

Opening Statement by
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Before The
Senate Armed Services Committee
Emerging Threats and Capabilities Subcommittee

Improved Management of Department of Defense Test and
Evaluation Facilities

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Good morning, Madam Chairman, and members of your committee. Thank you for the opportunity to appear before you to discuss my views on the proposed legislation to improve the management of Department of Defense Test and Evaluation Facilities.

I spent 15 years as a fighter pilot in the Air Force and Air National Guard, and thirty years as an experimental test pilot with McDonnell Aircraft Company before appearing here as the first Director of Operational Test and Evaluation. I have remained actively engaged in T&E since leaving the Pentagon.

First, I want to congratulate you. From my point of view, this is the most significant test and evaluation legislation since 1983 when the U.S. Congress established the position of Director, Operational Test and Evaluation. It addresses long-standing problems identified more than thirty years ago by the President's Blue Ribbon Defense Panel, problems that have been underscored by dozens of studies and reports ever since, including the 1999 and 2000 Reports of the Defense Science Board Task Force on Test and Evaluation; and The Director, Operational Test and Evaluation's annual report for fiscal year 2001.

This morning, I will comment on the findings and recommendations of these studies, the proposed legislation, the current

state of the Department's test and evaluation facilities and the basis for the DSB Task Force's findings.

From my point of view, the committee's recommendation to establish a Department of Defense Resource Enterprise (T&E/RE) is the most important part of this proposed legislation for several reasons.

The current funding for essential maintenance and modernization of the test infrastructure is inadequate. We recognize this and we understand why. The Services don't make the required investments in test resources and facilities because Test and Evaluation competes with Service programs. The result is that over a period of decades, Service managed and funded test and evaluation facilities have deteriorated to the point where they cannot support adequate testing of today's weapon systems. Sixty-seven percent (67%) of the test facilities are more than thirty (30) years old, and forty one percent (41%) are over forty (40) years old. The recapitalization rate is 400 years! These facilities are not able to support adequate testing and evaluation of new, emerging, and leap-ahead systems without prudent investments in modernization.

The Enterprise envisioned in this proposed legislation will consolidate funding and modernize the infrastructure by looking across the Major Range and test Facility Base, and make the best investments for all of DoD. The net result is all the Services will get the affordable

test resources and facilities they need to adequately and jointly test their current and future weapon systems.

As proposed in the DSB report, in addition to consolidating the funding, the T&E/RE will manage the test ranges and test facilities through a board of directors with representatives from the MRTFB. This management plan has been discussed, debated, and validated, and is a major part of the implementation. Essentially, it allows members of the test community from the various major ranges and test facilities to participate effectively in managing test resource allocation and investment.

Some will likely argue that the Office of the Secretary of Defense is just taking away resources from the Services and building another bureaucracy. The reality is test ranges and facilities will be better funded, and they will be intimately involved in the decisions as to how the money will be spent. As a result, a Service program manager will have the entire National range complex resources available for testing, not a single service capability. And most importantly, there will be accountability and sunshine on the process.

When this administration took office, the Defense Transition Team asked me to help two members of the team who had read the DSB 2000 Report on Test and Evaluation Capabilities. They said Secretary

Rumsfeld wanted a DOT&E that could implement the DSB recommendations and he believed Mr. Christie was the best candidate, Tom Christie didn't ask to be the Director of Operational Test and Evaluation. Tom became a candidate only because the transition team convinced him that he was the only one who could effectively implement the DSB recommendations he authored. He has continuously avoided any activities or expressions that would suggest he is personally seeking additional funding for his organization. .

The transition team then recommended that Mr. Christie appoint a team of outside experts to write an implementation plan. I was asked to lead the team. We wrote and delivered a comprehensive implementation plan and schedule. We recommended a unified concept, like the concept in the DSB Report, giving prominent roles to the technical directors in the field.

The implementation plan includes a financial accounting system that will enable the Department to track, manage, and report to the Congress the actual cost of testing for the first time in the history of the Department.

During the course of the 2000 DSB study, we considered many sources of information: the findings of the DSB 1999 study, as well as data and insight gathered during on-site visits to nearly all of Test and

Evaluation facilities across the United States; and extensive briefings from all DOD Test and Evaluation organizations. The DSB Task Force's findings, and the implementation team's recommendations are grounded in reality and built upon a solid foundation of personal and historical experience, data, and analysis. Tom Christie, and I served on both the 1999 and 2000 DSB Task Forces.

In closing I want to say that I agree with the committee that our soldiers, sailors, airmen and marines must have weapon systems that work in combat. Their lives depend on it. This vital legislation, like your previous legislation that created the Director of Operational Test and Evaluation is another critical step toward helping the Department meet its responsibility to adequately test weapons systems before putting them in the hands of our service men and women.

I sincerely appreciate the work of the committee and what this legislation will achieve. I will be happy to answer any questions.