

RECORD VERSION

**STATEMENT BY
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DEPARTMENT OF THE ARMY**

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Introduction

Mr. Chairman, members of this distinguished subcommittee, thank you for the opportunity and the privilege to testify on behalf of the 205,000 soldiers, 11,150 civilian employees, and their family members of the United States Army Reserve.

Today, over 69,000 Army Reserve soldiers are mobilized in America's Global War on Terrorism, serving courageously and proudly around the world. These modern day patriots have willingly answered the call to duty to perform the missions they have trained for and to honor their commitment as part of a responsive and relevant force, an indispensable component of the world's finest ground force, the United States Army.

This committee, through its dedicated support of the soldiers in the Army Reserve, has played a major part in increasing the relevance and strengthening the readiness of the Army Reserve. Your concern for the reserve soldier and employee who dedicates a significant part of his or her life to defending our nation, in addition to honoring commitments to employers and families, is evidenced by your invitation to review the present state of the United States Army Reserve. I am honored by that opportunity.

The occasion to testify before this subcommittee comes at a time of profound importance and immense change in our nation's security environment, as well as dynamic change in the international political landscape and unprecedented improvements in technology that add significantly to both friendly and enemy military capabilities. We are engaged with a wily, determined enemy, intent on destroying our very way of life; confronting regional powers and potential use of weapons of mass destruction at home and abroad; and struggling with the challenges of how to secure our homeland while preserving our precious rights and freedoms. It is within this very challenging environment that the Army Reserve serves with excellence today.

Excelling in current missions is not sufficient by itself. It is necessary that we concurrently confront today's challenges while preparing for tomorrow's. The Army must maintain its non-negotiable contract to fight and win the nation's wars as we concurrently transform to become more strategically responsive and dominant at every point on the spectrum of military operations. The concurrence of these dual challenges, transforming our force while fighting, winning, and preparing for other wars, is the crux of our challenge today - transforming while at war.

This is my first opportunity to address this subcommittee as the Chief, Army Reserve. I am humbled and sobered by the responsibility bestowed to me. The Army Reserve is an organization that demonstrates its ability to be a full and equal partner, along with the Active Component of the Army and the Army National Guard, in being the most responsive dominant ground force the world has seen.

The strength and goodness we bring to that partnership is drawn from the people who serve in our formations. The Army Reserve is the most ethnically and gender diverse force of all the armed services. Overall, ninety-two percent of our force holds high school diplomas. Our force consists of individuals who are community and industry leaders, highly trained and educated professionals, experts in their chosen field who give of their time and expertise to serve our nation.

The Army Reserve has been in a continuous state of mobilization since December of 1995. Prior to that, our contributions to Desert Shield/Desert Storm numbered over 84,000 soldiers. The Army Reserve also mobilized over 2,000 soldiers in support of Operation Uphold Democracy in Haiti. Since 1996, the average number of soldiers mobilized has been 9,265 soldiers per year. Our soldiers are part of the rotational forces that are keeping the peace in Eastern Europe. Military police, medical and public affairs soldiers provide ongoing capabilities in Operation Joint Endeavor and Operation Joint Guardian in Bosnia and Kosovo. The depth of the current mobilization reflects a higher percentage of the force since Desert Shield/ Desert Storm and still our soldiers are raising their hands to re-enlist in the Army Reserve, making our enlisted troop retention rates the best they have been since 1992.

The attacks of September 11th intensified the pace of operations. Within hours of those attacks, the Army Reserve deployed a mortuary affairs company from Puerto Rico - a company that ten years earlier performed its mission with distinction in Desert Shield/Desert Storm – to deploy to the Pentagon to assist with searching and recovering the remains of the victims of the attack. They proved to be so invaluable to

the recovery efforts that they did not return to their homes until September of 2002, after cataloging not only all of the personal effects of the dead but items from the Pentagon as well. It is worth noting that we prepared and deployed the unit in advance of a Presidential declaration of mobilization on Army Reserve training orders. To those who question the Army Reserve's ability to respond rapidly and completely to dynamic short notice missions, we are pleased to provide the 311th Mortuary Affairs Company's responsiveness as a case study. There are numerous other, similar examples as well.

In downtown Manhattan, Army Reserve soldiers were also assisting with the recovery efforts after the attack on the World Trade Center. Emergency Preparedness Liaison Officers were on site shortly after the attack to assist with rescue and later, recovery efforts. Army Reserve units provided equipment, Army Reserve center space and other logistical support throughout the days and months that followed. Similarly, these responses were in advance of formal mobilization.

This Global War on Terrorism is unique for Americans because its battlefronts include not only far-off places like Afghanistan and the Philippines but our own homeland. What was once a "force in reserve" has become a full partner across the spectrum of operations to satisfy the demand and need for Army Reserve soldiers and units around the world. Wherever the Army committed forces in the world -- Afghanistan, Uzbekistan, Pakistan, the Philippines, Kuwait, Iraq and here at home -- Army Reserve soldiers are an integral part, providing critical specialized capabilities and augmentation.

In the time that has followed those days, our military has been engaged in fighting the Global War on Terrorism around the world. Operation Anaconda in Afghanistan seriously impaired Al Qaeda's ability to continue to spread terror and ousted the Taliban. Civil Affairs units consisting of Army Reserve soldiers who possess civilian acquired and sustained skills in the fields of engineering, city planning, and education were deployed to the region to lead in establishing a free, functioning society. Numerous new schools were built and medical aid offered to the people of Afghanistan. These soldiers represent the goodwill and interests of the American people with every classroom they build and every skill they teach, every functioning society capability they help create, and every contact they make with the native population. And they are doing an incredible job.

But despite the clear relevance and strength demonstrated by the aforementioned examples, we are, as an institution not without our challenges. It is necessary that we not only transform the institution, but we must also resource our requirements and transform the institution to even higher levels of readiness, responsiveness and capabilities. These resourcing requirements include recruiting and retention, family programs, information technology, anti-terrorism and force protection, equipment procurement and modernization, and facility revitalization.

Recruiting and Retention

Recruiting and retention is an area of the highest importance to the Army Reserve and a volunteer force. Our responsibilities require the best soldiers America can provide. In this regard, we are most appreciative of the help your subcommittee has provided us. We would be remiss if we did not thank you for the attention you have paid to our recruiting needs in recent legislation. With your help we have met our recruiting mission for three straight years from 2000 to 2002. In FY2003, however, we are 213 accessions short of expected year-to-date mission. While cause for concern, I am not alarmed over this because we are at 102 percent strength.

Although generally successful in overall mission numbers, we continue to experience difficulty in attracting and retaining qualified individuals in certain critical wartime specialties, particularly within the Army Medical Department. Your continued support on behalf of recruiting and retention incentives, allowing for innovative readiness training and the funding of continuing health and educational opportunities will help us with this difficult task.

The Army Reserve, in partnership with the United States Army Accessions Command, conducted a thorough review of Army Reserve recruiting. This review has helped us forge a stronger relationship with the Accessions Command and has streamlined our processes to support the symbiotic relationship between recruiting and retention. To that end, we will seek to ensure that all Army Reserve soldiers are involved in recruiting

and retention activities - we all are a part of the Army's accessions efforts. We are removing mission distracters allowing the Accessions Command to focus on their core competency of recruiting non-prior service applicants; we are focusing on life cycle personnel management for all categories of Army Reserve soldiers and our retention program seeks to reduce attrition, thereby improving readiness and reducing recruiting missions.

During 2003, the responsibility for the entire prior service mission will transfer from the Accessions Command to the Army Reserve. Tenets of this transfer include: establishment of career crosswalk opportunities between recruiters and retention transition NCOs; localized recruiting, retention and transition support at Army Reserve units and increased commander awareness and involvement in recruiting and retention efforts.

To support recruiting and retention, the Army Reserve relies on non-prior service and prior service enlistment bonuses, the Montgomery GI Bill Kicker and the Student Loan Repayment Program in combinations that attract soldiers to fill critical MOS and priority unit shortages. The Army Reserve must be able to provide a variety of enlistment and retention incentives, for both officer and enlisted personnel, in order to attract and retain quality soldiers. Fully funded incentive programs must be available to ensure success in attaining recruiting goals and maintaining critical shortages and skills.

Our retention program is a success. Faced with an enlisted attrition rate of 37.5 percent at the end of FY 1997, we adopted a corporate approach to retaining quality soldiers. Retention management was an

internal staff responsibility before FY 1998. In a mostly mechanical approach to personnel management, strength managers simply calculated gains and losses and maintained volumes of statistical data. Unfortunately, this approach did nothing to focus commanders on their responsibility of retaining their most precious resource — our soldiers.

The Army Reserve developed the Commander's Retention Program to correct this shortcoming. A crucial tenet of this program places responsibility and accountability for retention with commanders at every level of the organization. Commanders now have a direct mission to retain their soldiers and must develop annual retention plans. Additionally, first line leaders must ensure all soldiers are sponsored, receive delivery on promises made to them, and are provided quality training. In this way, the Commander's Retention Program ensures accountability because it establishes methods and standards and provides a means to measure and evaluate every commander's performance. Since the introduction of the Commander's Retention Program, the Army Reserve has reduced enlisted Troop Program Unit attrition by nearly nine percentage points. The enlisted attrition rate in FY 2002 was 27 percent. Current projection for FY2003 is an increase of 28.6 percent, due to projected demobilization, the Commander's Retention Program, and increased retirements.

The Army Reserve is experiencing a 4,200 company grade officer shortfall. Retention goals focus commanders and first line leaders on junior officers. The establishment of a sound leader development program is a cornerstone of Army Reserve Transformation. Providing young leaders the opportunity for school training and practiced leadership will

retain these officers. A transformed assignment policy will enhance promotion and leader development. Increased Army Reserve involvement in transitioning officers from active duty directly into Army Reserve units will keep young officers interested in continuing their Army career. Allowing managed flexibility during their transition to civilian life will be a win for the Army and the officer.

Overall, the Army Reserve successfully accomplished the FY 2002 recruiting mission while achieving the Department of the Army and Department of Defense quality marks. This year our enlisted recruiting mission will stabilize at approximately 20,000 non-prior service due to the success of our retention efforts. The accomplishment of the recruiting mission will demand a large investment in time on the part of our commander's, our retention NCOs, and our recruiters as they are personally involved in attracting the young people in their communities to their units.

However, the same environmental pressures that make non-prior service recruiting and retention difficult affect prior service accessions. With the defense drawdown we have seen a corresponding decrease in the available prior service market in the Individual Ready Reserve. This impacts Army training costs, due to the increased reliance on the non-prior service market, and an overall loss of knowledge and experience when soldiers are not transitioned to the Army Reserve. Consequently, the Army Reserve's future ability to recruit and retain quality soldiers will continue to be critically dependent on maintaining competitive compensation and benefits.

Special attention needs to be placed on the recruiting budget, for advertising, to meet our requirements in the next several years. Young people of today need to be made aware of the unique opportunities available in the different military components. The best way to get this message out is to advertise through the mass media. Funding our critical advertising needs is imperative if we are to be honestly expected to meet our recruiting goals. Your continued support of our efforts to recruit and retain quality soldiers is essential if we are to be successful.

Family Programs

Family programs provide invaluable family assistance during peacetime and mobilization, to include training for family program directors and volunteers in support of family readiness activities. These volunteers and contract employees provide information referral and outreach to family members and deployed soldiers. Within this system are twenty-five contractors serving in Family Program Director positions whose duties include aiding in promoting families' awareness of benefits and entitlements, orienting family members to Army Reserve systems, programs, and way of life. These directors also assist in the deployment of unit Family Readiness Groups during peacetime and deployment.

In preparation for mobilization deployment, these volunteers and service members provide an extensive briefing for both families as well as members. These family services include briefings by members of the Chaplains Corps who explain what happens to spouses or families upon separation. We also provide briefings when the service member returns

and coach the family members to expect changes upon the soldier's return to home.

During Desert Shield/Desert Storm Army Reserve family readiness programs were sparse. Today, these programs are extensive, and they are working to provide refuge and support network for our families. We have been able to meet the needs of our deployed soldiers of which about 4,000 Army Reserve soldiers are on a second consecutive year of mobilization. We are anticipating challenges in the future.

Information Technology

Network Service/Data Center

The Army Reserve is redesigning its information technology infrastructure to support the Global War on Terrorism and greatly increase the survivability of our information technology infrastructure in the event of a cyber or physical attack. This redesigned infrastructure will establish a network service/data center which supports the Continental United States. A robust provision of network defense for protection at the consolidated and interconnected sites will be integral to the redesign and creation of the network service/data centers.

Our plan to establish a Reserve component network and data center would give the Army Reserve the capability to manage dissemination of information supporting command and control concerning mobilization, training and overall data exchange as well as Joint and Army wide information technology systems.

Secure Communications

Secure communications ensures the protection and sustainment of the Army Reserve's information and information systems during peacetime, war and national emergencies. The geographic dispersion of the Army Reserve makes telecommunication services the primary means of conducting command and control, mobilization timelines, training data exchange, and "reach back" capabilities in support of the combatant commands. The Army Reserve is challenged to expand applications and service demands, increased security requirements and increased network capability to ensure throughput and reliable connectivity.

With this redesign, the Army Reserve would have the technological capability to sustain existing Army systems or field any new Army systems to meet readiness requirements, manage timely dissemination of information supporting command and control in the areas of mobilization, training, and overall data exchange.

Antiterrorism and Force Protection

Security and preparedness to meet the known and unknown threats facing Army Reserve installation and facilities worldwide are an integrated set of three distinct programs: Antiterrorism, Force Protection, and Installation Preparedness.

Antiterrorism is the foundation of the overall Force Protection program within the Army Reserve. It assesses vulnerabilities at stand alone facilities and Army Reserve installations.

Force Protection programs correct, upgrade, and repair facilities in accordance with Department of Defense Antiterrorism and Force Protection construction standards. This program also determines the level of access to installations and facilities within the Army Reserve.

Installation Preparedness concentrates on training and equipment for first responders such as fire, police and emergency services to weapons of mass destruction incidents near or at Army Reserve installations and facilities.

The Army Reserve is challenged with its existing military and civilian manpower structure as well with its capability to adequately plan, execute and assess this real world critical program at all levels. Therefore, we must expand contract requirements for antiterrorism vulnerability assessments, exercise planning, and training for the entire Army Reserve.

Currently, the Army Reserve is able to restrict access to its installations, but sustainment of access control combined with additional security requirements since the Global War on Terror has become a challenge. Funding of these programs will allow the Army Reserve to meet security and preparedness for threats facing Army Reserve installation and facilities worldwide.

Equipment procurement and modernization

Increasing demands placed on the Army Reserve highlight the importance of equipment that is mission-essential. In addition, the

increased use of Reserve forces in operational missions and the Global War on Terrorism has highlighted the importance of having compatible and modern equipment. In order for our soldiers to be able to seamlessly integrate on the battlefield, our equipment must be operationally and technically compatible. Without complete interoperability, the ability of the Army Reserve to accomplish its Combat Support and Combat Service Support missions would be diminished.

Combat support and combat service support transformation is a vital link to the Army Transformation Plan. The Army Reserve is the main provider of this capability for the Army and the Army must continue to modernize the Reserve components along a timeline that ensures the Reserve components remain interoperable and compatible with the Active component.

Equipment modernization of the Army Reserve is indispensable in meeting the goals of the Army's Transformation Campaign Plan. Full integration into the Army's modernization plan to implement force interoperability enables our units to deliver required Combat Service and Combat Service Support ensuring our Army's operational success.

In the Army's Combat Service and Combat Service Support Transformation Plan, key enablers are identified to meet the deployment vision outlined by the CSA. These enablers help to reduce the Army's Combat Service and Combat Service Support Demand on Lift and Logistical Footprint requirements while increasing strategic responsiveness. To reduce the Combat Service and Combat Service Support Demand on Lift and Footprint, investments are required in the

appropriate Army Reserve Combat Service and Combat Service Support Enablers.

The Army Reserve has 20 percent of Combat Support and 47 percent of the Combat Service Support requirements in the Army. We must have these enablers on hand to support the Army's Combat Service and Combat Service Support Transformation Strategy.

Facility revitalization

The Army Reserve installation community proudly sustains two of the Army's major installations and 12 Regional Support Commands. These regional commands function as "virtual installations" with facilities in 1,300 communities across all 50 states, most United States territories, and in Europe.

Our primary facilities, Army Reserve centers, are prominent symbols of The Army on "Main Street America". They often create the very first impressions of the entire Army and present a permanent "billboard" for all Americans to see. Unfortunately, most Army Reserve facilities consist of 1950's era structures that remain virtually the same as when they were constructed. They are sorely in need of modernization or, as in most cases, replacement.

Army Reserve soldiers train in widely dispersed reserve centers and support facilities worldwide that use 45 million square feet. This equates to more square footage than Forts Hood, Sill and Belvoir combined. Our facilities experience the same type of challenges active

Army posts do. The impacts of poor facility conditions are even more acute for our soldiers. Overcrowded, inadequate and poorly maintained facilities seriously degrade our ability to train and sustain units as well as decay soldier morale and esprit de corps.

Transformation

Clearly, our priorities and the way we approach national security changed. We must and will win the war on Terrorism. But the nature of this war dictates that major changes are required to practices, procedures and policies relating to use of our force. The processes and policies in place were designed for a different time and a different type of war than we are engaged in today. As a result, some have challenged our ability to respond early in a contingency operation, and to sustain continuous mobilization while continuing to attract and retain quality young men and women such as the ones who currently populate our force. I challenge this assertion.

The Army Reserve is preparing changes to training, readiness and policies, practices and procedures. We are restructuring how we train and grow leaders within the Army Reserve by establishing a Trainee, Transient, Holdee, and Student Account, much like the Active Army, to manage our force more effectively. We are preparing implementation plans for the continuum of service concept recently proposed by the Office of the Secretary of Defense that would allow ease of movement between Army components as dictated not only by the needs of the Army but also

by what is best for the soldier developmentally and educationally. We are excited by the potential of such proposals.

A challenge to realizing the capabilities and potential of our highly skilled, loyal and sacrificing soldiers is an antiquated Cold-War era mobilization process. The nation's existing mobilization process is designed to support a linear, gradual build-up of large numbers of forces and equipment and expansion of the industrial base over time. It follows a construct of war plans for various threat-based scenarios. It was designed for a world that no longer exists. Today, multiple, operational requirements, unclear, uncertain, and dynamic alliances and the need for agile, swift, and decisive combat power, forward presence in more responsive ways, and smaller-scale contingency operations, demand a fundamentally different approach to the design, use, and rotation of the Army Reserve. Rather than a "force in reserve", it has become and serves more as a force of discreet specialized, skill rich capabilities and a building block for teams and units of capabilities, all essential to force generation and sustainment. The process to access and employ these forces must be streamlined, flexible, and responsive to the President and Nation's needs yet considerate and supportive of the soldier, family and civilian employer.

There is an ongoing debate concerning the wisdom of reliance on the nation's Reserve components both for operations of a smaller scale nature, such as the Balkans rotations and early reliance in the opening phases of a contingency operation. Only thirty-three percent of the Army Reserve troop strength is currently mobilized. But raw troop strength numbers are not an accurate indication. Often, Army Reserve capabilities

in Civil Affairs and Medical support are cited as but two of many examples of over reliance on the reserve components. There are specific types of units that have been used more than others. The demand for certain type units to meet the mission requirements of the Global War on Terrorism is higher in some more than others. Military Police, Civil Affairs, Military Intelligence, Transportation and Biological Detection and Surveillance capabilities are the highest in utilization. As an example, the Biological Detection and Surveillance units consist of one Active component unit and one Army Reserve unit. The Army Reserve unit has mobilized five times since 1997 and is currently in their second year of mobilization. A second Army Reserve unit will be organized this month and is prepared to mobilize by the fall of this year. There are future plans for additional such units in both the Army Reserve and the active component. This is but one example of a high demand, low density unit. Currently, 313 Standard Requirement Codes (types of units) are exclusively in the Army Reserve. The Army Reserve has been able to meet the challenges to date with this structure but clearly the structure requires change to meet the continuing demand for these skill rich capabilities which are more practical to sustain in a reserve component force.

The Army Reserve has been transforming its force since 1993 when it reorganized to produce a smaller, more efficient and effective structure. Our overall strength was reduced by 114,000 soldiers, or thirty-six percent, leaving us with a 205,000 soldier end strength today. In our transformation from a Legacy Force Army Reserve (or a Cold War Force) to an Interim Force, we are poised to put changes in place that will keep us moving on the path of transformation to the Objective Force. In the 1990s, we cut the number of our Army Reserve Commands by more than

half and re-invested that structure into capabilities such as medical and garrison support units as well as Joint Reserve Units. We reduced the number of our training formations by 41 percent and streamlined our training divisions to better meet the needs of the Army and its soldiers. Our transformation journey actually began ten years ago and is accelerating rapidly today.

Changing the way we mobilize starts with changing the way we prepare for mobilization. The current process is to alert a unit for mobilization, conduct the administrative readiness portion at home station and then send the unit to the mobilization station for further administrative and logistical preparedness and to train for deployment. This process, alert-mobilize-train-deploy, while successful in Desert Shield/Desert Storm, today inhibits responsiveness. By changing to train-alert-deploy, and performing the administrative and logistical requirements prior to mobilization, we will reduce the time needed to bring a unit to a campaign quality level needed for operations.

The Army Reserve is the nation's repository of experience, expertise and vision regarding soldier and unit mobilization. We do have forces capable of mobilizing in twenty-four hours and moving to the mobilization station within forty-eight hours, as we did in response to September 11th. This demonstration of quick and precise mobilization ability will become institutionalized in the processes and systems of the future and give our forces the ability to mobilize rapidly and smoothly. We will overcome challenges posed by units manned with untrained soldiers through initiatives that strengthen soldier readiness and leader development.

While changing industrial age mobilization and personnel training and development policies is necessary, restructuring our force so that we can implement predictable and sustainable rotations based upon depth in capability is also necessary. Predictable and sustainable utilization is a key factor in soldier, family, and civilian employer support. One of the goals of transforming our force is to change policies that are harmful to soldiers and families. Predictable rotation schedules will allow the Army Reserve to continue to be a value-added source of skill rich capabilities for small-scale contingency conflicts and follow-on operations. It will provide our units with operational experience; provide a sense of fulfillment for our soldiers; impart a sense of predictability for our soldiers and evens out the work load across the force. We must begin now to implement new strategies to build a force with rotational capabilities.

Individual Augmentee Program

Under the current Army posture, there is a growing need to establish a capability-based pool of individual soldiers across a range of specialties who are readily available, organized, and trained for mobilization and deployment as Individual Augmentees. In spite of numerous force structure initiatives designed to man early deploying Active Army and Reserve component units at the highest possible levels, a requirement remains for individual specialists for unforeseen, unplanned-for-contingencies, operations, and exercises. Therefore, I have directed the establishment of an Individual Augmentee Program within the Selected Reserve to meet these needs.

The purpose of the Individual Augmentee Program is to meet real-world combatant commander requirements as validated in the Worldwide Individual Augmentation System (WIAS). Additionally, this program will preclude the deployment of individual capabilities from active or reserve component units adversely impacting their readiness, cohesion, and future employment possibilities. It will allow soldiers to participate at several levels of commitment and supports the Office of the Secretary of Defense proposal for a continuum of service.

Continuum of service offers the Army flexibility in accessing and managing personnel. Soldiers can serve through a lifetime in different ways from active duty to troop program unit to individual augmentee to retiree. The ability to move seamlessly through components and statuses can only benefit the Army and the soldier. Matching the right soldier in the right status at the right time makes sense. The Army Reserve will lead the way in making a reality of the phrase “Once a Soldier, Always a Soldier”.

Our initiatives concerning the management of individuals in the Army Reserve are the catalyst of Army Reserve Transformation – The Federal Reserve Restructuring Initiative. In order for the Army Reserve to continue to transform, six imperatives must be implemented. These imperatives are: re-engineer the mobilization process; transform Army Reserve command and control; remove unready units; implement human resources life cycle management, build a rotational base in our force; and re-engineer individual capabilities.

The Chief of Staff, Army has stated that the engine of transformation is our people. Our Army Reserve transformation plan attacks directly those outdated, unresponsive policies, practices, and procedures that inhibit our people's ability to transform. Your awareness and Congressional support of our efforts is invaluable.

Summary

In our current military environment, the Army Reserve has many challenges that we accept without hesitation. These challenges are embedded in the current wisdom of early reliance on the reserve component in early contingency operations and the wisdom of the use of the reserve components in scheduled operational rotations such as Bosnia and Kosovo. Historically our nation has placed great reliance on the reserve components of soldiers, sailors, airmen and marines, to expand the armed forces for operations during time of war. The nature of warfare has changed drastically and we must also change. This Global War on Terrorism, as our President has described, is a long-term campaign of inestimable duration, fought in many different places around the world. The issues we have brought to you today – changing how we recruit, prepare, maintain, and resource our force recognizes the Commander-in-Chief's intent, to prepare for future wars of unknown duration, in places we have yet to fight, and against enemies who threaten our freedoms and security.

We are grateful to the Congress and the Nation for supporting the Army Reserve and our most precious resource, our soldiers – the sons and daughters of America.

I cannot adequately express how proud I am of our soldiers. They are in the hearts and prayers of a grateful nation and will continue to stay there until we finish the job at hand.

Thank you.