

RECORD VERSION

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STATEMENT BY

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BEFORE THE

SENATE ARMED SERVICES COMMITTEE

SUBCOMMITTEE ON PERSONNEL

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1
2 Against the backdrop of the second longest war in our nation's history and the longest
3 ever fought by an all-volunteer force, the Army Reserve continues to be a positive return on
4 investment for America. The FY 2009 \$8.2 billion Army Reserve appropriation represented only
5 four percent of the total Army budget, yet we supply the Army seven to eight brigade-size
6 elements. Since September 11, 2001, the Army Reserve mobilized 183,144 Soldiers, and now
7 has 29,000 deployed in support of Army missions. We supply the Army with 87 percent of its
8 Civil Affairs capability, 65 percent of its Psychological Operations, and 59 percent of its Medical
9 support - to highlight a few of our top contributing specialized functions. Compared to the cost
10 of expanding the full-time force, the small investment in the Army Reserve provides security at
11 home and fights terrorism abroad. We respond to domestic disasters and participate in security
12 cooperation operations while protecting national interests around the globe. In support of
13 contingency operations, we foster stability in underdeveloped nations where conditions are ripe
14 for terrorists to gain a foothold.

15
16 The events of September 11, 2001 forever changed the way in which the Army Reserve
17 provides combat support and combat service support to the Army and to the Joint Forces.
18 Operational demands for Army Reserve support have been heavy and enduring.
19 The reality is, current operations are consuming Army Reserve readiness as fast as we can
20 build it, but Congress' support for the Army Reserve in recent years has gone far toward both
21 meeting current demands and reshaping the Army Reserve for future national security
22 requirements.

23
24 As sustained operational demands on the Army Reserve became heavier after 9/11, it
25 became ever apparent we could no longer function as a part-time strategic reserve. Based on

1 the operational requirements outlined for the Army Reserve in the 2010 Quadrennial Defense
2 Review, and while fighting two wars, we continue our efforts to fully transition from a strategic
3 reserve to an operational force, based on current resourcing and mission requirements. An
4 operational Army Reserve is a good return on investment for America because now we are in a
5 stronger position to provide the Army with predictable, trained, equipped, and ready forces to
6 meet global and contingency requirements. What remains is an ongoing effort to sustain an
7 operational posture, with a fully functioning Army Force Generation model - that receives full
8 funding.

9

10 Thanks to Congress' leadership, we have made great progress in a number of initiatives
11 required to complete Army Reserve transformation. We have re-organized operational
12 commands to better support theater requirements, opened new training centers, and
13 restructured training commands to support the total force. Through Base Realignment and
14 Closure, we have closed scattered facilities in favor of more efficient, multi-service reserve
15 centers. Through the Army Reserve Enterprise process, we are restructuring our strategic and
16 operational efforts to maximize productivity, efficiency, and responsiveness in four Enterprise
17 areas: Human Capital, Materiel, Readiness, and Services and Infrastructure.

18

We have identified "Five Imperatives" to facilitate Army Reserve continued
transformation to a stronger and more capable operational force. They are Shaping the Force,
Operationalizing the Army Reserve, Building the Army Reserve Enterprise, Executing BRAC,
and Sustaining the Force.

19

20

1 [Shaping the Force](#)

2 As we look ahead, we know that building the right force is crucial for success. In 2010,
3 we will leverage human capital management strategies to better *shape the force* into a more
4 affordable and effective Army Reserve capable of supporting national security objectives and
5 our combatant commanders' war-fighting needs. We are developing a more precise human
6 capital strategy to meet our nation's future military needs by ensuring the *right* people, with the
7 *right* skills, in the *right* units, are in place at the *right* time.

8
9 In today's competitive recruitment environment, incentives matter because they allow the
10 Army Reserve to sustain and shape the force. We achieved our FY 2009 end strength due to
11 the hard work and dedication of our recruiters and our Soldiers. We also attribute this success
12 to the recruiting and retention initiatives that support the Army Reserve's manning strategy.
13 These include the Army Reserve Recruiter Assistant Program that promotes strength from
14 within by recognizing and rewarding those Soldiers, Family members, and Department of the
15 Army Civilians working for the Army Reserve who bring talent to the team. The second is
16 enlistment bonuses, which help us recruit the critically short/high demand Military Occupational
17 Specialties. In FY 2009, our focused incentives increased Army Reserve End Strength. As we
18 met the objective, it became evident that not all of our new Soldiers possessed the skill sets
19 needed to support the Army Reserve structure while also fulfilling our wartime requirements.

20 Successful recruiting added an abundance of Soldiers in the lowest three pay grades,
21 but recruiting new Soldiers as privates and second lieutenants cannot fill the thousands of mid-
22 grade noncommissioned and commissioned officer vacancies that currently exist. Despite
23 excellent retention results, these shortages continue.

1 United States Army Reserve authorizations for Medical Corps, Dental Corps, and the
2 Specialist Corps have not changed much materially for 2000-2009 (2614 vs. 2572), but the
3 inventory has decreased dramatically from 165% of authorized end strength in 2000 to the
4 current 89% in 2009. This attrition has come predominately at the expense of its senior
5 providers with more than 20 years of clinical experience in a military environment who now
6 represent only 9% of Medical Corps inventory, 17% of Dental Corps inventory and 11% of the
7 current Specialist Corps inventory. In the coming year, we must do more to retain these
8 uniquely qualified medical providers and seek to build a system that incentivizes these most
9 skilled clinicians.

10
11 Our recruitment efforts will focus on more prior-service recruits who are slightly older and
12 bring more experience than most first-term Soldiers. These experienced Soldiers can fill
13 shortages among mid-level commissioned and noncommissioned officers. Targeted incentives
14 have been crucial to rebuilding our end strength and addressing critical shortages in some
15 grades and job specialties. Continuing these incentives allows the Army Reserve to shape the
16 force to better meet the requirements of our national security strategy and to give Soldiers,
17 Families, and Employers stability and predictability.

18
19 Ensuring a Continuum of Service (COS) is a human capital objective that seeks to
20 inspire Soldiers to a lifetime of service. Active (full-time) and reserve (part-time) military service
21 are two elements of valuable service to the nation. Continuum of Service provides Active and
22 Reserve Components some of the means necessary to offer Soldiers career options while
23 maintaining capability for the operational force. COS also recognizes the tremendous cost of
24 accessing and training each service member and seeks to avoid unnecessary replication of

1 those costs. To reach our objective, it is our intention to work with Army to propose
2 recommended changes t current statutes and policies that will ease restrictions on statutes
3 limiting Reserve Component Soldiers from serving on active duty.
4

5 [Operationalizing the Army Reserve](#)

6 Our status as an operational force means that the Army Reserve is no longer a force in
7 waiting – we are an operational force in *being*. We can continue providing that positive return
8 on investment to the nation when the Army Reserve is given the proper resources to succeed.
9

10 The Army Reserve plays a vital operational role in overseas contingency operations and
11 will for the foreseeable future. Since 9/11, 185,660 Army Reserve Soldiers have mobilized in
12 support of Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF); 33,754 have
13 mobilized more than once. In 2009, the Army Reserve mobilized 39,150 Soldiers to support
14 Combatant Commanders' requests for forces. We execute a readiness strategy to deploy
15 highly ready units and Soldiers to support OIF and OEF requirements. This readiness strategy
16 synchronizes those strategic planning and resourcing actions necessary to generate sufficient
17 manning, training, and equipping levels to meet combatant commander mission requirements.
18 The Army Force Generation process allows for a structured progression of increased unit
19 readiness over time, and provides the Army recurring access to Army Reserve trained, ready,
20 and cohesive units, which translates to predictability for Soldiers, their Families, and Employers.
21 In effect, ARFORGEN drives the battle rhythm of the Army Reserve.
22

23 ARFORGEN works for the Army Reserve. It has enduring qualities that have been
24 apparent in providing support to emergencies such as Hurricane Katrina and the Haiti

1 earthquake relief efforts, for training Soldiers in Afghanistan, to supporting the African
2 Contingency Operations Training and Assistance Program with training and equipment for
3 selected militaries engaged in humanitarian or peace operations. The Army Reserve seeks
4 continued support from Congress to be an effective responder to missions such as these.

5 Within the transformation process, we realigned our force structure to meet the Army's
6 global mission requirements in both the Operational and Generating Force categories. The
7 Army Reserve is ready to take on additional missions as the Department of Defense and US
8 Army validate emerging requirements. Authorized growth in end strength will enable the Army
9 Reserve to activate validated units to meet these emerging requirements and maintain the
10 number of units we have in our ARFORGEN process. Plans reflect an increase of 1,000 to
11 205,000 spaces of Authorized End Strength (ESA) to provide the Army Reserve capability to
12 meet emerging mission requirements within our ability to operate the force.

13

14 Full-time support personnel comprise a select group of people who organize,
15 administer, instruct, recruit, and train our people; and who maintain supplies, equipment,
16 and aircraft. They also perform other functions required on a daily basis to maintain
17 readiness in support of operational missions. Without these critical Soldiers and Civilians,
18 the Army Reserve could not function as an operational force.

19

20 Although resourced to the Department of the Army "High Risk" funding methodology
21 (meets minimal acceptable risk in support of a strategic reserve force), it is imperative that
22 future planning ensure full-time support is fully resourced as an operational reserve.

1 Adequate resourcing is critical in meeting the readiness requirements of the Army Force
2 Generation (ARFORGEN) model.

3 The current full-time support model remains a strategic reserve legacy. Key
4 legislative and policy modifications are required to change personnel support processes.
5 Manpower models and programming processes require review and modifications to provide
6 flexibility and rapid response adjusting resources amid changing priorities across the
7 ARFORGEN process.

8 Our Active Guard Reserve (AGR) and Military Technician (MT) programs provide
9 the bulk of full-time support at the unit level. They provide the day-to-day operational
10 support needed to ensure Army Reserve units are trained and ready to mobilize within the
11 ARFORGEN process. The AGR and MT programs are vital to the successful transition to -
12 and sustainment of - an operational reserve. The Army Reserve requires added flexibility
13 in its hiring practices to sustain its commitments to ARFORGEN. We must take action to
14 create a new category of Non-Dual Status Technician, which allows retention and direct
15 hire of personnel from outside the Selected Reserve. This new capability will allow us to
16 support non-mobilizing/deploying organizations while authorizing Dual Status Military
17 Technicians to meet conditions of employment with a military assignment anywhere within
18 the Selected Reserve. We are working with Army to relax legacy fulltime support policies in
19 order to provide flexibility in the reallocation of resources within AFORGEN cycle.

20

21 As an operational force, the Army Reserve must have the most effective and sustainable
22 equipment for Soldiers and units at the right place and at the right time. The Army Reserve

1 supports the Army Equipping Strategy of Cyclical Readiness, which means all units are
2 equipped based on their position in the ARFORGEN process and their mission – regardless of
3 Component. The Equipment Readiness levels increase as units move through the ARFORGEN
4 process from the RESET to the Available Phase. Those units that are within the RESET phase
5 will have a chance to reintegrate Soldiers and Families, then organize, man, equip, and train as
6 a unit. As the units move to the Train/Ready phase, they will be resourced from 80% growing to
7 90%; and once the units enter the Available Phase, they are
8 resourced to ensure 90% plus equipment readiness. To maximize collective and individual
9 training opportunities for our units in the ARFORGEN process on high demand/low density
10 systems, the Army Reserve must address the challenge with small pools of current generation
11 systems. Additionally, while the Army Reserve units in the Reset Phase should have minimal
12 specific equipping expectations; the Army Reserve is identifying equipment requirements that a
13 unit can properly maintain at a Reserve Unit Home Station while sustaining Soldiers and training
14 readiness. We are thankful to Congress for helping us meet this goal with National Guard and
15 Reserve Equipment Appropriation (NGREA) funding. These funds greatly add toward
16 operationalizing the Army Reserve by supporting Army Modularity, Homeland
17 Defense/Homeland Security, and the Army Force Generation cycle with a fully modern and
18 interoperable force. With continued NGREA funding, we will be able to train our Soldiers on the
19 latest combat equipment *before* they deploy into harm's way.

20

21 [Sustaining the Force](#)

22 The Warrior-Citizens of the Army Reserve and their Families embody a lasting
23 commitment to serve America. The Army Reserve recognizes the strain of this era of persistent
24 conflict on Soldiers and Families. We know Family readiness is inextricably linked to mission

1 readiness, recruitment, and retention. Operationalizing of the Army Reserve creates a
2 requirement for an enduring level of support. As the Army Reserve transforms, so must Family
3 Programs. Our way ahead includes realignment actions to: support the Army Reserve
4 Enterprise management approach, sustain services to Soldiers and Families in the
5 expeditionary force, standardize existing programs and services across the Army Reserve, and
6 build partnerships with Army Families and communities. Our end state is to optimize programs
7 and services to connect Soldiers and Families to the right service at the right time.

8

9 The cornerstone of our planning effort is to ensure the integration of Family Support
10 services with the ARFORGEN process. By doing so, we ensure that our Warrior-Citizens and
11 their Families have solid programs that are ready for execution any time during the training and
12 deployment cycle. Appropriate resourcing will allow us to assess structure requirements,
13 staffing needs, and develop effective processes that ensure the consistent delivery of programs
14 and services that meet the needs of ARFORGEN and especially for those of our geographically
15 dispersed customers.

16

17 The Army Reserve Family Programs Virtual Installation Program is an exciting new
18 initiative that ensures the same services provided to active component Soldiers are available to
19 all service members and their Families not living close to a military installation. Leveraging
20 assets we have on hand is allowing us to test the program through a series of pilots located in
21 selected communities. Funding for this priority will allow us to expand Virtual Installation within
22 Army Strong Community Centers around the country and overseas.

23

24 We must continue to increase the quantity and quality of support for Army Reserve
25 children and youth. We can increase opportunities for youth to develop leadership skills and

1 strategies for coping with separation. Teen panels provide forums for our youth to propose
2 solutions for concerns that affect their lives during mobilization and deployment. Additional
3 online teen deployment classes support youth living in the “new normal” of repetitive
4 deployments. With additional resources, we will work with our community partners to expand
5 childcare for geographically dispersed Families and respite care for mobilized Families.

6
7 This year we provided new opportunities for children of Army Reserve Families to attend
8 camps. While the Department of Defense (DoD) “Purple Camps” were a great initiative, they
9 distributed opportunities among all military communities in DoD. This resulted in fewer
10 opportunities for Army Reserve children than needed. Additionally, Army Reserve children are
11 usually unable to travel, and require activities located in areas near their homes. By operating
12 our own camps, we increased these opportunities to Army Reserve Families in their
13 communities and tailored them to our communities. The goal of the program is to prepare Army
14 Reserve Soldiers and their Family members for mobilization, sustain Families during
15 deployment, and reintegrate Soldiers with their Families, communities, and employers upon
16 release from active duty. The Army Reserve Yellow Ribbon Reintegration Program (YRRP)
17 provides information, services and support, referral, and proactive outreach to Army Reserve
18 Soldiers and their Families through all phases of the deployment cycle. The program includes
19 information on current benefits and resources available to help overcome the challenges
20 encountered with Army Reserve mobilization and reintegration.

21
22 The Army Reserve successfully launched its Yellow Ribbon Reintegration Program. We
23 have coordinated with other military agencies, federal/state/local government agencies,
24 community organizations, and faith-based organizations to provide robust, preventive, proactive

1 programs for Soldiers and their Families. Elements of the program include promoting
2 preparedness through education, conducting effective Family outreach, leveraging available
3 resources, and supporting the All-Volunteer Force. During FY 2009, the Army Reserve
4 executed more than 250 Yellow Ribbon events, serving some 12,000 redeploying Soldiers and
5 12,000 Family members. In interviews conducted by the Office of the Secretary of Defense,
6 Soldiers and Family members reported positive experiences with the Army Reserve Yellow
7 Ribbon Reintegration Program.

8 The challenge to the Army Reserve remains to develop, improve, and sustain the
9 mental, spiritual, and emotional health that fosters resilient Soldiers and Families.

10

11 We are moving out aggressively to mitigate the effects of persistent conflict and build a
12 strong, resilient force. Multi-symptom conditions including those signature wounds not visibly
13 apparent (for example: Post Traumatic Stress Disorder (PTSD) and Traumatic Brain Injury
14 (TBI), exist for Soldiers with military service in Southwest Asia. We will work with Health Affairs
15 and the other Services to continue to provide the care necessary for the wounds from the
16 current conflicts.

17

18 We appreciate the resources that Congress has provided to date to further programs
19 such as the new GI Bill and TRICARE. The benefit of TRICARE Reserve Select provides our
20 Soldiers and Families peace of mind knowing that if a Soldier decides to better him/herself
21 career-wise with the skills gained while deployed, medical care will not be a worry if he or she
22 decides to change careers.

23

1 We are teaming with civilian industry to shape the Army Reserve into America's premier
2 reservoir of shared military-civilian skills and capabilities through our Employer Partnerships
3 programs. Through these mutually beneficial alliances with businesses that share our valuable
4 human capital, we can strengthen Soldier-employees, Families, employers, and communities.

5 We seek to identify locations where our Soldiers can simultaneously add value to both
6 the civilian workforce and the Army Reserve. This effort ties into our objective of achieving a
7 continuum of service for Soldiers who want the option to transition from active and reserve
8 components, and vice versa, to provide Soldiers flexibility with their career objectives, while
9 allowing the Army Reserve to retain the best talent and critical skills capability.

10

11 [Enterprise Transformation](#)

12 Using an enterprise approach to managing our internal processes, we add value to the
13 Army by applying a holistic approach to managing our resources and shape the force into what
14 is beneficial for the Army Reserve and supports the needs of the Army. By "shape the force," I
15 mean taking a fresh approach to how we recruit and retain the best and brightest, and
16 positioning them in the right place, in the right job, and at the right time.

17

18 The Army Reserve Enterprise consists of four core management areas: Human Capital,
19 Readiness, Materiel, and Services & Infrastructure. To optimize the enterprise we must: Attract
20 and retain the very best Warrior Citizens to serve our nation (Human Capital), Prepare, train,
21 and equip Soldiers (Readiness); provide our Soldiers with the latest mission ready modular
22 force equipment, (Materiel); provide for the well-being of our Soldiers, Families, Army Civilians,
23 and employers while providing training and unit facilities and secure, redundant communications

1 (Services & Infrastructure). Working together, these core management areas enable the Army
2 Reserve enterprise to realize its ultimate goal: predictable, trained, and ready units - the
3 essential components that define CAPABILITY.

4

5 BRAC

6 We have facility responsibilities at more than 1,100 Reserve Centers and the
7 installations of Fort McCoy, Fort Buchanan, and Fort Hunter-Liggett installations. We also are
8 responsible for significant training areas at Jolliet, Devens Reserve Forces Training Area, and
9 Parks Reserve Forces Training Area. Moving toward completion of the current BRAC cycle of
10 2005, the Army Reserve military construction priority is to complete the remaining projects
11 budgeted at \$357 million for FY 2010. In addition to BRAC, we will implement 26 construction
12 projects at a cost of \$318 million supporting the transformation of the Army Reserve from a
13 Strategic Reserve to an Operational Force. Our construction effort supports the realignment of
14 the field command organizations into Operational Supporting Commands. In FY 2011, the
15 Regional Support Commands will invest \$577 million in base operations and \$344 million in
16 maintenance and repair of facilities that allows mission accomplishment for the Operational
17 Commands.

18 We are committed to minimizing turbulence to Soldiers and their Families while providing
19 the most effective and efficient trained and ready units and forces to meet world-wide
20 requirements. We must maintain current levels of predictability while making plans to increase
21 it. The Army Force Generation process allows for a structured progression of increased unit
22 readiness over time, and provides the Army recurring access to Army Reserve trained, ready,
23 and cohesive units. While our commitment in Iraq may draw down, the requirement for forces to

1 commit to other global missions will only increase. In 2010, we will work with Congress to
2 ensure we obtain the necessary resources to sustain a viable Army Force Generation cycle that
3 supports global commitments and new missions.

4

5 **Thank you.**