

**STATEMENT BY**

**LIEUTENANT GENERAL DANIEL P. BOLGER  
DEPUTY CHIEF OF STAFF, G-3/5/7  
OPERATIONS, PLANS AND POLICY  
UNITED STATES ARMY**

**BEFORE THE**

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Chairman Forbes, Ranking Member Bordallo, and distinguished members of the House Armed Services Committee, on behalf of our Secretary, the Honorable John McHugh, our Chief of Staff, General George Casey, and the more than one million Soldiers who serve in the National Guard, Army Reserve and are on active duty, thank you for this opportunity to report to you on the state of Army readiness. I welcome this opportunity and I pledge to provide you forthright and honest assessments. On behalf of the Army, thank you for your steadfast support and commitment to our men and women in uniform. The American people's support sustains us in the current fight and allows us to reset returning Soldiers and equipment for the next fight, wherever that may be.

Our Army defends our citizens and our interests. Today's world is marked by persistent conflict. States square off across disputed borders, with farmland, water, oil, and people at issue. Terrorist groups move in the shadows, bent on lethal designs. Resources, climate effects, ideologies, religions—the causes of trouble are many. Americans would hope that this sort of thing won't affect our homeland. But it has, with airliners used as battering rams, buildings smashed open, and nearly 3000 dead. There have been other attempts. There will be more.

Persistent conflict is our challenge, our "if" proposition. So what's our "then" statement? What are we doing about it?

As Soldiers, we have an answer. We've planned, and are building, a balanced Army ready to meet this violent 21<sup>st</sup> century. Our G-3/5/7 team has a big role in this. We're in league with the Army Staff, the Secretariat, the major

commands, and numerous uniquely capable direct reporting units. In partnership with our allies and friends, linked with our country's other superb Armed Forces, we're moving out. The vision from our Secretary and our Chief of Staff is clear: *a versatile mix of tailorable and networked organizations, operating on a rotational basis.* This is the right answer for the long haul.

A versatile force mix characterizes our Army. At the broadest level, we combine full time Regular Army Soldiers with citizen-Soldiers of our Army National Guard and Army Reserve. This multi-component team realizes the far-sighted thinking of Secretary of Defense Melvin Laird and Chief of Staff General Creighton Abrams. They saw what happened in Vietnam, when America tried to persist in an unpopular conflict without calling out the strength of the nation. The volunteers and draftees fought hard and with great valor. But we did not engage the full strength of the nation. In the end, the sacrifices weren't enough. Our country lost heart—and lost the war.

So Laird and Abrams, among others, ensured that our volunteer Army was purpose-built to require citizen mobilization for all but the most transient operations. They insisted on integration of combat, combat support, and combat service support formations in a versatile mix that tied together Active and Reserve elements at every echelon. Although our Army has shifted from the Cold War division-based model to our present modular brigade-centric approach, we consciously preserved this wise Active-Reserve team. Our Reserve components are no longer just a strategic back-up, as they were in the past, but a well-equipped, highly trained, and battle-wise operational force. More than

60,000 Guardsmen and Reservists are in the fight daily. Their effectiveness in combat has been clear.

Moreover, the effect at home matters. We have been mobilizing about thousands of Guardsmen and Reservists each year since 9-11, bringing men and women to the colors from farms and factories in every county and city in our land. This has ensured continued public support of our Soldiers even when the campaigns in Iraq and Afghanistan have proven frustrating and costly. Our enemies thought we would quit. They thought wrong.

The diverse ranks of our Active and Reserve volunteer Army truly represent all of America, and while a good thing in itself, that meritocratic recruitment also brings practical military benefits. We have enlisted a lot of high-end talent. We value education and training. While Soldiers certainly know the goodness in discipline and repetition of core battle tasks—our Drill Sergeants remain tough and demanding as ever—we also prize perception and innovation. Our Army reorganized to modular brigade combat teams, switched gears to population-centric counterinsurgency in Iraq, and altered strategy in Afghanistan, all done on the move during an ongoing war as far from home as you can be. In this, we epitomized the prescient thoughts of historian and World War II veteran Sir Michael Howard: "I am tempted to say that whatever doctrine the armed forces are working on now, they have got it wrong. I am also tempted to declare that it does not matter. What does matter is their ability to get it right quickly, when the moment arrives."

That agility of mind didn't just spring up from the dirt. It reflects decades of commitment to leader, individual, and collective training, epitomized in our premier Training and Doctrine Command (TRADOC) and in the combat training centers at Hohenfels, Fort Irwin, Fort Leavenworth, and Fort Polk. Our Army teaches itself better than most. You can see it in our coursework, on our gunnery ranges, in the forward theaters, and even in cyberspace, courtesy of forums like [companycommand.army.mil](http://companycommand.army.mil) and its many partners. The feedback loops are many. The adjustments are quick.

Among those refinements has been an ongoing effort to create tailorable and networked organizations appropriate to modern warfare, especially against irregular foes. To echo Sir Michael Howard, the organization of our modular brigade combat teams (BCTs) may not be perfect, but they got it right quickly. We have 73 of them right now, backed by 229 other brigades. Because of the versatility of their basic design and the skills of the Soldiers in their units, these brigades can carry out a wide range of tasks across the full spectrum of military operations.

Consider the experience this year of our Global Response Force, the Paratroopers of the 2d Brigade Combat Team, 82d Airborne Division. In January of 2010, they were in Haiti, providing disaster relief in the wake of a devastating earthquake. By May they were in Afghanistan, helping to train new elements of the local security forces. This spring, they will return to Iraq to oversee stability operations. That is what one Army brigade can do. There are 301 more.

To gain this agility takes more than good leaders and able Soldiers, and much more than the right wiring diagram. It requires a commitment to knowledge and networking as enablers. The former Future Combat System (FCS) made “the Network” central to our fighting approach. Although FCS is gone, the Network is alive, well, and growing. Its present and projected list of constituent systems includes acronyms like WIN-T and JTRS, GCCS-A and TIGR-Net, but the real strength is in the idea. With the Network, we intend to share situational awareness in real time from Soldier level to the high command, “from mud to space” as they say in TRADOC, bringing in the other Armed Forces, our allies and our friends. We are not there yet. But we are getting there.

The evolving Network ties together a modernizing Army that hasn’t waited for the latest and greatest new weapons. Rather, we’ve brought them to the field rapidly, to be certain our Soldiers go well-armed into harm’s way. Before this war, we didn’t have CH-47F Chinooks, M-777 155mm howitzers, Mine-Resistant Ambush-Protected vehicles, or Stryker Mobile Gun Systems, let alone a profusion of unmanned aerial vehicles, night sights, thermal imagers, and the like. That’s the power of Army modernization.

To bring this tailored, networked, modernized combat power to bear, not just once, but season after season, year after year, we have learned to operate on a rotational basis. The Army has used other models in the past, to include tiered readiness and individual replacements. Yet the historical record is pretty clear from British, French, and American experience (among others), that if you want to field forces that can hang together for the long haul, a unit solution is the

best. Groups have the solidarity to give their individual Soldiers strength. You go out and back together. It may not be the most “efficient” for those devoted solely to ledger books. But it has proven effective indeed in meeting the demands of persistent conflict.

Led by our Forces Command (FORSCOM), with the entire Army participating, we’re well on the way to institutionalizing this rotational scheme, what we call Army Force Generation (ARFORGEN). In this effort, we’ve combined the experience of the present war with the models offered by our Navy, Marine Corps, and Air Force comrades. Those services have been delivering a predictable supply of aircraft carrier battle groups, Marine expeditionary units, and air expeditionary wings for years. Now we have begun to do likewise.

It has been hard. The demand for our forces has exceeded the supply, even with our growth to 1.1 million strong (547,400 active, 358,200 Army National Guardsmen, and 206,000 Army Reservists) and our expansion to 73 BCTs and 229 other brigades. Only with the planned reduction in our commitment to Iraq can we gain the time needed to reset and rebalance our force. These campaigns have taken a toll on our equipment and on us all.

Over this year, we’re working to establish a predictable, supply-based output of one corps, five divisions, twenty BCTs, and 90,000 enabling troops. For units deploying after October 1, 2011, we expect to achieve one year “boots on the ground” (BOG) followed by two years at home (dwell) for the Active elements and one to four for the Reserve component, headed to a sustained rate of 1:3 and 1:5. For our Soldiers and especially for our families, that BOG: dwell

ratio is the metric they watch most. It's the sure indicator that we can stay at it as long as it takes.

Our Army will continue to do what our country asks. With the continued support of the American people, expressed through the will of the Congress the Army will restore balance in the force, build the readiness necessary in an era of persistent conflict, and remain ready for the challenges of today and tomorrow. Again, thank you for the opportunity to report to you on behalf of the Army and our American Soldiers.