

RECORD VERSION

**STATEMENT BY
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**COMBATING TERRORISM: TRAINING AND EQUIPPING RESERVE
COMPONENT FORCES**

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INTRODUCTION

Mr. Chairman and members of the subcommittee, thank you for the opportunity and the privilege to testify on behalf of the 211,000 Soldiers, 12,000 civilian employees, and the families of the United States Army Reserve, an integral component of the world's greatest Army; an Army at war for a nation at war. I'm Ron Helmly, and I'm an American Soldier in your Army, and proud of it.

This is my first opportunity to address this subcommittee. As the Chief, Army Reserve, I am profoundly humbled and sobered by my responsibility. The Army Reserve is an organization that daily 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 land force the world has seen. Together with the Marine Corps, Navy, Air Force, and Coast Guard, the Army Reserve of your Army fights as part of the joint team: the sum of the parts is much greater – and that's the power we bring to the battlefield today.

Today as we speak, nearly 60,000 Army Reserve Soldiers are on active duty in Iraq, Kuwait, Afghanistan, in the continental United States, and elsewhere around the world as part of America's global war on terrorism, serving courageously and proudly. They are joined by another 151,000 Army Reserve Soldiers training and preparing for mobilization or resting and refitting after being demobilized. These modern-day patriots are your neighbors who live in your communities, work in your factories, teach your children, provide your healthcare, deliver your mail, and share your everyday lives. They willingly answered the call to duty to perform missions they have trained for, and to honor their commitment as part of a responsive and relevant force, an essential element and indispensable component of the world's finest land force, the United States Army.

The strength and added value we bring to that partnership is drawn from the people who serve in our formations. With nearly 25 percent of its Soldiers female, and

more than 40 percent minority, the Army Reserve is the most ethnically and gender-diverse force of all the armed services. Overall, 92 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 fields who give of their time and expertise to serve our nation.

Since September 11, 2001, more than 100,000 Army Reserve Soldiers have served on active duty as part of the global war on terrorism. Tragically, 38 Army Reserve Soldiers have made the ultimate sacrifice in service to our nation to keep their fellow citizens and their families and neighbors safe and free. We are deeply in their debt and honor their memories by our actions here today.

THE CHALLENGE

Your invitation to testify comes at a time of profound and unprecedented change and challenge in the dynamics of our nation's security environment. Since September 11, 2001, we have been embroiled in a war with determined enemies, who are intent on destroying our very way of life. In this global war on terrorism, we are confronting regional powers; facing the potential use of weapons of terror and mass destruction at home and abroad; and struggling with the challenges of how to secure our homeland while preserving our precious rights and freedoms. From the start, we have understood that this will be no brief campaign or a short war. It will be an enduring global war, a protracted war, a long struggle that lacks clear, well-defined borders. Have no doubt, it is a war. It challenges our national will and our perseverance. It tries our patience and our moral fiber.

As we engage these enemies we recognize that carrying out current missions is not by itself sufficient. The very forces that cause this war to be different have propelled the world into a period of unprecedented change and volatility. We live in a much-changed world and we must change to confront it. We must simultaneously confront today's challenges while preparing for tomorrow's. The Army will maintain its non-negotiable contract to fight and win the nation's wars as we change to become more

strategically responsive and dominant at every point across the spectrum of military operations. The confluence of these dual challenges, transforming while fighting and winning, and preparing for future wars, is the crux of our challenge - *transforming while at war*.

To balance these two imperatives while including lessons learned from current operations, we have issued long-term training guidance to support and integrate Army Reserve actions preparing the force for imminent mobilization and to reset returning forces. Embedded in this training guidance is the concept, supporting that of The Army, of moving toward a joint and expeditionary mindset – in our leaders and in our soldiers. Further, we seek to reinforce the Army Reserve’s mission to "provide fit, trained, and ready Soldiers and units." This training guidance provides the enabling instructions to more fully realize our migration from a “Alert – Mobilize – Train – Deploy” model of the past towards the future of “Train – Alert – Deploy.”

We are at war. We will continue to fortify the Army Reserve’s wartime posture. Our posture must be sustainable until the Global War on Terrorism is won. It cannot be a sudden expansion.

ARMY RESERVE – FORCE PROVIDERS

A critical issue that should be recognized is that this is the first extended duration war our nation has fought with an all-volunteer force. January marked the 30th anniversary of the all-volunteer force. This tremendous policy change in our Nation has brought the Army Reserve, and the Armed Forces, an unheard of quality of people. Yet the all-volunteer force also brings expectations and sensitivities that we must confront with regard to how we support our people, and how we train them, and how and when we employ those people.

Title 10 of the United States Code directs the Army Reserve to provide units and Soldiers to the Army, *whenever* and *wherever* required. Since 1973, the Active and Reserve components have met this challenge with a force of volunteers, men and women who have freely chosen to serve their nation. Perhaps more than any other

policy decision, this momentous move from a conscript force to a force, Active and Reserve, manned solely by volunteers has been responsible for shaping today's armed forces, the most professional and capable military the world has seen. Working through this sea change in how we lead our force has highlighted differing challenges that we simply must recognize and address if we are to maintain this immensely capable force.

The Army Reserve is part of a public institution founded in law. Our mission and our responsibility come from this law. I would note that the law does not say for big wars, little wars, short wars or medium wars, it says whenever our Army and our armed services and our nation require us, we are to provide trained units and qualified individuals. We must change to continue fulfilling the mandate of that law while simultaneously perfecting and strengthening the quality force we have today.

RENEWED EMPHASIS on WARRIOR TRAINING

In planning our units' pre-mobilization training, we provided the commanders of the Army Reserve-specific guidance outlining both command instructions and expectations in the area of individual and unit (collective) training. We seek to develop the warrior that will be necessary to carry our Soldiers through the Global War on Terrorism. To achieve this goal we are concentrating on skill qualification and professional development for all members of the Army Reserve, ensuring that all of our Soldiers are well grounded in their basic warrior skills. These skills and their associated training include weapons training and qualification, warrior task training, improved physical fitness, and well being, land navigation, battle drills, and chemical, biological, radiological, and high yield explosive defense, among others. We expect that this pre-mobilization training will further hone and focus our Soldiers' skills and build Soldier confidence in their individual and unit skills.

Our current command training guidance is the most prescriptive and aggressive in the history of the Army Reserve. It addresses the culture change-taking place throughout the Army Reserve in addition to the simultaneous transformation of the Army

Reserve into an expeditionary force. Some of the areas addressed are physical fitness, Warrior Ethos and the 40 Warrior Training Tasks along with the newly created 9 battle drills for combat support and combat service support units, and semi-annual individual weapons qualification for all Soldiers. Bottom line, it moves the Army Reserve into the Train-Alert-Deploy mode necessary to support the ongoing Global War on Terrorism.

The dynamic transformation of America's strategic environment demands an equally dramatic transformation in how we prepare the Army Reserve for combat and non-combat operations. For more than 40 years, we prepared to defeat a known enemy, with known doctrine and order of battle, on a known terrain supported by a modern European infrastructure. Today's force prepares primarily for force projection operations against conventional and unconventional forces in a wide variety of undeveloped and unfamiliar theaters of operations.

This transformed strategic environment has a major impact on the needs of the joint force commander and Army combatant commanders. Emphasis has shifted from deliberate to adaptive war planning, and from permanent organizations and large hierarchies to smaller, highly distributed joint and combined forces, and standing joint task forces that integrate service capabilities at the lowest levels. Reliance on the Army Reserve has shifted from a strategic reserve to being a prominent part of the deployable force.

This strategic shift has a correlated, immediate impact on the training that supports the war fight and readiness, and must be viewed from an entirely new perspective. To be effective and support the needs of the combatant commanders in the new strategic environment, training required a dramatic change. Training must emphasize crisis-action planning, joint force organization and mission rehearsal. It must prepare the force to learn, improvise, and adapt to constantly changing threats in addition to executing doctrine to standards. We must do all of this while accommodating the unique training requirements of the Reserve's to ensure Total Force readiness.

The change has begun. Just as secure rear areas no longer exist, our threats come from multiple sources and areas of operation. The Army Reserve in conjunction with Army is changing to meet the new threats while maintaining the capability to support more conventional military operations. The Army Reserve is a full partner and participant in transformation of the Army training process.

Building on Department of Defense and Army training transformation planning, the Army Reserve's training transformation is focused along three primary axes; structure, training and ethos. Today's Army Reserve culture, structure and the way we train must and is changing. (The culture of a part-time force with a two days a month of administrative and training activities culminating with a two week annual training event no longer meets the nation's or the Army's needs.)

First, allow me to address the training and ethos areas. In planning our units' pre-mobilization training, we provided the commanders of the Army Reserve specific guidance outlining both command instructions and expectations in the area of individual and unit (collective) training. This is the training guidance referred to earlier. We seek to more fully develop the warrior and combat-ready teams needed to win the Global War on Terrorism. To achieve this goal we are concentrating on skill qualification and professional development for all members of the Army Reserve, ensuring that all of our Soldiers are well grounded in their basic warrior skills. These skills and their associated training include weapons training and qualification, warrior task training, improved physical fitness, land navigation, battle drills, and chemical, biological, radiological, and high yield explosive defense, among others. We expect that this pre-mobilization training will further hone and focus our Soldiers' skills and build Soldier confidence in their individual and unit skills.

This command training guidance is the most prescriptive and aggressive in the history of the Army Reserve. It drives the required culture change taking place throughout the Army Reserve while simultaneously transforming the Army Reserve into a viable and full partner in the Army's contribution toward future joint and expeditionary forces. In addition to improved physical fitness and weapons training, we are placing

great emphasis on indoctrinating our force with the Army's Warrior Ethos. To this end, we are aggressively training to improve each soldier's competency in the 40 Warrior Training Tasks and our units' proficiency in the newly created 9 battle drills for combat support and combat service support units. These "40 and 9" are a direct result of lessons learned from the combat theater and the work of the Chief of Staff, Army's Task Force "Soldier" focus area. Finally, we have established a requirement for all Army Reserve soldiers to qualify on individual weapons semi-annually. A soldier who cannot shoot, isn't. Improvement of marksmanship skills and safe weapons handling procedures by our each of soldiers, a major deficiency recognized by many levels of leadership internal and external to the Army Reserve, is an imperative. The Laser Marksmanship Training System, initially intended for basic marksmanship training, has been leveraged for advanced marksmanship training, deployable ranges, convoy ranges (shooting from moving vehicles), military operations in urban terrain, and boat defense. The Army Reserve will receive its first three Laser Convoy Counter Ambush Training Systems in the next few weeks. Bottom line, the Army Reserve is moving quickly to the Train-Alert-Deploy mode necessary to support the ongoing Global War on Terrorism, informed by lessons learned and internal training assessments.

We are conducting training advisory boards for all unit types. Their purpose is to leverage the expertise, both lessons learned and technical knowledge, of the Army Reserve's functional commands. The product will be establishment of specific training tasks whose mastery is required in the contemporary operating environment. This output will be documented in new training requirements promulgated in the publication of our Command Training Guidance.

Inculcating "Warrior Ethos" into the Army Reserve culture is a top priority . Every Army Reserve Soldier and civilian must understand we are at war and their actions reflect not only themselves but the Army and America. Our conduct in peacetime and wartime must be consistent with America's traditions and Army values.

ADAPTING LEADER DEVELOPMENT

Training Year 2004 was identified by the Army Reserve as the Year of the Leader. The Army Leadership Campaign Plan has direct links to military education transformation and is linked to Global War on Terrorism lessons learned. A pre-command course is required by all individuals identified to assume command within six months of the assumption date. Our Senior Leader Training Program is designed to provide education and team building for colonel level and above.

We designed and are implementing a company team leader development course for decentralized execution by a combination of regional readiness commands and the Army Reserve Readiness Training Center. We are developing a combat leader validation effort, primarily aimed at our company and detachment commanders. The three major components of this program are a live combat leader council, establishment of a virtual Army Reserve web site and an Army Reserve combat leader validation checklist. The council will bring together our experienced Operation Iraqi Freedom/Operation Enduring Freedom leaders who have returned from combat operations and link them with the leaders of next year's rotation into theater . . . direct transmission of lesson learned.

The Army Reserve is a full and active partner in the transformation of the Army's institutional training for our officers, warrant officers and non-commissioned officers. Some changes in the Army's schoolhouses, including those extensions of schoolhouses operated by the Army National Guard and Army Reserve, have already occurred. I would briefly cite one change in our Non-Commissioned Officer Education System. Based largely on lessons learned and feedback from theater, the Army's Basic Non-Commissioned Officer Course will include (starting on 1 Oct 04 for the Active component and 1 Jan 05 for the Reserve component schools) training on improvised explosive devices, casualty evacuation, and convoy operations. Changing our leader development programs is essential to improving readiness of our force and necessary to changing the larger culture.

LESSONS LEARNED and RESERVE TRAINING

Capturing and leveraging lessons learned in a relevant and timely manner continues to be a challenge. To complement the Army Center for Lessons Learned (CALL) actions, the Army Reserve is developing a number of initiatives. The combat leader validation and the training advisory boards discussed earlier are principle examples.

The Army has always been a strong believer in after-action reviews, and over time has developed an extensive, formalized approach to lessons learned, especially in combat situations such as we face in Iraq and other areas of the CENTCOM theater of operations. This process begins in-country as operations and daily events unfold and are analyzed by local personnel to identify emerging threats to our troops and the most effective way to confront and to counter them. The after-action data are forwarded to the Center for Lessons Learned at Ft. Leavenworth, Kansas, where the Training and Doctrine Command staff performs further analysis and the develops programs of instruction that ultimately are posted daily as computer based packages on the Army's web system, making them available to all levels of the force.

The Army Reserve Readiness Training Center at Ft. McCoy, Wisconsin, is also incorporating lessons learned into its pre-command courses, its First Sergeant Course, and its Battle Staff Course. The USARC inspector general visits returning units to capture challenges, problems and situations that Soldiers experienced during their deployments.

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. The need to quickly and efficiently deploy Army Reserve units invalidates the old Cold War planning that Army Reserve units will have sufficient mobilization time to replace non-interoperable equipment or fill shortfalls deliberately accepted as “necessary risk.” Retaining older, less effective equipment or filling the Army Reserve’s authorized levels of equipment only partially, leads to delays as a limited pool of Army Reserve equipment is transferred between deploying, redeploying and non-deploying units and Army Reserve Soldiers are trained or retrained to operate more modern equipment, they did not have access to during drills and annual training. The National Guard and Reserve Equipment Appropriation (NGREA) has been a significant and essential tool to improve the Army Reserve through force modernization.

Meeting these challenges requires not only that the Army Reserve be issued modern, interoperable equipment, but that the resources to maintain the readiness of this equipment also be provided. Sufficient funding needs to be provided to allow the Army Reserve to reach higher standards of readiness than currently maintained as an element of risk accepted by the Army under constrained budgets. Until the Army Reserve can be fully equipped with modern items, sustaining the combat and deployment readiness of the equipment currently on hand is essential. This requires full funding of operations and maintenance requirements and continuing support of the Army’s depot maintenance program, which is vital to maintaining the readiness of Army Reserve equipment, while extending service life, reducing life cycle costs and improving safety for Army Reserve Soldiers.

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. The Army Reserve is continuing to support the Army’s

Transformation through the assignment of equipment from Army Reserve units to Army prepositioned stocks and stay-behind equipment in Iraq and Afghanistan.

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.

CONCLUSION

The Army Reserve is fully engaged in the Global War on Terrorism. Everyday we are dealing with challenges to ensure our soldiers are properly training, adequately equipped and competently led. We are making every effort to incorporate lessons learned from the soldiers facing threats everyday to better prepare mobilizing and deploying soldiers to survive and win on a dynamic and complex environment. Your attention to this issue should help us design and resource the Army Reserve for success.