

RECORD VERSION

STATEMENT BY

**LIEUTENANT GENERAL BRIAN S. EIFLER
DEPUTY CHIEF OF STAFF, G-1
UNITED STATES ARMY**

BEFORE THE

**SUBCOMMITTEE ON MILITARY PERSONNEL
COMMITTEE ON ARMED SERVICES
UNITED STATES HOUSE OF REPRESENTATIVES**

SECOND SESSION, 119TH CONGRESS

ON ARMY ACTIVE, GUARD, RESERVE AND CIVILIAN PERSONNEL PROGRAMS

APRIL 16, 2026

**NOT FOR PUBLICATION UNTIL RELEASED BY THE
HOUSE ARMED SERVICES COMMITTEE**

Chairman Fallon, Ranking Member Houlahan, distinguished members of this Subcommittee, thank you for the opportunity to appear before you on behalf of the men and women of the United States Army. With the approximate 16,000 Soldiers deployed in support of Operation Epic Fury, we have continued to transform rapidly across our Total Force to meet the needs of our national defense, and appreciate the support of this Congress. Through our HR Continuous Transformation Campaign plan, we are taking new and better approaches in every aspect of personnel management, such as personnel policy, force structure, recruiting, and retention, all to ensure we attract and keep the most talented people in our All-Volunteer Army." We have reaffirmed on our commitment to upholding standards, merit-based leadership, and incentivizing exceptional performance in every aspect of how we are doing business.

Talent Transformation

Recruiting and Accessions:

We continue to see successes in our efforts. Last fiscal year, 2025, the Army exceeded its Fiscal Year (FY) 25 Regular Army accessions mission of 61,000, accessing 62,050 Soldiers, and contracting another 22,249 in the Delayed Entry Program. This continued success comes from the concerted effort of Army Senior Leaders to prioritize Army recruiting and from the unwavering efforts of recruiters across the country. We are building off last year's momentum and started off FY26 with historic recruiting numbers, putting us on glidepath to complete our recruiting mission early. The Future Soldier Preparatory Course continues to be a game-changer. Since its inception in FY22, this program has successfully helped more than 50,000 patriotic young men and women who had the desire to serve but needed academic or physical fitness development to meet the Army enlistment standard. It doesn't lower the bar; it helps future Soldiers surmount it, broadening the pool of talent without compromising the quality of our force. The Army's return on investment is notable as these Soldiers fill priority MOSs, and sign longer enlistment contracts, greatly enhancing the Army's ability to fill high demand MOSs while building more lethal formations.

I am also happy to announce that the Army is on track to surpass its FY26 accessions goal of 61,500, having already achieved 77% of its recruiting mission as we

enter our busiest recruiting season. We are doing this without lowering standards, sacrificing quality, and doing so while still prioritizing longer contract lengths and competing for some of America's greatest talent in emerging fields.

Active Army enlistment incentives encourage prospects to commit to high-priority jobs for longer periods, building and sustaining readiness. Qualified applicants can select from a menu of options that include both monetary and non-monetary incentives. This reflects the fact that potential recruits are motivated by a variety of different things and desire unique professional experiences and the pursuit of personal goals. This approach increases satisfaction for the individual Soldier while allowing the Army to more effectively meet its mission requirements. In FY25, the Army increased selection into priority MOSs by an average of more than 20% while offering a greater number of non-monetary incentives that more closely aligned to the preferences of our Service Members. There were almost 39,000 more requests for non-monetary vs monetary incentives, and the two most popular options were Critical Skill Military Occupational Specialty (MOS) selection and Station of Choice, speaking to both the desire for professional fulfillment and locations that support service members and their families.

A significant expansion of our Direct Commission Program (DCP) is also playing a vital role in accessing specialized talent. For the first time ever, we have given a mission requirement to United States Army Recruiting Command to direct commission personnel in a way that will allow us to rapidly and readily access personnel in occupational specialties that require unique or niche educational backgrounds. This program provides an alternative to traditional commissioning paths like ROTC or Officer Candidate School, allowing the Army to bring in highly qualified individuals with specific skill sets in fields like cyber, logistics, software development, and artificial intelligence rapidly to meet the needs of our operational units. This initiative is designed to be faster and more streamlined, aiming to reduce commissioning timelines to approximately six months. Through this process, we are identifying highly technically qualified individuals who exemplify the attributes necessary to be an officer in the United States Army. The DCP allows for the appointment of officers at ranks ranging from lieutenant to colonel, depending on their level of experience and education.

This flexibility is critical for attracting top-tier civilian talent and ensuring the Army remains competitive in a rapidly evolving operational environment. The expansion of this

program is a testament to the Army's commitment to modernizing its talent management strategies and building a more lethal and capable force.

While pursuing quality accessions, the Army remains committed to retaining its best and brightest talent. The Army has modernized its Enlisted Retention program to remain competitive with the other services and the private-public sector, while incorporating precision targeting and quality tiered incentives and, most importantly, fueled by data analytics that defines the efforts driven by Human Resources Continuous Transformation. As a result of our wide-range of flexible incentives, many choose to serve for an additional one-to-three years. In fact, during FY25, the Regular Army retained 60.5K Soldiers (110%) of the target objective of 54.8K. The United States Army Reserve retained 11.7K of 12K (97.5%) and the ARNG retained 38.5K of 39.5K (97.4%). As of 31 January 2025, all components retained above their year-to-date (YTD) targets. The Regular Army retained 19K (131%) of the 14.5K FY25 YTD target. The USAR retained 7K (108%) of their 6.5K target and ARNG retained 14K (119%) of 11.8K target. Equally critical was the retention of our first-term Soldiers, who represent the future of our Army and the non-commissioned officer corps, which surpassed 100% of our targeted goal, retaining greater than 19K over our initial 17,300 requirement. This, more so than any other indicator, allows us to truly understand how our efforts to take care of our Soldiers and their families through quality-of-life efforts, while building cohesive teams and offering a wide range of incentives.

Precision Manning and Quality Tiered Incentives:

The Army is fundamentally modernizing its retention program to enhance lethality and our warfighting capabilities. We are deliberately shifting away from an aggregate, "quantity-driven" retention model to a precision targeting approach that aligns Soldiers' skills with mission requirements, changing force structure, and priority needs. The goal is to ensure the right Soldiers, with the right skills and the right rank, are available for the right assignments at the right time. This allows us to rapidly identify capability gaps and adjust our retention efforts to maximize the alignment of personnel at the point of need.

This new model is anchored by two key initiatives: Quality Metrics and Tiered Incentives. We now implement precision incentives tied to measurable data points, including physical fitness, technical expertise, and leadership performance, to retain our

highest-quality Soldiers. Our goals are to ensure our best-performing personnel are offered the most compelling reasons to continue their service and to encourage others to reclassify into critical skills that respond to emerging needs in a dynamic and changing global scene.

We are also using cutting-edge technology to help to do it smartly and give leaders high-quality data and information to make the best decisions. By integrating quality retention data into centralized platforms like Army Vantage and the Integrated Personnel and Pay System – Army (IPPS-A), we improve forecasting, visibility, and accountability, ensuring the Army can compete and win in a war for talent.

Enhancing Personnel Readiness by Prioritizing Stability Without Compromising Readiness or Lethality:

We are strengthening warfighting capability through our "Stability for Readiness" initiatives, which are reducing over 12,000 PCS moves annually. This is a key component of the Army's Continuous Transformation, allowing us to build more lethal and cohesive teams that stay together longer. We are setting the conditions for the future force through precision manning, which is the deliberate alignment of the right Soldier, with the right skills and readiness profile, to the right position at the right time - using data-driven assessments to optimize unit effectiveness and reduce personnel gaps or mismatches. We also want to empower our Soldiers and their families with greater predictability and control over their careers. Looking forward, we will continue to invest in our people by refining programs like the Stabilization Retention Option and exploring distributed learning models for professional military education, ensuring we build a modern personnel system where our warfighters can develop deep expertise while their families plant deeper roots.

Officer / Warrant Officer Career Field Reviews:

While continuing to improve personnel readiness with our existing programs, we are also adapting to new challenges from the modern battlefield. We have analyzed our current capabilities and compared them to what we'll need for future missions. This critical need to stay prepared for global threats has led us to conduct a thorough review of our Officer Career Fields.

This review is a key component of our broader Human Resources Continuous Transformation, designed to ensure the Army remains ready to deter, fight, and win our nation's wars in dynamic operating environments. To dominate the battlefields of tomorrow, we must ensure our leaders possess the right blend of warfighting experience and deep technical expertise. The Officer Career Field review, the first major effort of its kind focused on our Functional Area Officers since 1997, directly addresses this imperative. It leverages new talent management authorities granted by Congress in 2019 to deliberately orient our Officer Corps for the future fight.

Our core objective is to rebalance our officer talent to better align with emerging strategic and technological demands. This means we must grow our capacity in highly technical specialties. Specifically, we will be increasing authorizations in fields like Space Operations (FA40) and Operations Research and Systems Analysis (FA49)—areas critical to achieving and maintaining overmatch in a multi-domain environment.

To enable this growth in these critical areas, we are reducing authorizations in a few other functional area career fields where new technologies and streamlined organizational structures have led to fewer Soldiers being required for those roles. These include Force Management, Acquisitions, Simulations, Marketing, and Strategist career fields. No Functional Areas are being eliminated by this effort. Each provides an important capability to the Army and the Joint Force. This is a deliberate rebalancing, not a reduction in force, and deliberate talent management efforts are being implemented to ensure we retain our best and brightest.

This entire process will be conducted thoughtfully over a 24-month period, and our priority is our people. We will initially focus exclusively on voluntary measures to manage this transition. Affected officers will have a wide range of options. They may request to remain in their current field, voluntarily transfer to a different Functional Area, apply for an inter-component transfer to the Army Reserve or National Guard, seek an inter-service transfer, or, if eligible, request to retire or separate.

We are confident that this voluntary-first approach will retain the vast majority of our talented officers and their invaluable experience within the Total Force. We will only consider involuntary measures after reassessing our personnel inventory in early 2028, and only if necessary to meet critical requirements. Bottom line, if someone wants to serve, we want to give them opportunities to do so.

HR Data Transformation

HR Data Modeling:

Our recent progress in HR data modernization represents a significant victory for the Army's People Supply Chain Management initiative. Through a collaborative effort between our IPPS-A and Enterprise Modernization Directorate, we have developed a revolutionary, AI-driven data model within the Vantage platform. This breakthrough makes creating data products exponentially easier and enables the development of high-quality dashboards in a matter of days, not months. Looking ahead, we have a clear path to success: Later this spring, we will merge existing data models and refine our dashboards, with plans to rapidly introduce new AI-enabled capabilities. This effort is a crucial step toward providing access to authoritative HR data and realizing the Army's goal of a Common Operating Picture for its personnel.

HR System Transformation

The Integrated Personnel and Pay System – Army (IPPS-A):

The Integrated Personnel and Pay System – Army (IPPS-A) has been a strategic success but must continue to develop, serving as the focal point of our human resources transformation efforts and being fundamental to improving the Soldier experience going forward. As the Department of Defense's largest and most successful Enterprise Resource Planning (ERP) system, IPPS-A provides a fully modernized Human Resources solution to 1.1 million users across all Army components, integrating support for our warfighters.

IPPS-A underpins the Army's commitment to sustaining a ready, effective, and lethal force. The Army is ahead in IPPS-A modernization; we are doing more, we are doing it faster, and we are ready to push beyond any current limitations. By subsuming over 23 legacy systems—with plans to decommission 20 more in FY26/27— IPPS-A provides warfighters, commanders, and HR professionals with a unified platform. This consolidation is a key factor in our HR modernization, providing Total Force Visibility with data consolidation.

At its core, besides good leadership, IPPS-A is a primary enabler of the Soldier Experience. Through business process re-engineering, the system has automated the

generation of DD214s, expanded the digital levy brief to reduce paperwork, and streamlined absence requests for TDY, house hunting, and PCS moves. IPPS-A has also replaced legacy systems for sponsorship, and will soon provide additional tracking details to Soldiers on their retirement packets online and on their mobile devices

The Army is on a clear path to modernizing its data systems, and the success of IPPS-A is a major point of pride. This way forward will include enhancements to finance and pay options and continued focus on up-leveling the Soldier experience. Through Agile Software Development, IPPS-A will continue to evolve, delivering updates that drive HR transformation and solidify its role as a cornerstone of a more agile, ready, and Soldier-centric force that positively impacts readiness.

Response to Reductions across the Civilian Workforce

In response to the President's Executive Order "Implementing the President's "Department of Government Efficiency" Workforce Optimization Initiative" as well as OPM and OMB's memorandum "Guidance on Agency RIF and Reorganization Plans", and the Secretary of War's directive, "Army Transformation and Acquisition Reform", the Army has been focused on reshaping and right-sizing the Civilian workforce. Specifically, as we continue to execute the Army's historic transformation into a more lethal and agile force, we are ensuring our Civilian workforce represents the critical support and needs of the Army. As part of these efforts, the Army is rebalancing the Civilian workforce ensuring surplus employees in a command or location are assigned to critical positions where their skills and abilities can best support the Army and the warfighter while optimizing expenditures. The Army has used the Deferred Resignation Program and VERA/VSIP as tools to right-size the Civilian force. Our use of these tools aligns with the Administration's directive to streamline the federal workforce and ensure effective resource allocation.

The Army works closely with the major commands to ensure our workforce can maintain the readiness and capabilities that the Army must have to meet its missions worldwide. The Army leverages available direct hiring authorities and other competitive and non-competitive avenues to ensure we hire qualified personnel capable and ready to carry out the Army's mission and support the warfighter. As we continue to hire critical vacancies,

the Army will continue to leverage these flexibilities to ensure we hire the right personnel, in the right location, and at the right time.

Conclusion

Through all our Human Resources Transformation Initiatives, the Army remains focused on its mission, more now than ever before, which is to fight and win our Nation's wars. Congress' support is instrumental in making this a reality. I cannot overstate how much this relationship and these investments in our people will ensure the Army's readiness today and into the future.

The Army's number one priority continues to be warfighting and our people its most important instrument. The Soldiers who serve our nation, both in and out of uniform, along with the families and Army civilians who support them are our strength and our legacy. Your support is what enables our ability to transform the force while showcasing our abilities and offering opportunities to allow Service Members and Families to flourish.

Thank you for your generous and unwavering support of our outstanding Soldiers, Civilian professionals, and their Families.