as vital members of cohesive units.

Fourth, we are working to complement our operational transformation by ensuring that our business, force generation and training functions improve how we support a wartime Army and the other Services. We are divesting functions no longer relevant and reengineering business processes to increase responsiveness to the Combatant Commanders and to conserve resources. Other improvements include developing a joint, interdependent end-to-end logistics structure, and fostering a culture of innovation to increase institutional agility. We seek to improve effectiveness and identify efficiencies that will free human and financial resources to better support operational requirements.

Fifth, we are leveraging Army science and technology programs to accelerate maturing technologies with promising capabilities into the current force faster than expected. Many of these technologies are already being fielded to our front-line Soldiers to dramatically improve their capabilities. For example, specific science and technology initiatives have improved existing capabilities to detect and neutralize mines and improvised explosive devices (IEDs), identify friendly forces in combat, develop medical technology for self-diagnosis and treatment, identify hostile fire indicators, and enhance survivability, training systems and robotics.

Our largest and most promising, science and technology investment remains the pursuit of Future Combat Systems (FCS) technologies by “spinning out” FCS capabilities into the Current Army Modular Force. When completed, FCS will add crucial capabilities to the Future Army Modular Force to achieve Department of Defense transformation goals. FCS-equipped units, operating as a system of systems, will be more deployable and survivable than our current units and will enhance joint capabilities. They will also be better suited to conduct immediate operations, over extremely long distances, with other members of the Joint Force, to produce strategic effects.

I would like to conclude, as I began, with a message about our Soldiers who are protecting our national interests around the globe, serving in more than 120 countries. In the past four years, in joint and combined environments, Soldiers helped to rescue two nations from oppression, and liberated over 50 million people. Since then, thousands have served in Iraq and Afghanistan, and many are returning for a second or third time. Our Soldiers understand that this is a struggle we must win. Despite the hardships and the danger to life and limb, duty calls and our Soldiers continue to answer.

Our Nation's citizens –men, women, and children from all walks of life– sleep better at night because they know that Soldiers, as part of the Joint Team, defend the freedoms they so richly enjoy.

Today's Soldiers are volunteers doing difficult duty against an enemy who does not value life, is afraid of liberty, and desires to crush the individual pursuit of a democratic way of life. Their dedication to this noble effort underscores their determined professionalism and tenacity. I am proud to serve with them as they place the mission first and live the Warrior Ethos.

They have made our Army the most respected institution in the United States and the world's preeminent land power. I thank them for answering the call to duty.