

RECORD VERSION

STATEMENT BY

**LIEUTENANT GENERAL JODY J. DANIELS
34TH CHIEF OF ARMY RESERVE AND
9TH COMMANDING GENERAL, U.S. ARMY RESERVE COMMAND**

BEFORE THE

**SUBCOMMITTEE ON DEFENSE
COMMITTEE ON APPROPRIATIONS
UNITED STATES HOUSE OF REPRESENTATIVES**

FIRST SESSION, 117TH CONGRESS

**ON THE 2021 POSTURE OF THE UNITED STATES ARMY RESERVE:
AMERICA'S GLOBAL OPERATIONAL RESERVE FORCE**

MAY 4, 2021

**NOT FOR PUBLICATION UNTIL RELEASED BY THE
COMMITTEE ON APPROPRIATION**

NOT FOR PUBLICATION UNTIL RELEASED BY
THE HOUSE COMMITTEE ON APPROPRIATIONS

Title 10 USC specifies the Chief of Army Reserve shall submit to the Secretary of Defense, through the Secretary of the Army, an annual report on the state of the Army Reserve and the ability of the Army Reserve to meet its missions. The report shall be prepared in conjunction with the Chief of Staff of the Army and may be submitted in classified and unclassified versions.

The United States Army Reserve *Ready Now! Shaping Tomorrow . . .*

The State of the Army Reserve – *Ready Now! Shaping Tomorrow*

In an era of great power competition, the Army needs forces able to compete with adversaries, respond to crises, win in conflict, and prepare for the future. To accomplish this mission, the Army needs a dedicated Federal Reserve force that is ready today and prepared to meet the challenges of tomorrow. That force is the United States Army Reserve.

The Army Reserve is *Ready Now*, providing Soldiers and units to Combatant Commanders, enabling competition around the globe, supporting civil authorities in the homeland and conducting the foundational training required to win in great power conflict.

190,000 Army Reserve Soldiers and 11,000 Civilians are present in all 50 States, 5 U.S. territories, and deployed to 23 countries around the world. The Army Reserve contains nearly half of the Army's maneuver support and a quarter of its force mobilization capacity at a cost of just 6% of the total Army budget.

Although the Army Reserve only constitutes 20% of the Army's personnel, it provides over 50% of its quartermaster and medical formations, over 80% of its civil affairs, legal, and religious units, 62% of its military information support operations units, and over 40% of its chemical, transportation, ordnance, and intelligence forces. It provides the cornerstone of critical enabling capabilities like petroleum distribution, water purification, port opening, technical intelligence, and railroad operations.

The Joint Force cannot deploy, fight, and win without the Army Reserve. The Army provides the bulk of sustainment and enabling forces to other Services, and most of these enabling forces reside in the Army Reserve.

While the Army Reserve maintains readiness, it is also *Shaping Tomorrow* by bringing innovation and depth to Army modernization efforts. Army Reserve talent is an integral part of Army Modernization efforts. The Army Reserve has a higher proportion of Soldiers with graduate degrees than any other Army component. Nine percent of Army Reserve Officers have doctorates and over 32% have Masters degrees.

Talent is not limited to the Officer ranks. More than 13% of Army Reserve Enlisted Soldiers have Bachelors degrees. We have Enlisted Soldiers who are investment bankers, executives, and technologists. The call to service attracts individuals from all walks of life and professions.

Our Soldiers live in two worlds. They bring their civilian experiences to bear in their military duties and their innovative mindsets, acquisition skills, and project management

expertise help solve the Army's most complex challenges. As the Army moves towards the conduct of multi-domain operations, our Soldiers will play a critical role in linking the private sector into the defense enterprise. Our pools of talent in areas like defensive cyber operations and additive manufacturing are valuable wells of capability ready for the Nation to tap. Part-time service is a valuable mechanism to attract talent that might otherwise forgo military service.

Soldiers, Civilians and Families are the centerpiece of our efforts to stay ready and evolve. Ready and resilient Soldiers, capable leaders, cohesive teams, strong families, and supportive employers are the key to a ready and capable Army Reserve.

Ready Now! And COVID-19

Over the last three years, the Army Reserve focused on rebuilding collective readiness to contend with a near peer in Large-Scale Combat Operations (LSCO). However, in March of 2020, like the rest of the world, we encountered an unforeseen threat.

Our readiness paid dividends in unexpected ways. Within 24 hours of the President invoking involuntary mobilization authority, the Army Reserve rapidly aggregated critical medical capabilities in response to the COVID-19 Pandemic and initiated one of the largest domestic mobilizations in its history. In days, the Army Reserve assembled over 2,800 Soldiers, including 1,200 healthcare professionals, and deployed them to crisis zones around the country. By mid-April, 15 custom-built UAMTFs—Urban Augmentation Medical Task Forces—prepared to treat patients in New York, Seattle, Detroit, Boston, Philadelphia, New Jersey, and Connecticut. Each of these UAMTFs had the capacity to man a 240-bed hospital and relieve some of the burden falling on our civilian medical infrastructure at the start of the pandemic.

In addition to direct medical support, the 76th Operational Response Command and 807th Medical Command controlled forces across the United States; the 377th Theater Support Command and 4th Expeditionary Sustainment Command provided logistics to units from all components; the 505th Intelligence Brigade helped U.S. Army North track COVID's spread, and 180 Emergency Preparedness Liaison Officers (EPLOs) integrated federal, state, and local responses. Forward Engineering Support Teams helped to convert commercial buildings into hospitals, contractor support personnel arranged for vital services, and Army Reserve Aviation units flew over 600 missions, moving 1,870 personnel and over 8,000 pounds of cargo to points of critical need around the country.

Outside of the United States, Army Reserve formations assisted our allies and overseas installations with their pandemic response. In Europe, the 7th Mission Support Command provided Civil Support Teams to decontaminate high traffic areas across the U.S. Army Garrison in Kaiserslautern, Germany, and performed COVID-19 testing and analysis in Poland. The Medical Support Unit-Europe delivered medical supplies, and the 9th Mission Support Command based in Hawaii deployed nurses, medical planners and EPLOs, supported three federal staging areas, and moved more than 11,500

pieces of Personal Protective Equipment (PPE) and medical gear into the Pacific Territories, Hawaii, and Alaska.

In total, between March 1, 2020, and March 15, 2021, 4,578 Army Reserve Soldiers mobilized to support the Nation's COVID-19 response.

The Army Reserve continues to train while maintaining support to U.S. Army North in COVID-19 operations around the country. Early in the pandemic, the Army Reserve began making use of cloud-based tools to conduct virtual battle assemblies.

Army Reserve Cyber Soldiers continued required individual and team collective training through use of the Persistent Cyber Training Environment (PCTE), enabling Soldiers to complete complex cyber exercises while geographically separated. This synthetic training environment enabled Soldiers to collaborate via the Internet from personal computers, which maintained individual training and readiness goals for the year.

When conditions permitted, Army Reserve units transitioned to team- and squad-level collective training with the intention of getting back to normal operations where possible. Units incorporated medical screening procedures, testing (as available), and control measures to decrease risk during in-person gatherings. Leaders also utilized innovative tools that provided real-time data on area infection rates to make informed decisions on the risks of conducting collective training.

None of these activities and operations prevented the Army Reserve from supporting Combatant Commanders. Since March 1, 2020, the Army Reserve mobilized 17,894 Soldiers in 268 units to support operations around the globe.

The Army Reserve will continue to implement measures to mitigate the risk imposed by COVID-19 to keep Army Reserve Soldiers and their families healthy and safe, and to ensure that the Army Reserve is ready to defend the Nation against any threat to our national security interests at home or abroad.

Shaping Tomorrow... and the Army Reserve Mission Force

In addition to resuming challenging collective training, supporting the Nation's COVID-19 response, and providing trained Soldiers and units to Combatant Commanders, the Army Reserve developed a readiness concept known as Army Reserve Mission Force (ARM Force) to prepare our formations for competition, crisis, conflict, and change.

The ARM Force prioritizes resources and support for units based on mission alignment. Forces earmarked for competition or conflict receive highest priority, followed by those designated to modernize or generate forces in case of full-scale mobilization. ARM Force nests under the Army's Regionally Aligned Readiness and Modernization Model (ReARMM) and provides a commonsense framework to align resources across the component. The concept complements ReARMM's efforts to

transform the Army into a multi domain-capable force by aligning current force structure against competition requirements, and providing predictable mission cycles that allow for training and modernization.

The ARM Force is just one part of how the Army Reserve aims to shape tomorrow, a journey we are pursuing with the Total Army. The Army Reserve is heavily engaged in shaping future capabilities from Information Advantage to next-generation Protection with investments in systems like Joint Battle Command-Platforms to ensure interoperability with the Total Army.

While still in early stages of operation, the Army Reserve's 75th Innovation Command (75IC) currently adds value to the Army, Army Futures Command, U.S. Army Reserve Command, and Combatant Commands by providing relevant technology scouting and critical subject matter expertise, serving as the bridge between the Army's modernization objectives and private sector innovators and technology leaders.

Army Reserve subject matter experts have assisted the Army's Chief Information Officer, the Army Science Board, and Army Futures Command with the critical challenges of cloud computing, cyber security, artificial intelligence implementation and enterprise architecture, and participated in major events such as Project Convergence 2020, Joint Warfighting Assessment 2020, and the Army Software Factory concept.

Personnel from the 75th Innovation Command also serve in key leadership roles for the Defense Innovation Unit (DIU) and the Office of the Chief Technology Officer (CTO) for the Army.

PEOPLE

Modernization, however, means nothing without the Soldiers in our formations. Army Reserve priorities are in line with the Army Senior Leadership. People are our most precious resource and our number one priority.

By investing in our people, we will make our Soldiers, units, and ultimately the Army as a whole, a stronger and more lethal force. Moreover, a "People First" culture builds unit cohesion by creating a foundation of strength, resilience, discipline, inclusiveness and trust that leadership will always take care of their Soldiers.

The Army Reserve is a highly diverse and educated force. In total, the Army Reserve has more Service members who identify as Black, Hispanic, Asian/Pacific Islander, or American Indian/Alaskan Native than any other Reserve component across all branches of service. Twenty-five percent of Army Reserve Soldiers are female.

Diversity extends to the senior leadership of the Army Reserve as well. Women constitute 19% of our General Officers. We also have double the proportion of General Officers who identify as Hispanic or as Asian/Pacific Islander. We expect these numbers to increase even further as individuals from the diverse "Gen-X" and "Millennial"

generations reach eligibility for flag rank.

People and diverse teams remain critical to our success in all efforts. We intend to reinforce success by implementing an Army Reserve People Strategy that aims to:

- Continue to create a vibrant and diverse organization with members from all demographics, walks of life, and regions of the United States
- Strengthen trust across our formations by ensuring people feel valued as members of cohesive, disciplined, and fit teams, rightsizing operational tempo, and supporting programs such as Project Inclusion, Sexual Harassment/Assault Response and Prevention (SHARP), and Equal Opportunity.
- Invest in an improved quality of life for Soldiers and Families by fostering and maintaining supportive relationships with employers and encouraging other partnerships that enable meaningful Army Reserve service, dual civilian-military career progression, and strong, supportive families, and communities.
- Embrace reform by empowering junior leaders with the authorities and permissions they need to successfully lead and train their Soldiers, and remove unnecessary administrative steps and pointless requirements that stifle progress and hinder informed analysis.

Families and Employers

Readiness depends upon both the Families who support and sustain our Soldiers and the employers who enable them to serve the Army and the Nation. Strong Families are crucial to individual readiness and to overcoming many problems that confront military Families.

The National Defense Strategy relies upon the support of an operational Army Reserve, and our relationships with Families and employers directly impacts our ability to sustain readiness.

Taking Care of Soldiers

“This is My Squad” focuses on building cohesive teams that increase good order and discipline which, in turn, helps ensure that suicide, sexual harassment and assault, and extremism have no place in the Army Reserve. Supporting this philosophy are quarterly foundational readiness events.

Army Reserve Family Programs provide a host of services for Soldiers, Family members, command teams and civilians throughout the geographically dispersed Army Reserve community.

For example, the **Army Reserve Volunteer Program** promotes and strengthens volunteerism by uniting community efforts and establishing volunteer partnerships.

Suicide Prevention

America's military men and women are strong, dedicated, and resilient. However, physical, mental, and spiritual stress can lead to issues ranging from diminished mission capability to the tragedy of suicide. Without a doubt, years of multiple deployments, frequent family separations, and interruptions of primary careers degraded the capability of geographically-dispersed Soldiers. The social isolation created by the COVID-19 pandemic has increased these stressors.

Army Reserve commanders, leaders, Soldiers, and Civilians share the responsibility to prevent suicide. The Army Reserve is working to increase critical resources and eliminate the stigma associated with seeking help with suicidal ideations and other emotional or psychological issues. Army Reserve commanders are also authorized to place Soldiers serving in an Ask-Care-Escort capacity and those Soldiers at-risk for suicide into a duty status when ideations are identified.

Many tools and resources are available to Soldiers and leaders to increase individual resiliency and prevent suicide. For example, **Military OneSource** provides free financial counselors for military members facing serious financial issues—a key suicide risk factor.

The **Holistic Health and Fitness (H2F) Program** is a model aimed at the entire force, not just people in crises. The H2F program focuses on Physical, Nutritional, Mental, Spiritual, and Sleep, to help Soldiers and others improve their overall readiness and learn how to thrive during demanding periods.

Sexual Harassment/Assault Response and Prevention (SHARP)

Sexual harassment and sexual assault prevention and response is critical to preserving individual dignity and unit cohesion at every level. Army Reserve Leaders are focused on promoting awareness, reporting allegations, prosecuting offenders, protecting survivors and creating a positive environment of trust, dignity and respect. Eliminating sexual misconduct in the ranks is critical to increasing personal and organizational readiness.

The Army Reserve's People Strategy reinforces the correlations between sexual harassment and sexual assault and command climate, and empowers both Soldiers and leaders who recognize potential violations to act to prevent and respond to incidents. The strategy reflects the Army Reserve's commitment to safety, respect, inclusiveness, diversity and freedom from sexual harassment and sexual assault.

Sexual harassment and sexual assault training, accountability and victim-recovery programs are a priority in every Army Reserve Command. The Army Reserve is fully

committed to creating and maintaining an environment of dignity and respect.

Domestic Extremism

Today, lone offenders and small cells of individuals, including Domestic Violent Extremists (DVEs) constitute the primary terrorist threat inside the United States. Like all components within the Department of Defense, the Army Reserve is conducting extremism stand-downs that highlight the importance of our oaths to the Constitution, our responsibilities to the Nation as Soldiers, and that involvement with groups that advocate for political violence or crimes of hate run counter to our oaths.

The Army Reserve takes all allegations of Soldier involvement in extremist groups seriously. Extremist ideologies and activities directly oppose our values and beliefs and those who subscribe to extremism have no place in our ranks.

Extremist activity presents a direct threat to readiness and is counter to the “This is My Squad” philosophy. Extremism in the ranks thwarts the Army Reserve’s effort to eliminate barriers to team cohesion; puts personnel and facilities at risk from physical assault; hinders recruiting efforts; and breaks trust with the American people.

Resourcing the Army Reserve

Sustaining critical operational capabilities requires consistent, adequate, and predictable funding to ensure the Army Reserve can meet the needs of the Army and our Combatant Commands across the full range of military operations. Ensuring component interoperability across war fighter platforms, such as Communications and Command and Control systems, and addressing gaps identified by the Army in its ability to conduct Large-Scale Combat Operations (LSCO) remains a central challenge.

We are grateful for consistent appropriations that positively impact Army Reserve readiness and modernization efforts which support survivability and lethality on the battlefield.

Ready Now! Shaping Tomorrow . . .

The future holds many challenges, but today’s Army Reserve is the best trained, best equipped, and working everyday towards being the most ready Army Reserve in our Nation’s history. We will continue to build on that strong foundation to meet the needs of the Nation and shape the Army Reserve of tomorrow.