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Introduction

Chairman Wilson, Representative Davis, Distinguished Members of this Committee, thank you for the opportunity to appear before you on behalf of America's Army. The United States Army is a values-based organization that exists to serve the American people, to defend the Nation, to protect vital national interests, and to fulfill national military responsibilities. We are now poised to execute an historic drawdown of both our military and civilian personnel, and we are proposing to do it in a deliberate and careful manner. Thousands of individuals will transition out of military and civil service and deserve quality transition assistance.

While the future Army will be smaller, the Army is implementing a number of improvements in force structure and other capabilities to ensure it remains the best led, best trained and best equipped land force in the world today and in the future. Our Soldiers have performed superbly over the last 10 years of war, displaying the values, character and competence that make our Army second to none. We must not waver on our commitment to support all those who have served with courage, pride, and honor.

Thank you for your steadfast commitment to ensuring that the needs of our Soldiers, their Families, and our Civilian workforce are met by supporting our personnel initiatives to ensure growth, sustainment and well being of our All-Volunteer Force.

Strategic Overview

America's Army, our Soldiers, Families and Civilians are strained by nearly a decade of persistent conflict. More than 1.1 million Soldiers have deployed to combat, impacting not only the Soldiers, but their families as well. Additionally, Army Civilians shoulder a majority of the Generating Force mission, and 30,000 Civilians have deployed into harm's way. Now we will transition to a smaller force, while continuing to remain vigilant of new threats and prepare for new capabilities and requirements.

To maintain an All-Volunteer Force of the highest quality Soldiers and achieve our end-strength goal, the Army must responsibly balance force shaping across accessions,

retention, promotions, voluntary separations, involuntary separations, and natural losses. We should assist our Soldiers and Civilians who will transition from their military and civil service careers to employment in the private sector.

One of the challenges we face is the non deployable population.. The disability system is not effective and we must continue to work on an efficient solution between the services, DoD and the Veterans Administration to streamline the disability system and improve coordination for health care, compensation, and benefits. The Army also continues to focus on assisting our Soldiers and Family Members struggling with depression, substance abuse, and other Health of the Force issues.

With the continued support of the American people and Congress, we remain committed to the readiness, health and well being of our Soldiers, Civilians and Family members. As part of this effort the Army is also focused on wisely managing our resources in the health care arena. The Department of Defense has also put forward a set of proposals to further reduce the rate of growth in health care costs - proposals that are aligned with our priorities. TRICARE is a superb health benefit - one of the best in the country, and appropriately so. Just as in all areas of the defense budget, we need to make decisions that preserve a strong benefit yet reflect the fiscal realities of the times. The proposals take care to exempt populations who have made the greatest sacrifices - those who are medically retired, and those families who have lost their loved one while serving on active duty. The changes proposed are also adjusted to reflect lower adjustments for those retirees with lower retirement pay. And, most importantly, the Department of Defense continues to provide resources that improve the overall health system for our Soldiers and their Families.

The American Soldier is the centerpiece of everything we do in the Army. Our efforts must remain focused on the preservation of our most precious resource, our people.

Drawdown / End Strength

In keeping with the National Defense Strategy, the Army is building our future force to meet the Nation's requirements. The Army is reducing its active component end

strength to 490K Soldiers by FY17. Based on Total Army Analysis of future requirements, the force structure effective in FY17 requires an additional decrease of ~24K enlisted Soldiers and ~5K Officers beyond our current rate of attrition over this same period. The Army continues to reduce the additional temporary end strength increase (TESI) of 22,000 Soldiers, approved in 2009 by the Secretary of Defense, and is on target to return to the congressionally approved active component end strength of 552,100 by the end of FY13. In FY14, the Army will begin to take further steps to significantly shape the force toward the 490K FY17 goal.

Our projected drawdown ramp allows for funding 490K of end strength in the base budget starting in FY14 and beyond, with all other end strength supported by OCO funding. This ramp allows for a steady enlisted accession mission of ~57K and an Active Competitive Category officer mission of ~4.3K. Our strength projections incorporate additional Soldier inventory, Temporary Endstrength Army Medical (TEAM), to mitigate impact of the Disability Evaluation System (DES) non-deployable Soldiers. This TEAM endstrength is assumed in FY13 and FY14 and fully eliminated by end of FY15.

In order to achieve expected end strength reductions, the Army expects to use various types of separation authorities across all elements of the force (Officer, Enlisted and Civilian). In order to maintain America's Army as an All-Volunteer Force of the highest quality, we are planning to execute the upcoming force reductions in a responsible and targeted fashion while maintaining a ready force. Our Soldiers have performed superbly over the last 10 yrs of war and have displayed the values, character and competence that made us successful. We value their service and sacrifices, and will use precision, care and compassion in achieving the end-strength goal and without jeopardizing combat operations. Under current loss rates, the Army will not be able to reach its end strength goal over the FY 13-17 period. We are making use of reduced accession levels, promotion selectivity, and tightened retention standards to help shape our force naturally. Through these processes we expect to lose combat seasoned

Soldiers and leaders, but our focus will be on retaining the best in the right grades and skills.

The FY12 Defense Authorization Act provides several incentive authorities that will help the Army encourage soldiers to separate over the drawdown period, along with the flexibility to apply them to meet specific grade and skill needs. We are developing cost data for potential use of Voluntary Separation Pay (VSP), Temporary Early Retirement Authority (TERA), and Voluntary Retirement Incentive (VRI) pays, but will need to realign or request reprogramming of funds to support execution of these now existing authorities. Today's Army is a high quality, all volunteer force. Unfortunately, there will be good Soldiers who we will not be able to retain. As Soldiers depart our active duty formations, the Army is committed to assisting them and their families as they transition to the Army Reserve, National Guard, or civilian life.

There is no single force shaping method among the choices of accessions, retention and separations, that will achieve the Army's end-strength goals.

To maintain an All-Volunteer Force of the highest quality Soldiers and achieve our end-strength, the Army must responsibly balance force shaping across accessions, retention, promotions, voluntary separations, involuntary separations, and natural losses.

Transition Assistance Strategy

Our Nation entrusts its best and brightest to the Army to support the all-volunteer force. Therefore, the Army has a responsibility to help our transitioning personnel prepare for post-Army life by providing the training and tools to enable their success. We must help them use their Army training, education and experience to successfully return to civilian life and to become gainfully employed. Support through this transition process demonstrates the Army's commitment to its Soldiers and their families beyond their years of service.

Some of the more than 130,000 Soldiers who transition from the Army annually have difficulty finding employment. As of January 2012, 21% of our Gulf War II Veterans between the ages of 20 and 24 are unemployed while the National unemployment average for the same age group is 14%. Since 2001, the Army's annual unemployment compensation costs have increased from \$90M to \$515M. As the Army executes force shaping in the 2014-2017 timeframe, the number of personnel requiring transition training and counseling is expected to increase..

Consequently, the Army is transforming the way we transition Soldiers in order to give them the greatest opportunity for success after their military service. On August 29, 2011, the Army published a new Transition Policy, which encompasses transitions throughout the entire lifecycle of service (e.g. permanent change of station, component change, promotion, schooling, deployment, demobilization, and separation/retirement). In particular, this policy establishes Transition as a commander's program; ensures every Soldier begins mandatory transition counseling and planning no later than 12 months before separating or demobilizing; mandates building a tailored plan for an individual's needs which will have measurable outcomes; and expands virtual services for career and education counseling before, during, and after deployment. On December 29, 2011, the Army published an Execution Order focused on transition policy actions which will have an immediate and positive impact on Soldiers preparing to separate from active duty, demobilizing Reserve Component Soldiers, and their families.

The Army supports the White House Employment Initiative and the DOD-Department of Veterans Affairs Veterans Employment Initiative Task Force to develop reforms to ensure all transitioning Service Members maximize their career readiness prior to separation in line with the newly enacted Veterans Opportunity to Work (VOW) to Hire Heroes Act of 2011. With the Army's new proactive approach to transition, we are connecting Soldiers and Veterans with career private industry employment opportunities. The Army is working with the DOD-VA Task Force to help identify the

best information technology application and functional capability to support this employment initiative.

Civilian Reductions & Human Capital Management

The Army is reducing Civilian on-board strength, where necessary and appropriate, in order to meet funded targets. This reduction will draw down Civilian on-board strength in order to hold to FY10 civilian funding levels. Headquarters, Department of the Army Staff and all Army Commands and Agencies have conducted exhaustive reviews of programs and functions in order to identify specific functions, activities and workload for elimination and/or reduction.

On February 2, 2011, the Department of the Army suspended civilian employment offers for Operation and Maintenance, Army (OMA)-funded positions, with exceptions for positions related to medical, law enforcement, safety, health, welfare and contingency operations; other exceptions to fill vacancies were approved at the Department of the Army headquarters (HQDA) level. The suspension was lifted on April 29, 2011, and Commands and Agencies were directed to manage Civilian and contracted workload within their targeted fiscal constraints.

The Secretary of the Army issued implementation guidance to Army Commands on July 11, 2011, informing them of their funded Civilian authorization levels and an implementation order was issued on August 3, 2011. The \$834 million reduction in OMA funding is associated with 8,741 reductions in Direct Hire Civilian authorizations. Commands and Agencies will take immediate action to reduce Civilian on-board strength as rapidly as possible, but no later than the end of FY 2012. Our reshaping efforts are already assisting Commanders and directors with reshaping efforts.

The Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA(M&RA)) and the Assistant Secretary of the Army (Financial Management and Comptroller) (ASA(FM&C)) have established business processes and reporting mechanisms to effectively align requirements, authorizations, on-board strength and associated funding

execution for the Civilian workforce. Commands and Agencies report monthly on the status of their Civilian workforce reduction plans, the number of Civilian reductions effected each month, the total number of reductions to date and the amount of OMA funding expended on Civilian payroll. In accordance with statutory restrictions and the Secretary of the Army's instructions, service contracts will not be initiated in lieu of reduced Civilian manpower, nor will existing contracts be modified to accommodate work formerly performed by Civilian employees.

To the maximum extent possible, the Army is relying on voluntary departures and attrition to achieve the personnel reductions. Reshaping tools to effect voluntary departures include Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Pay (VSIP). Other non-voluntary reshaping tools short of Reduction in Force (RIF) may include release of temporary employees, separation of highly qualified experts (HQE), separation of re-employed annuitants, management-directed reassignments and furloughs. If these measures do not achieve the required Civilian personnel levels, then a RIF may be considered.

Several Commands are releasing temporary employees, re-employed annuitants and HQEs. Many have also instituted internal hiring freezes, with recruitment outside of the Command requiring higher headquarters approval. Commands have offered VERA to employees willing to retire and/or VSIP to those willing to separate from the Federal government. If further reductions are necessary, a RIF will be the last resort. As conditions change with regard to the size of the workforce, marginal adjustments will be made to these planned reductions at installations where such adjustments are warranted.

Recruiting and Retention (Officer and Enlisted)

Our Soldiers are the Army's most important resource, and our ability to meet the challenges of the current and future operational environment depends on our ability to sustain the All-Volunteer Force. Even as we drawdown the Army, we must continue to bring high quality men and women into the force to grow our future leaders. We must

also ensure that the Army retains the most talented Soldiers with the skills necessary to meet our future needs.

Despite the challenges of an ongoing conflict, the Active Army and the Army Reserve once again exceeded their enlisted recruiting and retention missions in FY11. The Army National Guard intentionally under accessed in FY11 to avoid exceeding their congressionally mandated end strength limits. The active Army accessed the highest percentage of high school diploma graduates since FY92 -- increasing from 94.7% in FY09 to 98.7% in FY11. The Army met its skill-set needs, achieving over 99% Military Occupational Specialty (MOS) precision. The Army's percentage of new enlisted Soldiers with a high school diploma was well above historic rates for all three components. In addition, recruits scoring (50-99%) exceeded the DoD standard of 60%, while recruits who scored in the lower range (30 and below) on the AFQT decreased by 30%(from 281 to 199). Ineligibility waivers granted for enlistment and appointments declined by 4.45% from FY10 to FY11 as a result of being more selective and the improved recruiting environment. We are currently on track to achieve our FY12 mission and expect to recruit half of the FY13 annual mission into the entry pool by the end of FY12.

In FY11, Combined Active Army (AC) and Army Reserve Component (RC) enlistment and reenlistment incentives (bonuses and education), totaled slightly over \$1.39B. Entering FY12, the combined Active and Reserve Components will spend slightly over \$ 1.36B (AC recruiting; \$340M), AC retention (\$231M), Army National Guard recruiting and retention (\$518M), USAR recruiting and retention (\$269M). A large part of the FY12 incentives budget is a result of obligations for enlistment bonuses occurring from fiscal years 2007-2010. As a result of lower recruiting missions and the favorable recruiting environment, average Regular Army recruiting bonuses dropped from over \$13K in FY09 to \$2.5K in FY12. Enlistment and reenlistment bonuses are only used to incentivize longer term enlistments in a small percentage of critical skills. These incentives ensure the success of the total Army recruiting and retention missions and

shape the force to meet specific grade and skill requirements. The amount budgeted for contractual payments is anticipated to decrease until at least FY15.

Over the years through research, the Army has improved personnel assessment measures to more fully assess an individual's potential to serve and predict a Soldier's success in job performance, attitudes, and career intentions. One valuable measure is the Tailored Adaptive Personality Assessment System (TAPAS). TAPAS was developed to enhance the selection Soldiers with Tier 1 credentials by screening out low motivated, high attrition risk applicants. To date, more than 320,000 Army and 96,000 Air Force applicants have tested on TAPAS. The Navy also started testing their applicants in late FY 11. Preliminary results in operational testing indicate that Soldiers who pass the TAPAS screen have better retention and training outcomes than Soldiers in the same Test Score Category (TSC) who fail the TAPAS screen.

Recruiting success is expected to continue in FY12; however, the Army and the nation still face challenges such as rising obesity rates and decreasing high school graduation rates as we recruit the all volunteer force. As the pool of qualified 17-24 year old Americans continues to decline due to growing rates of obesity and decreasing rates of high school graduation, it will become more important for parents, teachers and business leaders to support a youth's decision to join the Army. In today's environment fewer than one in four 17-24 year-olds are eligible to serve in the Army. More than 20 percent of high school students fail to graduate and one in five youths, 12-19 years old, are currently overweight, compared to 1 in 20 in the 1960s. This trend is projected to grow to one in four by 2015.

The Army must retain the flexibility to offer incentives to attract and retain talent. The continued funding of these programs by Congress is absolutely critical to the Army. These incentives assist in shaping the force for both quality and specific talent required.

The Army continues to retain Soldiers at unprecedented levels, while engaged in the longest period of conflict for our all volunteer force. The Army has surpassed its retention goal, every year since 2002. Soldiers reenlist for three top reasons: current

command climate, job satisfaction and the quality of life in the service. Additionally, retention rates within the last 24 months have been slightly higher than anticipated.

In FY11, the Active Army reenlisted 43,626 Soldiers towards an annual mission of no less than 40,000 and no more than 45,000. Soldiers extending to complete deployments with their units represented an additional 7,346 extended contracts. The Army Reserve reenlisted 12,934 Soldiers, exceeding their annual goals by 11%. The Army National Guard accomplished their mission as well by achieving 116% of their assigned mission, reenlisting 39,750 Soldiers.

During FY11 and into FY12, retention bonuses were carefully monitored and adjusted to ensure that the Army met its retention goals while remaining fiscally responsible. As we posture for future reductions in the size of our force, the Army is using lessons learned from past reductions to ensure that today's decisions maintain the viability of tomorrow's all volunteer force. Retention policies will emphasize retention of Soldiers with high potential coupled with appropriate force alignment and structure.

The Army's programs to recruit and retain both Officers and Enlisted Soldiers with critical skills have been effective. For Enlisted Soldiers, the Enlistment Bonus, the Selective Reenlistment Bonus, Critical Skills Retention Bonus (CSRB), and the Student Loan Repayment Program (SLRP) are proven tools that remain effective for filling critical skills.

Diversity

The diversity of our Army is a continuous source of strength as we recruit Soldiers and Army Civilians from an increasingly diverse America. We must take full advantage of opportunities to bring new ideas and expanded capabilities to the mission by reaching out to communities and building relationships that will support the Army's human resource requirements. To this end, we have developed and implemented our first strategy for conducting outreach activities on an Army-wide basis. In this first year of execution, nine commands are responsible for coordinating 25 outreach events for the

Total Army. The Army Staff will coordinate an additional 10 events for a total of 35 during 2012. Additional organizations and events will be added to the strategy in the future.

Our ability to be inclusive of the Nation's diverse citizenry while sustaining a high performance Army requires the engagement of senior leaders and continuous diversity education throughout the Force. The Army Diversity Roadmap, published in December 2010, outlines a unique approach to an enterprise-wide diversity initiative over the coming years and will guide our actions in the areas of leadership, people, structure and resources, training and education, and inclusive work environments. Within the Roadmap, we are implementing an intra-Army council of senior leaders to advise the Secretary and provide a forum for collaboration and sharing ideas in connection with implementation of the Army Diversity Roadmap and execution of related initiatives. In addition, the Council will facilitate delivering the diversity and inclusion message throughout the Army.

Our initial diversity training and education efforts have focused on practitioners who support our commanders and other leaders. We have completed initial training for 560 Military Equal Opportunity (MEO) and Equal Employment Opportunity (EEO) professionals, and followed up with materials to support unit-level instruction. Over the past two years, 300 general officers and civilian senior executives have completed a diversity education program. In this program Senior executives are presented with Army demographics and participate in experiential exercises that facilitate awareness and perspective.

We will continue to invest in diversity education and inclusive leadership by seamlessly integrating the training for senior leaders into their initial leader development programs. Ultimately, we will also reach every Soldier and Army Civilian through the Army's institutional professional development system.

We must position the Army to recruit, develop and retain the most talented people our Nation has to offer. Critical to our global mission is an understanding of the cultures, languages and social norms of the people in locations where we deploy as well as in our own ranks. This diversity initiative is integral to the Army's long-term vision for human capital and our understanding of the human dimension of leadership and global engagements.

Operationalizing the Reserves

The wartime experiences of the past decade validate the need to institutionalize the policies, procedures and legal authorities conducive to achieving the most efficient utilization of the Total Force through maintaining the Army's Reserve Components as an "operational force." Additionally, the recent Department of Defense strategic guidance, which seeks to maintain key capabilities within the Total Force by shifting certain capabilities to the Reserve Components where they can be maintained at a high readiness level at lower overall cost, requires we continue to regularly employ National Guard and Reserve forces in support of our national strategy.

To support an Operational Reserve, the Army included resources for the National Guard and Army Reserve within the FY13 base budget, including additional resources for collective training, full-time manning and medical/dental readiness. While requiring this investment in readiness, it ultimately allows the Army to manage our Reserve Components as an operational force.

Towards that end, the FY12 National Defense Authorization Act provided the authority for Service Secretaries to place limited numbers of their Reserve Component units on active duty as an operational force for certain preplanned missions in support of the Combatant Commands where the costs associated with such usage are contained in that year's Defense budget. Additionally, the Secretary of the Army promulgated the Army's Deployment Period Policy which established a common, nine-month, period of deployment for General Purpose Forces at division-level and below. The policy also

mandates common processes and procedures for validating pre-deployment readiness across the Total Force with a view towards integrating active and reserve forces at the tactical level consistent with the Secretary of Defense's policies for utilization of the Total Force.

The Army National Guard and Army Reserve provide 51% of the Army's military end-strength for around 16% of the base budget. Transforming the Army National Guard and Army Reserve into an operational force provides not only ready access to one-million trained Soldiers, but also an historic opportunity for our Nation to achieve the most cost-effective use of its Army.

Non-Deployable Campaign Plan

As a result of more than a decade of war, the Army has experienced a dramatic increase in the number of Soldiers who are unable to deploy. During the four-year period from 2007 through 2011, the non-deployable rate for Brigade Combat Teams (BCTs) increased by nearly 60%, from ~10% in FY07 to greater than 16% in FY11. The corresponding decrease in the overall deployable rate has required us to over-man deploying units so that BCTs deployed with the required combat strength. This has directly impacted the Army's ability to properly man the generating force. As a result, the Army developed a comprehensive non-deployable campaign plan to analyze the three categories representing the highest percentage of non-deployable Soldiers: Medical, Separations [Expiration Term of Service (ETS)/retirements], and Legal Processing.

With the support of this Congress, we made significant strides this past year in the administrative categories; driving the overall rate down to 14%. Legislation passed in 2011 authorizing 365-day early separation will enable the Army to increase the readiness of our deploying units as we backfill those separating with deployable Soldiers. Soldiers with medical conditions remain a challenge, comprising nearly half of our non-deployable population. This population will continue to grow as we draw down, decreasing the overall population while retaining these non-deployable Soldiers as they

undergo medical evaluation. Our Soldiers continue to be the cornerstone of our combat formations and as we draw down the force, we remain committed to providing top quality service to our Soldiers and their Families. Therefore, we have focused our efforts to reduce the number of medically non-deployable Soldiers by creating a Disability Evaluation System (DES) Task Force that will represent both medical non-deployable and DES initiatives. Through the collaboration of this multi-faceted Task Force, we can continue to man an expeditionary Army with Soldiers who are deployable, while preserving the all volunteer force.

The Army Disability Evaluation System

The DES has made improvement over the last four years, as legislative changes and the new Army Disability Evaluation System (DES) have made the system less adversarial; provided greater consistency between Military and VA ratings; and reduced the time it takes to start receiving VA benefits after separation. However, we are committed to improve the complex process.

The current process takes almost 400 days to complete; and even if the Army were meeting DoD's goal of 295 days, 10 months is simply too long for our Soldiers and their families to wait while their future hangs in the balance. Currently the Army has more than 19,000 Soldiers tied up in this process of disability adjudication; the equivalent of five Brigade Combat Teams sitting on the bench, not available or deployable, who must be replaced from other elements to meet operational and tactical requirements. As a result of the lengthy processing times, the DES continues to have a significant impact on Army readiness. More than 95% of these Soldiers depart from the Army once through the process.

The Army is committed to doing everything it can to improve the current process. Our Senior Leadership meets monthly with our partners in the Department of Veterans Affairs to focus on the execution of the Army DES down to the installation level, identify performance issues, and share best practices in order to streamline the process. More recently the Army completed a Senior Leader assessment of the execution of the Army

DES at installations across the Army. This assessment identified specific actions required to enhance and standardize performance across the Army. Combined these actions and standards will ensure our Soldiers receive the support needed in a timely manner, provide the leadership at all levels visibility in order to adjust resourcing and assess efficiency and help us improve Army Readiness by moving Soldiers through the Army DES more expeditiously.

We are working with DoD leadership, the other services, and our partners in the Department of Veterans Affairs on improving the system and look forward to collaborating with Congress on this issue. .

Quality of Life / Family Programs

The strength of our Nation is our Army. The strength of our Army is our Soldiers. The strength of our Soldiers is our Families. Because of the tremendous sacrifices Soldiers and Families make every day, the Army is resolute in sustaining the important programs that enhance their strength, readiness, and resilience.

The Army Family Covenant institutionalized the Army's commitment to provide Soldiers and their Families with a quality of life commensurate with their level of service to the Nation. Army Senior Leadership signed the first Family Covenant in October 2007 and reaffirmed its tenets in October 2011. The Covenant represents our commitment to provide programs and services to Soldiers, both single and married, and their Families, regardless of component or geographic location. The Covenant recognizes the strength and commitment of Soldiers and their Families and establishes a lasting partnership with Army Families to enhance their strength, readiness, and resilience.

We are committed to improving Soldier and Family readiness by continuing to build resiliency through strengthened Soldier and Family programs that are simple and easier to access; maintaining accessibility and quality of health care; sustaining high-quality housing for Soldiers and Families; maintaining excellence in school support, youth services, and child care; promoting education and employment opportunities for Family

members; sustaining recreation, travel, and quality of life opportunities for Single Soldiers; and joining forces with communities to inspire support for Soldiers and Families.

Army Military Equal Opportunity Policy

The Army is the leader in Military Equal Opportunity (MEO) policy and practice. Commanders at all levels are responsible for sustaining positive MEO climates within their organizations, enhancing Army Readiness. To remain relevant within the ever-changing environment in which we operate, the Army is revising its MEO policy by integrating and institutionalizing equal opportunity goals, objectives and training practices. This effort will strengthen the foundation of the Army's Human Capital Strategy. Since FY09, the Army has invested \$3.2M to include \$0.8M in FY11, and expects to invest another \$2.1M in FY12 for MEO personnel services support, database and survey systems, outreach support, and training for implementation.

Women in the Army

On January 13, 1994, the Secretary of Defense issued the Direct Ground Combat Definition and Assignment Rule. The rule remains in effect today and prohibits the assignment of women to units below the brigade level whose primary mission is to engage in direct combat on the ground.

The Army's current assignment policy (Army Regulation 600-13, 27 Mar 92) allows women to serve in any officer or enlisted specialty or position except in those specialties, positions, or units (battalion size or smaller) which are assigned a routine mission to engage in direct combat, or which collocate routinely with units assigned a direct combat mission.

On March 2, 2010, in the context of a changing operational environment, with emerging requirements and missions, the Army initiated a routine cyclic review of its assignment policy for female Soldiers. The purpose of the review was to assess the current Army

policy alignment with DoD policy. The Army completed the cyclic review in March 2011 and submitted the results and recommendations to Army Senior Leadership for decision. Prior to making that decision, the FY11 National Defense Authorization Act (NDAA), Section 535, directed the Secretary of Defense, in coordination with the Services, to review laws, policies, and regulations that restrict female Service members an opportunity to excel in the Armed Forces.

The DoD review was completed in late January 2012 and released February 9, 2012. The Army concurred with the other Services in the revision of the Direct Ground Combat Assignment Rule that eliminates gender-based assignment restrictions to units and positions that are required to physically co-locate and remain with direct ground combat units that are closed to women and to further align Army assignment policy with that of DoD. In doing so, the Army opened approximately 13,139 positions for the assignment of women. Additionally, we opened six MOS: three in Field Artillery and the remaining three closed specialties in the Logistics career field. We also requested and were granted a DoD exception to the Direct Ground Combat Assignment Rule that will authorize the Army to assign females to direct ground combat units below the brigade level. This limited exception allows assignment of female Soldiers in select open specialties to serve in the battalion headquarters of select direct ground combat units. Each of these activities will take effect in late spring 2012.

Women in the Army have and continue to serve this Nation with honor and distinction in the roles, positions, units, and specialties in which they are allowed to serve. They have proven their ability to serve in expanded roles throughout the Army both on and off the battlefield. This review marks the beginning of a careful and deliberate effort to apply lessons learned by commanders over more than a decade of persistent conflict. The Army will continue to review positions and requirements to ensure that all Soldiers are provided opportunities to reach their full potential and that we accomplish our missions with the most capable and qualified Soldiers.

Sexual Assault and Harassment Prevention

The Army's goal is to eliminate sexual assault and sexual harassment through cultural change, thereby, creating a professional climate where every member of the Army family (Soldiers, Civilians, Family members and contractors) trusts their leaders to treat them with dignity and respect.

The Army Sexual Harassment/Assault Response and Prevention (SHARP) Program reinforces the Army's commitment to reducing incidents of sexual violence while promoting sensitive care and confidential reporting for victims of sexual assault, and accountability for those who commit these crimes.

The Army continues to implement a comprehensive "I. A.M. (Intervene, Act, and Motivate) Strong" Sexual Harassment/Assault Prevention Strategy and Campaign.

The campaign is based on the same strategic framework and guiding principles used to execute a successful military initiative—Prevent, Shape and Win. The Army's goal is to "Prevent" sexual assault and harassment before it occurs; "Shape" an Army culture that promotes dignity and respect; and "Win" an environment that increases prevention, investigation, and prosecution while reducing the stigma of reporting.

The program consists of a comprehensive policy that centers on awareness and prevention; training and education; victim advocacy; and response, reporting, accountability and program assessment.

The Secretary of the Army and the Chief of Staff of the Army are strong advocates for the implementation of the SHARP Program. They consider SHARP an integral part of the "Profession of Arms" in developing individual character and supporting the Warrior Ethos.

In 2008 the Army launched a comprehensive sexual assault prevention strategy, which incorporates the ethical principles of the "Profession of Arms" and requires leaders to establish a positive command climate that clearly communicates sexual assault's negative impact on the force and Family Members. The strategy further

encourages Soldiers to engage in peer-to-peer intervention, and not tolerate behavior that could lead to sexual assault.

This strategy consists of four integrated, cyclical phases that are designed to achieve true cultural change as we work to be the nation's leader in sexual harassment and sexual assault prevention:

Phase I (Committed Army Leadership) provides training on best practices and allows commands the opportunity to develop prevention plans to support the Army strategy.

Phase II (Army-wide Conviction) includes educating Soldiers to understand their moral responsibility to intervene and stop sexual assault and harassment.

Phase III, which launched April 2011, is dedicated to "Achieving Cultural Change" and fosters an environment free from sexual harassment and sexual assault

Phase IV, the final phase is "Sustainment, Refinement and Sharing." This phase will be implemented beginning April 2013. Here, the prevention program will continue to grow while motivating national partners—governmental and non-governmental organizations--to support our efforts in changing generally accepted negative social behaviors.

The goal will be the reduction of sexual assault through primary prevention by creating an environment where people are not afraid to intervene as soon as conditions exist that could lead to sexual misconduct if left unchecked.

The Army's campaign commitment includes integrating sexual harassment and sexual assault prevention efforts; executing the SHARP transformation plan; providing policies; training and education support to commands; and establishing prevention partnerships.

The SHARP Program transition is occurring throughout the Army. Building on previous training, SHARP Mobile Training Teams (MTTs) have trained approximately

7,900 of 17,000 command-selected program personnel on a prevention-focused 80-Hour Program Certification Course. The course was approved by the National Organization for Victim Assistance (NOVA) in December 2011 and credentialed under the National Advocacy Credentialing Program (NACP).

The Army applied \$40M from FY09-FY11 to increase investigative and judicial capabilities by hiring 12 highly qualified experts in the field of prosecution and investigations, 23 additional special investigators, 16 special victim prosecutors and five Trial Counsel Assistance Program attorneys. Additionally, there are plans to add another seven special prosecutors in FY12.

A feather in the Army's cap is the selection of the U.S. Army Military Police School Special Victims Unit Course, Fort Leonard Wood, Missouri, as *the* DOD's school house. In essence, the Army will serve as the DOD's *executive agent* for sexual assault investigator training and the US Army Military Police School will serve as the proponent for sexual assault investigations training for the Department of Defense.

The Army's school house employs a unique advanced interview technique in its Special Victims Unit (SVU) Training Course. This technique is called the Forensic Experiential Trauma Interview, or FETI, which was developed by the Army SVU lead instructor. This new interview technique combines the best of child forensic interview techniques along with the principles of critical incident stress debriefings and new neurobiology research to obtain not just the who, what, why, when, where, and how of the incident, but also the three dimensional experiential aspect of the crime. This process solicits and documents critical forensic physiological evidence. Based on feedback from the field this new technique has already shown to be substantially more effective in obtaining information and substantially more beneficial evidence which results in more successful prosecutions of sexual assault cases. The FETI technique is also being trained by our Army trainers to Federal, State, and local civilian agencies and has been embraced as a promising best practice. The SVU course is not only taught by USAMPS and USACIDC experts, but is also augmented by other nationally recognized experts as well as legal instructors from the Army Trial Counsel Assistance Program.

Agents from DODIG, NCIS, and AFOSI have already begun training at the SVU course. Army prosecutors will also begin attending the SVU course in April of this year to foster additional synergy and understanding between our CID Special Agents and prosecutors. We have developed a plan to include prosecutors from other DOD services beginning in FY 13.

Additionally, the Army is continuing in its efforts to ensure attorneys in the Judge Advocate community are receiving the most up-to-date training so they're properly equipped to investigate/prosecute sexual assault cases. Judge Advocates who are selected to serve as Special Victims Prosecutors (SVP) based on their skill and experience in the courtroom, are required to attend a two-week Career Prosecutors Course at the National District Attorneys Association in South Carolina; a one-week Military Institute on the Prosecution of Sexual Violence in Virginia; and two-weeks of On the Job Training with a designated civilian District Attorney's Office, Special Victims in locations such as Chicago and Los Angeles.

The Army is currently providing \$3.5M to support JAG prosecution and defense capability improvements, to include policy development, case management, training and education. DOD is supporting the Army's investigation/prosecution training efforts with an additional \$1.3 million in funding.

Based on recent Congressional, OSD and Army directives, the Army is revising its policy and program requirements to effectively expand the program to additional beneficiaries such as Family Members 18 years of age or older, DoD Civilians serving overseas, and Deployed DoD contractors deployed into combat zones, while finalizing a plan to meet the FY12 National Defense Authorization Act requirements. Concurrently, the Army is revising its comprehensive training and education program that began in FY04 and remains flexible to meet new legislative and military direction.

The Army is working with the Department of Defense leadership to ensure the manpower and funding required to address the programmatic changes stipulated in the NDAA are adequately addressed.

Health Promotion, Risk Reduction and Suicide Prevention

The Army continues to take aggressive actions to promote health, identify and reduce risky behaviors, and prevent suicides. Utilizing a holistic approach, increased emphasis has been placed on developing and implementing targeted training programs as well as funding for support programs that impact the entire Army Family.

The key elements of the Army's approach are: ensuring that all Soldiers have prompt access to quality behavioral health care; increased screening and documentation of mild traumatic brain injuries; and improved leader awareness of high-risk behavior. As conclusions are derived from ongoing studies, such as the Army Study to Assess Risk and Resilience in Service members (Army STARRS), the largest BH epidemiological study that the Armed Forces has ever undertaken, appropriate leadership decisions will follow to capitalize on the outcomes. The Army has increased screening efforts to improve diagnosis and treatment for Soldiers through the Post-Deployment Health Assessments, standardized screening protocols for those exposed to concussive events and implemented the "Pain Management Task Force" to appropriately manage the use of pain medications and adopt best practices Army-wide.

The dramatic increases in suicides experienced from 2006 to 2010 leveled off in CY 2011 and were down slightly from their record year in 2010. It is important to note, however, that suicides by Soldiers on Active Duty increased while those by Soldiers not on Active Duty decreased. There were 165 suicides by active-duty Soldiers during 2011, an increase from 159 suicides in 2010. However, a significant decrease was observed for Not-on-Active Duty members of the Army Reserve and National Guard, with 115 suicides during 2011 compared to 146 in 2010. This represents a decrease of 25 suicides over the 2010 report.

The Army released the *Army 2020 Generating Health and Discipline in the Force Ahead of the Strategic Reset Report 2012*. Referred to as the *Army Gold Book*, the report is an update to the *Army Health Promotion, Risk Reduction, Suicide Prevention Report*,

2010. It summarizes the progress made in enhancing the health, discipline and readiness of the Force and it represents the next phase in the Army's ongoing campaign to counter the stress associated with more than a decade of war. The *Gold Book* is designed to educate leaders, illuminate critical issues that still must be addressed, and provide guidance to those grappling with these issues on a day-to-day basis. It candidly addresses the challenges that leaders, Soldiers and Families currently face, while providing a thorough assessment of what the Army has learned with respect to physical and behavioral health conditions, disciplinary problems, and gaps in Army policy and policy implementation. The Army is committed to ensuring the entire Army Family has access to the training and resources necessary.

Army Substance Abuse Program

More than a decade of war has created symptoms of stress for our Soldiers, including an increase in alcohol and drug abuse. The Army Substance Abuse Program (ASAP) is a commander's program that uses prevention, education, deterrence, detection, and rehabilitation, to reduce and eliminate alcohol and drug abuse. It is based on the expectations of readiness and personal responsibility.

In March 2010, the Army conducted a counselor requirements analysis based on each installation's average daily client census with a ratio of 1 counselor for 30 patients. Patient caseload was as high as 60 per counselor at some installations. The 1:30 ratio is an accepted ratio based on literature and counselor input. Applying this ratio yielded a requirement of 563 counselors assuming a 20% growth in number of patients.

An Army priority in this area includes the hiring of more counselors. There is a finite pool of qualified substance abuse counselors nationwide and the Army is competing for this scarce talent with private industry, the Veteran's Administration and state and local governments. As of January 1, 2012, the Army has hired 500 of the 563 counselors needed. The Army is increasing the use of recruiting, relocation, and student loan reimbursement incentives to attract more qualified candidates, and are developing a ASAP Counselor Internship Program which will allow students with Masters degrees to

work in a supervised internship for up to two years as they attain their licenses and substance abuse counselor certifications.

The Confidential Alcohol Treatment and Education Program (CATEP), began in July 2009 and offers confidential alcohol treatment to qualified Soldiers. For these Soldiers, the chain of command is not informed of the Soldiers enrollment as was previously customary. This pilot program was initially offered at Fort Lewis, Fort Richardson, and Schofield Barracks. An initial assessment was conducted in March 2010, and the Secretary of the Army directed that the pilot be expanded to include Forts Carson, Riley and Leonard Wood. The initial assessment showed moderate success in attracting Soldiers and placed more career NCOs and younger officers into treatment. Soldiers who participated in CATEP were very positive about the opportunity to take care of their issues without commander knowledge and were more motivated as patients. Some Soldiers informed their commanders about their enrollment and these commanders had a high acceptance of the program. The program was assessed again during July 2011. The results showed that many Soldiers with an alcohol abuse or dependency diagnosis had walked away from treatment when asked to change their behaviors. After careful consideration, the VCSA directed implementation of several improvements to the pilot and consideration of the use of a contract for Soldiers interested in CATEP, with the proviso that non-compliance with treatment would result in mandatory placement in the Command ASAP. The pilot will be assessed again in April and May 2012, after which the Secretary will decide whether to expand the CATEP to the remainder of the Army. To date 1,129 Soldiers sought CATEP treatment and 784 were/are enrolled.

Congressional Assistance

As the Army prepares for reductions in the force, we will need Congressional support to drawdown accurately and efficiently while maintaining readiness. The Army continues to work with the various parties to improve the physical disability system, so that our service members receive the transition they deserve. The continued support of Congress for competitive military benefits and compensation, along with incentives and bonuses for Soldiers, their Families and for the civilian workforce is critical in helping the

All-Volunteer Army continue to recruit, retain, and support the highest caliber of individuals.

Conclusion

We have invested a tremendous amount of resources and deliberate planning to preserve the All-Volunteer force. People are the Army, and our enduring priority is to preserve the high quality, All-Volunteer force – the essential element of our strength.

While we transform to a smaller Army, we remain dedicated to improving readiness, and building resilience in our Soldiers, Civilians and their Families. The Army will not sacrifice readiness as it draws down. We must draw down wisely to preserve the health of the force or prevent breaking faith with the brave men and women who serve our Nation. The Army has gained the trust of the American public more now than at any other time in recent history, while fulfilling our responsibilities toward those who serve.

The well-being of our Force, regardless of its size, is absolutely dependent upon your tremendous support. The Army is proud of the high caliber men and women whose willingness to serve, is a credit to this great nation. To conclude, I wish to thank all of you for your continued support, which has been vital in sustaining our All-volunteer Army through an unprecedented period of continuous combat operations and will continue to be vital to ensure the future of our Army.

Chairman Wilson, and members of the subcommittee, I thank you again for your generous and unwavering support of our outstanding Soldiers, Civilian Professionals, and their Families.