

STATEMENT OF  
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BEFORE THE SENATE ARMED SERVICES COMMITTEE  
EMERGING THREATS AND CAPABILITIES SUBCOMMITTEE

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Mr. Chairman, and distinguished members of this committee. It is an honor to be with you to discuss the Joint Requirements Oversight Council (JROC) and its evolving role in supporting our Armed Forces. At the outset I would like to pay tribute to our men and women in uniform – active, Guard, Reserve – many of whom, as you know, are deployed overseas far from their homes and loved ones defending our Nation's interests and helping to keep the peace in a dangerous world. These wonderful men and women deserve the BEST military we can build just as America deserves the best military we can field.

That is what I want to discuss with all of you today. I want to thank you for your continuing support as we deal with the challenges of shaping our military to meet the demands of the emerging strategic environment. Though change and uncertainty characterize this period in our history, we still must move ahead with a tangible roadmap for the future. We believe Joint Vision 2010 is that roadmap. Before I address your specific questions I'd like to briefly comment on the actions we've been taking to ensure that the Joint Requirements process in general, and the JROC in particular, provide the

leadership required to reach our JV 2010 and beyond goals.

Since its inception in the late 1980s, the JROC has evolved from a narrowly focused activity to a more broad-based, mainstream management tool for the Chairman. The JROC started out as a joint link to the acquisition process, and now functions also as a principal link between the Joint Staff and CINCs on numerous requirement and resource concerns. Additionally, it supports the Chairman when he advises the Secretary of Defense on planning, programming and budgeting issues.

Over the past four years we have taken a number of actions to strengthen the JROC including:

- Creation of additional assessment tools in the form of new Joint Warfighting
- Capabilities Assessment teams for Interoperability, Reform Initiative, and Combat Identification;
- Expanded use of Senior Warfighting Forums (SWARFs) to obtain direct CINC involvement;
- Establishment of additional requirements generation oversight;
- Better integration of CINC inputs, and
- Use of end-to-end assessments for critical joint warfighting capabilities.

This is not to say that the JROC is perfect. For the JROC to lead the way in advancing joint warfighting requirements it, too, must evolve. Both the Chairman and I, together with the Commander in Chiefs (CINCs) and Services, believe there are fundamental parts of the JROC process that need improvement. In fact, over a year ago, my predecessor began looking hard at ways to improve the JROC by initiating an assessment of the current process. Upon review of this assessment, and after several discussions with General Shelton, the Services and CINCs, it is our belief that the JROC has to do more “heavy-lifting” at the strategic level. The JROC must leverage it’s unique

credibility, experience, and authority to ensure that requirements integration and the development of future architectures are focused first and foremost on advancing joint warfighting. This means we must begin to effect the requirements process at the front end instead of trying to patch together systems and requirements after the Services have invested billions of dollars and are understandably resistant to change.

Our planned evolution consists of three components.

- First, the JROC has to shift its primary focus. We have to carve out a “strategic lane” that enables the JROC to influence complex requirements integration and the development of over-arching architectures that will drive our future joint warfighting capabilities.
- Second, we need to institutionalize the integration of JFCOM’s joint experimentation efforts fully into the JROC and other existing DoD decision-making processes.
- Lastly, we have to shift the JROC’s intellectual capital, the JWCA’s, from working close-in, narrowly focused issues, to directly supporting the JROC in grappling with broad, far reaching joint warfighting requirements challenges.

In short, we seek to strengthen the Chairman’s, and ultimately the Department’s, ability to use the JROC/JWCA process as a truly strategic management and integration tool. We think we have a good plan for how to proceed. Like all change, evolutionary or otherwise, there will be bumps in the road, and we will have to sort our way through them.

General Douglas MacArthur once said, “We must hold our minds alert ... to the application of unglimped methods and weapons. The next war will be won in the future, not in the past. We must go on, or we will go under.”

The JROC process gives us this glimpse so that we will, indeed, remain the

preeminent armed forces in the world today.

I welcome the opportunity to work with you and the members of this committee as we commit ourselves to ensuring that our joint commanders today are ready to fully meet the challenges of Joint Vision 2010 and beyond.

Thank you and now I'm ready to take your questions.