

Testimony for the House Armed Services Subcommittee on Readiness

By

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Mr. Chairman and distinguished members of the subcommittee, thank you for the opportunity to appear before you today to discuss how the Army supports In-Lieu-Of Sourcing (ILO) and provides individual augmentation (IA) in support of Combatant Commander's requirements. On behalf of the Secretary of the Army, Mr. Pete Geren, Chief of Staff of the Army, GEN George Casey, and the approximately one million active, Guard and Reservists that comprise the Army – more than 145,000 of whom are serving in Operations Enduring Freedom and Iraqi Freedom, I welcome the opportunity to discuss how the Army does individual augmentation, supports ILO, supports the combatant commander's requirements for remissioning units, and the impact of these requirements have on our readiness.

We are in a dangerous, uncertain, and unpredictable time. As we execute missions worldwide and increase our commitment in the war on terror, we face challenges in providing forces to meet the global combatant commander's requirements. Occasionally, force requirements exceed the Army's capability to provide forces as well as comply with the restrictions implemented on rotation policy, tour length, and personnel stability. Because the U.S. Military is fighting an enduring, large-scaled, and persistent conflict, the DOD developed in-lieu-of forcing solutions.

There are three accepted categories of in-lieu-of (ILO) force sourcing solutions, Individual Augmentation (IA), remissioning, and joint sourcing (JS), but I will only address remissioning and IA. Individual augmentation is defined as an unfunded temporary duty position identified on a joint manning document (JMD) by a supported Combatant Command (COCOM) to augment headquarters operations (HQs) during contingencies. Individual augmentation is used when a specific skill, MOS, and grade is required to augment a staff or joint HQ JMD when there is no service unit capable of fulfilling the requirement. Department of Defense, Chairman of Joint Chiefs of Staff Instruction (CJCSI) 1301.01C, Joint Publication 0-2 governs the process and provides guidance for assigning individual augmentees (IA) to meet the global combatant commanders' (GCC) temporary duty requirements supporting approved operations.

Remissioning is defined as taking an existing unit and retraining that unit for a different mission, one that is outside its core competency. For example, we routinely remission Army transportation units against a requirement to provide a security force for US and coalition convoys.

United States Joint Forces Command (USJFCOM) serves as the primary joint force provider. Forces Command (FORSCOM) is the United States Army's force provider and is responsible for the best trained, equipped, and manned units to support GCC requirements. Currently, the Army provides 35% of JFCOM's ILO sourcing requirements. The reserve component sources the majority of the Army's ILO requirements.

The Army's Training and Doctrine Command (TRADOC) is responsible for conducting individually focused training and the Army's Forces Command (FORSCOM)

is responsible for conducting collective training. FORSCOM is responsible for providing trained and ready forces to JFCOM in response to GCC force requirements, as directed by the JCS. All units and individuals undergo a set of training events to ensure they are prepared to succeed in their assigned mission. Upon notification of sourcing, units develop theater/mission specific training plans to achieve required employment capability levels. Training plans are based on their assigned mission, directed mission essential Task List (DMETL) and published theater training requirements. Theater and mission specific training is executed through a series of key training events prior to deployment. These events include, but are not limited to mission-focused individual and collective training, and robust Counter-Improvised Explosive Device training at the unit's home station or mobilization station. Training is accomplished using existing training facilities and capabilities. Units participate in a CAPSTONE training event to demonstrate proficiency in mission, combat and stability, and support operations tasks. Commanders conduct a commander's assessment on completion of their CAPSTONE event that is codified in the units USR (PCTEF) and provide to their commander for approval.

The active (AC) validation process consists of a unit commander validating that the unit has met theater capability and mandatory training requirements and is mission capable. The commander's assessment is documented through the unit's USR with the commander performing a Percent Effective (PCTEF), a distinct status-level assessment against the directed mission as part of the unit's overall USR submission. The AC chain of command/senior mission commander (SMC) reviews this assessment. This review serves as the higher level command validation of the unit capability to perform its directed mission. FORSCOM monitors this process, and addresses issues by exception.

The Reserve Component (RC) units are validated prior to deployment by the First Army commander. The RC validation process consists of a unit commander validating that the unit has met theater capability and mandatory training requirements and is mission capable through the unit's USR (with RC commanders also performing a PCTEF assessment). The First Army commander reviews and validates this assessment using a validation memo. FORSCOM monitors this process, and addresses issues by exception.

Sister-service training requirements mirror Army training requirements closely. When the Joint Staff or JFCOM tasks the United States Air Force and the United States Navy to source Army requirements, the Army agreed to coordinate Joint Source Training for units filling current OIF/OEF Army shortfalls. The required training tasks are derived from CENTCOM Combined Forces Land Component Commander (CFLCC) directives, theater specific missions, service specific missions, and service-to-service agreements.

FORSCOM and TRADOC are responsible for conducting selected combat training tasks for sister-service units at Army designated power projection platforms (PPP) and training centers in order to prepare them to execute Army missions in support of OEF/OIF requirements. However, the Defense Intelligence Agency (DIA), National Security Agency (NSA), and the National Ground Intelligence Center (NGIC) provide the highly technical intelligence training. Additionally, the United States Army Special Operations Command provides Civil Affairs military occupational specialty (MOS) training for United States Navy Personnel. TRADOC is responsible for joint service training (JST) at Forts Huachuca, Jackson, Rucker, Bliss, Eustis, Lee, Leonardwood, Benning, and Meade. FORSCOM is responsible for JST at Forts Gordon, Hood, McCoy, Dix, Sill, Lewis, Bragg, Riley, Bliss, and Camps Atterbury and Shelby. Each service is

responsible for validating their personnel are trained and ready for deployment.

However, direct lines of authority has been granted between the Air Force (2d Air Force), the Navy (Fleet Forces Command), FORSCOM, and First Army for the purposes of coordinating training arrangements, arrival instructions, and other matters related to the conduct of training.

Individual augmentees receive their training at the Conus Replacement Center (CRC). The Army's CRC, Fort Benning, is available for use by all services. However, the Navy receives Navy individual augmentee combat training at Fort Jackson. Every Soldier is required to complete pre-certifiable tasks that are available on-line. If they fail to complete these tasks prior to arriving at the CRC, they will spend time in a computer lab completing the tasks in the evenings while at CRC. Any pre-certifiable task completed on line is self certifying. Once the on-line training is complete, the system will automatically allow them to print a completion certificate. The CRC employs a seven day training schedule for the augmentees that encompass tasks such as personnel recovery, IEDs, weapons qualifications, and first-aid. Each service is responsible for validating the training for their personnel. Sister-services have an administrative command and control team that has administrative control of their personnel at FORSCOM training locations. These teams facilitate the arrival, integration, and departure of trained units/individuals. FORSCOM and the services exchange information on what personnel are present at training, training losses, and replacements to ensure a common operating picture of the readiness of the units at the training location. Training losses or issues concerning deployability are reported through the training location and

the service representative to FORSCOM, the 2d Air Force, and Fleet Forces Command for resolution.

For the units that FORSCOM trains, the Army provides the individual equipment that the service cannot provide in order to ensure that USN and USAF personnel are equipped with the same equipment as their Army counterparts. Collective equipment is categorized as theater provided equipment (TPE). If the Army provides Military Tables of Organizational Equipment (MTOE) like items, FORSCOM works with the Department of the Army to resource the equipment.

The Army equips sister-service individual augmentees with the same individual equipment that is assigned to Army personnel that perform identically assigned missions. If sister-service IAs arrive at the CRC without the correct equipment, the CRC issues the equipment to them. Equipment is issued through the Ft. Benning Central Issue Facility (CIF) on a hand receipt. Regardless of where the individual goes, the automated hand receipts will follow them to their gaining organization. However, occasionally, contractors do not return to CRC when they redeploy to clear, and their equipment is lost. Last year, 8000 individual equipment issues were not returned to the CRC. The Army was not reimbursed for the losses. The installation is responsible for the CIF and is responsible for providing the necessary loss information to the department.

The impact of filling IA requirements on the readiness of FORSCOM units is a challenge to directly quantify. Units rarely have personnel categorized as non-available due to having to fill IA requirements - may be categorized as "Deployed", but this is primarily based on portions of the unit being deployed to fill a specific theater requirement or URF. HRC manages the IA fill process and the impact of IA

requirements as part of the overall manning challenges confronting the Army. Within FORSCOM this is seen in the personnel fill rates of some units. While aggregate fill rates are generally sufficient (and meet deployment criteria established by HQDA) there are selected grade and MOS shortages.

The impact of remissioning units on Army readiness is equally hard to quantify. In general terms, the impact is on the C-level ratings because this rating measures the capabilities of units to perform core or as-designed missions. When a directed mission is significantly different than the as-designed mission of the unit, the C-level rating may be lower due to the inability of the unit to train to standard for the core mission. Conversely, the PCTEF assessment may be higher as the unit trains for the directed mission. If discussed, this should be in the context of the impact on the Army's ability to perform core missions - keeping in mind that meeting the approved requirements of the COCOMS (as readiness is measured against directed mission) may be considered of equal (or greater) importance as annotated in Title 10.

The Army is committed to providing the best trained, led, and manned units to support GCC's requirements. Mr. Chairman and distinguished members of the committee, thank you for your service on this committee and the considerable support you provide U.S. Army. As a result, the Soldiers we have deployed are the best trained, best equipped, and best led we have ever sent into combat.