

# Army Senior Leaders Discuss Rebalancing and Transforming the Force

Jaclyn Pitts

**R**ebalancing, modularizing, and transforming the U.S. Army are three resounding issues that senior leaders contemplate as we move forward in what has been called an “era of persistent conflict.” GEN Charles C. Campbell, Commanding General (CG), U.S. Army Forces Command (FORSCOM), and Sergeant Major of the Army (SMA) Kenneth O. Preston discussed the impact of these issues and where the Army must go from here at the Infantry Warfighting Conference in Columbus, GA, Sept. 24, 2009.

The ARFORGEN model employs ARNG and USAR components as parts of a fully integrated operational force. Here, SPC Ryan Crosby, a Provincial Reconstruction Team Paktika Security Forces member from the Arizona ARNG, works security near the village of Sultani, Afghanistan, Oct. 26, 2009. (U.S. Army photo by SSG Dallas Edwards.)



## Major Paradigm Changes

Campbell said there have been three major paradigm changes that the U.S. Army has embraced since the terrorist attacks of Sept. 11, 2001: modularity, the new strategic construct of the Army Force Generation (ARFORGEN) model, and employing the Army National Guard (ARNG) and U.S. Army Reserve (USAR) components as parts of a fully integrated operational force. Campbell also provided a deployment update. At the end of FY09, the Army had deployed 48 brigades and reset 33. In FY11, the Army plans to deploy 47 brigades, and force modularization will be complete. Additionally, 8 major Army commands will be relocated over the course of FY11.

Campbell also addressed two “great epiphanies” of the Army after the first phase of *Operation Iraqi Freedom (OIF)*. First, the Army realized it needed a

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way to replace forces that had been generated and deployed to *OIF*. “The previous process the Army used to generate forces was a more linear system,” he said. “Because of the requirements to repetitively deploy formations, because of a supply and demand mismatch, and because we were changing our structure to a more mobile, brigade-centric Army, we developed a rotational model, or ARFORGEN.”

FORSCOM has continued to refine the ARFORGEN process since its inception in 2006. The process involves moving units through a cyclical process

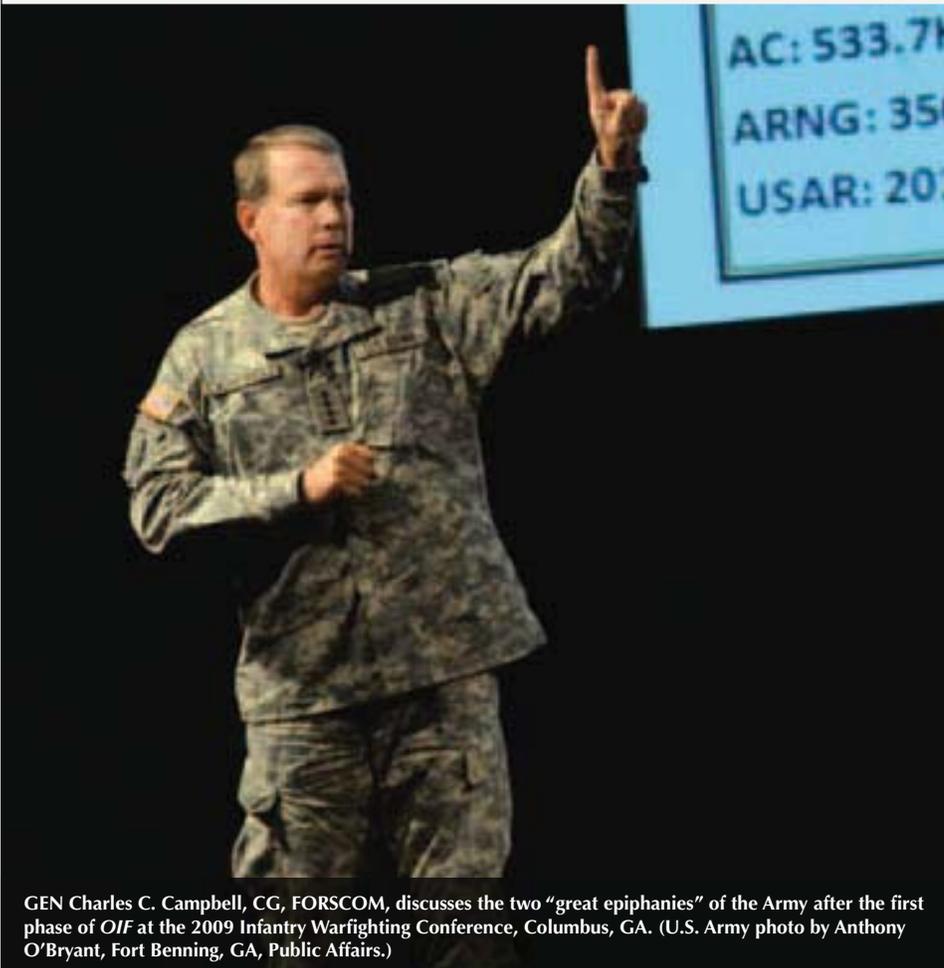
of three categories or pools—train and reset, ready, and available—based on when they are expected to be available for deployment. This allows the Army to be agile and respond to changing demands for forces.

“Manning is our dilemma, and the ARFORGEN process allowed us to successfully synchronize the 2007 surge,” Campbell said. “No other Army in the world can even fathom the scope, complexity, or ambitiousness [of that feat].” As the Army continues to transform and adapt to new threats, it will operate along the continuum of both kinetic and nonkinetic warfare. “Our challenge as an Army is refocusing ourselves reflective of this reality,” Campbell said.

The second “great epiphany” for the Army was operationalizing the ARNG and USAR to change their roles from a strategic reserve to integrated components of an operation. “Without question, we have relied on our National Guard and Reserves during this persistent conflict, and they have stood up and delivered,” Campbell said.

## A Force Out of Balance

Preston told the audience that we live in an “era of persistent conflict,” and that this era is not likely to change any time soon. To combat current and future threats, we must maintain an aggressive counterinsurgency campaign. However, to maintain such a regime, balance must be restored to a force that is overworked, under-strength, and war-weary. “Right now, the demands exceed our capabilities,” Preston said. “With the current pace and tempo, many question our ability to sustain an all-volunteer force.”



GEN Charles C. Campbell, CG, FORSCOM, discusses the two “great epiphanies” of the Army after the first phase of *OIF* at the 2009 Infantry Warfighting Conference, Columbus, GA. (U.S. Army photo by Anthony O’Bryant, Fort Benning, GA, Public Affairs.)



SMA Kenneth O. Preston discussed rebalancing the Army and stress on the force at the 2009 Infantry Warfighting Conference. Here, he answers questions about Soldiers' dwell time and other issues facing the Army during a visit to Fort Jackson, SC, Sept. 24, 2009. (U.S. Army photo by Steve Reeves, *Fort Jackson Leader*.)

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And it's not only the Soldiers feeling the stress, Preston noted. Army Families are also feeling the strain from lengthy deployments and shortened dwell time. The amount of time between deployments is far short of the 2-year Army standard. Current resets are insufficient, given the "redeployment, block leave, reset, train up, gear up" process that often gets compressed into 12 months. Also, when Soldiers are told to "take a knee," they are often assigned to the schoolhouse, the National Training Center, or recruiting duty, which keeps them working 10- to 12-hour days for 6 or 7 days a week, to train Soldiers or meet the mission.

When GEN George W. Casey Jr. became the Chief of Staff of the Army in April 2007, he outlined four strategic

imperatives to put the Army back into balance, Preston said: sustain, prepare, reset, and transform. Preston stressed the importance of sustaining an all-volunteer force. He attributed meeting a growth objective of 547,000 by the end of FY08 (2 years ahead of schedule) to high retention rates. With an initiative underway to grow the Army by an additional 22,000, promising retention rates, and the completion of modularization and Base Realignment and Closure moves in sight, the Army may be balanced within the next few years.

### A Promise of Hope

Campbell reminded the audience that what they and our Nation are doing, "is goodness," he said. "Preventing people from being killed, brutalized, and

oppressed is something our Nation has willingly chosen to do over the course of generations, and the work you do in Iraq, Afghanistan, and elsewhere in the world allows others to contemplate a life as men and women of free choice. A life where hope has replaced despair, where peace has replaced conflict, and where the human spirit can soar and not be suppressed, and where the future can be brighter than the past. That is what being an American Soldier is about. Wherever you go in the world, the sight of an American Soldier in uniform, to all those that are shackled and enslaved and oppressed, means hope, relief, and deliverance."

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