

## **Lessons of the Past Must Guide the Army's Future**

**By John M. McHugh**

**Secretary of the Army**

Not long ago, I received a note from a civilian aide, one of a small number of local leaders who serve without compensation to better connect the Army with states and communities across the country. She wrote to me about a recent conversation with a "lieutenant colonel in the Guard currently in Afghanistan who worries if he will have a job when he gets home." She also told me about a gathering attended by a small group of people from a local university. Those present debated whether there will be opportunities in the Army for those "who are now of high school age," if you men and women will "seek the Army not only to serve but to improve their character and hone leadership skills," and if there will be a "place for the best and the brightest." They wondered, too, over lunch, why "the defense of our nation was included in sequestration.

None of the questions were new, but what most struck me about her note was that it indicated that many of the same conversations we've been having at the Pentagon this past year are resonating at lunch counters and dinner tables across America. It's fair to say that it will be a major part of what we talk about at this year's Association of the U.S. Army Annual Meeting and Exposition.

While the shrinking federal budget—and its impact on end strength, modernization and readiness—may have provided fodder for academic debate, it has, importantly, dominated the defense agenda. Indeed, while last year I wrote in part about building the Army of 2020, this year I'm equally concerned about what the Army will look like in October or the months that follow.

For years now, we've been preparing for a shrinking budget and fewer resources. With the completion of our mission in Iraq and the scheduled drawdown in Afghanistan, we were advised to begin planning and were promised the time to get it right. Then sequestration took effect, something then-Secretary of Defense Leon E. Panetta said was designed to be so bad that "no one in their right mind would let it happen."

The across-the-board budget cuts mandated by sequestration have had an impact on virtually every aspect of the U.S. Army, from equipment to quality of life. We have had to cancel combat training rotations and flight hours for helicopter pilots. Hundreds of thousands of civilian workers across the Army and DoD were subjected to mandatory furloughs and lost 20 percent of their pay for six weeks. We cut tuition assistance for soldiers and deferred reset programs. Little was left untouched, and we see little hope

for relief as these deep, indiscriminate and mandatory budget cuts remain the law of the land.

As Army Chief of Staff GEN Raymond T. Odierno and I recently informed Army commanders, “The money is gone; our mission now is to determine how best to allocate these cuts while maintaining readiness.” Even if sequestration is reversed, we have to take this opportunity to reshape the Army or we will be doomed to repeat mistakes of the past.

When GEN George C. Marshall was MAJ George C. Marshall, serving as aide-de-camp to GEN John J. Pershing after World War I, he addressed a group of school headmasters gathered in Boston. He spoke of a dangerous cycle in war planning and the repeated failure to learn from past mistakes.

“Immediately following the termination of war,” Marshall said in 1923, “comes a new thought dominating all minds: the war debt, high taxes and their reduction. Economy is demanded by public opinion ... and a reduction of the military establishment is the easiest” solution. Marshall warned of the impact of such thinking on what we today call readiness. He pointed to breakdowns in organization and preparedness caused by a lack of planning and funding that occurred throughout American history. He pointed to GEN George Washington’s Continental Army, the young nation’s land forces during the War of 1812 and the early Union Army of the Civil War.

“History is filled [with]—in fact, it almost consists of—remarkable repetitions,” he said. When he delivered his speech, our nation was still grieving its losses from World War I. The military faced massive cuts in funding and manpower, leading Marshall to observe, “The cycle is complete and we are moving today into the same predicament in which war has always found us.”

Nine months after Marshall’s speech, Adolf Hitler would be arrested in Munich following a failed attempt—the Beer Hall Putsch—to overthrow the German government; and not long after victory in Europe and the Pacific, the cycle was to begin anew. But it doesn’t have to be that way.

After ending operations in Iraq and a scheduled drawdown in Afghanistan, the end of America’s longest war is in sight. Consequently, we are, like Marshall, living through “a new thought dominating all minds.” Unlike Marshall, we have the lessons of the past, repeated warnings to manage a smaller budget and the opportunity to fundamentally reshape the Army. It’s an opportunity we need to seize, the chance to show leadership and imagination that gives our Commander in Chief the options he needs, the power projection that deters our enemies, and a lethal combination of organization and agility

that will allow our Army to go anywhere, anytime, to defeat any foe.

Regardless of the size of our budget or our force, we can achieve this with an adequate, appropriate mix of manpower, training and equipment. A smaller, well-equipped and highly trained force is better able to meet contingencies than a large force without training, or modern equipment with no skills or people to use it. Such is the nature of balance and our imperative to avoid creating a hollow Army.

Our first and most important responsibility, however, as we prepare for the end of more than a decade of conflict, is to continue providing our soldiers everything they need to successfully execute the fight they are in. We remain a nation at war, and regardless of the planning we must pursue, we can never lose sight of our fundamental duty to the here and now. In the near term, we also need to meet our responsibility to our soldiers as they transition from the battlefield to home stationing, and we need to do this in very important ways.

First, we must provide adequate care and support for our wounded warriors, whether it's tending to the visible scars of battle or treating the invisible wounds such as post-traumatic stress disorder. As President Barack Obama remarked, "For our wounded warriors, coming home doesn't mean the fight is over. In some ways, it's just beginning."

Second, we must ensure that the officers and NCOs on whom we've relied for judgment and leadership remain active and engaged. We've given these young men and women remarkable responsibilities over the last dozen years, and they have performed brilliantly. Nevertheless, when I read leadership surveys that find nearly half of all soldiers and 58 percent of junior NCOs believe "the Army no longer demonstrates that it is committed to me as much as it expects me to be committed," I am deeply concerned that they simply don't recognize how much we value them and need them to be successful for the future.

That extends to our civilian workforce as well, which works side by side with its uniformed counterparts to ensure our soldiers get what they need when they need it. Army civilians have demonstrated time and again their commitment to our soldiers and their mission, and I worry that furloughs, lack of pay increases, hiring freezes and other workforce issues are taking a very high toll.

Finally, as large numbers of our forces return from Afghanistan, we need to re-instill across the Army a fundamental return to our core values: loyalty, duty, respect, selfless service, honor, integrity and personal courage. I sometimes remind people that with an Army of 1.1 million soldiers—active duty, National Guard and Army Reserve—and another 330,000 civilians, we have a population larger than 11 states. If the Army were a

city, it would be the nation's sixth largest. Like those cities and states, we struggle with problems inherent to a large population, such as alcohol and drug abuse, and suicide. The root causes of these problems are often the same as those found in homes and cities across America. A recent example is a study published in *The Journal of the American Medical Association* that found the underlying reasons for an increase in military suicide were the same as those in the civilian population: mental illness, substance abuse, and financial and personal relationship problems.

What could make similar comparisons about another scourge on our force—sexual assault and abuse— of which we have had proportionally fewer such crimes and more success in prosecution than similarly sized populations. Not being as bad as some isn't good enough, however, not by a long shot. In an Army that lives and swears by a set of values, we expect—we demand—character within our ranks. As an Army, we do not follow; we lead, and we lead by our example. If we are true to our convictions, we must be honest about our performance, and we have failed in combating sexual assault within our ranks.

How can we protect a nation from its enemies if we cannot protect a soldier from the enemy within? Every commander, every leader, every soldier has a responsibility to help change the culture and create an environment of trust and respect, ensuring the safety of all soldiers—men and women—wherever their duty may call them. It's not only something we expect; it's something we demand.

This year, we marked the 60th anniversary of the end of America's Forgotten War—its Forgotten Victory—the Korean War. As we celebrated the gallant veterans who fought and served, the President noted that Korea holds important lessons for all of us today.

“Korea taught us the perils when we fail to prepare,” he said, echoing Marshall's lament. “After the Second World War, a rapid drawdown left our troops underequipped, so that in the early days of Korea, their rockets literally bounced off enemy tanks. Today, as we end a decade of war and reorient our forces for the future, as we make hard choices at home, our allies and adversaries must know the United States of America will maintain the strongest military the world has ever known, bar none, always.”

Through creative and determined leadership, keeping leaders who were forged in combat active and engaged, supporting soldiers and their families, and caring for those coming home, we can do more than learn from history. We can create a better Army and a more secure future.

The men and women of the U.S. Army have proven time and again that they are

the greatest force for good the world has ever known. Every decision we make must help ensure that they have what is needed for continued success—whether they are fighting on distant battlefields, responding to crisis on the homeland or living their lives in garrison. With history as our guide, that is our mission and that is our challenge.

# **The U.S. Army: Meeting the Nation's Strategic Priorities of the Future**

**By General Raymond Odierno**

**Chief of Staff of the Army**

## **Introduction**

Over the course of the last year, I have visited with Soldiers deployed to Afghanistan, Djibouti, and the Sinai; our units stationed in Korea, Hawaii, and Europe and our installations across the continental United States. At every location, our Soldiers, Civilians, and Family members have inspired me with their passion, courage, and commitment to their fellow Soldiers, our Army and the Nation.

The sun never sets on Soldiers performing their duties. A typical day for the Soldiers of the Active Army, Army National Guard and US Army Reserve include patrolling with the Afghan National Army, training new recruits in Basic Training at Fort Benning, standing watch on the DMZ in Korea, manning missile batteries in Guam, conducting logistics training in Sierra Leone, improving future disaster preparedness in Indonesia, and fighting fires in northern California. It has been my privilege to lead the Soldiers and Army team members that make us Army Strong every day.

The U.S. Army has more than 70,000 Soldiers deployed, including almost 50,000 in Afghanistan, and an additional 87,000 forward stationed in nearly 150 countries. Although we are gradually reducing our forces deployed overseas, now is not the time to take our eye off the ball. International threats and challenges are in the headlines every day; uncertainty and unpredictability in the security environment will remain for the foreseeable future.

Many of our Soldiers, Civilians, and Families are understandably concerned about the future and continuing fiscal austerity. Our domestic budget challenges cannot be ignored and the Army must do its part to restore fiscal discipline and contribute to our Nation's economic strength. This fiscal uncertainty does not preclude us from leading change across the Army now. Given the complex and uncertain security environment, we cannot afford to stand still. Our political leaders and the American people expect us to be ready today and in the future. Therefore, we will move forward with institutional reforms we know are necessary to ensure the Soldiers of today are prepared to fight and win tomorrow.

In order to be ready for tomorrow, we must become a leaner, smaller Army that remains the most highly-trained and professional All-Volunteer land force in the world; uniquely organized with the capability and capacity to provide expeditionary, decisive landpower to the Joint Force, ready to perform the range of military operations in support of Combatant Commanders to defend the Nation and its interests at home and abroad both today and against emerging threats.

To accomplish this strategic imperative, we will focus on five strategic priorities for the future:

- **Adaptive Army Leaders for a Complex World**
- **A Globally Responsive and Regionally Engaged Army**
- **A Scalable and Ready Modern Army**
- **Soldiers Committed to Our Army Profession**
- **The Premier All-Volunteer Army**

## **Adaptive Army Leaders for a Complex World**

In June, we released the *2013 Army Leader Development Strategy* to provide a comprehensive roadmap that will prepare Army leaders for the challenges our Nation will face. It is

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critical that we develop the critical analysis skills of our officers and NCOs so that they better understand the complexities of the strategic environment. In the early years of their career, they must gain expert knowledge in their basic branch and MOS respectively. As they progress forward, we must ensure they have a variety of assignments and experiences to build strategic-minded officers and NCOs.

To accomplish this goal, we are expanding access and opportunities for broadening assignments, such as serving on the Army and Joint Staffs, tours in combatant commands, advanced civil schooling and assignments across the various agencies of our government. We are reinvigorating the Army education system to provide the right education and training to the right individuals at the right time, which includes curriculum changes across our schoolhouses and new standards for faculty and instructor selection and promotion.

We will develop a more agile talent management system that takes into account the individual needs, skills, and ambitions of our people and synchronizes them better with Army requirements. We will also institute new evaluation and assessment tools so we can identify our best talent and encourage leaders to seek self-improvement.

Taken as a whole, our leadership development efforts are about cultivating strategic leaders across our Army. This will ensure they are better prepared to lead Army, Joint, and multi-national teams for the demands of future contingency operations.

## **A Globally Responsive and Regionally Engaged Force**

Over the past twelve years of war, the Army has concentrated on the capabilities needed to prevail in Iraq and Afghanistan. We will continue today and into the future to ensure that every Soldier who deploys to meet operational commitments is well led, trained and equipped to accomplish the mission. As we continue the drawdown of forces in Afghanistan, we will shift our focus toward the broader requirements identified within the 2012 Defense Strategic Guidance. This means building an Army that is smaller, modern and that can execute many missions, at many speeds, in any environment. We will be a Globally Responsive and Regionally Engaged force.

We must build and then sustain our ability to fight and win whenever and wherever our national interests are threatened. To do so, we will reinvigorate an expeditionary mindset across the entire force and improve our capabilities, including the ability to project power and force entry into denied areas and under austere conditions.

At the same time, the Army brings unique characteristics and capabilities that allow Combatant Commanders to shape and set their theaters and influence the security environment. We will further develop the Regionally Aligned Forces (RAF) concept to guide the development of habitually aligning corps, divisions, combat brigades and multi-functional brigades to Combatant Commands. Over time, we will develop our depth of regional expertise across the force through military-to-military engagements, coalition training, rotational forces and exercises that allow us to build relationships with foreign armed forces and shape outcomes consistent with U.S. national interests.

We will build and sustain a numerically smaller, but increasingly capable Total Army that can provide the Joint and multi-national Force with expeditionary and sustained landpower that includes

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our unique competencies in theater logistics, command and control, mobility at all echelons and operational leadership. We will continue to adapt the Army's forces generation process so that the Army is increasingly able to tailor, scale and deploy force packages to combatant commanders across the range of military operations. All of this must be accomplished while we assure the readiness of forward deployed and rotational forces. This means maintaining an effective force posture and network of installations with capabilities to protect interests of the US and our allies.

## **A Scalable and Ready Modern Force**

To build a Globally Responsive and Regionally Engaged force, we must ensure that we have the right mix of forces and capabilities between the Active Army, Army National Guard, and the US Army Reserve. The reduction in authorized endstrength will be heavily focused on the active force, but will touch every component. This is necessary so that we can build readiness and continue modernization for the future. The Army will be in transition over the next five years. However, we will do everything necessary to mitigate the risk and rebuild for the future so that we can have operationally ready units to accomplish Joint expeditionary mission requirements, as well as provide operational and strategic reserves.

Our focus for training and equipment will be on our ability to rapidly deploy, fight, sustain ourselves, and win against complex state and non-state threats in austere environments and rugged terrain. To accomplish this, we must rebuild the Army's capabilities in combined arms maneuver and wide area security operations utilizing our Combat Training Centers to challenge and certify our formations in a comprehensive and realistic decisive action training environment.

Additionally, it is critical that we conduct tough, realistic multi-echelon home station training utilizing our live, virtual, and constructive capabilities to efficiently and effectively assure individual, leader and unit competencies. We must also leverage multi-echelon Joint and multi-national command post exercises, staff rides, simulations, and MCTP-supported training events to produce regionally capable JFLCCs and JTFs.

Our modernization programs will be Soldier-centered in order to improve equipment and system lethality, survivability, mobility, and network functionality to assure that the American Soldier remains the most discriminately lethal force on the battlefield. Additionally, future threats will not be limited to a traditional battlefield, so the Army must prepare units for new and emerging missions in areas such as space, cyberspace, missile defense, and countering weapons of mass destruction. Army operations will be an integral part of the Joint Force to include unique enabling capabilities such as aviation, intelligence, engineers, logistics, medical and special operations that will remain critical to the combatant commanders.

We will only be able to afford to procure the most critical weapon systems and programs. We will sustain procurement of proven technologies that provide our Soldiers with capabilities that assure tactical overmatch in every battlefield environment. Our science and technology investment will focus on the potential of emerging game-changing landpower technologies that will counter emerging threats and thereby ensure that Army formations retain a decisive materiel edge across the range of military operations.



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## **Soldiers Committed to Our Army Profession**

The foundation of the Army's strength and the basis of our past and present success is due to the professionalism of our force. We must preserve the earned trust of the American people who place their confidence in our Army as a profession. The foundation of our Army's strength is the demand that all of us live daily the values of our profession and exhibit the character, competence and commitment that are hallmarks of an Army professional. Serious problems, such as sexual assault and sexual harassment, hazing, and toxic leadership are insider-threats to our Army that we must eradicate. We do this by enforcing a professional environment across our Army that respects the individual dignity of every Soldier and Civilian, allowing them to realize their full potential.

We also continue to earn the trust of the American people by renewing our commitment to our Army Profession through honorable service, maintaining esprit de corps, and having a professional stewardship that marks our Army's heritage as defender of our Nation in peace and war since 1775. The 187 Campaign Streamers that adorn the Army flag today are proud testimony to our Army's service. Together, we serve as One Army: Soldiers, Civilians and Families of the Active Army, the Army National Guard, and the U.S. Army Reserve. We share our professional ethic; we are One Force, committed to the defense of our Nation and our way of life.

Twelve years of war has taught us the importance of resiliency in our Soldiers, Civilians and Families. Individual resilience can be built, maintained, and strengthened when viewed as an enduring concept and acquired through regular training. The Ready and Resilient Campaign helps us improve the physical, mental, emotional and spiritual resilience in our Soldiers, Civilians, and Families by integrating and synchronizing multiple efforts and programs for our Army Family. The goal of the campaign remains on the holistic and collaborative approach to helping our Soldiers, Civilians, and Families increase their ability to deal with the rigors and challenges of a demanding profession.

## **Maintaining the Premier All-Volunteer Army**

This year we celebrated the fortieth anniversary of the creation of the All-Volunteer Army. Our overwhelming success as an Army has led many to believe that our Nation's best young men and women will always volunteer to serve. However, our ability to recruit the best is directly linked to how we honor the service and sacrifice of our Soldiers, Veterans, Retirees, Wounded Warriors and their Families.

We are extremely grateful for the high quality care and compensation our Nation has shown to our servicemen and women over the last decade. However, military manpower costs remain at historic highs. As we go forward, we must develop compensation packages that reduce future costs but at the same time recognize and reward our Soldiers and their Families for their commitment and sacrifice. However, changes to the rate of increases for pay and entitlements, and modest increases to health care contributions are necessary to allow us to maintain a ready force. It is our solemn duty to our Soldiers and the Nation to ensure that they are ready to fight when called to do so. We must make choices that preserve the high quality, All-Volunteer force as the most critical component of a ready Army.

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## **Conclusion**

Every day, I am humbled to represent the 1.1 million Soldiers, 255,000 Department of the Army Civilians, and 1.4 million Family members of the U.S. Army. Every segment of our community has volunteered to serve the Nation and each of them has been essential to our success. I am proud to stand beside those who raise their right hand to defend the Constitution of the United States. Throughout our history and over the course of the last twelve years of war, I have seen first-hand how U.S. Army Soldiers have served with the competence, character, and commitment that our great Nation deserves. They represent who we are and what we have been for 238 years and they inspire me every single day with their dedication. Finally, we could not do what we do without the steadfast support of our Families and the American people. No Soldier stands alone. Army Families and the communities that support them have shown us the meaning of resiliency, sacrifice and untiring devotion.

As we go through these trying times I promise you one thing: today we are the best Army in the world. Two years from now we will be the best Army in the world. Five years from now we will be the best Army in the world, and ten years from now we will be the best Army in the world. Your sacrifice and dedication will not be forgotten.

The Strength of our Nation is our Army  
The Strength of our Army is our Soldiers  
The Strength of our Soldiers is our Families  
And that's what makes us Army Strong

## **NCOs Must Lead In This Period of Uncertainty**

**By SMA Raymond F. Chandler III**

**Sergeant Major of the Army**

Our Army is at a crossroads. We are less than 15 months from our departure from Afghanistan. Even as we transition in these many ways, we must remain ready to confront any number of threats. As the Chief of Staff of the Army has stated, it is imperative that the Army perform three vital roles for the nation: prevent war, shape the international environment and, if called upon, win decisively and dominantly.

Our nation is facing significant budgetary challenges that could affect our readiness, modernization and benefits for several years. We are reducing the size of our Army at the same time we are expanding the reach of our NCOs. In short, we are in transition. Enlisted soldiers are at the vortex of this change. Even as we transition in these many ways, we must remain ready to confront any number of threats. As the Chief of Staff of the Army has stated, it is imperative that the Army perform three vital roles for the nation: prevent war, shape the international environment and, if called upon, win decisively and dominantly.

Right now, we have more than 150,000 soldiers deployed and forward stationed in nearly 150 countries around the world. As proven time and time again over the past 12 years, our soldiers—and especially our NCOs—continue to do all we ask of them and more, whether they are on a combat outpost in Afghanistan, a humanitarian relief mission in Haiti, a forward presence in South Korea or a civil-military operation in the United States. During my visits to posts, camps and stations around the nation and locations overseas, I have heard stories from our soldiers, their families and our Department of the Army civilians. The past 12 years have been difficult, but collectively we have demonstrated our commitment, professionalism and resilience. Each of us has played a part in successfully completing every mission we have been given, in turn securing the trust of the American people and the elected officials who govern our nation.

These achievements have been made possible because of the increased operational readiness and deployability of our soldiers. Soldiers from our Army National Guard and Army Reserve have seamlessly worked side by side with the active component. This will continue to pay dividends for our Army and the nation if we continue to communicate across the force and create opportunities to maximize and synchronize our unique capabilities.

Since September 11, 2001, we have been focused on counterinsurgency operations. As we transition out of Afghanistan, however, our focus will shift to decisive action operations -- wide-area security, combined arms maneuver, civil support and other missions.

The intent of the Chief of Staff as we move forward is to sustain a highly trained, professional, all-volunteer Army that remains the most decisive land force in the world. It will be globally responsive, regionally engaged, and uniquely organized and equipped to provide expeditionary landpower to the joint force. Our soldiers will be ready and capable of performing military operations and contingencies in support of combatant commanders to defend the nation at home and abroad both today and against emerging threats.

One of our main focuses in sustaining the Army of 2020 is the development of regionally aligned forces to meet combatant commander requirements through an adapted Army force generation model. This will allow us to learn and be more culturally attuned to what is going on in the operational environment. We will ensure that we allocate forces for planning in order to have better synchronization of how we have used the joint force—maritime, air and ground forces—and we will learn to tailor those in order to support the combatant commanders. An increasingly diverse Army will support this effort.

By looking at studies and surveys from academics and think tanks, Army leaders know that higher levels of expertise, varied experiences and a broader knowledge base are all essential to having agile and adaptable NCOs. Therefore, as the Army moves toward 2020, we will invest more effort in making NCOs capable of doing more than we have ever asked of them.

Over the past few years, we have implemented significant initiatives related to the way we develop our NCOs. These include the connection between structured self development and an NCO's ability to attend the next level of the Noncommissioned Officer Education System (NCOES) and the development of revamped NCO evaluation reports expected next year. These changes will be important tools to give commanders the ability to focus NCO talents and education on tactical, organizational and strategic-level priorities.

At the most senior levels of the NCO Corps in the active Army, we have also been managing our sergeant major population. We ensure that the best qualified sergeants major are chosen to advance and that they have both command sergeant major and staff sergeant major experience as they move from battalion to brigade level and beyond. Part of this oversight includes a focus on "broadening assignments" into positions that make NCOs well-rounded and increase their knowledge of strategic-level concerns.

Over the past two years, we have incorporated training at the current level of soldiers and also at the next higher level within the NCOES. For example, the Warrior Leader Course was designed for the team leader at the sergeant level. We have expanded that to incorporate training not only for the team leader but also for the squad leader. This was done to take into account what the Chief of Staff says we need for our Army in 2020 and the NCO's role as part of that. As we move forward, we are also looking at incorporating the Army learning model and leader development strategy into NCOES courses even more than they are now.

This will likely mean that not every NCO who attends a course will pass. When we have soldiers who do not meet standards, they will be disenrolled because of various issues such as physical fitness, weight control or academics. Our profession demands that we “self-police.” Those who cannot meet the standards are not certified to go to the next level, but they will be given an opportunity to retrain, since everyone should have another chance. If that does not work out, then they will not graduate and that will affect their career potential.

Each of us must be ready to test our mettle, challenge our minds and live up to these standards. We must be the flexible, agile, adaptive, critically thinking NCOs needed to fight and win our nation’s wars as well as every other mission sent our way. The key to this success is our professionalism.

As we move forward and our force goes through changes in size, focus and capabilities, we must ensure we provide needed leadership to those in our charge. This applies to all NCOs, from corporal to Sergeant Major of the Army. We must instill in those we lead the importance of our Army profession, how we demonstrate that and why it must be part of every action we take and decision we make.

From the time we raise our hands and swear to defend the Constitution to our promotions to NCO, we have made solemn promises to live up to certain responsibilities. They are embodied in the three Cs of our professionalism: character, commitment and competence. We are reminded of these by:

- Our warrior ethos: “I will always place the mission first. I will never accept defeat. I will never quit. I will never leave a fallen comrade.”
- Our NCO creed: “No one is more professional than I.”
- Our Army values: loyalty, duty, respect, selfless service, honor, integrity and personal courage.

These form the framework of our profession and are nonnegotiable. Our Army needs every NCO to be an uncompromising standard bearer now and into the future. The soldiers they lead deserve nothing less. The American public is rightfully proud of each NCO for choosing to serve the nation, but Army service cannot be just words. Our Army is an organization of action, and our leadership and commitment to the Army and our fellow soldiers must also be demonstrated by our actions.

To support our efforts in doing this, the Army created Army Doctrine Reference Publication 1, “The Army Profession,” which was published this year on the Army’s birthday, June 14. This manual has been approved for distribution and use in professional development programs throughout the Army. It is the first publication in the Army’s long history that is solely dedicated to establishing a common understanding of the Army profession.

NCOs must not only be well acquainted with the web- site and resources of the Center for the Army Profession and Ethic; they must also ensure that soldiers understand the role they play in the success of their unit, the Army and our nation.

Over the past year, I have witnessed the presentation of two Medals of Honor to two NCOs, SSG Ty M. Carter and former SSG Clinton L. Romesha. Both earned our highest military honor through their valor at Combat Outpost Keating in Afghanistan on October 8, 2009. They, along with the other 52 soldiers assigned to 3rd Squadron, 61st Cavalry Regiment, demonstrated their military expertise, honorable service, esprit de corps and trust in each other— hallmarks of our Army profession. Even in the face of overwhelming adversity, they relied on their abilities, their positive outlook and their commitment to the soldiers on their left and right. SSG Carter said the battle that day was “one team/one fight” and everyone did what he could to keep each other alive. The families of those who lost their lives that day can be comforted in some way by that commitment and the actions taken to defend and care for brothers in arms.

We should be proud of our achievements, but our Army faces some formidable challenges as we move ahead. We will overcome them because of the resilience and capabilities each of us has earned over the past 12 years of living up to our warrior ethos. While our senior leaders and elected officials address these challenges, Army leaders— both NCOs and officers—must preserve the readiness and esprit de corps of their Army team: soldiers, their families and Department of the Army (DA) civilians. No matter what the situation or circumstance, we leaders must provide a measure of predictability to our team. We do this by sharing as much information as soon as possible so soldiers can understand what is going on, how it affects them and their families, and how we can support the things they want to accomplish in life.

Though we may have a smaller budget than those we have been given over the past 12 years, the Chief of Staff said we are going to train to the highest proficiency level given the resources we have. Some units, depending on where they are in the Army force generation cycle, may have sufficient money to go through a combat training center rotation. Others who are further back in the Army force generation cycle might receive enough money to do only squad- or platoon-level training, but they must still get their team to higher levels of proficiency. We must understand which tasks are going to give us the highest payoff and make sure we have conducted rehearsals so that when we do the training event, we get the most out of it. We must also continue to look for creative solutions.

While drawdown and budget concerns might be out of our control, our Army has other challenges that can and must be addressed. These challenges are largely focused on indiscipline within our ranks and leaders who are not actively engaged with their soldiers. Two of the top challenges we face from within our Army are suicide and sexual assault and harassment.

In almost every incident of suicide in the Army, there seems to have been someone who knew something was wrong. As engaged leaders, we must know those we

lead—and that means more than a boot size and a PT score. Take the time to learn what motivates soldiers and what demotivates them. It does not matter if you are a command sergeant major talking to a soldier from your formation or a battle buddy checking in on a friend; you need to listen and take action if needed. Our NCO creed directs us to ensure the welfare of our soldiers.

The incidents of sexual assault and harassment in our ranks are also troubling. These are crimes committed by soldiers against soldiers. We are held to a very high standard by the American people, and that is one reason they hold us in such high esteem and trust us. Just as importantly, we must have trust between soldiers.

Our Army's first priority must be to encourage soldiers to come forward—and when they do, to believe them. We must not be skeptical. There is an answer for someone who comes forward and makes a false statement, and we will handle that, but in 99 percent of cases, something happened, and we must do our part as NCO leaders.

The challenges we face now—both those that we can and cannot influence—should not be seen as obstacles to leadership. They should be seen as the building blocks of leadership development and the foundation of trust for those who will look to us to provide our commitment and professionalism.

My wife, Jeanne, and I have been privileged to visit our soldiers, Department of the Army civilians and families at many posts, camps and stations over the past year. We are proud of them and impressed by their commitment, professionalism and ability to remain resilient.

It takes a very special person to serve the nation and agree to do so in harm's way, but our soldiers and DA civilians continue to do this. The support that our professionals receive from resilient families is equally special. I encourage all to be proud of what they do to make our Army and our nation strong. Collectively, we have succeeded in every mission we have been given over the past 12 years. No matter what challenges lie ahead, I am sure we will continue to succeed. The strength of our nation is our Army. The strength of our Army is our soldiers. The strength of our soldiers is our families. These strengths make us Army Strong.

## **Army Acquisition: Prepared to Deliver**

**By Heidi Shyu**

**Assistant Secretary of the Army(Acquisition, Logistics and Technology) and Army Acquisition Executive**

The measure of success for Army Acquisition is the success of the soldier. The goal of every weapon system program, contract, investment and experiment is to provide our soldiers with the decisive advantage on the battlefield. The battle landscape, however, is changing. Our enemies are becoming more technologically savvy; they now also wage war across the electronic spectrum. Tomorrow's war may well be fought on altogether different and unanticipated landscapes. At the same time, equipping our soldiers on the ground in Afghanistan for the fight to-day remains a top priority. Sequestration has added yet another challenging dimension to this dilemma. As Sir Winston Churchill once said, "Gentlemen, we're out of money; now we have to think."

Acquisition must become more adaptive, versatile and efficient to provide our soldiers increased capabilities with fewer resources. Over the past year, we've had great success in three crucial areas: developing a 30-year modernization plan to strategize our investments, holistically re-viewing and planning our contracting operations, and investing in our most important asset—the Acquisition workforce. We'll continue to build on our success in these three areas to use limited fiscal resources to meet the present and future needs of our warfighters.

### **Strategic Modernization Planning**

As it has throughout the nation's history, the Army continues to play a significant role in safeguarding our security. As we look to the future, we recognize that security threats, the technologies they employ, and the scenarios our soldiers must face continue to evolve. We cannot afford to let the curve of technological change level the conditions of any potential future conflict. Army Acquisition will continue to pursue investments to provide our soldiers with the best capabilities in the world.

A notable challenge, however, is the simple reality that fiscal pressures have ended our ability to meet these challenges with ample resources. We therefore have no choice but to make affordable, prudent and well-informed investments in modernized Army capabilities. As Army history repeatedly shows, this is an institution that thrives on adaptation and change. To equip the Army of the future, we must undertake a comprehensive and strategic approach to Army



equipment modernization in which we adhere to long-term planning and affordable equipping priorities.

One major accomplishment from the past year is the development of a 30-year modernization plan, which combines a detailed analysis of investments in science and technology (S&T) and materiel development linked to emerging threats and capability gaps across a 30-year time frame. In addition, the average utilization rate of the platform is mapped against its half-life to better enable planning of the next generation of capabilities. The output of this process will be a detailed road map for our future capabilities across the acquisition life cycle, linking S&T investments with our programs of record, which, in turn, are mapped to long-term sustainment planning.

At the outset, our analysis is driven by strategic guidance developed through the national military strategy and joint warfighting concepts. As materiel developers, our program executive officers are working to lay out our current and planned capabilities across a 30-year horizon. This covers those capabilities we are currently fielding, those in development today and those we anticipate commencing in the near future. Laying out a new road map for the future is essential to our strategic modernization planning effort.

The Army is also reassessing its investments in S&T across all portfolios to ensure that such developments are appropriately linked to our acquisition road maps and that they facilitate enabling technologies as potential insertion opportunities into our programs of record. A significant part of this effort is assessing technologies that can fundamentally change the way that we fight in the future. This undertaking is not the Army's alone. Research supporting future capabilities must complement—not duplicate—what we undertake. Our planning across each portfolio of Army capability must reflect our partnerships with the private sector, other services, federally funded research and development centers, national labs, academia and our allies. Our strategic modernization planning must also take deliberate account of long-term sustainment needs and priorities. The development of our 30-year modernization plan was a critical step in planning our investment strategies to meet today's needs while preparing for the future fight.

### **Contracting**

In addition to planning for the long-term modernization of our systems, we must also focus on our contracting enterprise, which affects every Army mission worldwide. In fiscal year (FY) 2012, the Army obligated \$108 billion—30 percent of DoD spending and 21 percent of overall federal spending. Our focus in contracting is to provide the goods and services needed by our warfighters in a timely manner and serve as good stewards of taxpayer dollars.

To that end, over the past year we instituted quarterly contracting enterprise reviews (CERs) across all Army contracting organizations. The CERs measure all buying commands against metrics developed to reveal the health and quality of Army contracting, particularly those metrics that provide insight into areas that historically receive the most scrutiny at the highest levels of government. These sessions provide senior Army leaders with recurring opportunities to cross-share best practices and communicate vertically and horizontally across the contracting enterprise.

Army commands now have access to real-time information that measures progress in such areas as fiscal obligation rates, competition and small-business participation. Implementing these multi-tiered reviews has enabled the contracting community to work together at the highest levels and reinforces the fact that contracting leaders must plan, execute and oversee contracting to achieve command-specific, Army wide goals. As a result of the establishment of the CERs, Army leadership has a heightened awareness of the desired end state, resulting in dramatic improvements in every metric covered by the CER.

While the CERs are an important first step to integrating the contracting function across the Army, we must continue to build on their success. The Army contracting enterprise is a large and complex organization. Management of its significant and diverse spending can be challenging. One primary goal this year is to build upon the CERs and strengthen oversight of spending through incremental policy changes. Efforts will focus on several areas: coordinating enterprise-wide planning, establishing customer-focused metrics and forums to incentivize customer service, maximizing commodity alignment to develop expertise and drive efficiencies, establishing strategic sourcing priorities, and synchronizing human capital planning to holistically develop the contracting workforce. In this fiscal environment, we must contract smarter and more efficiently. Synchronizing the efforts of our contracting enterprise is a critical first step toward accomplishing this goal.

### **Acquisition Workforce**

No policy, plan or process will be effective without the expertise and work ethic to implement it. The Army Acquisition Corps (AAC) is a 42,000-strong workforce made up of both civilian and military members located within every major command of the Army and governed by the Defense Acquisition Workforce Improvement Act (DAWIA), which focuses mainly on the professionalization of the defense Acquisition workforce and requires that all members of the workforce be certified in the Acquisition career field and level required of their position.

In December 2010, the Army Director of Acquisition Career Management (DACM) instituted a general officer- and civilian Senior Executive Service-level quarterly forum to address DAWIA requirements with a specific focus on certification rates. At the end of FY 2010, the certification

and within-grace-period rate for the AAC was 87.4 percent. As of May, the certification and within-grace-period rate was 93 percent. With the Army's success, the overall defense Acquisition workforce certification level has increased. This top-level focus ensures our Acquisition workforce is certified in accordance with DAWIA and supports the Under Secretary of Defense (Acquisition, Technology, and Logistics) Better Buying Power 2.0 initiative to increase the professionalism and prestige of the Acquisition workforce.

The increase in certification of our workforce has been a tremendous success over the past year and represents the Army's continuing commitment to our most important asset—our people. Certification and education, however, are only two aspects of professional development. We must continue to improve the experience, professionalism and leadership of our Acquisition workforce members. Opportunities to broaden professionalism are offered in numerous Acquisition career development and broadening programs, including developmental assignments, acquisition boot camps and acquisition leadership challenge programs. These programs and opportunities enable our Acquisition professionals to grow their expertise and expand to ensure that we continue to succeed in our acquisition mission. Continuous learning is a vital precept to ensure our acquisition professionals maintain current and relevant skills and expertise as well as achieve our purpose to secure an agile and adaptive professional Acquisition workforce.

In this challenging fiscal environment, we must remain committed to providing our soldiers with the systems, goods and services to accomplish today's mission, while investing in critical technologies and modernizing our systems to prepare for tomorrow.

## **Building Readiness And Providing Responsive Landpower**

**By GEN Daniel B. Allyn**

**Commanding General, U.S. Army Forces Command**

As we approach what promises to be a pivotal 2014, U.S. Army Forces Command (FORSCOM) remains focused on its overarching responsibility to build readiness in active, Army National Guard (ARNG) and U.S. Army Reserve (USAR) units while executing its role as the Army's force provider of conventional landpower capabilities to the combatant commands. Partnered with the other Army commands, the National Guard Bureau, U.S. Army Reserve Command, Army service component commands (ASCC) and direct reporting units, FORSCOM used the power of a dedicated, high-performing team to accomplish every 2013 mission in an environment marked by extraordinary complexity and fiscal uncertainty. These strong partnerships connect the operational Army to the institutional and industrial Army in order to improve readiness and increase fiscal stewardship. This is essential to drive readiness systems to support the Army's core operating process: force generation.

For four decades, FORSCOM has delivered formations for employment by theater commanders or combatant commanders in lean and healthy resource climates, and we will lead this effort into the next decade. Throughout this cyclical process, our enduring priority is to fully resource every deploying formation and those with missions requiring prepare-to-deploy orders. Our uncompromising readiness standard is to resource and train to the level necessary for the mission. Consistent with that immutable standard, during the past year FORSCOM prepared and deployed a corps headquarters, three division headquarters and a division tactical command post; 45 brigade-size active, ARNG and USAR formations; and almost 2,000 active, ARNG and USAR functional and multifunctional capabilities organized at the battalion level and below. The Army continues to provide the capabilities required by combatant commanders to meet the full range of landpower missions with our globally responsive, regionally engaged force.

Our success in deploying combat-ready units is a function of the rigorous, realistic and innovative training conducted both at home station/annual training sites and during post mobilization training. All brigade combat teams (BCT)—active and ARNG—deploying to Afghanistan, and select BCTs deploying for critical missions in the U.S. Central Command (CENTCOM) area of operations, conduct mission rehearsals at the National Training Center at Fort Irwin, Calif., or the Joint Readiness Training Center at Fort Polk, La. Our combat training centers offer partnerships connect the operational Army to the institutional and industrial Army in order to improve readiness and increase fiscal

stewardship. This is essential to drive readiness systems to support the Army's core operating process: force generation.

FORSCOM commanders set conditions for success by using Mission Command to master combat fundamentals at home station and by adhering to doctrinal training and leader development principles. Effective unit training and leader development flourish where command climate is built on trust and discipline, efficient maintenance of vehicles and weapons, smart risk management, and living our Army values. This integrated approach delivers disciplined, trained and ready forces capable of skillfully executing unified land operations anywhere in the world.

This year proved formative in our preparation of decisive action-capable, regionally aligned units with an expeditionary mind-set, mission-tailored and responsive to combatant commander needs. These qualities proved effective in hundreds of security cooperation activities when allocated or regionally aligned to combatant commanders. Regionally aligned forces (RAF) complement the DoD global force management and allocation process and provide responsive, mission-ready Army units and capabilities to the geographic combatant commanders. RAF provide the means for FORSCOM, as the Secretary of the Army's service force provider for conventional forces, to align corps and division headquarters and brigade-size formations to geographic combatant commands' ASCC for planning, coordination and employment. Organizations aligned in this manner are trained and validated for unified land operations. They also conduct region-focused training and assume their regional alignment mission in support of their specific combatant commands. Units aligned to a specific combatant command are considered first to source requests for forces from the combatant command with whom they are aligned. This strategy enables FORSCOM units to be regionally focused and responsive to the combatant commanders, while retaining the agility our National Command Authority requires to respond to emerging operational requirements around the world.

This past year's experience with the 2nd Armored Brigade Combat Team, 1st Infantry Division, Fort Riley, Kan., aligned to U.S. Africa Command (AFRICOM), exemplified the strength of regionally aligned forces in support of combatant commanders. This BCT will execute close to 100 security cooperation tasks and activities in 34 African nations in support of the commander of AFRICOM. These missions range from battalion-level support to Combined Joint Task Force-Horn of Africa in the Republic of Djibouti; participation in major joint, combined and multilateral exercises such as Western Accord 2013 in Ghana; and platoon-level training with Ugandan military police. Other AFRICOM requirements called for capabilities organized below the platoon level in locations throughout the African continent. Our leaders and units exemplified the Army's responsiveness to these vital national security missions and the agility to deliver precision effects across a broad range of missions.

Another example of how RAF enhance FORSCOM's support to the combatant commanders involved 1st Armored Division deploying its tactical command post to Jordan this year in support of CENTCOM's Exercise Eager Lion. This joint multinational exercise is designed to strengthen military-to-military relationships and enhance regional security and stability. The 1st Armored Division headquarters and other FORSCOM units and capabilities participating in Eager Lion focused on coalition Mission Command, integrated air and missile defense, humanitarian assistance, and disaster relief. This training demonstrates many of our Army's strengths and capabilities, while highlighting challenges associated with combined operations. One of the most significant challenges is information sharing between allies.

To facilitate information sharing, the 1st Armored Division HQ established a viable coalition network, employed systems for reach-back to Fort Bliss, Texas, and other continental U.S.-based capabilities for warfighting function support, and demonstrated the power of the regionally aligned force initiative. Alignment with CENTCOM enabled the division headquarters to prepare effectively for exercises and contingency operations through focused training on subjects such as language, culture, geography, and regional governments and militaries.

As our Army matures our RAF concept, FORSCOM will sustain responsive support to our combatant commanders. This year, the 1st Armored Brigade Combat Team, 1st Cavalry Division, Fort Hood, Texas, assumes the European Response Force/NATO Response Force (ERF/NRF) mission. While responsive to operational contingencies, a battalion task force and a brigade command-and-control element will participate in two 60-day joint and combined exercises. These BCT elements will deploy to Europe and draw their major combat systems from the European activity set, specifically established to support the ERF/NRF, including M-1 tanks and M-2 infantry fighting vehicles.

FORSCOM units will remain responsive to requirements across U.S. European Command's area of responsibility, providing a brigade-size, multi-component force to the Kosovo Force mission in the Balkans.

In response to the nation's strategic rebalance to the Pacific, FORSCOM organizations and units provide land- power capabilities in support of U.S. Pacific Command's (PACOM) theater security cooperation activities. I Corps, assigned to PACOM and headquartered at Joint Base Lewis-McChord, Wash., provides a combined/joint task force-capable headquarters. Following redeployment from Afghanistan, the corps participated in Talisman Saber 2013, a biennial combined Australian and U.S. training exercise focused on combined task force operations to improve combat readiness and

interoperability with a Pacific ally. Talisman Saber provided the training venue to certify I Corps as a combined force land component command supporting the PACOM commander. Throughout this past year, 90 FORSCOM, ARNG and USAR units participated in 16 PACOM-sponsored joint, bilateral and combined exercises.

In U.S. Southern Command, we support the combatant commander's joint and combined exercise program and provide military police and other capabilities to the Guantanamo Bay detention camp. FORSCOM continues to deploy capabilities to Joint Task Force Bravo at Soto Cano Air Base, Honduras. The joint task force's mission includes multilateral exercises, counter-narcoterrorism, humanitarian assistance/disaster relief, and building partner nation capacities to promote regional cooperation and security in the Caribbean, Central America and South America.

The 48th BCT, Georgia ARNG, is our first reserve component unit aligned under the RAF concept. The 48th BCT, along with capabilities from other Georgia ARNG units, is supporting U.S. Southern Command's theater engagement plan while obtaining experience operating in the region. The lessons learned from this first ARNG RAF alignment will provide the baseline from which we can improve execution across the total force.

During the past year within the continental United States, FORSCOM provided vital capabilities in support of U.S. Northern Command's homeland defense and Defense Support of Civil Authorities mission. An example is 4th Infantry Division's support of firefighting efforts in the West. Headquartered at Fort Carson, Colo., the division provided aviation and other capabilities during the destructive Black Forest wildfire. This fiscal year, FORSCOM is enhancing the responsiveness of our support to U.S. Northern Command with a quick reaction force of three battalions and a brigade-size headquarters.

In recognition of the escalating cyber threat, FORSCOM completed substantive actions to facilitate Mission Command in units. At FORSCOM headquarters, we established a G-39 division, published guidance on the commander's program to manage cyber risk and resourced cybersecurity assistance teams to address technical challenges our units face from the rising cyber threat. Our combat training centers use 1st Information Operations Command's World Class Cyber Opposing Force to assess unit readiness against cyber attacks. Our combat training center experiences demonstrate the essential role of enhanced home station training, including a train-the-trainer cyber opposing force capability. Increased focus on well-resourced cyber and electromagnetic training activities at home station will continue to enhance Mission Command.

In fiscal year 2014, FORSCOM will enhance the Army's responsive warfighting capabilities. Our Mission Command alignment from corps to brigade level will increase

commander-to-commander interface for training and readiness, mentoring, coaching, and leader development. It will enhance staff-to-staff effectiveness by enabling sustained functional focus and expertise sharing. Corps commanders will serve a central role in leader development, administrative oversight, staffing, equipping, command supply discipline, and training integration and synchronization in preparing units for mission alignments. Concurrently, we will work across FORSCOM and supporting commands to achieve total force integrated training. We will gain efficiencies through centralized coordination of training facilities and enablers, and we will match component capabilities to unit training requirements. In doing so, we will focus on delivering improved combat readiness and leader development across all components. In a constrained resource environment, we will achieve integrated synergy and readiness within our resource capacity.

We will implement the Secretary of the Army's total force policy throughout the command, including support to the ARNG and USAR during pre-deployment collective training of tactical-level organizations. FORSCOM principally executes this training support through First Army, headquartered at Rock Island Arsenal, Ill.

The officers, NCOs and soldiers of First Army's two major subordinate commands—Division East, headquartered at Fort Meade, Md., and Division West, headquartered at Fort Hood, Texas—are on the ground with the ARNG and USAR during pre-mobilization and support realistic and mission-focused post-mobilization training. Last year, 47,000 ARNG and USAR soldiers mobilized, completed their unit training at one of five mobilization training centers, and deployed to support operations around the world. For fiscal year 2014, First Army is prepared to mobilize and train up to 38,000 soldiers, although the number could be lower depending on the combatant commanders' demand for land-power capabilities. With 71 percent of multifunctional support brigades and 74 percent of functional support brigades in the ARNG and USAR, we will continue to train and fight as America's Army.

This year, we will implement the Army force structure adjustments the Chief of Staff of the Army announced in June. Though slated for completion by 2017, we will posture our force to support an accelerated pace as directed. Accordingly, we will adjust our readiness processes and amend our training and resource strategy. The addition of a third maneuver battalion, increased engineer and cannon artillery, and changes to support and sustainment capabilities in BCTs, along with changes to echelons above BCT support and sustainment capabilities or structure, will affect how we train and the training facilities and enablers required.

Not since World War II has active, ARNG and USAR training achieved the level of integration we enjoy today. Nevertheless, we continue to improve. We are faced with recurring challenges that require us to adapt to changing fiscal, force structure and



global environments while providing optimal readiness for our nation. FORSCOM's civilians and active, ARNG and USAR soldiers remain a formidable team that will meet every mission the nation requires with dominant capabilities and decisive leadership.

# **Building Strategic Landpower**

By GEN Robert W. Cone  
Commanding General, U.S. Army Training and Doctrine Command

*“This country must always be able to fight on the ground ... and stand up against its enemies”  
– GEN William E. DePuy*

What we have seen over the last 12 years of war is only part of what we are going to face five, 10 or even 30 years from now. We will likely see a variety of new dangers and complex threats across the spectrum of conflict. We need to think about and lay the foundation for tomorrow’s success today. It starts with bringing the right lessons forward so the Army can evolve and be prepared for any challenge. The greatest lesson we learned from Iraq and Afghanistan is that all conflict remains a human enterprise: a clash of wills involving governments, militaries and people.

Though the human aspects of conflict and war are absolute, they are not well represented in security policy, strategy, doctrine and operational concepts. There are re-emerging “easy war” discussions advocating technology, strike and “small footprint” operations. But war is never easy. It is always messy, and it is centered where people live. As a result, the fundamental nature of war and its tie to the human domain on land were the primary considerations as we developed the concept of strategic landpower.

## **A Clash of Wills**

Winning the clash of wills is the fundamental goal of strategic landpower. Applying military power to influence or control land, resources and people is its means. The Army, U.S. Marine Corps and special operations forces each have unique capabilities designed for different purposes, and each intersect on land in the human domain during their respective operations. In 2013, we, along with the Marines and Special Operations Command, began transitioning to an expanded idea of strategic landpower. We are defining a concept for the legal, moral and ethical application of landpower in pursuit of U.S. national objectives in current and future operational environments during joint operations. Strategic success—or failure—most often occurs within the land domain, so our ability to conduct sustained land operations against the range of potential threats as part of the joint force is vital to protecting U.S. national interests.

## **The Human Nature of War—Strategic Landpower**

At U.S. Army Training and Doctrine Command (TRADOC), we are leading the conceptual development of strategic landpower. The central idea behind the strategic land-power concept involves operational maneuver at strategic distance to gain

temporal, physical and psychological advantage during all phases of military operations. Strategic landpower has three distinct purposes: first, prevent conflict through engagement, forward presence and demonstration of U.S. resolve; second, enable and support other instruments of power, including interagency and multinational operations; and third, posture the military for decisive joint force operations when and wherever called upon.

Emerging central and supporting ideas for strategic land- power focus on the principles of “Prevent, Shape, Win.” Fulfilling these principles requires regionally engaged, culturally agile forces that can prevent events from developing and unhinging strategic objectives. These forces must be globally responsive and integrated into the human domain at all levels. They must also be culturally and technologically astute enough to operate comfortably at the confluence of human, cyberspace and physical domains. Doing all of this will require forward employment, building partners with capacity, and cooperation between special operations and conventional forces during the execution of decisive action operations.

What all of this means is that the future Army will operate differently from today. The Army will maneuver at the strategic level to build partners, reassure allies, establish theaters of operation, deter hostile entities and rapidly defeat enemies. The Army will counter enemy anti-access and area denial strategies through distributed land operations enabled and supported by air and sea forces and integrated in time, space and common purpose. Tactical combined arms maneuver and wide area security are enabled by Mission Command and cyberspace operations, which are able to rapidly combine with unified action partners and work in concert with special operations and Marine forces. Robust Army, Marine and special operations forces will provide the capability within the joint force to impose our national will on enemies and protect our national strategic interests.

I was recently reminded of the importance of possessing a force capable of “compelling an enemy” by the chief of the Australian army. As we were discussing ways to increase U.S. influence in the Pacific region, he said, “Yes, we will welcome your partnership to come in. We know the neighborhood. We will introduce you to folks. But always remember one thing: Your ability to shape and prevent is a direct reflection of your ability to compel. If you don’t have the competent forces, if you don’t have the well-trained forces, and if you do not have the ability to win as a ground force, people will not listen to you.”

### **Operationalizing Strategic Landpower**

As a starting point, we are fortunate to have the best practices generated by and tested in the last 12 years of combat. We are taking what we learned in Iraq and Afghanistan and putting in mechanisms to ensure we have an equivalent level of cultural and situational understanding about a region before entering a theater, or to

rapidly do so after deployment.

The U.S. Army Asymmetric Warfare Group (AWG) is a tremendously effective organization that went into Iraq and Afghanistan and tracked enemy tactics, techniques and procedures (TTP) as they developed. It passed information to units in theater as well as to units preparing to go to war. Even as our current war ends, TRADOC's AWG—"global scouts"—is already forward, building a detailed understanding of the operational environment. During 2013, AWG was deployed in 24 countries across the geographic combatant commands, including Hungary, Turkey, Colombia, Israel, the Philippines, Jordan, Senegal, Korea and Afghanistan.

The Human Terrain System has been invaluable during operations in Iraq and Afghanistan, and that success continues. During 2013, 20 human terrain teams deployed to conduct operational environment assessments and network analysis. A human terrain element is at each Army service component command to provide essential linkages between the operational and institutional force for human terrain analysis.

The centerpiece of TRADOC's effort to pioneer future capabilities lies with the Brigade Modernization Command and Network Integration Evaluations (NIE). We evaluate capabilities every six months with field testing that brings industry, testers, developers and soldiers together to examine new technologies applied to a brigade combat team conducting contingency operations in a simulated environment. We are focusing on extending the network to soldiers, enhancing the common operational picture and enabling collaborative decision making through Mission-Command-on-the-move. NIEs have realized more than \$6 billion in cost avoidance of programs that were reduced or killed based on results achieved during experimentation.

We have also begun to ensure that regionally aligned forces receive realistic, demanding training through significant intelligence feeds and culturally relevant training tailored to their potential deployment area of responsibility. Through this process, we create pools of units and soldiers familiar with a region before they ever actually deploy. By regularly deploying from the United States to overseas for additional training, we give our expeditionary Army a familiarity with terrain, people and culture formerly gained only by being forward based.

Some have asked me, "You could go anywhere, so why focus on any particular place? Why not just reestablish the 'Krasnovians' and fight them?" The reason we don't is that this generation of American soldiers is used to solving real-world problems; they are not interested in solving pretend problems. The naysayers immediately reply, "You will never get that right. It's a big world and you just can't predict where

trouble will erupt.” Well, we don’t have to get it entirely right. If we have just three or four of our 33 brigades conversant in the language, culture and networks of where we are deploying to, we will be eons ahead of where we started in Iraq and Afghanistan.

## **Developing Leaders**

In Iraq and Afghanistan, the challenges our soldiers faced forced us to quickly learn and adapt at the point of attack. In doing so, we proved that adaptive thinkers can overcome almost anything. In order to retain this level of effectiveness and prepare for the future, we are actively adapting how the Army institution trains and develops leaders.

In June, Army leadership signed the “Army Leader Development Strategy,” the way ahead for building the next generation of Army leaders. This comprehensive approach has 36 major improvements, 86 percent of which are complete or under way. One example is that we now start the Multi-Source Assessment and Feedback with second lieu-tenants to ensure a career-long assessment. We are also adjusting important development time and time on station for captains and majors, so they can be afforded broadening experiences. The new Officer Evaluation Report will be out by December of this year, and we are working on a pilot program for Army Green Pages, a Web-based tool to match skills and career goals for assignment selection.

We are emphasizing Mission Command across the Army so that agile and adaptive leaders can better execute unified action in complex and ambiguous environments. We are capturing lessons learned from the field and including them throughout the hierarchy of Doctrine 2015, with a goal of having doctrine that keeps up with the speed of change and remains relevant. The Army Learning Model is moving toward more digitally enabled, face-to-face interaction-oriented learning strategies. The Virtual Battlespace 2 platform integrates capabilities from the training centers of excellence into exercises using live, virtual, constructive and gaming elements for a more demanding and realistic expertise and intelligence-related TTPs in 21 locations across the country.

This year, the TRADOC Training Brain Operations Center (TBOC) supported 67 home station training exercises, replicating real and constructed operational environments, including simulated real-time intelligence surveillance feeds. We provided data and threat support to seven combat training center (CTC) rotations and supported three United Endeavor exercises. TBOC also produced 11 Virtual Battlespace scenarios and two interactive video and gaming products that enhance curricula and fill training gaps identified by the force. Seven Decisive Action rotations at the various CTCs included a full range of military operations training in the human domain.

We are restarting the Project Warrior program this year, in which our best captains serve a two-year CTC tour and then two years as a small-group instructor at a center of excellence. The goal is to infuse observations, insights and lessons gained from multiple CTC Decisive Action rotations back into the operational force.

### **Focus on Strategic Landpower**

The Army is adapting for near-term and future challenges to the nation by focusing on the legal, moral and ethical application of landpower. TRADOC has made considerable gains in 2013 in operationalizing strategic landpower. We are retaining the right lessons from the last 12 years while enabling the Army to evolve to where it needs to be in the future. Our nation requires us to compel our enemies and protect our interests, and strategic landpower is what will win the clash of wills.

## **"AMC - Delivering Army and Joint Readiness in a New Era"**

**By GEN Dennis L. Via**

**Commanding General, US Army Materiel Command**

As our Army transitions from more than a decade of combat and enters a period of prolonged fiscal uncertainty while supporting increasing contingency requirements around the world, the U.S. Army Materiel Command (AMC) is in the midst of adapting its commands and organizations to remain the premier provider of "Readiness" for the Army and the Joint Force.

Through its regional alignment with the geographical Combatant Commands (COCOMs), AMC is committed to providing Joint Warfighter Readiness – researching, developing, delivering and sustaining the equipment and materiel required to meet any future mission. Transitioning our logistics capabilities and processes, AMC is providing asset visibility at the enterprise level never before seen, facilitating materiel and equipping decisions while maintaining accountability throughout the logistics pipeline - from Depot to Installation to unit.

### **Supporting the Current Fight, while Preparing for the Next Contingency**

In its pivotal role in the retrograde and reset of equipment from Afghanistan, and through joint collaboration and deliberate synchronization with our strategic partners – United States Transportation Command (TRANSCOM) and Defense Logistics Agency (DLA) – AMC has continued to preserve critical resources, streamline processes, and gain efficiencies. This involves clearly understanding the Combatant Commander's intent and priorities, and providing uninterrupted support while simultaneously setting conditions and anticipating future contingency operational requirements.

Acknowledging the current and future resource constrained environment, AMC is quickly adapting its support structure, research and development, and logistics processes to remain the Army's and COCOMs' Global Logistics Provider of Choice. This will be sustained through the symbiotic relationship among Army Field Support Brigades (AFSB), Directorates of Logistics (DOLs), the enduring Organic Industrial Base (OIB), Research and Development, and Expeditionary Contracting capabilities. Each plays a critical role through the entire logistics and sustainment process, from early entry tasks, to out-load, to depot-level maintenance, to reach-back, to materiel regeneration back to the Warfighter.

AMC's depots, arsenals and ammunition plants – the Army's Organic Industrial Base (OIB) – along with labs and engineering centers, are strategic enablers for our Army,

and are combat multipliers in our planning efforts as we reset the force and prepare for unknown future contingencies. The OIB encompasses more than 20 critical, one-of-a-kind facilities providing capabilities that, in many cases, only exist in the United States. A robust OIB accelerates the reset and modernization of our Army's equipment - generating readiness in our Brigade Combat Team (BCT) formations. As examples, the Lake City Army Ammunition Plant in Missouri is the only small caliber ammunition manufacturer, producing up to 1.5 billion rounds per year; aviation reset workers at Corpus Christi Army Depot in Texas deliver a combat aviation company's worth of UH-60s every six weeks; and Watervliet Arsenal in New York, which recently celebrated its 200<sup>th</sup> year, is the sole producer of large caliber gun tubes for the entire Department of Defense. These unique and "generation-grown" capabilities are a national resource and are vital to our nation's defense.

### **AMC's Global Stance in Support of the COCOMs**

AMC continues to provide the advanced equipment and materiel solutions that help ensure the Army remains the most dominate Land Force the world has ever known. The global threat environment is changing at an accelerated pace, and AMC must remain postured to meet U.S. Land Forces Home Station and Expeditionary Support requirements. To meet this growing requirement, the Army has implemented Regionally Aligned Forces (RAF). Regionally Aligned Forces is the Secretary of the Army's and Chief of Staff of the Army's concept to provide combatant commanders with versatile, responsive, and consistently available Army forces to meet requirements across a range of military operations, to include operational missions (crisis response and limited contingency operations); operations support (Title 10); theater security cooperation activities; and bilateral and multilateral military exercises. As part of the Joint Force, the Army provides the versatility, responsiveness, and consistency to the COCOMs to Prevent, Shape, and Win.

AMC has embraced the RAF concept by remaining expeditionary, adaptable, and responsive through regionally aligning its force structure with each geographical COCOM, and strategically positioning and reallocating materiel to provide optimal support. Army Prepositioned Stocks (APS) is an example of how AMC is able to provide global agility and increase operational reach to the Joint Force. AMC has effectively aligned the Army's APS capabilities, adjusting, modernizing, and updating stocks and equipment in accordance with HQDA and COCOM mission priorities. As a result, AMC continues to be a key force multiplier providing a scalable, tailored response across the spectrum of operations, and in all types of operational environments in support of the Warfighter.



## **AMC and the Global Supply Chain**

The Army's future operating environment requires the ability to provide flexible land-power to the Joint Force; therefore, we must look for supply chain efficiencies, identify gaps, leverage APS, and enhance DoD's execution of its global distribution responsibilities. Working closely with DLA and TRANSCOM, AMC will continue to optimize the Global Supply Chain by utilizing the Logistics Information Warehouse (LIW) and LIW's Decision Support Tool (DST) – a web-based materiel distribution system - to see materiel in real-time, with the ability to track status, location, and other key information to manage materiel distribution with accuracy, awareness, efficiency, and at significantly less cost.

AMC continues to lead the way in the provision of lifecycle logistics information and supporting automation capabilities for the Army. These efforts are critical to execution of the Army Lead Materiel Integrator (LMI) role and directly support our core competencies to equip, sustain, and integrate materiel to enable an Army decisive force. Timely, relevant, and secure logistics automation information systems, collaboration services, and business intelligence/decision support tools are key to executing Army missions, particularly in a constrained resource environment. This priority includes three strategic capabilities: Logistics Automation; Information System Operations and Support; and Information/Cyber Security, Awareness, and Computer Network Defense.

LIW serves as the foundation and focal point of the global supply chain. To fulfill this role, the AMC Logistics Support Activity (LOGSA) will modernize and integrate existing data systems into a single authoritative repository and support the Army Enterprise Resource Planning (ERP), allowing seamless reporting and total asset visibility as the Single Army Logistics Enterprise (SALE) landscape continues to evolve. The network-enabled speed of business process communications and information workflows will greatly enhance the Army's readiness at a reduced cost. Investments to strengthen the global supply chain will result in more accurate and reliable decisions, enhanced data services, and customizable reports and actionable information specific to the users' unique mission set.

## **Delivering Readiness at the Army Installation Level**

In October 2012, 73 Directorates of Logistics (DOLs) were realigned from Installation Management Command (IMCOM) to AMC, eliminating duplication of effort at the installation level by linking these former stand-alone capabilities to the larger Army logistics network of capabilities. In October 2013, these DOLs will transform into Logistics Readiness Centers (LRCs). This transition is more than just a name change. We will pursue a centralized contract strategy for supply, maintenance, and

transportation services through the Enhanced Army Global Logistics Enterprise (EAGLE) program to standardize services, reduce overhead, and divest various, expensive contract vehicles. Through the delivery of Common Levels of Support, the LRCs will be fully linked and integrated with all of AMC's portfolio of capabilities providing commanders access to full-spectrum logistics functions - from national capabilities to organic resources.

All of these initiatives are in support of "Global Logistics 2020" which seeks to optimize logistics functions to achieve operational reach, enable freedom of action, and provide endurance for Joint forces. We want to ensure Army solutions address emerging strategic gaps that include optimized industrial base capability and capacity, unity of effort, Joint theater logistics, Special Operations Forces, and conventional force interdependence, and continued collaboration and integration of the Reserve Component. AMC is working towards this end with Training and Doctrine Command (TRADOC), Forces Command (FORSCOM), and the Headquarters Department of the Army to inform the Army Functional Concept for Sustainment to empower sustainment commanders to synchronize and support regional forces, reduce reliance on contracted capabilities, capitalize on lessons-learned during 12 years of war, and define operational risks in light of resource constraints.

### **Getting Back to the Basics**

As we transition from a primary wartime support focus to a CONUS-based expeditionary Army, our logistics processes must adapt. With responsibility for logistics from the national to the installation level, AMC has taken proactive measures to ensure consistency in critical logistics capabilities, while optimizing our industrial and organic maintenance and sustainment capabilities.

Working in concert with the Assistant Secretary of the Army (Acquisition, Logistics, and Technology) and Program Executive Offices, AMC is planning a full review of the entire System Life Cycle Management as we transition hundreds of Army systems to the sustainment phase. We are establishing processes to transition systems from primarily Contracted Logistics Support (CLS) to Soldier maintained, while continuing to ensure Army readiness and balancing modernization.

We will also sustain our investments in Research and Development and Science and Technology to ensure we maintain the technological advantage achieved during the past 12 years of war while pursuing next generation technologies.

### **AMC - 2020 and Beyond**

As we set conditions for our Army for 2020 and beyond, AMC will continue to serve as the single entry point for Army and Joint Force global logistics support. Our goal is to

be fully networked and transparent – regionally aligned and capable of rapidly responding to the needs of the Combatant Commands. We will continue to achieve the right balance with our capabilities while transitioning from war-time and production to sustainment – providing unmatched logistics support across the full spectrum of conflict. We are committed to sustaining Unified Land Operations in complex environments across extended distances to facilitate operational adaptability, provide distributed support at all echelons, and ensure freedom of movement and action for the Joint Warfighter. At the end of the day, our vision at AMC remains being the premier provider of Army and Joint Readiness to sustain the Strength of the Nation – The Soldier!

## **Strong and Decisive Leadership in Korea**

**By GEN James D. Thurman**

**Commander, U.N. Command, Combined Forces Command and U.S. Forces Korea**

Leading the great soldiers, airmen, sailors, marines and civilians of the joint and combined force is the decisive factor that enables the high level of readiness that maintains the Korean Armistice Agreement to protect vital national interests and defend the Republic of Korea (ROK). This year marks the 60th anniversary of the armistice agreement and the U.S.-ROK Mutual Defense Treaty. The alliance stands stronger than ever due to the basics of leadership we live by every day. Over the last 60 years, leadership has shown the way for our service members and civilians to staff the positions, walk the patrols, maintain aircraft and ships, and run our garrisons so the alliance could deter further North Korean aggression, protect generations of South Korean people, and enable the economic growth and prosperity of the ROK.

Leadership is the most critical of the elements of combat power that the United States brings to the U.S.-ROK military alliance. Our leaders challenge assumptions and look for better ways to implement the commander's intent. Our leaders remain adaptive to change when the North Korean regime adjusts its strategic, operational or tactical approach. North Korea's evolving strategy and operational attempts over the years to turn the United States or ROK away from the alliance have been unsuccessful because of the effectiveness of our leadership and the cultivation of close personal relationships.

The U.S.-ROK alliance and the United Nations Command continue to stand vigilant and shoulder to shoulder to preserve the armistice, defend the Republic of Korea and maintain stability in Northeast Asia.

In stark contrast to the success story of the ROK, North Korea has devolved into one of the poorest, most dysfunctional and most isolated nations in the world. Its third-generation dictator, focused on regime survival, continues to choose the path of aggression instead of leading his people to basic subsistence and a chance for a better life. During this last year, North Korea entered a period of prolonged provocation and continues to invest the bulk of its scarce resources in military capabilities and weapons of mass destruction programs.

The North Korean regime adapts in order to survive, adjusting its strategic and operational approach and tactical employment, sometimes with deadly results. Along with having one of the largest conventional forces in the world, North Korea has

been building increasingly lethal asymmetric capabilities. It remains a highly belligerent, isolated and defiant state willing to use provocative behavior to advance its interests.

The leadership of the U.S.-ROK alliance has been decisive in reducing tensions on the Korean peninsula. Together, we have maintained our resolve and refused to be coerced into accommodating provocative behavior from North Korea. The alliance has employed extended deterrence and strategic messaging to demonstrate our commitment and deter North Korea from further aggression.

### **U.N. Command: Maintaining the Armistice**

The United Nations Command's (UNC) mission is to maintain the armistice. Following the signing of the armistice in 1953, the UNC mission in Korea shifted from repelling aggression to ensuring stability by upholding and enforcing the armistice. Over the last 60 years, our UNC sending states have provided international resolve and credibility to our critical mission. Today, our 16-nation coalition stands strong with the ROK, deterring aggression and actively maintaining the armistice. Strong leadership from the sending states has made a difference in the planning and execution of our major military exercises. Our 2013 alliance exercise program will achieve the highest level of participation from the UNC sending states to date. The sending state leadership also took a leap forward in identifying a gap in logistic capabilities and then setting a course to fix it that included the UNC Logistics Summit in June.

### **Combined Forces Command: Deterring Aggression**

The strength of our alliance can be found in Combined Forces Command, where U.S. and ROK leadership work together on a daily basis. We are a confident, competent and committed combined force of two of the most capable militaries in the world. We share the same values and place great emphasis on the critical role of leadership in operational and tactical success. The Key Resolve exercise this year is a stellar example of U.S.-ROK leadership. At the strategic and operational level, Key Resolve demonstrated the ROK military's ability to plan and lead combat operations. At the tactical level, as part of Exercise Foal Eagle, ROK and U.S. leaders and troops demonstrated their capabilities and interoperability during maneuver and live-fire exercises. ROK and U.S. troops also conducted Exercise Combined Joint Logistics Over the Shore, which helped improve our mutual readiness and test a vital logistics capability.

Under the Strategic Alliance 2015 plan, the U.S. and the ROK are preparing for the transition of wartime operational control to a ROK-led, combined defense. The Combined Forces Command is critical in the development and implementation of plans required for the ROK to lead the combined defense. Our alliance motto, "Katchi

Kapshida,” means “we go together.”

## **U.S. Forces Korea: Assurance and Commitment**

The U.S. commitment to the ROK’s security is unwavering. The leadership of U.S. Forces Korea works to assure the ROK leadership and the Korean people of our commitment through regular, close and consistent personal coordination. Our commitment is found not only in our words but also in our actions. This was demonstrated by the commitment to developing a tailored deterrence strategy by signing the Combined Counter-Provocation Plan, ensuring a coordinated and combined response to North Korean provocations.

Our Army component, Eighth Army, has been at the forefront of our commitment to the ROK with its daily coordination and training with the ROK army and its modernization programs. Eighth Army and its main warfighting command, the 2nd Infantry Division (2ID), work closely with the ROK army to ensure synchronized and combined training and readiness. During 2ID’s annual Warpath exercise, they train with ROK army units in a joint, combined, complex environment against a hybrid threat. No other division in the Army is able to train for operations like this. Operation Salmusa demonstrated U.S.-ROK interoperability when units from 2ID and the ROK 17th Infantry Division conducted a large-scale air assault exercise.

The U.S. Army has enhanced Eighth Army’s personnel readiness by raising unit staffing priorities and targeting individual incentive programs to reduce personnel turbulence. Some of the equipment upgrades include the deployment of the System Enhancement Package V2 for M1A2 tanks and M2A3 Bradley Fighting Vehicles, the upgrade of AN/TPQ-37 Firefinder radars, and the execution of the Patriot Recapitalization Program. We have upgraded our rotary-wing fleet by improving the sensor suite for our AH-64D Longbow Apaches, fielding the Common Missile Warning System and improving our UH-60 helicopters. In addition, the 23rd Chemical Battalion has relocated to the Korean peninsula and greatly improved our capacity to counter weapons of mass destruction.

Our readiness and the demonstration of our combat capabilities assure our allies and send a message to North Korea that we are committed to the defense of the ROK.

## **Teamwork at All Levels**

Teamwork is an important component of sustaining and strengthening the U.S.-ROK alliance. Along with the Korean Augmentation to the U.S. Army soldiers, who are integrated into U.S. units, U.S. Forces Korea routinely participates in exercises with ROK

military units and coalition partners. The work that they do increases the esprit de corps of their own units and the allied units with whom they train. U.S. Forces Korea, along with the Combined Forces Command, conducts three annual joint and combined exercises: Ulchi Freedom Guardian, Key Resolve and Foal Eagle. These exercises ensure our readiness to respond to provocations, attacks and instability. Leadership and teamwork have been instrumental in the continued success of these exercises.

The exercises also provide an opportunity to train the new command and control structure for an ROK-led alliance defense. Our service members, civilians and leaders extend their efforts beyond their military installations and training sites as they work with local communities and ROK civic leaders. It will take this continued spirit of team- work between the U.S.-ROK leadership to conduct a successful transition.

I am extremely proud of our joint force and their families for answering the call of readiness. Serving in Korea provides service members, civilians and their families an opportunity to serve in one of the most critical areas of the world, be part of one of the strongest and longest military alliances the United States has, and learn about our gracious Korean hosts and their beautiful and dynamic country. The stability and prosperity of the Republic of Korea result, in no small measure, from the efforts of the joint force and their families who live and work on the peninsula. The alliance has enforced the armistice and deterred aggression for 60 years. We will continue to maintain our readiness and our resolve to protect our ROK allies.

## **U.S. Army Pacific and the Pacific Rebalance**

**By GEN Vincent K. Brooks**

**Commanding General, U.S. Army Pacific**

In January 2012, the President introduced strategic guidance to focus on the Pacific theater. Also in January 2012, the Chief of Staff of the Army visited U.S. Army Pacific (USARPAC). During several working sessions with both USARPAC and U.S. Pacific Command (USPACOM), initial agreements on meeting the demand signal for Army forces and capabilities in support of USPACOM laid out the design for the effort to rebalance the U.S. Army to the Indo-Asia-Pacific theater to achieve our nation's strategy. The essential components of this rebalance for the U.S. Army in the Pacific are: setting the theater for deterrence; maintaining contingency forces; expanding Army air and missile defense capabilities to defend against an expanding threat; and reshaping our headquarters and staff.

### **Setting the Theater for Deterrence**

The Indo-Asia-Pacific theater demands the “A game” from logisticians every day. The realities of distance and time alone—we operate across 9,000 miles and 16 time zones—present an environment that is most demanding in every sense. Enabling joint and multinational operations over half the world's surface requires the ability to support Army forces, other service formations, interagency partners and other U.S. government agencies. We accomplish this through an array of mission-essential, Pacific-assigned, theater-enabling commands (sustainment, air and missile defense, signal, military intelligence, engineer, medical, military police); Army prepositioned stocks in Japan, Korea and Diego Garcia; and well-exercised power projection platforms in Washington, Hawaii, Alaska and Japan—all geared to ensure that our Army and joint forces in the Pacific receive the support required in the event of contingency or other operations. They also play a vital role in persistent engagement through the execution of subject matter expert exchanges and the like.

Continuously challenging these forces and capabilities through joint and multinational exercises is crucial to successful operation of strategic landpower in this theater.

### **Contingency Force Readiness**

USARPAC provides significant contingency response force capability to USPACOM with prepared and ready Mission Command nodes and combat and enabler support packages. I Corps, based at Joint Base Lewis-McChord, Wash., provides an operational-level Mission Command capability in support of contingency operations throughout the Pacific area of responsibility. Three Stryker brigade combat teams provide USPACOM with a continuous contingency response force. In addition, I Corps' regionally aligned functional and multifunctional brigade combat teams more than double the enabler brigades available to USPACOM with combat aviation, fires, engineer, military police, sustainment and medical brigades.

Our U.S. Army Alaska headquarters (HQ) provides Joint Task Force (JTF)-Alaska with a Mission Command HQ and a battalion-size rapid response force in support of U.S. Northern



Command homeland defense. We also employ Stryker and airborne units out of Alaska to fill the global response force Stryker company mission and have filled the Army contingency response force mission with an air-borne capability. As the only airborne brigade stationed in the Pacific theater, 4th Brigade Combat Team (Airborne), 25th Infantry Division, provides the commander of USPA-COM with a unique form of operational maneuver and entry capability, recently demonstrated during exercise Talisman Saber 2013 in Australia.

As for Hawaii-based forces, our 25th Infantry Division HQ is designated as the operational-level HQ for Pacific area of operation homeland defense. In addition to the division HQ, USARPAC employs Hawaii-based forces to fill a battalion-size rapid response force in support of homeland defense missions.

All Pacific-assigned HQs have established emergency deployment readiness exercise programs in order to develop the rapid deployment capability necessary in the “new normal” environment. All now have the ability to deploy initial elements within 24 hours.

### **Expanding Air And Missile Defense Capabilities**

We have progressively developed our ballistic missile defense capability and are now a major player in the integrated missile defense of our forces, capabilities, installations, allies and partners throughout the Pacific. Our air and missile defense capabilities have been continuously enhanced through the addition of an Army air missile defense command in support of USPACOM, a Patriot battalion stationed in Japan and an Army Navy/Transportable Radar Surveillance-Model 2 facility in Shariki, Japan. We have also demonstrated the expeditionary nature of our forces through the deployment and sustainment of a terminal high altitude area defense battery to Guam in response to regional threats.

### **Reshaping Headquarters and Staff**

Reshaping Headquarters, U.S. Army Pacific, must be accomplished as we take on new roles requiring a more agile organizational structure and staffing, while carefully and deliberately working through the headquarters staff reductions mandated by DoD. We must develop new relationships among U.S. strategic landpower forces, including adjustments to U.S. Army command and support relationships as well as U.S. Army cooperation among U.S. Marine Corps forces, special operations forces and regional armies as we reshape our headquarters and staff. The resulting USARPAC HQ and theater enabling commands will be better postured to respond to future requirements in support of USPACOM and our Army.

### **Meeting the Demand Signal**

The demand signal for USPACOM did not require assignment of additional forces to the Pacific; instead, it focused on making USARPAC-assigned forces and existing and developing capabilities available to USPACOM. The main capabilities included in the demand signal called

for increased theater- and operational-level Mission Command capability, development of formalized joint/multi-national operational capabilities, and the establishment of a theater-focused joint Pacific multinational readiness capability (JPMRC) as follows:

**Theater joint force land component command (JFLCC).** The purpose of this is to provide a capability to synchronize land-based activities during persistent engagement and contingency operations; provide support to all land forces and plan for their employment and composition; and ensure a synchronized theater security cooperation effort. This initiative is nearing fruition and was a major focal point of the Pacific Land Power Symposium led by USARPAC in Hawaii in September. It has been manifested in the work our Army is performing to support and broadly improve readiness on the Korean peninsula through a variety of actions and initiatives that ensure our forces there are prepared to “fight tonight” while also being sustainable in the long term.

**Operational-level JTF/JFLCC headquarters.** These include a three-star, JTF-capable HQ, an assigned and available corps HQ to execute operational plan JFLCC requirements, and an assigned and available two-star, JTF-capable HQ for small-scale contingencies, including humanitarian assistance/disaster relief (HA/DR). The Department of the Army began this initiative by removing HQ, I Corps and HQ, 25th Infantry Division from Afghanistan support and dedicating them to USPACOM as assigned Army forces. Since then, HQ, I Corps has completed a JTF certification in July during Exercise Talisman Saber in Australia and after completing multilateral senior leader discussions with Australia and Japan. This capability was the focal point of discussions during the Pacific Armies Chiefs Conference in New Zealand in September and will be again during the AUSA ILW LANPAC Symposium and Exposition in Honolulu in 2014. We’ve also improved our prepositioned HA/DR stocks in theater through the efforts of the Department of the Army staff and our supporting partners—Army Sustainment Command and Army Materiel Command.

*Establish a combat training center-like joint/multinational training capability in theater along with prepositioned equipment sets in Australia and New Zealand.* The Army has made a commitment to bring this capability to life, and the commander of USPACOM has made this one of his demand centerpieces. The JPMRC will enable us to conduct company- to brigade-level combined/joint training in the Pacific using the existing joint/Army exercise programs. While the JPMRC is not designed to match the full scope of a combat training center rotation, it will provide an opportunity for Pacific Army units to experience a high-fidelity training environment in multiple places within the theater to improve readiness and interoperability with regional armies.

USARPAC is up to these challenges and opportunities as we move forward.

# **Transforming Logistics for a New Era - Challenges and Opportunities**

**By LTG Raymond Mason**

**Deputy Chief of Staff, G4**

When the war in Afghanistan began over 12 years ago, the Army was in the midst of a transformation, and then-Army Chief of Staff GEN Eric Shinseki stated that the Army had to do two things well each and every day: train Soldiers and develop leaders. For the past decade, I have been in awe of how our superbly trained Logisticians have brilliantly sustained demanding combat operations in both Afghanistan and Iraq, as well as the many other missions worldwide in support of national security objectives.

Next year, as the Nation completes the mission in Afghanistan, we once again find ourselves in a period of transformation. Secretary of the Army John McHugh and Chief of Staff GEN Raymond Odierno are leading the transformation to a more Regionally Aligned Army, moving from a Force that has been primarily focused on COIN and Stability operations to an Army that must execute missions effectively across the spectrum of conflict, through the triad of Prevent - Shape - Win! Transformations require hands-on leadership, and they require broad buy-in to new technologies and culture change; and while learning from our past success, we must be willing to take calculated risks as we develop and implement new solutions to deal with new threats and exploit new opportunities. Just as we have for 238 years, I am confident that the 'Log Nation' will meet these new challenges, and help the Army leadership achieve our transformation and prepare for whatever the Nation asks of us next.

Our role in the G-4 is to develop and publish common sense plans, programs, and policies, and justify needed sustainment funding so Logisticians Army-wide can carry-out the transformation. Last year on these pages I outlined our supporting logistics road map, and this year I want to report on our progress in retrograding equipment from Afghanistan and resetting it to improve readiness; fielding the Global Combat Support System; improving our property accountability; and implementing new readiness and force structure initiatives.

## **Retrograde and Reset**

Our number one job remains the support of the current fight, as our Soldiers advise and train the Afghan Security forces; so while we have started drawing down and getting our equipment out, we clearly understand that

operations drive the retrograde pace and our focus must continue to be 'sustainment forward'.

Since December 2012, we have reduced the amount of equipment in Afghanistan from \$28 to \$23 billion, and our goal is to bring out another \$17 billion before the end of combat operations in December 2014. We published guidance to the team in Afghanistan detailing what we need back for the Total Army; what can be divested either by selling it or transferring it to the Afghans or other allies; or what we can turn over to DLA's Defense Reutilization and Marketing Services because it is obsolete, beyond repair, and we don't want to invest, or can't afford, any more maintenance dollars. Today, there is about 1.2 million pieces of equipment in Afghanistan, of which we will bring back 702,000 to be reset at our depots or home stations for return or redistribution to units by the Army's Lead Materiel Integrator (LMI), executed by Army Materiel Command.

We have studied the retrograde lessons learned from Iraq, and applied them as we developed the plan for the Afghanistan drawdown. However, Afghanistan is not Iraq; it is several orders of magnitude more difficult. It is landlocked; it is more dispersed; there is no 'catcher's mitt', as we enjoyed with Kuwait; and while there was certainly combat during the drawdown/retrograde in Iraq, there is a different, highly lethal enemy in Afghanistan -- the Forces are truly conducting retrograde operations 'while in contact'!

Our challenge and task in G-4 is to provide clear and concise guidance on what to bring back. Much of the equipment in Afghanistan is our latest and most modern capability sets. It is the armored fleet and our Army's most modern communications, intelligence, and counter IED equipment, so we need it back to issue to units as we transition to a more versatile Army, with operationally adaptable land forces that will take on a broad range of missions in support of the National Defense Strategy.

The Army Staff, TRADOC, and AMC executed a study of the future requirements for MRAPs. Based on that study, we plan to retain a significant number, and they will be put in units such as transportation companies for convoy security; at posts, camps, and home stations for training; in Army Prepositioned Sets (APS) around the world; and we will position some at Fort Bliss, as part of the Brigade Modernization Command to test them in our premier 'combat laboratory'. The decision to not retain all of the MRAPs is based on the fact that while the technology of the MRAPS was effective during the course of operations in Iraq and Afghanistan, and saved many Soldiers' lives, that

technology is likely not what we will need in the near to mid future as our current and potential enemies continue to develop more lethal IEDs.

We have multiple modes and nodes of getting the equipment retrograded, but all have their challenges. Flying the equipment out is expensive, and there are geopolitical and physical issues with moving equipment through Pakistan (the PAK Ground Lines of Communication -- PAKGLOC) and a northern route via several Central Asian countries (the Northern Distribution Network). This fragile and complicated transportation network makes the mission unprecedented in complexity, which is why we have been so deliberate in analyzing what to bring home, and what to divest.

To retro the remaining \$17 billion of equipment back to CONUS will cost \$2 to \$3 billion, assuming we experience no significant Lines of Communication degradation; if we do, the cost will most certainly be higher. We informed Congress that it will cost \$9.8 billion, and take three years to reset our equipment. The Army's government-owned depots and arsenals will do much of the work; DOLs and units will also execute a portion of the reset mission at their installations.

The most important purpose of the retrograde mission is to improve readiness across our Army. Right now the Army's equipment on hand (EOH) rate is about 88 percent (for example, for every 100 items authorized in a unit, they have 88 pieces on hand); that is below the Department of Army readiness goal of 90 percent equipment on hand. However, once the equipment from Afghanistan is reset and re-issued to units it will increase the Army's EOH to approximately 92 percent for the Total Army -- the highest level in decades!

To fully prepare our depots and arsenals for the current reset, and the Army of 2020, the G-4 partnered with ASA (ALT) and AMC to publish a 10-year strategic plan. It is the Army's guide book to shape both the workforce and capabilities of our Organic Industrial Base to be even more effective and efficient as combat operations in Afghanistan wind down and defense budgets become even tighter. This plan also provides a framework to sustain our Army as we transform to a Regionally Aligned Force, primarily CONUS based, Expeditionary Army.

## **GCSS-Army**

At the Department of the Army level, we eagerly watched as the new logistics information technology, the Global Combat Support System (GCSS-Army), was fielded to the very first unit in 2012. A \$4-billion investment, years in the making, GCSS-Army is the most significant positive change in Army logistics this decade. GCSS-Army will replace the Standard Army Retail Supply System (SARSS) during Wave 1, and Property Book Unit Supply Enhanced (PBUSE) and Standard Army Maintenance System (SAMS) during Wave 2.

I am pleased to report the fielding is on track and we are very encouraged by how well Commanders and Soldiers are embracing GCSS-Army's vast capabilities. By 2014, GCSS-Army will be operating at 182 locations, or almost 60 percent of our goal of 306 fieldings by 2016. So far, the largest fielding was at Fort Bragg with the 18th Airborne Corps, which converted five tactical warehouses and the DOL SSA; and we have fielded it to numerous National Guard and Army Reserve units and Directorates of Supply (DOLs). This fall, we are activating GCSS-Army at Fort Hood; and next year, we will field it for the first time in Europe, the Pacific, Africa, and Central America, as we transform to a more Regionally Aligned Army.

GCSS-Army is the largest web-based Enterprise Resource Planning (ERP) in worldwide production, and when fully fielded will replace 40,000 local databases with one common master logistics database, and have over 160,000 users. Also embedded is a financial function, which connects to the General Fund Enterprise Business Systems (GFEBS), so for the first time logistics and financial actions are fully linked; that is critical to achieving Auditability, as mandated by Congress. Locations using GCSS-Army are experiencing dramatically improved customer metrics and supply discipline. Soldiers, especially the young iPad generation, quickly adapt to the new technology and are accomplishing their logistics missions with greater accuracy and effectiveness.

We have great technology fielding teams, with the right people, focused on getting every unit up and running. Our brilliant PEO and PM leadership are spreading the word on how GCSS-Army will benefit units and they are making sure every unit is trained and their data is 'cleaned' before the system goes live; our magnificent Warrant Officers in the supply and property community are getting ahead of problems and developing best practice solutions; and as we resolve problems we share the knowledge across the Army so the next fielding

can go even smoother. As we continue to field GCSS-Army and retire our legacy systems, our Logistics Forces will be able to execute sustainment 'on the move' around the world across all mission sets.

### **Property Accountability**

One of the most successful examples of culture change is the Chief of Staff of the Army-directed Campaign on Property Accountability. While the majority of our Army was committed to combat in Iraq and Afghanistan, it was imperative to rapidly field new equipment to the battlefield; however, an unintended consequence is that we lost focus on property accountability. In 2010, Chief of Staff of the Army GEN George Casey said it was time to re-invigorate a culture of supply discipline. It is clear that the Army has committed to getting back to property accountability basics. Across Active, Reserve, and National Guard components, leaders and Soldiers are using the power and tools of the campaign to re-account, redistribute, or turn in excess property with incredible results -- and most importantly, increased visibility of unit and DA level combat readiness status.

Incredibly the Total Army in the last three years has executed \$197 billion in property transactions. Of that, \$37 billion in property went to fill Army-wide shortages; \$153 billion of property was redistributed internally to fill internal unit shortages; and \$7 billion of property was 'found on installations' that had not previously been accounted for on a system of record.

We approach this campaign not as a one-time sprint, but as a deliberate marathon; if everyone in the Army is a better steward of our property we can help the Secretary and the Chief transform the Army faster and for much lower costs. With that in mind, last year, we established the on-line Command Supply Discipline Knowledge Center to make it easier to find information on property accountability, and already thousands have visited the website. We also created on-line courses, so Soldiers and leaders who sign for equipment fully understand their responsibilities; and we encourage civilians and contractors to take the new courses, as well. We must all be good stewards of the equipment our American citizens entrust to us!

### **Readiness and Force Structure Initiatives**

Over the last decade, the Army has been very good at executing deliberately planned rotational deployments to Iraq and Afghanistan. The

assumption is we know how to deploy. However, deployments over the past 10 years have been very predictable and administrative in nature; they have not been rapid deployments to unknown locations to execute ill-defined contingency operations.

Our less than sterling deployment to Haiti, in 2010 after the earthquake, highlighted the Army's need to strengthen training, equipment, and infrastructure to support rapid deployment operations. Partnering with the DAG3, we developed and funded the Rapid Expeditionary Deployment Initiative (REDI), to refocus the Army to quickly provide forces to meet global Combatant Commander requirements for the full range of military operations on short notice. REDI involves deployment exercises (EDREs and SEDREs), infrastructure readiness assessments, and working with the USAF and Navy on Strategic Mobility enablers.

Additionally, in line with imminent force structure changes in our Army (as developed through the Total Army Analysis Process), the logistics community has taken initiatives to more effectively support Army Forces as part of the Joint Team. We are activating our fourth active duty Expeditionary Sustainment Command (ESC) at Joint Base Lewis-McChord in Washington. Converting the 593<sup>rd</sup> Sustainment Brigade to the 593<sup>rd</sup> ESC will provide greater rotational depth to support global contingency missions ranging from combat operations to humanitarian missions. The Army will now have an ESC aligned to each of our three Corps, plus an ESC theater committed in Korea. This alignment enables Corps staffs to have a broad operational focus, while the ESC focuses on logistics planning for its aligned Corps.

We will also transform the 7th Sustainment Brigade into a Transportation Brigade (Expeditionary), or 'TBX', which will C2 port opening missions in support of expeditionary operations. This TBX will provide mission command of assigned ports and terminal and watercraft units conducting intermodal operations. In peacetime, the TBX will provide direct oversight of watercraft crew training, certification, and vessel maintenance.

The TAA change with the greatest impact on the way sustainment is executed in our BCT's conversion is the stand up of 10 Divisionally aligned and 3 Corps aligned CSSBs. Each aligned CSSB is designed with the same core capabilities (Supply, Maintenance and Distribution) to support units located in their supported Division or Corps area of operation. Static fuel storage, water production, some distribution truck changes and troop transportation capabilities



previously within our BCTs/BSBs will now be 'moved' back to these aligned CSSBs. We are also standing up Forward Support Companies within the Stryker Brigade Combat Teams, which is a necessary step as we have transitioned to Soldier maintainers of Stryker vehicles.

We still have more work to do. Force structure working actions include developing a rapidly deployable POL capability to replace the aging Inland Petroleum Distribution System (IPDS); rightsizing the number of supply room personnel; documenting correct maintenance positions; and championing additional training resources to our Reserve units for critical capabilities needed early in the warfight.

### **A Successful Transformation**

While transformations are never easy, this current Army transformation is particularly challenging as defense budgets tighten and we downsize the force. We have solid plans in place to complete our mission in Afghanistan; to reset the equipment; to field GCSS-Army; to be good stewards through ever improving property accountability and command supply discipline; and to restructure the force. However, most importantly, we will capitalize on our finely honed combat experiences gained over the past decade, continually assess and refine how we operate, and increase our combat sustainment capabilities.

The collective ability to exploit our incredible global advantages in the Sustainment warfighting function will ensure our Army remains an indispensable partner and provider of a full range of capabilities to Combatant Commanders in a Joint, Interagency, Intergovernmental and Multinational environment, guaranteeing as part of the Joint Force, the agility, versatility and depth to Prevent, Shape and Win!