

## Readiness

### 10-08 Manning the Force

In a nation of over 300 million people, only one million wear our Army's uniform - less than one-half of one percent. Yet, a key component of operational readiness is personnel strength. Sustaining the Army's All-Volunteer Force is a national challenge, especially when, for the first time, the All-Volunteer Force is engaged in a protracted conflict. The challenge facing our Army is daunting: to maintain the operational readiness necessary to win our country's wars in an era of persistent conflict while transforming capabilities to defeat any future threat to the nation.

Our Army is tough, dependable and resilient, but out of balance. It must grow to provide and sustain sufficient forces for the full range and duration of current operations and future contingencies. To restore balance, the Army needs to properly prepare Soldiers for success in the current conflict, reset and transform expeditiously for future contingencies, while at the same time sustaining our Soldiers, their Families, and Army Civilians. Essential to achieving a rebalanced Army is the need to grow the Active Army to an end-strength of 700,000. At the same time, the Army National Guard must grow to the 371,000 and the Army Reserve to 215,000. This increased size would lengthen the current short dwell-time for Soldiers and significantly boost morale and effectiveness. Additionally, these higher end strengths would give Soldiers more time to prepare for future deployment. As our Army continues major combat and stability operations, it is imperative that a fully resourced and capable enlisted, NCO and officer corps be maintained. The Army has also commenced execution of the Army Force Generation (ARFORGEN) model, which thus far has enabled the Army to meet commander demands and proven its potential to generate trained and ready forces in an era of persistent conflict. To better support the (ARFORGEN) model, the Army needs predictable access to Reserve Component (RC) Soldiers who have become, by necessity, an operational force rather than a strategic reserve. To meet its personnel requirements, the Army depends on viable Active and Reserve Component recruiting and retention programs and proven officer commissioning sources.

The Army relies on an influx of new personnel as Soldiers retire or separate from military service. With the help of the Administration and Congress, the Army strives to achieve its enlistment and retention goals. In this effort, the Army has initiated numerous recruitment initiatives; developed programs to facilitate transformation; pushed for consistency in Active and Reserve Component policies; and implemented programs to "affect the influencers" while spreading the concept of "Army Strong." The Army is maintaining a comprehensive and integrated human resource capability that enables appropriate Soldier readiness and well-being. To support this on-going effort, the entire array of AC and RC incentives, compensation, and entitlements are vital to the success of meeting end-strength requirements and must be maintained or expanded.

Recruiting and retention of health care, legal, and religious professionals for all components continues to fall far short of requirements. Enhancement of recruiting and retention incentives is necessary to maintain an adequate number of these professionals.

The National Committee for Employer Support of the Guard and Reserve (ESGR) plays an important role in mediating conflicts between citizen Soldiers and their employers. Therefore, ESGR's efforts must be fully supported. In addition, we must encourage employers to employ and retain our RC Soldiers through incentives such as federal tax credits for employers of mobilized members of the RC.

The Army relies on three separate, essential, and complementary officer commissioning programs: Reserve Officer Training Corps (ROTC), United States Military Academy (USMA) and Officer Candidate School (OCS). Funding for these vital programs must continue. We must also

continue the Military Selective Service Act that provides a data base allowing a rapid mobilization in times of national emergency as well as the Standby Selective Service Boards.

The Association of the United States Army believes that a fully-manned, well-resourced Army is an absolute necessity, and that the Army must continue to build the land forces required to meet the nation's challenges and ensure those forces are sustained. This will ensure that the United States has a land power component to defeat any threat.

**WE THEREFORE RESOLVE to urge the Administration and Congress to:**

- Increase the Active Army end strength to 700,000 as soon as possible
- Increase the Army National Guard strength to 371,000 and the Army Reserve to 215,000
- Continue to fund Army recruiting initiatives to include enlistment bonuses and health care professional incentives
- Support programs designed to affect the influencers and the overall recruiting effort
- Facilitate a stronger partnership of shared military-civilian skills between members of the RC and their employers through tax incentives and continued support of the ESGR program
- Continue to support ROTC, USMA and OCS commissioning programs
- Fund the expansion of non-dual status full time support personnel in the Reserve Component to staff key readiness support positions.