

STATUS OF THE ARMY

Secretary of the Army Briefing  
for  
Members of Congress

Ladies and Gentlemen:

It's delightful to have this opportunity to speak to you about the status of today's Army. I am appreciative of your assistance and backing in making today's Army -- your Army -- the combat-ready force the nation requires and demands.

Many of you will be intimately familiar with the Army as a result of your committee work. Others may not have had a recent opportunity to stay abreast of Army initiatives. This briefing will inform you about the current status of the Army -- your Army. My talk will hit the highlights of the Army's Year-End Report which I will be sending to you soon.

Today's Army is an amazingly dynamic institution. Picture, if you will, a large organization of over a million-and-a-half employees -- approximately one-quarter of whom enter or depart the workforce each year. Reflect that the organization's interests and holdings are world-wide and that its operating funds are provided annually from an external source. The management of such an organization is indeed complex and demands close supervision.

Today, I am encouraged by the thought that we are succeeding in making that organization -- the Army -- a truly effective combat-ready force.

To be successful, any organization needs objectives on which to orient, and the Army's management efforts are being concentrated on the achievement of four primary objectives:

First, to improve the combat readiness of every unit, and each soldier.

Second, to provide a properly balanced force to meet current requirements and future needs.

Third, to achieve stability in end strength and in resources to provide for continuity in the force structure and for equipment modernization.

And finally, to raise Army quality standards in men and equipment to balance the quantitative advantages possessed by potential adversaries.

Stability in funding and resources is the cornerstone of the Army structure that will improve the Army's readiness. Generally speaking Congress has provided the Army stability, and the Army is using that stability as a means to become more innovative and efficient. Stability does not mean stagnation -- the Army is not standing still, but is becoming an exciting and productive organization.

When we moved to become an all-volunteer Army several years ago, we really didn't know how it would all work out. I don't know if anyone realized the full impact -- in terms of effort and resources -- of the decision. In 1974, the first full year of such a force, we felt our recruiting efforts were successful because we attained our authorized end strength. In 1975, the Army moved ahead again by stressing improved quality along with sufficient enlistees.

The year's accomplishments have been encouraging, particularly in regard to the capabilities of the incoming volunteers. But one must not become overly confident. Continued hard work is required. The all-volunteer concept is working, but the Army needs your continued support to sustain



and institutionalize the concept -- to make it an accepted part of American life.

The Army does not use people. It is people. There is no higher priority, no more treasured resource, no more important category of Army management. The quality of the United States soldier has continued to increase over the last year.

Let me introduce a typical soldier. Today's soldier may be male or female, 23 years of age, and has 3 years of active military service. He is 5'10" tall and weighs 167 pounds while she is 5'4" tall and weighs 130 Pounds. This soldier is among the 80 percent of the Army who are high school graduates and there is an even chance that he is married. Most likely, he or she came from a community of approximately 25,000 people, and at the time of entry into service the family's annual income was around \$10,000; probably not over \$15,000. There is a one-third chance that a member of his or her family had previously served in the Army. Six times out of ten he will be in a combat unit. Today's soldier is well motivated and qualified in his military skills, interested in the military profession, and provides a challenge to Army leadership to excel. The soldier wants to be part of a team, and to know the whats, whys, and wherefores of the organization of which he or she is a part. The soldier feels that the Army mission is important to the country and provides an individual challenge as well.

The young men and women who are joining the Army recognize that the Army afford them opportunity -- opportunity for advancement, for leadership, economic reward, promotion, and service to their country.

The Army is an organization of people and can be no better than the people in it. Only by getting quality people can training efficiency and readiness be improved. I am encouraged that the quality of our people has become good enough to allow the imposition of higher enlistment standards. The number of enlistees in the lowest mental category (IV) has been reduced and emphasis is being placed on the enlistment of high school graduates.

The opportunities offered by the Army are rewarding for all individuals. I am pleased that current minority representation and enlistment rates indicate minority awareness of opportunity. Women, for example, have learned that, in the Army, equal opportunity is far more than a slogan -- in fact, about 92 percent of all the Army specialties totalling some 450 are available to women. The opening of West Point to women cadets this summer will establish another development in equality and opportunity for women.

Today's Army, as in the past, exists to protect the security of our country and the American way of life. In performing this vital mission the Army hopes to deter or prevent war, but if war cannot be prevented, we must be ready to fight. Succinctly stated, the Army's business is

readiness -- readiness for anything from a minor conflict to a major crisis. That is why our 16 active and 8 reserve divisions are structured and deployed to support the national strategy, to meet the enemy threat, and to reflect fiscal constraints.

Readiness of these divisions is based upon many factors. Basically, unit training, strength, personal qualifications, and status of equipment equate to a composite readiness rating. In 1972 less than one-half of the 13 active Army divisions could meet the stringent Joint Chiefs of Staff readiness standards. By 1973 the number of ready divisions had grown to 10. By 1974 and continuing until today, the 13 fully organized active Army divisions are ready to perform their combat mission. Three new divisions, which are being created within existing manpower levels, are progressing toward becoming combat ready. This is being accomplished by reshaping and streamlining the Army command and support structure and reapplying these resources to the formation of combat units. Your continued support is needed for the necessary resources so that these new units can be brought up to readiness standards.

The Reserve Components -- the National Guard and Army Reserve -- continue to show progress in achieving desired readiness levels. Last year, substantial progress was made in the personnel and training status of the Reserve Components. The equipment posture of the Reserve Components is also improving, but at a slower pace than anticipated. Shortage of modern equipment continues to be the major constraint to a better readiness posture.

Having a truly ready Total Force of 16 active divisions and 8 Reserve Component divisions require that the Reserve Components be forged with the active Army into an interdependent, mutually supporting force. One way to bring the Total Force concept into an everyday working, thriving reality -- and hence to improve readiness -- is through the Affiliation Program. This program, which began in 1974, continues to reap dividends. Those Reserve Component units which are a part of the program are assisted in their training by active Army units, and they train together whenever possible. The 25th Infantry Division in Hawaii, for instance, has two active and one affiliated reserve brigade. Today there are 97 Reserve Component units which are a part of the program and are assisted in their training by active Army units, and each of the three new divisions at Fort Ord, Fort Polk and Hunter Stewart will be rounded out by an affiliated Reserve Component brigade. The affiliation program is probably the most effective manner of increasing the combat capability of the Total Force.

A significant characteristic of today's Army is the number of troops in combat units as opposed to the number of troops in supporting units. This is the so-called tooth-to-tail or more appropriate combat-to-support distribution. This ratio has shown a marked improvement over the years as combat force percentages -- our "foxhole strength" have increased. This



ratio has gone from 43/57 to 53/47. The overall objective is to obtain a force that is adequately supported, but maximized in combat capability.

One of the Army's major accomplishments in 1975 involved replacing certain support troops in Europe with a 3800 man combat-ready brigade, and another combat brigade is being prepared to go to Europe this year.

Although the capability of our forces is a key element in any assessment of national security, I am convinced that providing security assistance to foreign nations is an important adjunct to U.S. strength. Last year alone the Army received orders for approximately 3.9 billion dollars in foreign military sales and about one-third of a billion dollars for grant aid. While the sale of military equipment to foreign nations has many benefits, there are some negative aspects as well. The most notable impact has been on war reserve stocks and the Reserve Component equipment modernization program, which has been deferred in some cases.

With a small force, the Army's ability to fight and survive on the modern battlefield depends to a large degree on the quality of its weapons and equipment. What it has must be adequate, efficient, and effective. On the other hand, it is realized that resources are not unlimited. Thus, equipment must be obtained at a realistic cost -- and must be balanced against future requirements of the battlefield. Quality is not necessarily synonymous with sophistication.

A great deal of attention is being devoted to programs which offer the greatest promise of satisfying the Army's most pressing material needs. Several of the most important programs are shown here: two new ground combat weapons systems -- the Main Battle Tank and the Advanced Attack Helicopter; two new mobility systems -- the Mechanized Infantry Combat Vehicle and the Utility Tactical Transport Aircraft System; and a new medium/high altitude defense system -- SAM-D.

The next slides show what the Army means to your area of the country.

This one shows the impacts -- in terms of people and dollars -- of our major Army installations.

This one shows that our Reserve Components have a significant impact too.

The Army's estimated outlays in your geographical area for this fiscal year are shown on this slide.

For the future, the Army goals enunciated by my predecessor, Secretary Callaway, remain valid. The Army will continue to upgrade the quality of all personnel by proving that the volunteer concept works, and by emphasizing retention of proven quality soldiers. In the final analysis, overall combat readiness depends primarily on the professional capabilities of the

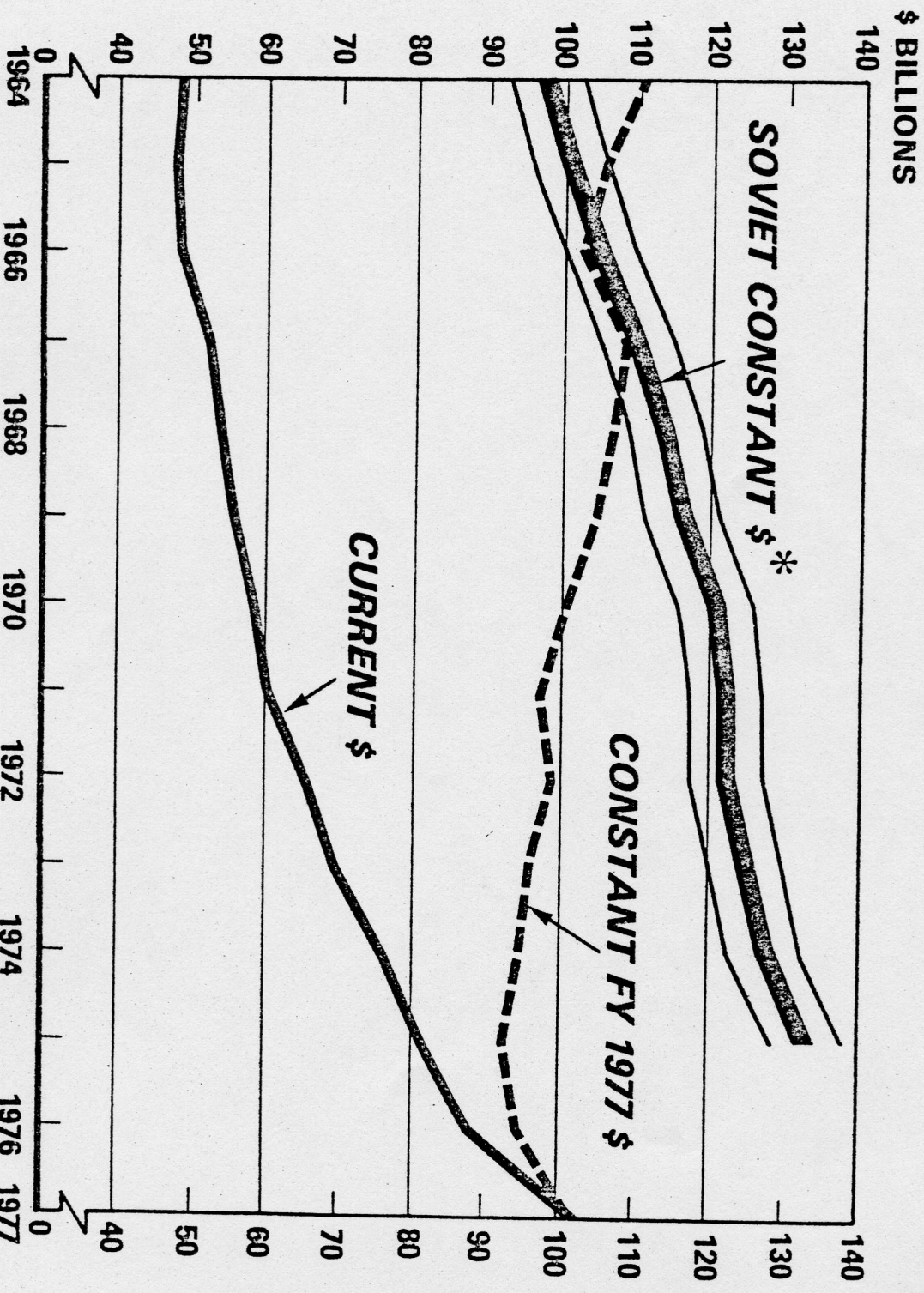
individual soldier and his conviction that he and his unit are ready to fight with the equipment and weapons on hand.

The Army expects to obtain the maximum benefit from all available resources. In the face of resource limitations and inflation, the 16 active divisions and 8 Reserve Component divisions Total Force is becoming a reality.

Maintaining progress towards achieving our goals depends on your continued willingness -- and that of the American people -- to support the programs necessary for a combat-ready Total Force. At the same time, the Army recognizes and accepts the sacredness of the taxpayers' dollars. The Army's thinking will be imaginative, and we will devise innovative programs to sustain this support and to effect continued improvement. Success in these efforts will provide for an effective, ready force -- one that will best serve the needs of our country and protect our way of life.



# DEPARTMENT OF DEFENSE BASELINE FORCES BUDGET TRENDS (TOA - \$ BILLIONS)



\* SOURCE: BASED ON INTELLIGENCE DATA FOR SOVIET FORCES ESTIMATED IN CONSTANT US DOLLARS

## **MANAGEMENT EFFORTS**

- **IMPROVE READINESS**
- **ATTAIN PROPER BALANCE**
- **GAIN STABILITY**
- **RAISE QUALITY**



# RECRUITING -- 1975

OBJECTIVE	ACTUAL	PERCENT
187,128	190,827	102.1

**1976 GOAL**  
**195,800**

FY76 MILITARY AVAILABLE  
(17-21 YEAR OLD)  
(10.6 MILLION)

UNQUALIFIED  
MA

4.7 MILLION

.5 M  
COL. & TECH.

COLLEGE & TECHNICAL  
2.2 M

ACTIVE MILITARY

.9 M

HSG  
1.1 M

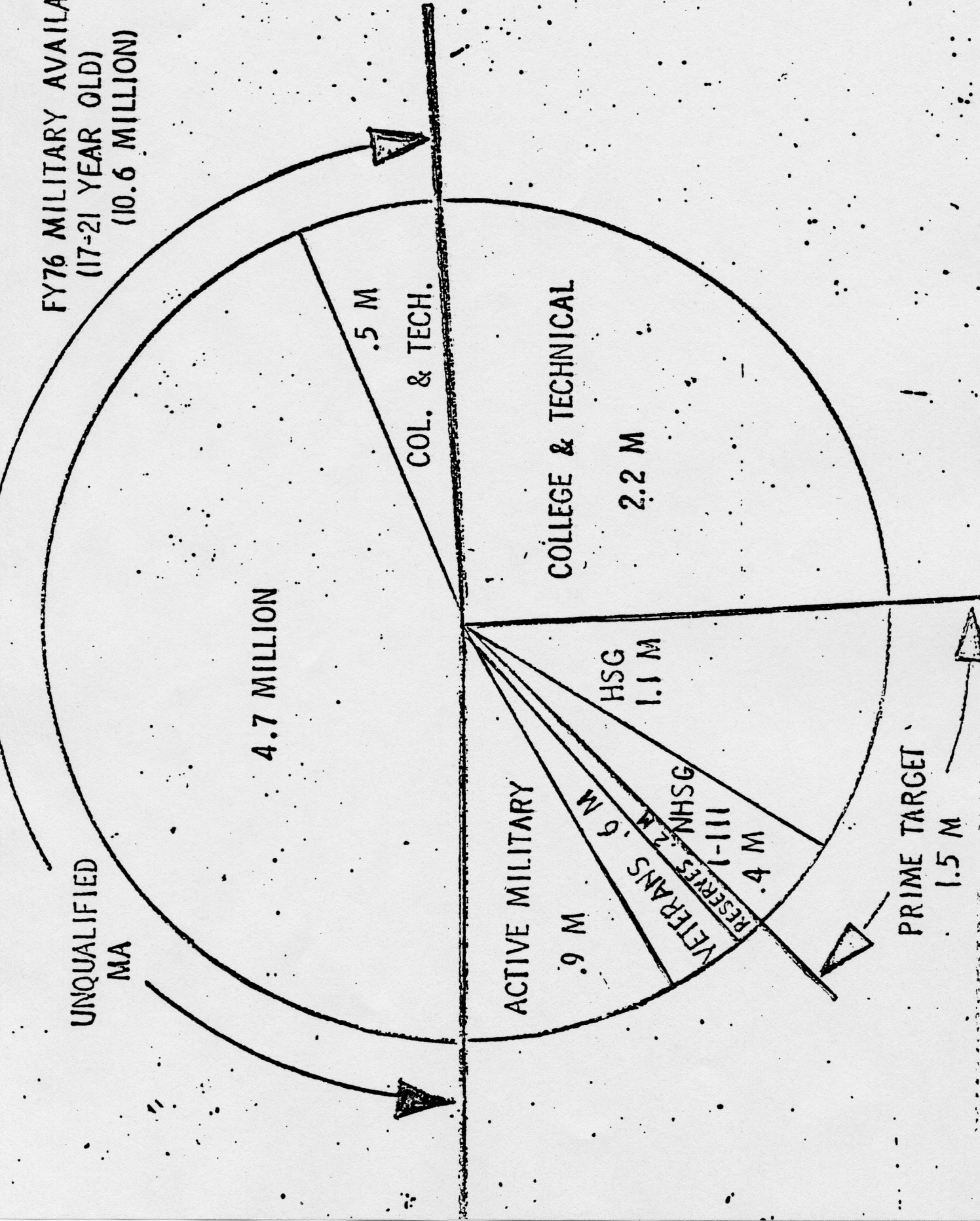
HSG

.4 M

VETERANS .6 M  
RESERVES .2 M

PRIME TARGET

1.5 M





# READINESS

16 DIVISIONS

1975

13 DIVISIONS +

1974

13 DIVISIONS

1973

10 DIVISIONS

1972

4 DIVISIONS

PERSONNEL }  
TRAINING } COMBAT  
EQUIPMENT } READY

# COMBAT TO SUPPORT DISTRIBUTION

	COMBAT	SUPPORT
1973	43%	57%
1974	45%	55%
1975	50%	50%
1976	53%	47%



**24 DIVISION  
TOTAL FORCE**

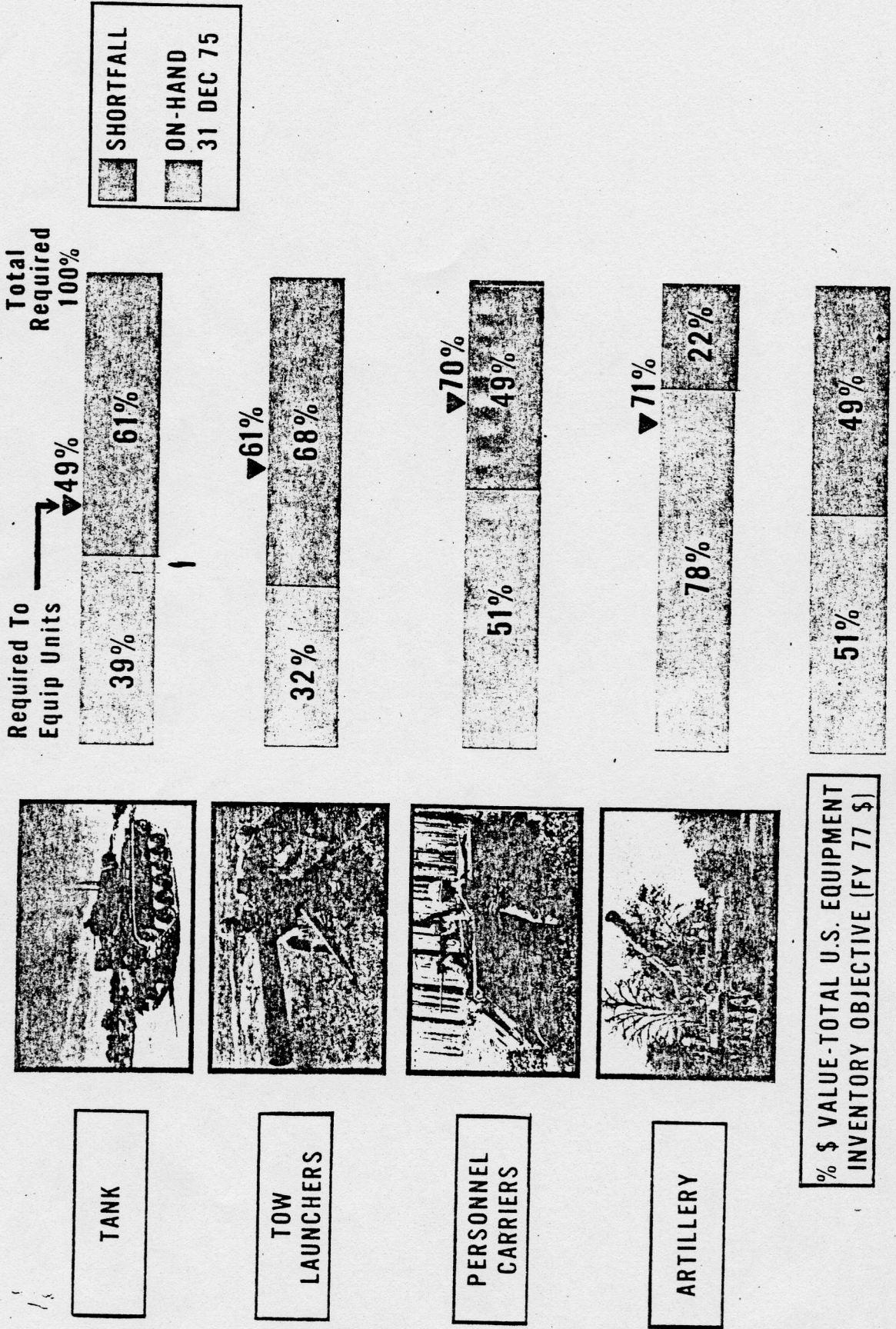
**READINESS**

**ACTIVE ARMY  
16 DIVISIONS**

**RESERVE COMPONENTS  
8 DIVISIONS**

# THE ARMY TODAY: OVERVIEW

## EQUIPPING A VOLUNTEER ARMY



TANK



TOW LAUNCHERS



PERSONNEL CARRIERS



ARTILLERY

% \$ VALUE-TOTAL U.S. EQUIPMENT INVENTORY OBJECTIVE (FY 77 \$)



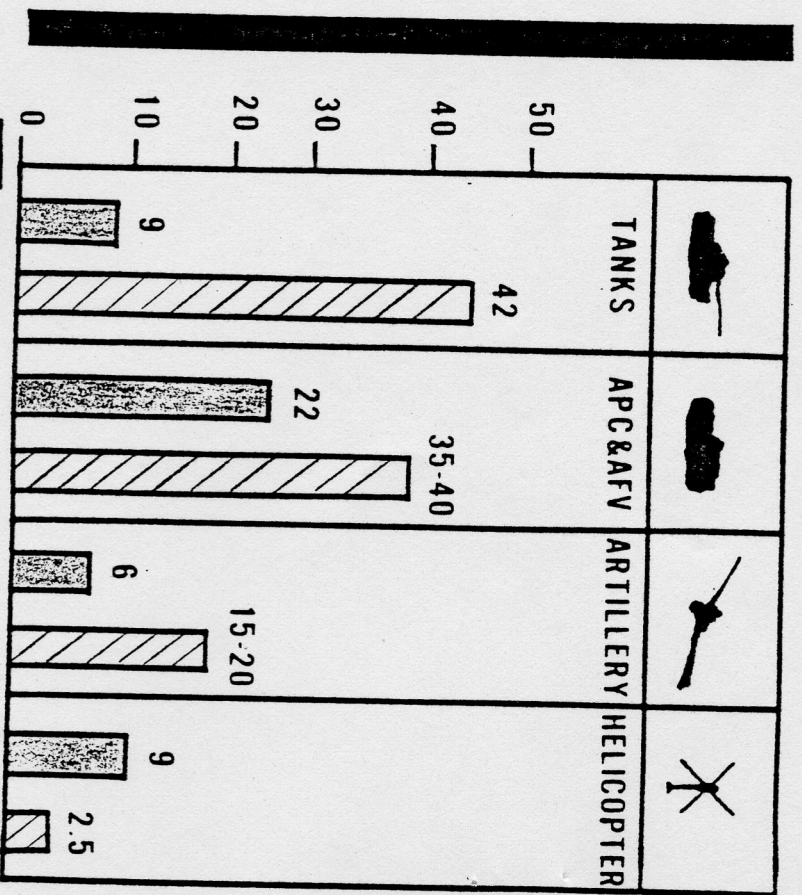
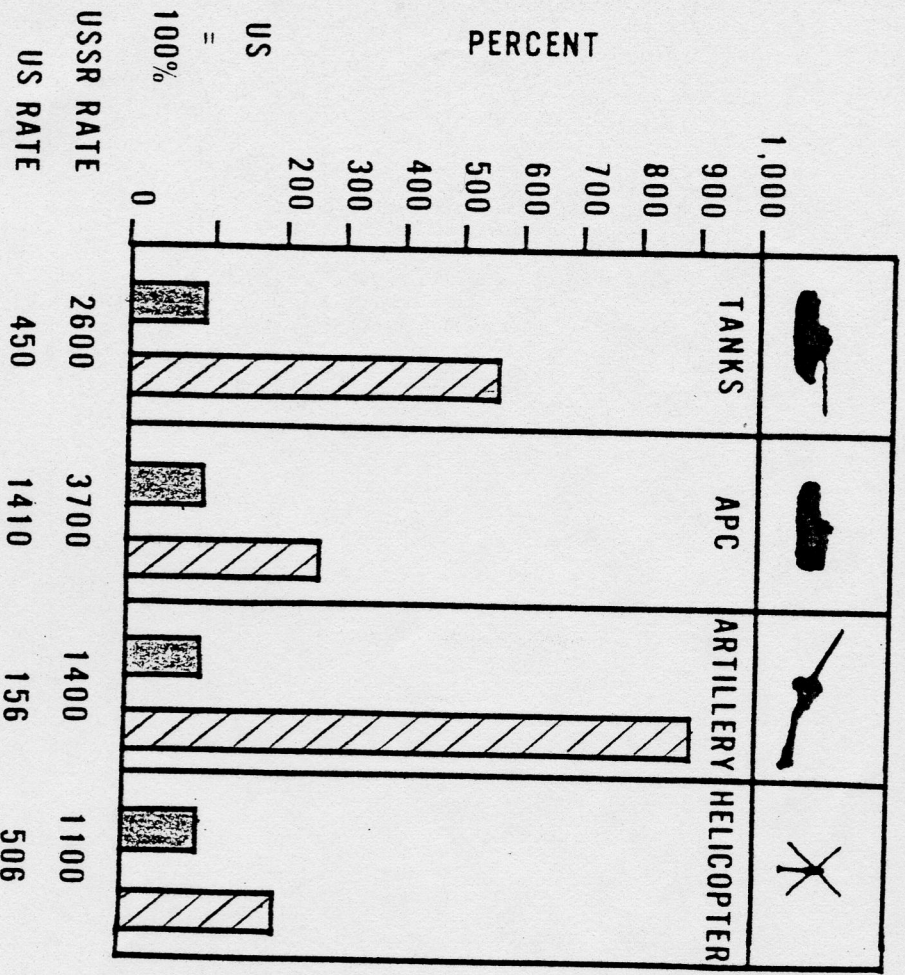
# US/USSR WEAPONS-GROUND FORCES

## US/USSR RELATIVE PRODUCTION RATE ESTIMATES

## US/USSR WEAPONS INVENTORY

AVERAGE 1973-1975

(thousands) JAN 1976



SOURCE: OSD COMPTROLLER'S OFFICE

SOURCE: CJCS POSTURE STATEMENT FOR FY 1977

## **RESEARCH AND DEVELOPMENT**

- **TRAINING EQUIPMENT AND METHODS**
- **MAIN BATTLE TANK, XM-1**
- **ADVANCED ATTACK HELICOPTER, AAH**
- **MECHANIZED INFANTRY COMBAT VEHICLE, M1CV**
- **UTILITY TACTICAL TRANSPORT AIRCRAFT SYSTEM, UTAS**
- **SURFACE TO AIR MISSILE DEVELOPMENT, SAM-D**

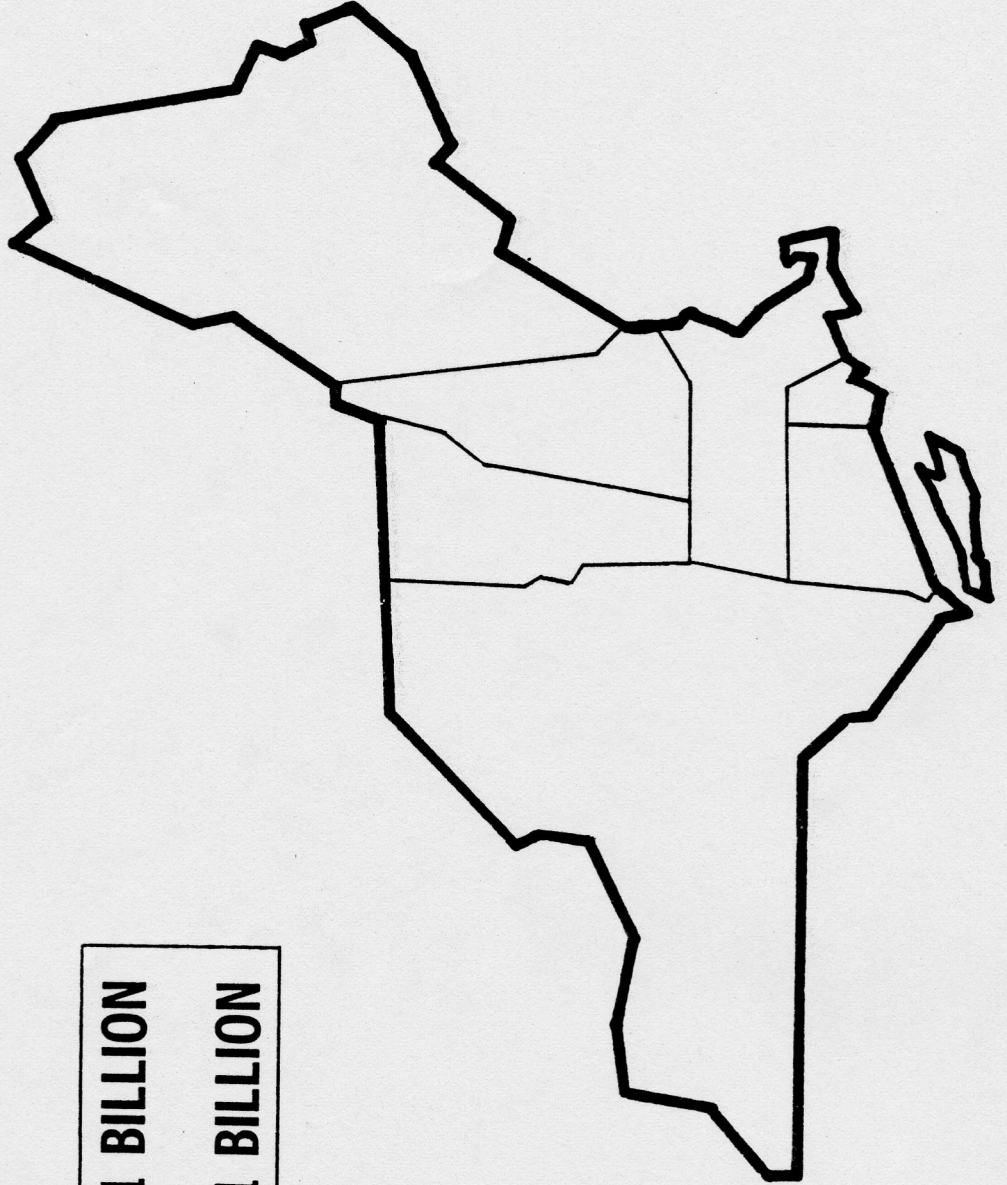


# ESTIMATED OUTLAYS

**FY 76 — \$1.601 BILLION**

**FY 77 — \$1.651 BILLION**

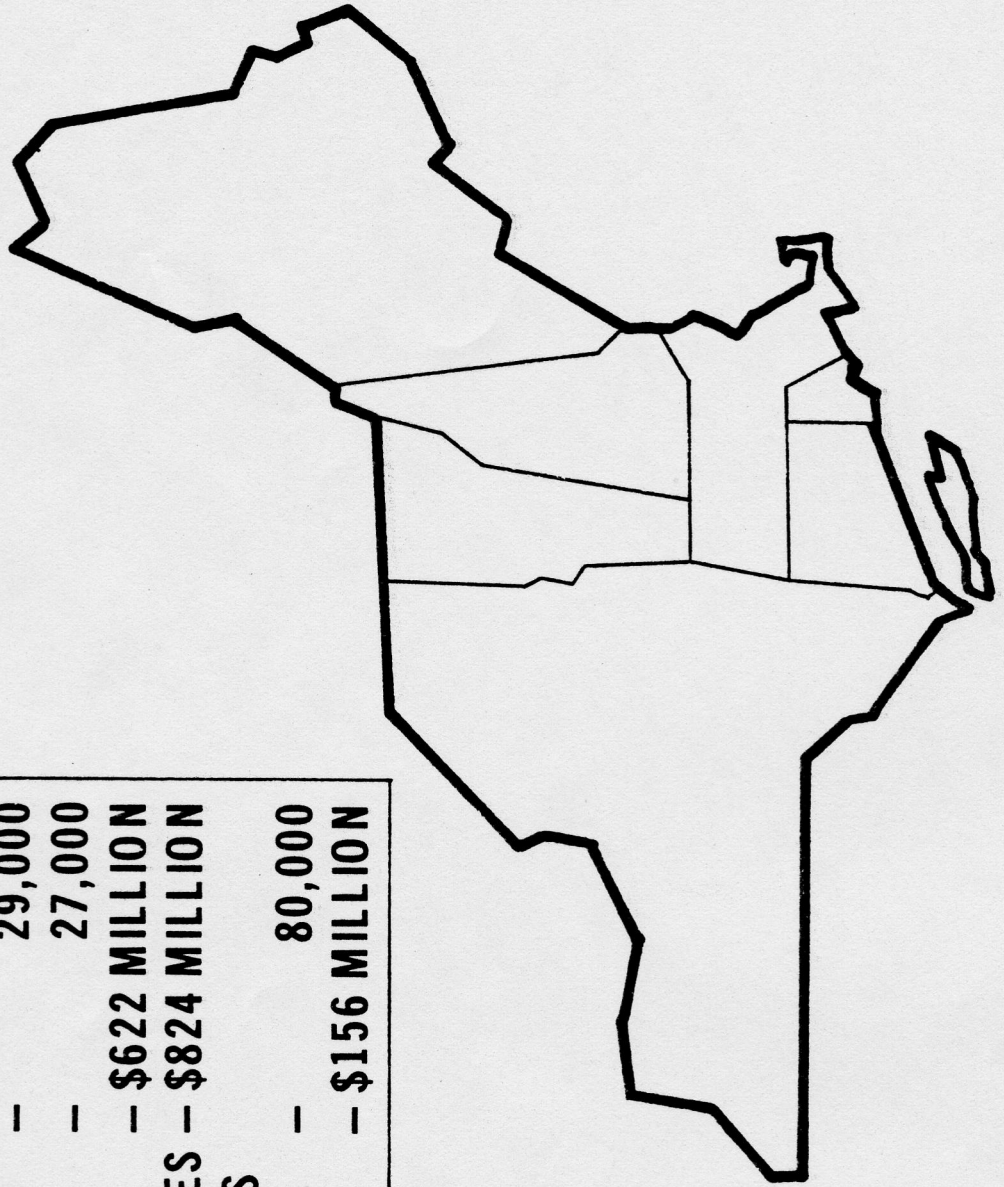
**HAWAII**



# THE ARMY IN YOUR AREA

<b>ACTIVE ARMY</b>		
• MILITARY STRENGTH	—	29,000
• CIVILIAN STRENGTH	—	27,000
• PAYROLL	—	\$622 MILLION
• OTHER EXPENDITURES	—	\$824 MILLION
<b>RESERVE COMPONENTS</b>		
• STRENGTH	—	80,000
• PAYROLL	—	\$156 MILLION

**HAWAII**

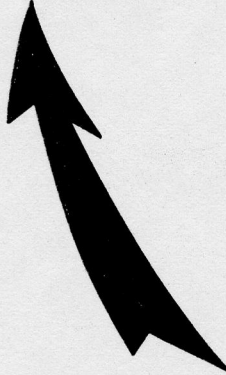




# RECRUITING — 1975

CONNECTICUT  
HAWAII  
MAINE  
MASSACHUSETTS  
NEW YORK  
RHODE ISLAND  
VERMONT

**22,300**  
VOLUNTEERS



11.7% OF THE TOTAL NUMBER  
12.1% OF POPULATION