

**RECORD VERSION**

**STATEMENT BY**

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**BEFORE THE**

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## **Introduction and Strategic Environment**

Chairman Garamendi, Ranking Member Lamborn, and distinguished Members of the Subcommittee, thank you for this opportunity to discuss our Army's state of readiness. The past year posed many challenges for our Nation and Army, to include the COVID-19 pandemic, ecological disasters, civil unrest, and southwest border security. Our Soldiers met these challenges head on as our Nation's go-to force while continuing missions abroad. Our Army is at the forefront of opening doors and building relationships with our partners and allies in the Pacific, deterring adversaries in the Pacific and Europe, and combating trans-national terrorism around the globe. These accomplishments demonstrate a level of readiness rebuilt over six years after reduced funding, uncertain budgets, and deferred modernization. Our success would not have been possible without your support and timely, adequate, predictable, and sustained funding.

We stand at a pivotal moment, and readiness is relative to the challenges we face. Strategic competitors are fielding new technologies and threaten many of our long-held advantages. Trans-national terrorism, environmental degradation, cyber-attacks against our national infrastructure, and a contested information space will continue to challenge us. Rising to meet these challenges requires a well-trained and appropriately sized Army. It requires transforming the Army through a robust modernization program, enabling it to conduct all-domain operations alongside allies and partners to deter adversaries and, if necessary, to fight and win. Maintaining our competitive edge through modernization is the bedrock of tomorrow's readiness.

The Army has and continues to take considerable steps to maintain readiness through recent challenges while transforming into a multi-domain ready force. Commanders implemented creative solutions to maintain readiness through the COVID-19 pandemic. We are implementing a new Unit Lifecycle Model to balance readiness, requirements, and modernization to ensure we are maximizing our capacity using appropriated resources. We stood up the People First Task Force to implement the findings of the Fort Hood Independent Review Commission and combat sexual assault, sexual harassment, racism, and extremism. And, we bought future readiness by re-

aligning over \$35 billion over four years within the Army budget for self-funded modernization priorities. The Army's modernization effort is nothing short of transformational and is essential to the Joint Force's ability to apply synchronous combat power from all domains during competition, crisis, and conflict.

### **Current State of Readiness**

The Army sits at a high level of readiness. At our current end strength and level of readiness, the Army is able to meet National Defense Strategy requirements for today's threats. However, the demand for Army capabilities by Federal agencies and combatant commanders continues to exceed supply, and we do not anticipate a decrease in demand. The Army is busy and meets over 50 percent of our Nation's global security requirements while representing 25 percent of the defense budget, 35 percent of the active force, and 45 percent of active and reserve forces. The Army is supporting the Joint Force in more than 140 countries, to include 69,000 Soldiers in the Indo-Pacific, 30,000 Soldiers in Europe supporting NATO and the European Deterrence Initiative, and over 21,000 Soldiers in support of U.S. Central Command. Concurrently, the Army is providing over 63,000 Soldiers in support of domestic operations to include southwest border security, support to law enforcement, and COVID-19 efforts.

### **Impact of COVID-19**

The COVID-19 pandemic had a nominal impact on the Army's state of readiness. The Army maintained the readiness of our formations through the continued execution of Combat Training Center rotations and robust home station training. Of the twenty Combat Training Center rotations programmed for FY20, the pandemic affected six rotations. We conducted two rotations at home station, and rescheduled four rotations - all executed to standard. I saw first-hand the efforts to prevent the spread of COVID-19 while training one of our Brigade Combat Teams. This was a superb event and resulted in a well-trained unit. Similarly, we experienced a nominal degradation in the readiness of our division and corps headquarters despite the rescheduling of two Mission Command Training Program Warfighter Exercises.

There were no significant interruptions to the Army's Basic Combat Training Program. The Center for Initial Military Training implemented a new program of instruction resulting in a continual flow of trainees through the Basic Combat Training and Initial Entry Training programs.

Last year, the Army had a small, but manageable, backlog for officer and non-commissioned officer Professional Military Education. Testing protocols and mitigation measures allowed the continuation of training while preventing the spread of the virus. For example, the Command and General Staff Officer Course transitioned some students to a virtual classroom environment to mitigate risk. They also dispersed in-resident students to additional buildings to maintain social distancing. All Command and General Staff Officer Course in-resident schools are postured to conduct classes in physical classrooms in Academic Year 2021-2022 and are prepared to use a hybrid in-classroom/virtual classroom model if necessary. All other training locations in the Army employed similar creative measures throughout the past year.

#### Balancing Readiness, Current Requirements, and Modernization

In October 2021, the Army is implementing a new Unit Lifecycle Model, the Regionally Aligned Readiness and Modernization Model, to maximize appropriated resources and balance readiness with modernization while meeting our obligations as a force provider to federal agencies and combatant commanders. The Regionally Aligned Readiness and Modernization Model will create a more predictable environment throughout the Army by establishing habitual relationships to specific missions and theaters while synchronizing periods of modernization, training, and mission execution. This will result in stabilized training and greater predictability for commanders and Soldiers at the unit level. Not only will our Soldiers and formations be better prepared for their specific missions, our junior leaders will be resourced with the time necessary to build cohesive teams. In my opinion, cohesive teams are critical to the accomplishment of the mission and to eliminating harmful behaviors such as sexual assault, sexual harassment, racism, and extremism. Predictability and stability will also increase the quality of life for our Soldiers and Families.

By identifying and synchronizing periods of modernization, training, and mission execution, the Regionally Aligned Readiness and Modernization Model will create space for the Army to transform into a multi-domain force. Our current transformation effort requires time to field new equipment and provide Soldiers with the training necessary to operate new equipment well as part of a combined arms, multi-domain team. We must not sacrifice future readiness to meet today's requirements, and vice versa.

## **People First**

The harmful behaviors of sexual assault, sexual harassment, racism, extremism, as well as the conditions which contribute to death by suicide, directly impact the readiness of our force. They degrade trust, unit cohesion, and the ability of our Soldiers to accomplish the mission.

We established the People First Task Force and charged it with determining the applicability of and, where appropriate, implementing the 70 Fort Hood Independent Review Committee recommendations. But that's not all. The People First Task Force is charged with integrating and synchronizing the Army's efforts to eliminate all harmful behaviors. Our most important objective is to develop a culture of prevention. By synthesizing quantitative and qualitative data compiled from across the Army and Department of Defense into actionable information, we will identify high risk formations, enabling us to act decisively to interdict catastrophe before it occurs. When a high risk formation is identified, a "Cohesion Assessment Team" will deploy to the identified unit to provide the commander with a deeper, more granular view of the organization. The Cohesion Assessment Team will also provide a growing body of best practices to help commanders identify indicators and weaknesses, and to mitigate risk.

We are listening to our Soldiers. To date, we conducted 111 listening sessions across 16 locations with over 5,607 Soldiers to understand their perspectives and hear their ideas. In March 2021, we held a one-week People First Solarium at West Point, New York, consisting of 100 junior enlisted Soldiers and officers from across the Army to solicit ideas on how to combat harmful behaviors. I attended this event and walked away extremely impressed with our young Soldiers. They reaffirmed my belief in the

importance of building cohesive teams to create a culture of prevention. Their ideas and insight are directly informing the initiatives of the People First Task Force.

### **Transforming to Build Future Readiness**

The Army's readiness is relative to the challenges we face. After years of advancing their capabilities, our adversaries are nearly able to challenge many of our long-held advantages. To maintain our competitive edge, the Army is undergoing the most significant transformation since the 1980s. This transformation to a multi-domain force is the bedrock of future readiness and will provide the Joint Force with the land domain capabilities required to deter and if necessary, fight and win. History teaches us the importance of not relying on a single domain or nuanced capability in combat. Instead, it teaches us the importance of synchronizing combat power from several domains as a Joint Force.

The Army's transformation includes the means of employing Army forces as part of a Joint all-domain team. Using advanced network and cloud based technologies, we are developing the means to link sensors and combat platforms to the Joint Force. Project Convergence, our live means of experimentation and what we describe as our "campaign of learning," seeks to connect any sensor to the right command and control node with the right authorities, on to the best shooter, regardless of domain or service. I had the opportunity to attend Project Convergence 20 in Yuma, Arizona. During this experiment, artificial intelligence-enabled technologies aimed to shorten the time between target identification to target destruction from hours-to-minutes down to seconds.

The Army's modernization priorities of Long Range Precision Fires, Air and Missile Defense, Next Generation Combat Vehicles, the Army Network, Future Vertical Lift, and Soldier Lethality will provide the Joint Force with credible land combat capability and the means to enable the Joint Force to penetrate Anti Access Aerial Denial systems and beyond. No service will achieve success alone, and Army land-domain advancements will be critical to the long range destruction of enemy command and control nodes and firing platforms, and the defense of Joint land, air, and sea

assets against enemy firepower. Army advances in Assured Positioning, Navigation, and Timing and our exploitation of the tactical space layer will provide the Joint Force with advanced situational awareness and accelerated decision making. Next Generation Combat Vehicles and advances in Soldier Lethality will provide the most lethal ground combat capability in the Joint inventory to fight and win where it matters the most.

### Organic Industrial Base Modernization Strategy

Modernizing our Organic Industrial Base is a critical part of our Army's transformation. The Army's Organic Industrial Base, consisting of depots, arsenals, and ammunition plants, enables materiel readiness, maintains surge capacity, and must support future weapons platforms.

The Organic Industrial Base is successfully meeting the demands of the Army and is making strides towards modernizing industrial operations through programmed projects. Two examples are the cannon manufacturing improvements at Watervliet Arsenal and the new aircraft Powertrain Facility at Corpus Christi Army Depot. The Army invested over \$3.2 billion since 2009 in upgrades to facilities, infrastructure, and operational equipment.

The Army must continue to invest in Organic Industrial Base modernization to ensure it meets future Army demands, provides the capability to surge for Large Scale Combat Operations, reduces single points of failure, decreases reliance on foreign resources, and is postured to support new systems. To accomplish this, the U.S. Army Materiel Command is developing a 15-year plan to modernize the Organic Industrial Base to a 21st century capability. This effort will incorporate the latest and emerging technologies to include advanced sensors and maintenance analytics, robotics, computer programming logic in machining, continuous process management technology, plant and process layout, and remote operating capabilities.

The Army's advancements in Advanced Manufacturing are revolutionizing how we maintain combat platforms at home station and in austere environments. Readiness challenges associated with obsolescence, diminishing sources of supply, and parts

delays are minimized by augmenting our supply system with the Army's ability to 3D print forward and in support of Organic Industrial Base production lines. To date, the Advanced Manufacturing Center of Excellence (Rock Island Arsenal) 3D printed approximately 110 National Stock Numbers (NSNs) for a total quantity of over 36,000 3D printed parts, including medical swabs for COVID-19 testing.

The Army is developing artificial intelligence to maintain and improve the readiness of our combat platforms. The Army ground Prognostics/Predictive Maintenance community applies numerous machine learning and data science techniques for detecting anomalies and predicting platform health. We are partnering with vendors and academia to implement industry leading open source and commercial artificial intelligence tools to develop this capability. There is more work ahead; business processes must be enhanced to incorporate AI outcomes as algorithms develop, and the Army desires to see the prediction accuracy of these techniques proven prior to large scale implementation.

## **Closing**

The Army is the Nation's go-to force during times of crisis and is a DoD leader in concept and technology development. Our Soldiers answered the Nation's call in the face of the COVID-19 pandemic, ecological disasters, civil unrest, and southwest border security, all while opening doors in the Pacific, deterring adversaries around the world, and combatting trans-national terrorism. We are combating threats from within to include sexual assault, sexual harassment, racism, extremism, and the conditions which lead to death by suicide by improving how we care for our people and build cohesive teams. Although we sit at a high level of readiness and are able to supply over 50 percent of Joint Force requirements, that readiness is fleeting, and additional demands or a reduction in resources would strain our ability to meet the needs of combatant commanders and Federal agencies, and place our transformation effort at risk. We are undergoing the largest transformation in forty years to maintain our competitive edge. Our transformation into a multi-domain Army is critical to the Joint Force's ability to apply synchronous all-domain combat power in support of Joint All Domain Operations,



regardless of theater. It is an exciting time to be in the Army and I am extremely proud of our young Soldiers. I humbly ask for your continued support and timely, adequate, predictable, and sustained funding so that we may continue to best defend the American people and our Nation's strategic interests.