

DEPARTMENT OF DEFENSE

**PRESENTATION TO THE SUBCOMMITTEE ON
READINESS**

AND

**MANAGEMENT SUPPORT
COMMITTEE ON ARMED SERVICES
UNITED STATES SENATE**

SUBJECT: READINESS OF OUR ARMED FORCES

STATEMENT OF:

**DR. PAUL W. MAYBERRY
DEPUTY UNDER SECRETARY OF DEFENSE
(READINESS)**

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DR. PAUL W. MAYBERRY
DEPUTY UNDER SECRETARY OF DEFENSE (READINESS)**

Good afternoon Chairman Ensign, Senator Akaka, and distinguished members of this Committee. On behalf of the Under Secretary of Defense for Personnel and Readiness, Dr. David S. C. Chu, I am privileged to speak before this Committee on the state of military readiness in the Department of Defense. With me today is the Director of Operations for the Joint Staff, Lieutenant General Norton Schwartz of the United States Air Force.

Let me begin by saying that your Armed Forces remain strong, agile, and ready to meet any threat facing this Nation. With the most precise, most versatile and best-led forces on earth, our Armed Forces are prepared to decisively win. From the sands of Iraq to the mountains of Afghanistan, the uniformed men and women of this Nation, reinforced by the Department's civilian staff, stand ready for the missions assigned to them by our Commander-in-Chief. This readiness would not be possible without the continued support of this Committee for our critical Defense needs.

For this testimony, you asked about the readiness of our military forces to conduct current operations and contingency plans. I do not know of a better measure of force readiness than performance on the battlefield. What our forces have accomplished in Operation Iraqi Freedom is quite remarkable: our aircrews have flown thousands of sorties, striking leadership and Republican Guard targets day and night; our ground forces have raced across

more than 200 miles of Iraqi territory—through enemy fire and inhospitable terrain—to reach a point just south of Baghdad in less than a week; we and our coalition partners have secured Iraq’s southern oil fields, preventing an environmental disaster; we have launched devastating attacks on terrorist targets and have prevented an Iraqi advance on the Kurds in the north; and we have greatly diminished the Iraq’s ability to threaten neighboring countries from the western region. We have established the foundation so that considerable humanitarian aid and medical care can be provided to the Iraqi people. Furthermore, we have accomplished all this with minimal U.S. military and Iraqi civilian casualties. We have proven ourselves ready in this operation, and I can assure you we are ready if called to do much more.

Even with the current operations, our active Army divisions still maintain high readiness levels, and Air Force aircraft mission capable rates have improved over the past seven months. Navy forces continue to meet readiness goals for both the deployed and non-deployed segments of the force, and the Marine Corps reports they are ready to meet the demands of current and potential operations.

Our strategic mobility triad of airlift, sealift, and pre-positioned materiel provides us the capability to swiftly move forces around the world. Such mobility maintains the U.S. as the only nation who can routinely move units and materiel globally with confidence and speed.

Our materiel readiness has improved substantially due to the tremendous support of Congress. One example is munitions, where past

supplemental measures have allowed Combatant Commanders to increase stockpiles of key all-weather and advanced precision-guided munitions. In short, we are ready for both current and future contingency operations.

You have also asked about the adequacy of our FY 2003 budget and FY 2004 budget request in keeping our forces ready. First, I want to assure you that maintaining the readiness of our Armed Forces is the highest priority of the Department of Defense. We have the best-trained, best-equipped and most effective military force in the world, and we intend to keep them that way.

Even as our mission in Iraq continues, we are working to ensure that our forces can be reconstituted and ready for other missions. Much of this work lies ahead of us, but the FY 2003 Supplemental budget request will provide critical funding to start the reconstitution effort. Although we do not know exactly when the war in Iraq will end and how much funding will be needed, we have proposed a supplemental budget of \$63 billion to cover the most critical needs of the Department of Defense. These supplemental funds will go toward reimbursing the Services and Defense agencies for costs associated with preparing for war as well as covering the costs attributed to military operations in Iraq and the Global War on Terrorism.

The supplemental funding includes:

- At least \$53.4 billion for military operations in Iraq. This amount would cover the costs associated with: the mobilization to Active Duty of Reserve and National Guard personnel to support military operations on a full-time basis, including pay, travel, per diem, and health care; personnel necessary to maintain critical manning at authorized levels and special pays, such as Imminent Danger Pay, Family Separation Allowance, and Foreign Duty Pay; support for active duty military personnel; and, operations, such as incremental flying hours, ship steaming days, ground operations, special airlift missions, increased associated ship and aircraft maintenance, associated logistics support, fuel purchases, base support, and reconstruction. These funds also will reimburse accounts used for projects completed or underway that were necessary to prepare for military action in Iraq.

- Up to \$3.7 billion for munitions replenishment. These funds could be used to replace precision munitions, ammunition, and other conventional munitions, expended during military operations in Iraq and in the Global War on Terrorism, to pre-conflict levels.

- At least \$1.7 billion for classified activities. These funds would cover the costs associated with classified activities undertaken in Iraq and in the Global War on Terrorism.

- Up to \$1.1 billion for equipment procurement and research and development. These funds would be used to develop, procure, and upgrade systems necessary to prosecute the Global War on Terrorism,

including operations in Iraq. These systems include command, control, communications, computer and intelligence equipment, chemical and biological detection and decontamination gear, targeting devices, and spare and repair parts.

We have also worked to carefully craft the President's FY 2004 Budget. This budget proposal allows us to continue to wage an aggressive and global war on terrorism while supporting transformation of our nation's military capabilities. It provides for unparalleled training and equipment for the troops, and funds the intelligence programs necessary to protect the country and support military needs. The budget proposal enhances the quality of life for military personnel and their families, and incorporates innovative management practices that increase efficiency. Finally, the budget proposal advances our transformation efforts to ensure our forces remain agile and effective.

The President's FY 2004 Budget assures military readiness by increasing key defense programs, and increase in the defense top line of \$15.3 billion over FY 2003 levels. The budget requests over \$98 billion for military personnel, including a range of pay increases from 2.0 to 6.3 percent, targeted by rank and years of service. It improves military housing and puts the Department on track to eliminate 163,000 inadequate housing units by 2007—years sooner than previously planned. The request also lowers the average out-of-pocket housing costs for those living off-base from over 7.5 percent to 3.5 percent in 2004—putting us on track to eliminate all out of pocket housing costs for the average person in uniform by 2005. The budget

also includes nearly \$27 billion to cover the most realistic cost estimates of military healthcare.

The FY 2004 Budget will improve the training of our forces, and requests \$133 billion for the operations and maintenance accounts. This includes substantial funding for our unit training, equipment maintenance, and operations. The Department has also requested resources in the FY 2004 Budget to address other pressing readiness issues, such as our ability to protect our forces against chemical, biological and missile attacks. Finally, the budget request will improve the maintenance and sustainment of equipment, facilities, and the availability of spare parts and engines.

You had also asked that I specifically address the Joint National Training Capability and the Defense Readiness Reporting System. Let me first start with the Joint National Training Capability, commonly referred to as the JNTC, and later discuss the Department's readiness reporting system.

Joint Training

In recent testimony to this Congress on the progress of the Department of Defense transformation efforts, Secretary Rumsfeld stated that “transforming is about more than developing new strategies and structures—it is about changing culture, about encouraging new ways of thinking so that we can develop new ways of fighting and provide our Armed Forces the tools they need to defend our way of life.” The path to this cultural change will be

through a transformation of DoD training that includes establishing a Joint National Training Capability.

Our ability to successfully defend our nation's interests relies heavily upon a military capable of adapting to rapidly changing situations, ill-defined threats, and a growing need to operate across a broad mission spectrum. The military departments have garnered combat successes over the years by superbly preparing our soldiers, sailors, airmen, and marines, giving the United States a training superiority over potential adversaries. We intend to maintain that critical edge by continuing to move our training methods and capabilities beyond those of the Cold War. We will no longer simply deconflict or synchronize unique Service war-fighting instruments, but rather integrate them into a single, fused joint capability. Each of our four Military Services has achieved an extraordinary integration of the various elements of their forces to create unprecedented combat power. Now, we need to go beyond and achieve this same integration of force elements across the Services to create a truly joint force—a force that is capable of dominant combat power whenever called upon. In addition, this joint capability will extend beyond today's meaning of “jointness”, beyond the Services and into full integration of intergovernmental, interagency, and coalition elements to build a force that is ready and capable of winning any complex 21st century conflict. Secretary Rumsfeld has stated that, “in the 21st century, we will fight wars jointly. Yet our forces still too often train and prepare for war as individual services. That needs to change.” We plan to make the Joint National Training Capability, as part of the overall T2 initiative, that instrument of change.

Transformed training is a key enabler to transforming this fighting force. We are committed to meeting joint mission requirements of the Combatant Commanders across the joint strategic, operational, and tactical levels. As we have witnessed on the ground and in the skies over Afghanistan during Operation Enduring Freedom, it is not easy to plan complex combat operations or execute joint tactical tasks, such as Joint Close Air Support, when the Services have not had opportunities to train to accomplish joint tasks to a joint standard. We are finding that although the core functions of the Services are conducted superbly, there are weaknesses among the gaps and seams between the Services, the joint force command structure and the Service component elements in the theater. Today in Operation Iraqi Freedom our forces and headquarters are distributed throughout Southwest Asia, at many disparate locations, and operate over great distances. This coalition force is conducting unified action in a distributed manner yet their preparatory joint training was lacking what a Joint National Training Capability would provide. U.S. forces are operating under British Command for the first time since World War II. Our forces are filling gaps in humanitarian aid missions. We should not encounter, learn, or practice a joint task nor conduct joint and combined operations for the first time in combat.

I am pleased to report that the Department and its senior leadership, not just within the Office of the Secretary of Defense but the leadership, military and civilian, of all the Services and the U.S. Joint Forces Command, are committed to transforming training in order to meet emerging 21st century needs. Secretary Rumsfeld has stated that, “among the more important

transformational investments we propose is our request for funds to establish a new Joint National Training Capability.” The Secretary’s planning and programming guidance establishes training transformation as the highest priority, second only to fighting the Global War on Terrorism. Overarching guidance, direction, roles, responsibilities, and resources have been aligned within the Defense Planning Guidance, Unified Command Plan, the DoD Strategic Plan for Transforming Training, and a Training Transformation Implementation Plan now in development. A key readiness component that will carry our transformation efforts forward is the establishment of an initial Joint National Training Capability by October 2004 under the direction of U.S. Joint Forces Command.

Although JNTC will emphasize the use of simulations and stimulators, realistic, live training remains the key to transforming the way units operate. The success of our training readiness will also depend in no small part on continued access to high-quality, realistic training space. As I am sure you are aware, the Department is working hard on a number of fronts to counteract the effects of encroachment on readiness. Several legislative changes and clarifications, part of our Readiness and Ranges Preservation Initiative, have been submitted for Congressional consideration in this year’s proposed Defense Authorization bill. The sustainment of our ranges and operating areas for training purposes is a critical issue, not only for the individual Services as they prepare their forces for combat in the near term, but also for our transformed forces who will fight jointly on the battlefields of tomorrow.

As you may know, the last training transformation occurred in the 1970s with the establishment of major Service training centers or range complexes. The Joint National Training Capability comprises the “second” transformation and will be the cornerstone for building on previous transformational pillars that made the major Service training centers and range complexes so successful. We will use realistic combat training according to joint doctrine, professional opposing forces, a means of determining ground truth, and a process for identifying, measuring, reporting jointness and then correcting joint weaknesses and exporting joint lessons learned. The U.S. Joint Forces Command is working with the Military Services to achieve this realistic, network-centric, distributed global combat joint training and mission rehearsal capability that builds on and incorporates all of the major ranges and training centers of the Military Services. The Secretary has charged me to rapidly implement the JNTC. The Commander, U.S. Joint Forces Command, in accordance with Section 924 of the Bob Stump National Defense Authorization Act for Fiscal Year 2003, is also preparing a report to the Secretary on the establishment of a “Joint National Training Complex and Joint Opposing Forces.” The Secretary will forward the report to the Congress with his and the Chairman of the Joint Chiefs of Staff comments.

Although we are ready to lean forward in our efforts to make this capability a reality in the near term, our plans for JNTC events in May and June of this year have been impacted by current real world operations. However, we still plan to conduct simulated technology linking events throughout the summer and fall in order to better prepare and test stand up

procedures and processes so that, when our deployed forces return to the training environment, we will have a joint training environment that they can successfully plug into quickly.

As Secretary Rumsfeld has said “We are working hard to push joint operational concepts throughout the Department, so we train and prepare for war the way we will fight it—jointly. And we are taking steps to better measure and track performance.” We need and welcome your support and involvement in our continuing transformational efforts.

Readiness Reporting

Let me now discuss the status of our ongoing efforts to enhance the Department's readiness assessment and reporting system. I would first like to highlight that one of the most essential elements of our readiness reporting system is the active involvement of the senior DoD leaders in resolving readiness issues. We have that involvement and commitment. The Department's Senior Readiness Oversight Council, which is chaired by the Deputy Secretary of Defense, meets routinely to review and discuss the most pressing readiness issues. Recently, the Council met to focus on actions addressing preparedness issues related to Chemical and Biological Defense capabilities of our Armed Forces for operations in Southwest Asia. The review highlighted several areas where chemical and biological defense capabilities could be enhanced. These areas include biological early warning and point detection; medical surveillance and protection; fixed site collective

protection; and decontamination systems. As a result of the Council's meeting, actions were taken to enhance the preparedness of our military for operations in Iraq.

We are also improving the tools and systems we use to report and assess readiness, and are implementing a new "capabilities-based" readiness reporting system. This system, called the Defense Readiness Reporting System, or DRRS, will provide timely and accurate information on the readiness of our forces and supporting infrastructure for use in deliberate planning, responding to emerging crises, and decision-making during hostilities.

DRRS will transform our readiness assessment by focusing on a unit's current capability to execute mission essential tasks in support of the Combatant Commander's war plans. For the first time, the readiness reporting system will provide commanders—at all levels leading to the Secretary—specific information on the current readiness of units within the Department to meet mission essential tasks for the war plans. Not only will the combatant commanders be able to immediately assess the readiness of assigned and allocated forces, but they will also be able to assess the ability of the supporting commands, agencies, and the other Services in executing the war plan.

The core elements of the system will allow the Department to maintain almost near real time visibility on all current Global Status of Resources and Training System resource inputs and will be expanded to include additional

critical information such as ammunition, supplies, and infrastructure. This expanded view of readiness will allow leadership to quickly answer the primary question “ready for what?” Given the uncertainties in the strategic environment, we need this flexible and adaptive readiness reporting system to reduce the likelihood of the Department being surprised by unforeseen readiness challenges in the early stages of crisis planning.

We believe that this improved reporting and assessment can be achieved by using existing personnel, training, and logistics databases. By incorporating information from existing transactional databases, we can reduce or even eliminate workload and errors associated with manual, multiple inputs of data. This will further aid our goals of reducing the reporting burden and responding more quickly to requests for readiness information.

Our plan is to field the initial spiral of tools for use in FY 2004, with the full operational capability achieved by FY 2007.

In conclusion, I want to emphasize that our forces—our Total Forces—are ready to meet the challenges facing this nation. We continue to robustly fund the readiness of forces and transform to meet future challenges. We are improving the ways we measure our readiness and transforming our training to meet the new strategy. We appreciate this Committee’s continued support of our Armed Forces, and of the programs that ensure they remain the best-manned, equipped and trained forces in the world. I thank the Honorable Members for your continuing support of America’s treasure—her men and

women in uniform. This concludes my statement. I look forward to discussion and any questions you may have.