

VERSION 1.3

REMARKS BY

GENERAL PETER J. SCHOOMAKER
CHIEF OF STAFF OF THE ARMY

BEFORE THE

UNITED STATES HOUSE OF REPRESENTATIVES
COMMITTEE ON ARMED SERVICES

SECOND SESSION, 108TH CONGRESS

JANUARY 28, 2004

NOT FOR PUBLICATION
UNTIL RELEASED BY THE UNITED STATES HOUSE OF REPRESENTATIVES
COMMITTEE ON ARMED SERVICES

Our Nation and our Army are at war. It is a different kind of war, fought against a global terrorist network and not likely to end in the foreseeable future. In the days following the attacks on September 11, 2001, President Bush spoke candidly to the Nation. "These terrorists kill not merely to end lives, but to disrupt and end a way of life." He added: "The only way to defeat terrorism as a threat to our way of life is to stop it, eliminate it and destroy it where it grows."

Our Army exists to fight and win our Nation's wars. We are an integral member of the Joint Team committed to winning this war in fulfillment of our responsibilities to National Security. We are fighting to preserve the American way of life and to safeguard the many freedoms our citizens enjoy. Our Soldiers and their families have not forgotten the events of September 11th, which launched us to action in Afghanistan and Iraq. They are reminded daily of the ongoing conflict through separation, concern for forward-deployed loved ones and, most regrettably, news of casualties. Our Army continues the mission and remains committed to defeating our enemy.

As our Army fights the current war and remains dedicated to transforming, we are focused on our two core competencies: (1) Training and equipping Soldiers and growing leaders; (2) Providing relevant and ready land power to Combatant Commanders as part of the Joint Force.

Our Army must be an agile and capable force with a Joint and Expeditionary Mindset. This mindset is the *lens* through which we view our service. We must be mobile, strategically deployable and prepared for decisive operations whenever and wherever required. We must be lethal and fully interoperable with other components and our allies; as well as flexible, informed, proactive, responsive and totally integrated into the joint, interagency and multinational context. Our management and support processes must reflect and support these same characteristics.

At the end of the Cold War, the United States had no peer competitor. Our Army was much larger and was built around heavy, mechanized and armored formations. Because America stood as the lone superpower during this time of global realignment, we were able to downsize our force structure. Today, the future is uncertain and presents many challenges. The emerging challenges manifest themselves as new adaptive threats, employing a mix of new and old technologies that necessitate changes to the ways in which the elements of our national power are applied.

The 21st century security environment today is marked by new actors, a noteworthy proliferation of dangerous weapons, technologies and military capabilities, while threats from potentially hostile regional powers remain. Increasingly, non-state actors, operating autonomously or with state-sponsorship, also are able to endanger regional and global security. These forces --

insurgents, paramilitaries, terrorists, narco-traffickers and organized crime -- are a growing concern. They are frequently networked and enabled by the same tools and information systems used by state actors. Our adversaries will rely more frequently on indirect and asymmetric methods, such as anti-access and area-denial strategies, unrestricted warfare and terrorism, to mitigate their relative disadvantage. The most dangerous of these threats is the development and proliferation of weapons of mass destruction (WMD) – including biological or chemical agents, or radiological “dirty bombs” – for conducting attacks in the United States. This security environment requires that the Army have the capability to dominate throughout the spectrum of conflict and to plan for multiple future contingencies.

As a result of this adaptive enemy and our active worldwide commitments, current organizations, systems and facilities are and will be stressed. We now rely on our Reserve Component to support our commitments to a degree not seen since World War II. As of January 14, 2004, there were more than 164,000 reserve component Soldiers mobilized with over 139,000 of them serving overseas. In addition, the Institutional Army is being asked to do more, applying lessons learned from current operations. These lessons are critical to our organizations and individual Soldiers as they prepare for worldwide missions.

Today our Army is executing operations in defense of the homeland (Operation Noble Eagle), stability and support operations in the Balkans (Stabilization Force/Kosovo Force), peacekeeping in the Sinai as part of the Multinational Force and Observers (MFO) and combat operations in Iraq and Afghanistan (Operation Enduring Freedom/ Operation Iraqi Freedom)(OEF/OIF) while being forward stationed in Korea and elsewhere. Approximately two thirds of our active and reserve combat formations were deployed in FY03 and will be deployed in FY04. Globally, over 322K Soldiers are deployed or forward stationed in over 120 countries fighting the War on Terrorism.

During the ongoing transition of forces in Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF), eight out of the Army's 10 active divisions and more than 120,000 Reserve component forces (approximately 250,000 total active and reserve component personnel) will be moving in and out of Iraq and Afghanistan. This massive transition depends upon seamless coordination with our Joint partners at CENTCOM, various other combatant commands, TRANSCOM, USMC, USAF, USN, and a host of supporting agencies and organizations. All 15 CONUS based Power Projection Platforms and 12 Power Support Platforms are operating at optimum capacity with no critical problems. Reserve Component Soldiers and DA civilians are performing magnificently to support operations at these projection and support platforms.

These deployments of our Army forces have highlighted stress to our force that has existed for some time. To mitigate risk, the Army is embarking on a series of initiatives. The first initiative is resetting forces returning from OIF and

OEF to a higher standard than before deployment. Secondly, the Army is internally rebalancing Active and Reserve Component forces to better posture our existing force structure to meet global commitments. A third establishes force stabilization measures to reduce turbulence amongst Soldiers, units and their families. And lastly, we are beginning to increase the number of available combat brigades through improved force management and modular reorganization. This increase allows the Army to improve strategic flexibility, sustain a predictable rotation cycle and permit the Reserve Component to reset.

Quickly resetting our forces upon their redeployment from current operations is a strategic imperative. The reset program incorporates lessons learned from OIF and OEF, retrains essential tasks, adjusts pre-positioned stocks of equipment and ammunition, and brings unit equipment readiness back to standard. Units redeploying from theater will reset through a series of actions to regenerate personnel, equipment, and retrain for future combat, Stability and Support Operations (SASO) or other missions. The Reset program will involve over 1000 helicopters systems, 5,700 tracked combat vehicles, and 46,000-wheeled vehicles. The Army will further reset its Army Pre-positioned Sets (APS) worldwide to ensure these fleets are quickly returned to a high state of readiness.

Units must recover quickly in order to provide the Combatant Commanders with land-power capabilities for future requirements. We will face challenges as we rotate troops from deployment to home-station, while simultaneously maintaining vigilance and readiness. Continued congressional support and adequate resources are needed to accomplish our reset tasks and to mitigate the risk we have incurred to our Current and Future forces. The FY 2004 defense legislation and supplemental appropriation delivered substantial assistance toward covering the cost of current operations and initiating the reset process. We fully appreciate the exceptional support Members and their staffs have provided this year. But, the job is not complete. In fact, it has only just begun.

Ongoing efforts to rebalance our force will restructure over 100K spaces in our active and Reserve Components to provide more ready and capable forces to our regional combatant commanders and relieve stress on high demand forces. We have already trained or are in the process of transforming 18 Reserve Component Field Artillery Batteries in military police occupational specialties. This reduces the high Operation Tempo placed on military police units since the beginning of the Global War on Terrorism. These initiatives, some already in motion and others taking effect between FY05 and FY08 will move select early deploying capabilities into the active force, achieve improved manning and readiness for both active and reserve units, and build increased high demand capabilities such as military police, civil affairs, and special operations forces.

Recent operations have underscored the value of cohesive, high performing units. Stability will increase readiness and make better units. Force stabilization (unit manning) initiatives are beginning now to provide predictability

and stability for our Soldiers and their families, while enhancing unit cohesion. We are also working to increase the number of available combat brigades through improved force management and modular reorganization. This increase allows the Army to improve strategic flexibility, sustain a predictable rotation cycle and permit the reserve component to reset. These redesign initiatives have been weighed carefully to account for the best interests of our Soldiers, their families and communities.

Our Nation and our Army are at war. We remain ever relevant and ready to meet today's challenges. There is much more to do. We are prioritizing wartime requirements, incorporating next-generation capabilities into current systems where appropriate, and preserving essential investments in the Future Force. We also are becoming more joint and expeditionary. We do not move forward alone, but as part of the Joint Team. We need the support of the American people and the U.S. Congress. With this backing, we will continue to carry the fight to our enemies to provide security here at home. The dedicated service of the Army's Total Force has been invaluable. The steady progress in the War on Terror has been possible because our Active, Army Reserve, and Army National Guard units have fought together, along with our sister services, to win decisively on battlefields where terrorism once flourished. Now we are engaged in bringing peace to these regions and creating an environment where democracy can take root. Our Army remains committed to sustaining the necessary readiness to meet the requirements of our National Security.