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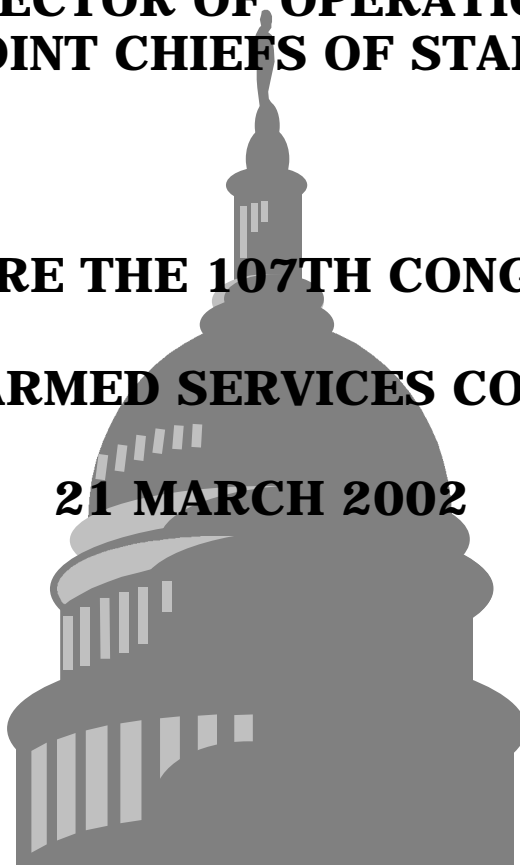


**STATEMENT OF
LIEUTENANT GENERAL
GREGORY NEWBOLD
DIRECTOR OF OPERATIONS
JOINT CHIEFS OF STAFF**

**BEFORE THE 107TH CONGRESS
SENATE ARMED SERVICES COMMITTEE**

21 MARCH 2002

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Members of the Senate Armed Services Committee, I am pleased to provide this written statement with my views on the readiness of America's Armed Forces and their ability to execute our national military strategy. I look forward to the opportunity to appear before you.

I must first acknowledge and thank the Congress for its sustained and significant support to the men and women of our Armed Forces. We have made considerable progress these past several years in several key readiness areas: increasing pay and allowances for the force; efforts to reform TRICARE; providing adequate military housing; and, most importantly, arresting and turning around the decline in near-term readiness. I would like to commend this committee, in particular, as your support for our soldiers, sailors, airmen, and Marines has been instrumental in our forces' impressive performance over the past few months.

On September 10, tens of thousands of US forces were deployed around the world engaged in operations such as NORTHERN WATCH, SOUTHERN WATCH and the Balkans. As had been the case for years, they provided a deterrent effect against crisis in virtually every corner of the globe. The nondeployed forces were focused on being prepared to respond to any other emerging threats to our national interest. Then, on September 11, our nation was subjected to a terrorist attack that changed our notion of security. Your Armed Forces reacted and refocused remarkably well. Within minutes we had aircraft in the air to protect our nation's skies. Thousands of Active and Reserve forces deployed throughout the country to provide protection to air travel and critical infrastructure. In the days following September 11, our adaptability

and flexibility effort was evident, and a testimony to the training, readiness, and quality of our force.

Today, we are engaged in wide-spread operations against terrorists and tyrants as well as defending the homeland. These operations have validated our previous readiness assessments provided to this committee through the Quarterly Readiness Reports to Congress. Our 'first-to-fight' forces are ready and clearly executing well. Moreover, our forces have shown they are not only ready for major combat operations, but also demonstrated flexibility to meet emerging and unusual mission requirements. In truth, though, if confronted with another simultaneous major crisis, we will face challenges in several areas, including both traditional readiness issues voiced by the Services, and joint readiness issues reported by the Combatant Commanders. Furthermore, we have concerns with the potential readiness impacts of sustaining, for extended periods, our current pace of operations. Aging equipment, spare parts, disrupted maintenance cycles, shortages of analysts and linguists, increased demand for radio-frequency bandwidth and spectrum, and the stress on our individual soldiers are but a few of the areas we are monitoring closely. Lastly, as the Department's Homeland Defense roles and responsibilities are fully defined, the readiness implications of this growing mission must be better assessed.

While these concerns are focused largely on near-term readiness and near-term solutions, we are also pursuing long-term remedies. The Department is working the details of a new National Military Strategy to implement the vision of the Quadrennial Defense Review which will help better articulate the capabilities the Department must have and missions we need to be ready to undertake. At the same time, modernization and transformation efforts are expected to achieve

increased military effects without necessarily increasing the size of the force. New concepts, new ideas and new equipment may mitigate many of our readiness concerns over the longer term.

The period since September 11 has re-validated the requirement that our forces will be regularly called upon to operate across a wide spectrum of operations - from peace enforcement and homeland security to major, intense combat operations. You, the President, the Secretary of Defense, and the Chairman of the Joint Chiefs of Staff must know how ready are we to undertake different tasks; therefore, we are examining better ways to assess the department's readiness. In turn, an improved readiness reporting and assessment tool will help us determine where we can best utilize the resources provided by Congress, and better articulate the risks we are assuming in executing our national military strategy. Our goal is to provide commanders an effective means to report their readiness and allow rapid, accurate assessments that support both operational and resourcing decisions. While there is confidence that we can derive accurate assessments from our current readiness reporting, improvements are necessary in order to add to the system's efficiency and effectiveness.

Finally, experience has proved that readiness can be a fragile commodity. If not maintained it can quickly erode. The Congress' support over the past years has made dramatic, positive impact on the readiness of the force, and our ability to effectively 'meet the call.' Key to maintaining readiness is this continued commitment and the timely reimbursement for contingency operations. I look forward to your questions.