

RECORD VERSION

STATEMENT BY

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CHIEF OF STAFF
UNITED STATES ARMY**

BEFORE THE

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**ON THE
CRUSADER SELF-PROPELLED HOWITZER PROGRAM**

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Mr. Chairman, Distinguished Members of the Committee. Just over two months ago, Secretary White and I reported to you on the posture of our Army. Then, as now, The Army embraces an ethos of service to the Nation. Its primary mission is to conduct prompt and sustained ground combat to fight and win the wars of the Nation – decisively. Because of that ethos and that mission, The Army decided three years ago to undertake fundamental and comprehensive change to prepare for the requirements of the dynamic strategic environment we envisioned for the early 21st Century. That commitment was to undertake change so dramatic and fundamental that we felt we could not simply call it “modernization,” but labeled it “Transformation.” We felt it had to be far- and wide-reaching enough to touch the culture of The Army, a proud and battle-tested culture. And so on October 12, 1999, The Army articulated its Vision for its future that defined how we would meet the Nation’s requirements now and into the foreseeable portion of the 21st Century. With the help of this Congress, we have been steadily generating momentum and building support for that Vision – a Vision that addresses our People, Readiness, and Transformation. Army Transformation is first and foremost about dealing with the volatility and uncertainty of the 21st Century strategic environment. It leverages the potential of emerging technologies, new concepts for warfighting, greater organizational versatility, and the inspired leadership that would generate a force that is more strategically responsive, more deployable, more agile, more versatile, more lethal, more survivable, and more sustainable than the forces we have fighting the Global War on Terrorism today. It would also provide stability in those regions where American presence contributes to

keeping the peace, deterring potential adversaries, and reassuring our Allies about our willingness to take on the tough missions asked only of a global leader. These are the capabilities we must have. The events of September 11th and our operations since that day have validated the need for Army Transformation and the urgency to move even faster. In crafting our Vision, we believed that Army Transformation was essential if we were going to keep this great Army the best, most dominant ground force for good in the world.

Transforming The Army involves the management of risk – balancing between today’s readiness to fight and win wars decisively and tomorrow’s need to have the right capabilities in order to be equally ready every day hereafter for the foreseeable future. It requires having a consistent overmatch in capabilities while simultaneously reducing our vulnerabilities to those who would threaten our interests – and then dominating them should they miscalculate.

Army Transformation encompasses synchronous change in The Army’s cultural imperatives: doctrine, organization, material, training, and soldier and leader development. Going beyond the mere modernization of material, Transformation is a fundamental review of how The Army addresses its cultural imperatives in order to execute a doctrine for full spectrum dominance in the 21st Century. Thus, Transformation will result in a different Army, not just a modernized version of the current Army.

As we transform, we must have a reliable and continuous process for assessing the emerging threats and assuring that we have required capabilities to defeat them decisively. To pursue this kind of capability, The Army described a transformation process requiring synchronous change along and among three primary vectors: an Objective Force vector, a Legacy Force vector, and an Interim Force vector – one Army, not three, managing acceptable levels of risk while maintaining warfighting readiness for the Nation.

The Objective Force is our main Transformational effort; it is the force of the future and the focus of The Army's long-term development efforts. It seeks to leverage advances in technology and in organizational innovation to transform land-power capabilities. Better than 90 percent of our science and technology investments are focused on this future Objective Force.

By comparison, the Legacy Force of today's Army – which serves in Afghanistan, Kosovo, Bosnia, the Sinai, Korea, the Philippines, Kuwait, and Saudi Arabia among other locations – enables us to meet our near-term military commitments. Until the future Objective Force is fielded, the Legacy Force will provide the formations within which Soldiers will fight our Nation's wars, engage and respond to crises, deter aggression, bring peace and stability to troubled regions, and enhance security by developing bonds of mutual respect and understanding with allies, partners, and even potential adversaries. The Legacy Force is a product of Cold War designs that include operational shortfalls that we cannot wait for the Objective Force to correct.

Most evident among these operational shortfalls is the gap between early arriving light forces, which deploy quickly but lack staying power for protracted, high intensity conflict, and later arriving heavy forces, which provide decisive combat capabilities but are slower to deploy and difficult to sustain once deployed.

This gap in capabilities, revealed during the Gulf War over 10 years ago, requires an Interim Force to bridge the shortfall in capabilities between today's light and heavy forces. With your support and OSD approval, the current budget funds an Interim Force consisting of six Stryker Brigade Combat Teams, which we will begin fielding early next year.

Another operational shortfall of even longer standing has been in organic, indirect fires. There are three roles for the employment of

indirect fires: the suppression of enemy forces, destruction of enemy capabilities, and protection of friendly forces. Indirect fires suppress enemy forces, keeping them in their “holes” and unable to engage our formations as we maneuver to destroy them. Suppressive fires enable ground forces to create synergy between their ability to maneuver and their ability to distribute and focus direct and indirect fires in the execution of combat maneuver doctrine – fires enable maneuver, and maneuver facilitates the execution of fires. Effective synchronization of fires and maneuver leads to decisive outcomes over our adversaries.

If a target can be identified and accurately located, that target can be destroyed. Those targets may include enemy forces, equipment, or infrastructure. Precision munitions play an enhanced role here. And accurate, organic, timely indirect fires at the immediate disposal of ground commanders have been the critical means by which to destroy enemy indirect fire assets that threaten our Soldiers – the counterfire mission of artillery.

Finally, there is uncertainty and risk in every operation; commanders need the responsive capability to rapidly and effectively generate "walls of steel" to deny the enemy any opportunities by protecting the exposed flanks of our forces, a mission which will become even more important on a future, non-linear battlefield where enemy formations will be more widely dispersed. Indirect fires used in this protective role isolate portions of the battlefield and prevent enemy forces from maneuvering, reinforcing, or attacking our formations.

Successful ground combat against determined enemies requires responsive and timely indirect fires. Organic and inorganic indirect fire support are important to ground combat operations, but organic fires have been indispensable to success.

A variety of platforms – cannons, mortars, missile and rocket launchers, attack helicopters, unmanned combat aerial vehicles, joint air

assets – and enablers such as target designation and network capabilities, better sensors, more responsive fire control, more accurate fires, and more lethal munitions contribute to the complementary delivery of those fires.

The Army's need for organic fires requires responsive, immediate, twenty four-hour-a-day, seven-day-a-week, accurate support in all weather and terrain, capable of re-engaging fleeting targets, and sustainable for as long as they are required. These indirect fire capabilities are what we must provide to our Soldiers as they fight to win the close battle.

Secretary White and I have testified consistently about the need to fill these requirements. That requirement remains valid today, and we intend to fill it. My testimony on that requirement has in the past, and is today, based solely on my best, professional military judgment. We have also testified in the past that the redesigned Crusader artillery system best satisfied that requirement in the mid-term. For FY03, the President's Budget submission funded that weapon system, and we supported that budget. Now, as part of a process that demands making hard, critical choices among a wide variety of priorities – all of which are dominant – the President and the Secretary of Defense have decided to recommend terminating that system. They have done so in reinforcing their commitment to Army Transformation and the need to accelerate it. They have also validated the continuing requirement for responsive, organic indirect fires for ground forces.

The Army has its order, and we are executing it; we are moving aggressively to try to find alternate solutions to satisfy this requirement in light of this decision. The Army will manage risk and remain ready even as it transforms.

Mr. Chairman and Distinguished Members of the Committee; nearly three years ago, The Army committed itself to transforming the way it will fight to win the wars of this new century. This committee elected to

underwrite Army Transformation at a time when little help was available anywhere, and Transformation was a new and unknown term. Today, when one considers the magnitude of what we have accomplished with your support, it is staggering.

In closing, let me express my continuing gratitude to Members of this Committee, to our Soldiers and civilians and their families for what they do for the Nation, and for how very well they do it, and to all of our men and women in uniform. They are doing the heavy lifting in this Global War on Terrorism; they are fulfilling our ongoing commitments to peace and stability around the world; they are training hard to fulfill today's missions and preparing for those that will arise in the future; and they remain the centerpiece of our formations. We can never do enough for them. It is with their welfare, their requirements, and the accomplishment of their missions in mind that our decisions have been and will continue to be made.