

RECORD VERSION

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BEFORE THE

**SUBCOMMITTEE ON READINESS
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INTRODUCTION:

Chairman Wilson, Ranking Member Bordallo, distinguished Members of the Subcommittee, we appreciate the opportunity to testify on the readiness of the United States Army. On behalf of our Secretary, the Honorable Mark Esper, and our Chief of Staff, General Mark Milley, thank you for your support and demonstrated commitment to our Soldiers, Army Civilians, Families, and Veterans.

In the last year, the world has become even more volatile and unpredictable. Today, the Army has over 178,000 Soldiers committed to supporting Combatant Commanders in more than 140 countries. The U.S. Army currently fills 50 percent of Combatant Command base force demand and 70 percent of emergent force demand. In real numbers, this is a 10 percent increase in global demand for forces from this time last year. Soldiers currently support 10 major named operations. In the current strategic environment typified by long-term strategic competition with other great powers, a continuing terrorist threat, disruptive technological advances, and budgetary uncertainty the Army remains the Nation's trained and ready ground combat force.

As other senior leaders have testified before Congress, we are at an inflection point where we can no longer ignore the eroding competitive advantages of our technologies and weapon systems. We appreciate the bipartisan effort that resulted in a two-year budget agreement for FYs 18 and 19. That type of certainty must continue well into the future so we can effectively plan and align our resources to our top priorities. As you are aware, the budget uncertainty imposed by the 2011 Budget Control Act, nine years of continuing resolutions, and two government shutdowns forced the Army to underinvest in readiness – it will take time for us to build that back.

In 2018 the Army will continue manning, training, and equipping the force to meet our goal: 66 percent of our fighting force ready to fight at a moment's notice. We must focus our training, equipping and manning priorities to meet the challenges of generating full-spectrum readiness, including mobilizing tens of thousands of Reserve Component Soldiers who can deploy to the fight in a matter of days and weeks. This work includes having sufficient, critical Army National Guard and Army Reserve enabler capabilities, and ensuring that there are no interoperability gaps in areas such as

mobility, lethality and mission command systems.

Providing a ready and lethal ground combat force will remain the Army's number one priority. The Army is focusing resources to maximize readiness on those units likely to respond to a possible contingency. We are focusing on increasing the integration of the Regular Army, Army National Guard and Army Reserve. We are also evaluating new force structure that will allow the Army to take advantage of changing technologies deterring near-peer competitors, and winning against violent extremists who would attack our homeland and allies.

Manning:

The Army provides a majority of the forces to support Combatant Commander requirements globally. As a result, U.S. Army forces are critical to the Nation's compete, deter, and win strategy. For example, in the Pacific, where we are deterring North Korean aggression and countering China's hegemonic aspirations, the Army provides nearly 80,000 Soldiers on a permanent basis, and nearly 24,000 Soldiers through rotational Armored Brigade Combat Teams, aviation units, field artillery units, and chemical, biological, radiological, and nuclear defense capabilities. With these forces, the Army continues to strengthen its existing alliances and partnerships through exercises, such as Pacific Pathways, and programs such as the National Guard State Partnership Program. Bearing in mind that 20 of 27 Asian-Pacific countries' defense chiefs are Army Generals, U.S. Army forces are a natural fit to accomplish Defense objectives and attract new partners to work with the U.S. and achieve regional security objectives.

The fight against violent extremists will continue long into the future. Using the Security Force Assistance Brigades (SFABs), we will continue to work with partners and allies to contain these threats. The Army must continue to retain talented mid-grade Officers and Noncommissioned Officers to man these formations. The Army will deploy the first SFAB to Afghanistan this year. We activated the second SFAB in January and will activate a third Regular Army SFAB and an Army National Guard SFAB later this year. SFAB maneuver advisor teams will work with partner nations' militaries and will train and advise those forces in technical areas like fires, logistics,

maintenance, and EOD. The Army will build two more SFABs in 2019 with your continued support.

The National Defense Strategy focuses on the return of great-power competition. With this challenge comes a more lethal battlefield and a more technically capable adversary. To meet this, the Army is expanding, building and manning new units to meet the demand for cyber and EW capabilities and piloting new operating concepts, such as the Multi-Domain Taskforce (MDTF). The Army is leading the Department of Defense in cyberspace operations. This year, 66 percent of the Army's planned 62 Cyber Mission Force teams reached full operational capacity. The Multi-Domain Task Force, being piloted in U.S. Army Pacific Command, will help the Joint Force pierce and neutralize our adversaries' Anti-Access/Area-Denial envelope. Like the idea of prototyping, the MDTF exemplifies how the Army will pilot new force structures and operating concepts to explore how we can compete, deter, and win in an increasingly ambiguous and contested environment.

In this contemporary operating environment, the Army National Guard and Army Reserve comprise an operational force that Combatant Commanders rely on during all phases of conflict. To meet that demand, select Reserve units must be ready to deploy with little or no-notice. This expectation marks a new reality for the Army National Guard, a new era dubbed *ARNG 4.0*. A distinct break from the post-9/11 period that was characterized by rotational deployments for counterinsurgency operations, *ARNG 4.0* is an evolutionary shift that increases combat readiness and decreases response time.

To meet the requirements of *ARNG 4.0*, the Army National Guard instituted new manning constructs for select units in high demand by Combatant Commanders. Priority units are now authorized manpower in excess of 100 percent to build and sustain both combat readiness and domestic response, capabilities resourced through the Army Readiness Enhancement Account. This approach will field operational Army National Guard units, available to the Combatant Commanders overseas and responsive to the Governors of our States and Territories at home.

The Army Reserve is leaning forward to improve readiness and to leverage the unique skills that exist in the ranks. To ensure that critical capabilities such as aviation, engineer, medial, civil affairs, chemical, and logistics units are ready to deploy on compressed timelines, the Army Reserve has formed Ready Force X (RFX), a pool of units tasked with maintaining higher levels of readiness to deploy, enable, and fight in days and weeks. Further, the Army Reserve continually assesses its organizational structure to ensure that our force is postured to keep up with the fast pace of change in the private sector – in areas such as quantum computing, artificial intelligence, robotics, and materials science, medicine and genetic research and engineering to name a few. We continue to work closely with our partners within the private and public sectors such as Defense Innovation Unit Experimental (DIUx), Military District 5 (MD5) and others that are committed to strengthening the partnership between “Main Street” America and your Army Reserve.

With your help, the Army is reversing manpower declines and addressing key capability gaps. The National Defense Authorization Act (NDAA) in FY17 authorized 1.018 million Soldiers for the Army. Among other things, the Army used those increases to fill shortages in undermanned combat units and close capability caps in air defense artillery and long range fires. The Army also made great progress in reducing the number of medically non-deployable Soldiers in our ranks. These two factors contributed to 21 Brigade Combat Teams being manned at 100 percent. The FY18 NDAA authorizes more growth. In order to recruit and train these new Soldiers, the Army needs enacted appropriations. Then in order to retain them, and grow them into the highly proficient mid-grade Leaders that distinguish the U.S. Army from other ground-combat formations, we need predictable funding so that they can continue their education and development.

Training:

In order to meet the goal of having 66 percent of its combat forces ready to meet war plan requirements between FY21 and FY23, the Army is focusing on optimizing training resources, improving the quality of training assessments and enhancing Reserve Component training, integration and responsiveness.

The Army recently implemented its new force generation model called Sustainable Readiness. Under Sustainable Readiness, the Army works to optimize readiness to meet known and contingency requirements for about 96 percent of the operating force. Using this we can shape efforts to increase training opportunities in a targeted manner across the force. Because of your support, the Army plans to conduct 19 Combat Training Center rotations in FY18 and 20 in FY19. This includes four rotations for the Army National Guard each year, doubling their number of Brigade Combat Team rotations. Beginning in 2018, the Army will hold two SFAB culminating training events a year. Additionally, 14 Reserve Component units are mid-way through the Associated Unit Pilot. There are favorable indications that this pilot is meeting its intent of increasing Reserve Component readiness and reducing enabler support challenges by establishing habitual relationships between RC and AC units.

Concurrently, the Army National Guard is adjusting traditional training models and shifting focus from counterinsurgency operations to core, decisive action functions as part of the Army's transition to Sustainable Readiness. In order to reduce the amount of training time they need upon mobilization, select units within the Army National Guard will require more than the standard 39 training days each year. Under *ARNG 4.0*, units in high demand will require 63 training days, or more, leading up to Combat Training Center rotations or overseas exercises, while the training tempo for other units remains steady. Many Soldiers may also have individual military education requirements of up to two weeks that add to their cumulative annual commitments. This increased training time is necessary for the Army National Guard to meet its obligations as the largest reserve force in the Department of Defense and as a reliable force provider to the Total Army.

Over the last year, the Army established a new standards based system designed to better measure any unit's readiness to deploy. This system is called Objective-T and it ensures a common understanding of how to apply these metrics across all components of the force. The Army is currently training under Objective T and the Army Reserve currently conducts Ready Force X focused operations, like Cold Steel which is a crew-served weapons gunnery exercise to meet Objective T readiness standards. Implementing Objective-T prior to Combat Support Training

Exercises and Combat Training Center rotations will ensure units and Soldiers are trained and ready to bring key enablers to the Army and that AC/RC integrated formations do not suffer from differing training standards when asked to rapidly deploy.

When the Army misses training opportunities due to budgetary uncertainty, continuing resolutions, or government shutdowns, we cannot recover that lost readiness. Losing training time, and the associated repetitions, field exercises, courses, and rehearsals cannot be bought back. Under current projections, by FY20, 90 percent of all regular Army BCTs will have completed three decisive action CTC rotations in the previous decade. However, if the Army must operate under a six month continuing resolution, 13 Brigade Combat Teams will enter their April-September CTC rotations at lower training levels due to reduced home station training. Alternatively, Commanders may decide to shift funds and preserve Brigade Combat Team training at the expense of maneuver enhancement and sustainment units.

Equipping/Sustaining:

Last year, the Army completed fielding the first increment of the Global Combat Support System – Army (GCSS-Army), which is improving materiel management for Army logisticians. They are capitalizing on the unprecedented data it is providing to improve readiness. The system was fielded to the Total Army -- all components at one time -- the first time that has been done in recent history.

We are balancing our capabilities across multiple threats and theaters by growing our Army Prepositioned Stocks (APS), and assembling them in ready-to-fight configurations around the globe. The stocks enable us to quickly equip and employ early-entry forces, assure our allies, and deter our enemies. In Europe, as the Army transitions from assurance to deterrence, we are adding a Fires Brigade and its associated enablers. This enhances the Army's lethality and demonstrates how we continue to work with NATO partners to improve response time in the event of Russian aggression. In Korea we have increased our sustainment assets to meet a "fight tonight" scenario and Pacific Command requirements for early-entry forces. We also are adding to Activity Sets in support of Africa, Southwest Asia, and South America as the strategic environment continues to shift.

We are addressing shortages of critical preferred munitions through efforts to reposition munitions and modernize the industrial base. We expanded production capacity at Holston Army Ammunition Plant in Tennessee, and we're beginning repair and upgrade programs to Pine Bluff Arsenal in Arkansas and the McAlester Army Ammunition Plant in Oklahoma.

The Army's 23 organic industrial base (OIB) facilities have transitioned from peak war-time workload to support regionally aligned rotational forces and enduring operational requirements. The OIB needs consistent, predictable funding to preserve the capabilities of the highly trained workforce and to modernize facilities, equipment, and tooling. We request congressional support as we continue to align requirements and resources and strategically shape a ready OIB.

The Army is undertaking an ambitious effort to establish a new Futures Command. The sole purpose of this organization will be to make our Soldiers and units more lethal so they can fight and win our Nation's wars. To do this, they will develop, procure, and field next generation capabilities. This year, the Army will selectively upgrade the equipment we have and will focus our research funding on the six Army Modernization Priorities: long range precision fires, next generation combat vehicles, future vertical lift, the Army network, air and missile defense systems, and Soldier lethality.

Conclusion:

The Army remains ready to compete, deter, and if necessary fight and win tonight. However, sustaining readiness for today while modernizing to compete with near-peer adversaries in the future requires sufficient, consistent, and predictable funding. The Army's strength is its people, and the way to maximize that strength is by keeping those people trained and equipped. We need your continued support to satisfy our responsibilities to train America's sons and daughters for combat, to maintain a trained and ready ground force, and to be responsible stewards of our Nation's resources.