The Soldier: Centerpiece of the United States Army

An AUSA Torchbearer Issue
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The U.S. Army continues to be a decisive component of America’s national security strategy and a critical part of the joint team. At the heart of the U.S. Army are its Soldiers—the centerpiece of its formations and the foundation of the nation’s combat power. At a House Armed Services Committee hearing in September 2004, Colonel Michael Linnington, who served as a 101st Airborne Division (Air Assault) brigade commander in Iraq, testified: “It was not uncommon for my Soldiers to be rebuilding schools and medical clinics during the day and conducting mounted and foot patrols at night, or fighting insurgents in one part of town while assisting with elections in another. . . . In all of these operations, our Soldiers performed magnificently with courage, dedication, selflessness, compassion and respect for the Iraqi people.” It is no wonder that TIME magazine, in its issue of 5 January 2004, named the American Soldier as the TIME “Person of the Year.”

The American Soldier—active, Army National Guard, Army Reserve—has consistently embodied all that is good about America. We at AUSA understand and appreciate the values, contributions and sacrifices of our Soldiers. In recognition of their selfless and loyal service yesterday, today and tomorrow, our Council of Trustees is presenting the prestigious George Catlett Marshall Medal to the American Soldier on 27 October 2004 at the AUSA Annual Meeting in Washington, D.C.

In this latest installment of AUSA’s signature Torchbearer series, we highlight the significance of America’s Soldiers to today’s Army and Joint Force and sound the clarion call to make them more effective and survivable by ensuring they have the necessary resources to conduct tough warrior-like training and receive state-of-the-art equipment before they deploy. We hope you find this report a useful resource, and that you will continue to look to AUSA for thoughtful, credible analysis of contemporary national security issues.

GORDON R. SULLIVAN
General, USA Retired
President
EXECUTIVE SUMMARY

The American Soldier remains the centerpiece of our combat systems and formations and is indispensable to the Joint Team. . . . The Soldier—fierce, disciplined, well-trained, well-led and well-equipped—ultimately represents and enables the capabilities our Army provides to the Joint Force and the Nation.

Acting Secretary of the Army Les Brownlee and Army Chief of Staff General Peter J. Schoomaker

The Soldier—active, Army National Guard and Army Reserve—is the centerpiece of all Army formations. Soldiers are the most effective, flexible and adaptable asset America possesses; the Army’s best sensor—they receive and process information better than any technology; and the face of the United States overseas. Even in a time of profound change and in a conflict of daunting complexity and diversity, the Soldier is the ultimate weapon system. Making that Soldier more effective and survivable is the top requirement for adapting to a joint and expeditionary environment. A campaign-quality Army begins and ends with the Soldier.

Today Soldiers deployed to 120 countries around the world continue the legacy established in the Massachusetts Colony when the Continental Congress raised the first companies of the Continental Line. These “vanguards of freedom” became the “essence of the Army”—the indisputable, value-based force of Soldiers trained and ready, tough, brave and dedicated to selfless service to the nation. In October 2004, Soldiers remain deployed and forward stationed around the globe, operating in austere, inhospitable environments and decisively engaged in joint and combined operations to protect America’s security.

The Army has long made the recruiting and basic combat training of quality Soldiers a high priority. But to prevail on the battlefield, those Soldiers—those warriors—must continue to receive thorough and comprehensive training as well as efficient and effective equipment. Embedded in the training of Soldiers is the Warrior Ethos: put the mission first, refuse to accept defeat, never quit and never leave behind a fallen comrade. Serving as the foundation of all Army training programs, the Warrior Ethos instills in American Soldiers the will to fight and win. Fundamental to this ethos is the Soldier’s Creed.

The thorough and comprehensive training of our Soldiers is the linchpin to continued success. Rapid technological advances in equipment and weaponry require advanced state-of-the-art training methods and facilities. Training aids, devices, simulators and simulations (TADSS) must continue to evolve and incorporate technological solutions. Rehearsals, a form of training validation that further helps ensure continuing success, must be built into the development of all training systems. The Army must keep virtual, constructive and live training methods at the forefront of its training catalog, ensuring that the methods can be applied in all locations and under all conditions where Soldiers may be expected to fight.

With the emergence of asymmetric warfare as a very great and real threat against U.S. armed forces, every American in military service is a target. As asymmetric war exhorts the use of strengths against adversaries’ weaknesses and turning the adversaries’ strengths into liabilities, Soldiers in what were once considered “rear” areas are now valuable and vulnerable targets. Rocket and suicide-bomb attacks in Iraq since the fall of Saddam Hussein have shown that all deployed Soldiers must be equipped and ready for combat no matter where they are located in the battle zone and without regard for their Military Occupational Specialties (MOS). It is likely that

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1 In a statement on the posture of the United States Army presented to the Committees and Subcommittees of the U.S. Senate and House of Representatives, Second Session, 108th Congress, 5 February 2004.
Asymmetric principles will be used against American Soldiers for the foreseeable future. For that reason, every Soldier—regardless of duty assignment or location—must be equipped as a fighting system, to fight on an asymmetrical battlefield. Each Soldier’s equipment must be modular, interoperable with other equipment, and easily interchangeable and sustainable in the battle area.

A Soldier is a warrior and a member of the best trained and equipped team; flexible, adaptive, confident and competent in warrior tasks and drills; and proficient in required skills for current duty position in unit of assignment. A Soldier lives the Warrior Ethos, grounded in Army Values and prepared to close with and destroy the enemies of the United States in close combat. If Soldiers, as the centerpiece of the Army, are required to perform duties to the standards described above, they must receive the finest support this nation can provide.

Soldiers’ training must replicate the stark realities of the battlefield. Constant training in weaponry and fieldcraft, together with a continuous immersion in the warrior culture, is mandatory. For Soldiers to receive proper training, installations must possess the requisite training sites. Allocations of training ammunition must increase if the Army is to train every Soldier as a rifleman first. The Army must have an equipping system that is adequately funded and quickly adaptable to changes in requirements generated by the asymmetrical response of low-technology threats. It is paramount that programs are in place now to manage the equipping of the Soldier in an integrated, holistic manner. What remains to be done is to fully institutionalize “Soldier as a System” (SaS) as the Army’s management process for Soldier requirements.

The Army must:

- continue initiatives to inculcate the Warrior Ethos culture;
- provide funding for the modernization of training ranges and facilities to accommodate state-of-the-art equipment;
- provide additional Standards in Training Commission ammunition allocations for training to support the Army Chief of Staff’s weapons qualification criteria;
- maintain the momentum of implementing, institutionalizing and funding the Soldier as a System, including requirement and funding consolidation and realignment; and
- institutionalize and program for the Rapid Fielding Initiative as the means to modernize Soldiers and serve as the foundation for a systematic and cyclical approach to fielding, assessing, adjusting and sustaining improved Soldier equipment.

Congress and the Department of Defense (DoD) must:

- fund the DoD budget at 4 percent of the Gross Domestic Product;
- fund the Army budget at 28 percent of the DoD budget, in line with the Army’s larger share of responsibility in the Global War on Terrorism; and
- provide stable and sufficient Research, Development, Test and Evaluation (RDT&E), Operation and Maintenance (O&M) and Procurement funding to meet requirements for training and equipping the Soldier today and improving capabilities for the future.
At the Annual Meeting of the Association of the United States Army (AUSA) in Washington, D.C. in October 2003, General Peter J. Schoomaker, Army Chief of Staff, reminded his audience, “Our Soldiers are paramount. They will remain the centerpiece of our thinking, our systems and our combat formations. We must always remember that humans are more important than hardware. We must always remember that Soldiers ARE the Army.”

Introduction

Soldiers—active, Army National Guard and Army Reserve—are the heart of the Army, the centerpiece of its formations, and the foundation upon which combat power is built. Soldiers today are serving with distinction at home and abroad. Strong in will and unyielding in spirit, they are the very essence of the Army.

Historical Perspective

Since the Army was founded on 14 June 1775, the American Soldier has successfully fought this nation’s wars from Valley Forge to Fort McHenry, Vera Cruz to Antietam, San Juan Hill to Argonne-Meuse, the beaches of Normandy to Pork Chop Hill, Ia Drang Valley to Kuwait, the Shah-i-Kot mountains to Baghdad—from the Revolutionary War to the Global War on Terrorism (GWOT). The lineage of some state National Guard units is rooted deep in the defense of the homeland in the years before independence, and the teaming of “state” and “national” forces has long been the essence of America’s Army. Today Soldiers deployed to 120 countries around the world continue the legacy established in the Massachusetts Colony when the Continental Congress raised the first companies of the Continental Line—“expert riflemen”—and commissioned George Washington to assume command of the new Army and the colonial militia engaged in the siege of Boston. These “vanguards of freedom,” who left their farms and families to take up arms for liberty and justice, became the “essence of the Army”—the indisputable, value-based force of Soldiers trained...
and ready, tough, brave and dedicated to selfless service to the nation. Throughout the 229 years of America’s history, its Soldiers and its Army have made sacrifices, as reflected by the 175 battle streamers that adorn the Army flag. Many have made the supreme sacrifice to preserve peace and the American way of life.

**The U.S. Army Today**

Today Soldiers are deployed and supporting contingency operations in staggering numbers and at an unprecedented pace. More than 269,000 Soldiers remain deployed and forward stationed in 120 countries around the globe, operating in austere and inhospitable environments and decisively engaged in joint and combined operations to protect America’s security. In addition to current combat operations, Soldiers from both the active and reserve components have remained on point for the nation in the Balkans for more than eight years, in the Persian Gulf region for more than 13 years, in the Sinai for more than 22 years and in Japan, Korea and Europe for more than 50 years. The reserve components will comprise more than 40 percent of the upcoming third rotation of Soldiers and their units for Operation Iraqi Freedom (OIF 3).
The Army has long made the recruiting and basic combat training of quality Soldiers a high priority. But to prevail on the battlefield, those Soldiers—those warriors—must continue to receive thorough and comprehensive training as well as efficient and effective equipment.

**Training**

*The Soldiers we train today will be tomorrow’s leaders. . . . We must give our Soldiers and leaders the tools, techniques and procedures to prepare them for that task.*

Sergeant Major of the Army Kenneth O. Preston

Challenging training, focused on wartime missions, prepares Soldiers, leaders and units to deploy and fight as joint combined arms teams and is a key to readiness. The training of Soldiers, crucial to the overall execution of the National Military Strategy, remains the central focus of Army leadership. The training methodology, building upon the very high quality of the Soldiers, is a significant contributor to the victories enjoyed by this nation. Embedded in the training of Soldiers is the Warrior Ethos: put the mission first, refuse to accept defeat, never quit and never leave behind a fallen comrade. Serving as the foundation of all Army training programs, the Warrior Ethos instills in American Soldiers the will to fight and win. Fundamental to this ethos is the Soldier’s Creed.

The Army is putting into place sweeping changes in its basic combat training program, introducing rigorous new drills and intensive work on combat skills to prepare newly recruited Soldiers for combat. Before the missions in Iraq and Afghanistan, new Soldiers could expect months, if not years, of additional training in their assigned units before seeing combat. Today new Soldiers can expect to be in a unit deploying to combat within 30 days of being assigned. The new training regimen includes additional time dodging real bullets, practicing urban combat and conducting extended field exercises, along with more opportunities to fire weapons, including heavy machine guns.

The most striking change is the adaptation to the nonlinear battle field of today. According to Colonel Bill Gallagher, commander of the Basic Combat Training Brigade (BCTB) at Fort Benning, Georgia, “Historically, combat support specialists had been in the rear of the battlefield, far from direct contact with the enemy. The emphasis in their training was more on the technical side of their specialties, not on the combat side. But in missions Soldiers face today, there is no front, there is no rear. Soldiers of all specialties will face direct contact with an adversary.”

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2 “Do You Really Know If That Weapon is Loaded?” *Countermeasure*, April 2004.
The thorough and comprehensive training of our Soldiers is the linchpin to continued success. Rapid technological advances in equipment and weaponry require advanced state-of-the-art training methods and facilities. Training aids, devices, simulators and simulations (TADSS) must continue to evolve and incorporate technological solutions. Rehearsals, a form of training validation that further helps ensure continuing success, must be built into the development of all training systems. The Army must keep virtual, constructive and live training methods at the forefront of its training catalog, ensuring that the methods can be applied in all locations and under all conditions where Soldiers may be expected to fight.

It remains imperative for the Army to consider the impact of training as new requirements and equipment are developed. Where gaps exist in combat capability, the Army must develop, integrate and fund materiel solutions and training resources simultaneously. Generally, any new equipment provided to the Soldier creates an additional set of tasks to be learned and executed. Though superior TADSS and embedded training features may assist the Soldier in learning and executing those new tasks, it is imperative that the materiel and combat developer design the new device or equipment in a manner that actually reduces the training requirements rather than adding to them. One axiom, says William F. Briscoe, director of the Training, Plans and Capabilities Review at Headquarters, U.S. Army Training and Doctrine Command (TRADOC), is “Everybody is going to be a warrior first—everybody is going to have the ability to defend themselves and survive in combat.”

The Warrior Ethos is what quantifies what Soldiers are about today. . . . If you look at what’s going on in Iraq, all Soldiers there are warriors. The mentality that every Soldier is a rifleman first is so, so important.

Sergeant Major of the Army Kenneth O. Preston

An often overlooked and underfunded aspect of training is facility upgrades. For Soldiers to receive proper training, installations must possess the requisite training sites. State-of-the-art training ranges are required to accommodate state-of-the-art weaponry and equipment and to ensure the safety of Soldiers. Recent lessons learned clearly indicate that installations are in need of upgraded Military Operations in Urban Terrain (MOUT) facilities, ranges and convoy training areas to facilitate live-fire training exercises. MOUT facilities, including caves, are required to rehearse tactics, techniques and procedures (TTPs) and the use of robotics in MOUT and cave-clearing operations, and for training to avoid collateral damage to key

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1 As quoted in “Preston delivers first ‘Sergeants’ Time’ message,” Army News Service, 10 February 2004.
sites. Ranges require upgrades to include moving engagements as part of qualification tables; rarely do enemy targets simply pop up and remain stationary. Convoy operations require live-fire engagements simultaneously to left and right flanks, front and rear. Live-fire exercises culminate the formal validation of a unit’s readiness posture. Standards in Training Commission (STRAC) allocations of ammunition must increase so all Soldiers, individually and collectively, qualify more frequently with their assigned weapons and cross-train on crew-served weapons. Live-fire training events must replicate what Soldiers can expect to do in actual combat. Soldiers fight as they have trained.

Company operations facilities—unit orderly rooms and company headquarters that house arms rooms, nuclear, biological and chemical (NBC) rooms, etc.—require renovations and in many cases new construction. As technology produces new equipment, the Army must ensure that adequate and secure storage facilities, designed to facilitate Soldier and unit readiness posture, are provided to units. Design of new facilities should incorporate a fireman’s-locker concept allowing all Soldiers’ and units’ gear to be secured and accessible for immediate deployment on short notice.

The United States is a nation at war, and its Army is on the front lines. At the same time, the Army is transforming into America’s Future Force. In this period of intensified threat, training is as critical as equipment to our Soldiers.

**Materiel**

**Background.** In World War II, the American G.I. went to war carrying the same “web gear” and personal equipment—essentially a woven canvas belt with two suspender-like straps from which a variety of combat weapons and tools were hung like ornaments on a Christmas tree—carried by his father more than 20 years earlier. The U.S. Army in Vietnam carried load-bearing equipment that had slowly and not very imaginatively evolved from that belt carried in World War I. One result of research and development begun early in the Vietnam conflict—load-bearing equipment that was still essentially the same as that of World War I but made of lightweight nylon—was used into the 1980s and 1990s. Technology has since given us more lightweight clothing and equipment, but the total weight carried by each individual Soldier has continued to grow—in some instances exceeding 100 pounds. That 100-pound burden has been placed on the Soldier by the absence of an integrated, systematic approach to Soldier equipment requirements.

The Army deployed to the Persian Gulf in 1990 carrying equipment that was a direct lineal descendant of that carried in Vietnam. The combat uniform incorporated some of the lessons learned from the Vietnam era, and an updated uniform was issued as the campaign progressed. Yet the issued wool boot socks were unchanged since 1945, and Vietnam-era “flak” jackets were still issued to and worn by some Soldiers even though more advanced types of protective devices were commercially available.

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So two concerns were troubling Soldiers, Army leaders and the Army research and development (R&D) community: How much should a Soldier carry during prolonged combat and how can the Army lighten the load while increasing combat effectiveness?

Just as the first war in Iraq ended, the Army Science Board took up the questions of how much Soldiers should carry and, more important, who should decide what and how much. According to the 1991 Army Science Board Summer Study entitled “Soldier as a System” (SaaS):

- The requirement to efficiently and effectively equip the Soldier for combat is as complex as those of the M1 Abrams tank, Bradley fighting vehicle, Patriot missile system and Black Hawk helicopter programs.
- Existing severe equipment mismatches for the individual Soldier are reducing combat efficiency and endangering Soldiers.
- The planned “Block Change” concept of re-equipping the force, wherein no new equipment is issued until enough is procured for the entire Army requirement, is a bad idea.
- Promising new technological capabilities should be exploited to ensure supremacy on the battlefield for the American Soldier.
- The Army should develop and employ wargaming and simulations with emphasis on future Soldier System threats.

The study recommended:

- managing the Soldier as a System, with a general officer in charge; and
- establishing additional focal points, in addition to the TRADOC System Manager, for managing Soldier equipment in a comprehensive way.

The findings and recommendations, although noted and accepted in various circles in the Army, lacked an authoritative sponsoring force to shepherd the recommendations into practice across the Army as a whole. Over the next decade, some of the technology and equipping recommendations were duly researched and made progress in the procurement cycle, but responsibility for individual Soldier equipment and weapons remained decentralized. No general officer was appointed to referee the contests over what and how much to carry. There was still no “godfather” of Soldier equipment.

As part of the analysis of Operations Desert Shield and Desert Storm and of war in general, military observers noted the bow wave of a period of great revolutionary change in military affairs, apparently kicked off by the first war in Iraq. This period of change was dubbed the Revolution in Military Affairs, and in the succeeding decade much that was predicted came true. Predictions of war’s becoming more technologically advanced and systematic were borne out, but training and doctrine evolved and progressed independent of Soldier equipment. America’s Army missed the opportunity to create a systemic approach to equipping the Soldier.

A Revolutionary Undertaking: Managing the Soldier as a System. In 2001, to ensure that the Army remained
relevant and ready, the Army Transformation program began aggressively employing new combinations of concepts, capabilities, people and organizations. In addition to transforming Army culture through innovative leadership and adaptive institutions, the Army recognized that various processes must also change.

Acknowledging the long, evolving understanding that the Soldier-equipping process needed to be transformed, then Army Vice Chief of Staff General John M. Keane directed the Army Staff to treat the Soldier as a system and to take concrete actions to implement this philosophy. Past practices of individual and incremental additions to the Soldier kit would be replaced with holistic solutions. Under the Soldier as a System concept, there would be one central developer and coordinator of requirements for Soldier equipment. Having one overall point of responsibility for a coherent set of measured standards for current and future Soldier modernization initiatives would improve materiel development by eliminating redundancy and waste. At last the Soldier would be viewed as the central system in current and future Army organizations. But achieving that central focus on the Soldier would not be a simple undertaking. Multiple requirements, fragmented equipping policies and incremental funding mechanisms had frustrated innovative thought when it came to putting the best in the hands of the troops. To provide direction and management structure for the SaaS, an Integrated Concept Team (ICT) was formed to meet regularly and to represent those branches of the Army with special requirements. Soon after, Program Executive Office Soldier (PEO Soldier) was established under a general officer to develop, produce, field and sustain everything the Soldier wears and carries.

The “Soldier as a System” Concept. In the last 80 years or so the U.S. national military philosophy had tried to use advanced technology to gain combat superiority and lessen risk to Soldiers. The opening battles of World War II convinced us that to be technologically inferior to the enemy would cost American lives. This point was graphically illustrated in North Africa and Europe, where a German tank could destroy an American tank with a single shot while American shots bounced off the superior German tanks. In the years since World War II, the United States has succeeded in maximizing technological advancement in weapon systems but has failed to capture the potential value of treating our most important resource—the Soldier—as a system.

With the emergence of asymmetric warfare as a very great and real threat against U.S. armed forces, every American in military service is a target. As asymmetric war exhorts the use of strengths against adversaries’ weaknesses and turning the adversaries’ strengths into liabilities, Soldiers in what were once considered “rear” areas are now valuable and vulnerable targets. Rocket and suicide-bomb attacks in Iraq since the fall of Saddam Hussein have shown that all deployed Soldiers must be equipped and ready for combat no matter where they are located in the battle zone and without regard for their Military Occupational Specialties (MOS). It is likely that asymmetric principles will be used against American Soldiers for the foreseeable future. For that reason, every Soldier—regardless of duty assignment or location—must be equipped as a fighting system, to
fight on an asymmetrical battlefield. Each Soldier’s equipment must be modular, interoperable with other equipment, and easily interchangeable and sustainable in the battle area.

While Soldiers continue to be the centerpiece of the Brigade Combat Team (BCT), Soldier modernization efforts have until recently remained narrowly focused on infantry and combat vehicle crewmen. The responsibility for the modernization of Soldiers is spread among the 19 individual TRADOC centers and schools. This has made it difficult for the combat development community to identify and manage Soldier system requirements in a holistic fashion. In addition, individual pieces of equipment needed by Soldiers are defined in a collection of several hundred independent official requirements documents. This has resulted in hundreds of discrete development, procurement and fielding actions. The items of equipment in this uncoordinated effort were not integrated with one another where necessary, not engineered for interoperable use, and not compliant with Army efforts to lower the total Soldier combat load. While the United States is still leading the world at using technological superiority to support Soldiers, uncoordinated application keeps Soldiers from being “all they can be!”

As it is currently being implemented from the equipping perspective, the SaaS consists of the Soldier and all those items of equipment worn, carried (to include man-portable radios and crew-served weapons) or consumed. The SaaS is becoming the foundation for current and future research, development and procurement efforts. From the training perspective SaaS holds out the possibility of equipment that arrives with built-in training modules, so a Soldier can review individual lessons and have training integrated into equipment where appropriate up to unit level. Soldier missions range from home station training, to peacekeeping, to support and stability operations, to full-scale war. For all Soldiers to achieve mission success, the Army must continue to improve these capabilities:

- **Lethality:** The capability to detect, identify, counter, kill or achieve other desired effects against selected targets throughout the full spectrum of military operations, under all climatic conditions and in all operational environments.
- **Survivability:** Provision of effective protection, countermeasures and survivability in the full
spectrum of military operations under all climatic conditions and in all operational environments. All Soldiers must be capable of defending themselves while doing their jobs, even if those jobs do not involve direct combat.

• **Mobility**: Enhancement of movement (both mounted and dismounted), maneuvers and performance of individual tasks across the full spectrum of military operations under all climatic conditions and in all operational environments. This includes efforts to reduce the Soldier’s load to the maximum extent possible.

• **Sustainability**: Maintenance of physically and mentally healthy Soldiers and provision of equipment that is reliable and durable, enhancing the autonomous ability to sustain effectiveness across the full spectrum and duration of military operations. When required, the Soldier must be resupplied under all climatic conditions and in all environments. This includes all the supply, services, and maintenance required for Soldier care, use or consumption.

• **Battle Command Capabilities**: An increased ability to receive, understand and use information provided by the full spectrum of battle command tools and to project possible outcomes or solutions. Improved battle command capabilities will provide an enhanced knowledge of individual tasks and missions, a more complete picture of the battlefield, and the ability for rapid exchange of pertinent information across the full spectrum of military operations under all climatic conditions and in all environments.

**The “Soldier as a System” Integrated Concept Team (ICT).** The Army is now addressing Soldier issues related to Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF). How SaaS relates to each of these imperatives is articulated in a key strategic document called the SaaS Mission Needs Statement (MNS). The SaaS MNS describes revolutionary and evolutionary Future Force modernization requirements. It describes the efforts to achieve Army Transformation objectives of improving the responsiveness, agility, versatility, lethality, survivability, sustainment and interoperability of the Future Force via the individual Soldier. The SaaS MNS also articulates the need for a chartered Integrated Concept Team and process to optimize Soldier effectiveness by fully integrating the Soldier with his equipment.

The ICT is viewed as the management structure for SaaS, with active and reserve component representatives from all major commands, TRADOC proponent installations, PEO Soldier, the Army Staff and the U.S. Air Force, Navy and Marine Corps. Both the Army National Guard and the Army Reserve have individual permanent representatives on the ICT to ensure concerns specific to their components are heard. This decisionmaking body, chaired by the Commanding General, U.S. Army Infantry Center, is reviewing and validating all Soldier requirements to ensure integration and compatibility throughout the Army, with other services and, to the extent possible, with U.S. allies. The ICT will develop and promulgate the SaaS operational concepts and requirements as they are created. The ICT is currently concerned with:
• **Lethality:** SaaS ICT integration of current systems and programs will better leverage existing technology to improve Soldier lethality. Examples of current efforts include individual weapons and munitions; individual sensors, to include night vision devices and sights; nonlethal weapons and munitions; and man-portable, crew-served weapons programs.

![SOLDIER AS A SYSTEM (SaaS) MANAGEMENT STRUCTURE](image)

• **Survivability:** Systems and programs are available to increase the protection and survivability of our Soldiers. SaaS will integrate existing and future R&D, leading to better compatibility of materiel solutions. Examples of current efforts include NBC protective wear, environmental protection (cold and hot) uniforms, fire-fighting equipment, ballistic protection, combat identification, eye protection, personal concealment, and health and medical research programs.

• **Mobility:** SaaS will improve and augment required capabilities by producing smaller, lighter, modular and mission-adaptable integrated components that enhance individual performance across the spectrum and duration of all military operations. Examples of current efforts include load carriage systems, personnel air delivery and waterborne operations.

• **General Performance Enhancement:** The Soldier needs new and enhanced electric power sources, nutrition, cognitive and physical performance enhancers, personal hygiene systems and equipment durability to increase mission duration in all operating environments without resupply. Examples of current R&D efforts include individual power sources (e.g., batteries), power management, water generation, physiological/medical monitoring, microclimate conditioning, rations and ammunition.

• **Command and Control/Situational Awareness/Situational Understanding:** Command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) technology has greatly improved Soldiers’ situational awareness and ability to perform multifunctional tasks. These programs must be improved and better integrated to achieve the maximum benefit. Examples of current efforts include individual radios, global positioning systems (GPS), combat identification, individual training and rehearsal (wargame) programs.

**Consolidating “Soldier as a System” Materiel Solutions.** More than 300 separate requirements documents drive today’s acquisition process for Soldier equipment. This is in sharp contrast to main battle tank and armed helicopter development—
each program involves only one document to input requirements; most other major acquisition programs are also controlled by one requirements document. For Soldier equipment, individual requirements documents established for each item worn, carried or consumed by the Soldier have guided or misguided the separate and uncoordinated acquisition of those items. One key to treating the Soldier as a System is consolidating all the requirements documents into an interrelated system. Ultimately, the system will consist of six Capability Development Documents (CDDs). The Core Soldier Capability Development Document will establish those tasks common to all Soldiers. The five additional CDDs will address unique capabilities: ground, air, mounted, maneuver support and maneuver sustainment, all adding to and complementing Core Soldier capabilities.

Core Soldier System: Capabilities Required by All Soldiers. The Core Soldier System Capabilities Development Document identifies specific capabilities in lethality, survivability, mobility, sustainment, battle command/situational awareness, training, interoperability and reliability needed by all Soldiers. The Core Soldier CDD captures the standard modernization and overarching requirements for providing all Soldiers with fully integrated capabilities as a family of systems (i.e., ground, air, mounted, sustainment and support Soldier programs). Supporting the requirement for a fully integrated Soldier System, the CDD will facilitate development of interoperable systems by establishing validated performance-based capabilities and by aligning the integration of those capabilities into a Soldier System common to all Army components.

Ground Soldier: The Dismounted Infantryman. The Ground Soldier System (GSS) will be the follow-on descendant of today’s Land Warrior program. It will integrate multiple Soldier systems and components. These capabilities include increased command and control (C2), situational awareness (SA), embedded training (ET), lethality, mobility, survivability and sustainability.

To add to Core Soldier capabilities and requirements anticipated for future operations, the GSS will begin network-centric operations at the individual Soldier and small-unit levels. Soldiers will be connected to other Soldiers and to sensors, weapon systems and C2 nodes. The network thus created—the User Defined Operating Picture (UDOP)—will provide Soldiers the information they need to plan and work as a team. Interoperability of Netted Communications and Collaborative Situational Awareness (NC/CSA) with the Future Combat Systems (FCS) and Army aviation systems will give individual Soldiers access to combat multipliers formerly available only to higher-level commanders. Networking of Soldiers, weapons, sensors and external assets enables geographically dispersed small units to collaboratively influence larger areas with greater precision, speed and a broader variety of lethal effects.

Mounted Soldier. The Mounted Soldier System (MSS), a major component of the Brigade Combat Team, will improve fighting capabilities of the crew in combat vehicles. The MSS is a system-of-systems approach to equipping the combat vehicle crewman to fight, survive and win in all future combat scenarios.
The MSS connects crewmen to other weapon systems, to sensors and to mounted and dismounted crew and infantry. Combat vehicle crewmen will require integrated, modular, adaptable uniforms and equipment to protect against laser, NBC, environmental, flame and ballistic threats in the complex missions of the future. The MSS program can meet this need as it integrates current and future equipment items.

Operational capabilities of the MSS will be developed from the current Land and Air Warrior programs using spiral technology insertion when applicable. Examples of these advances may be: hands-free, tetherless communication of tactical information, remote viewing of platform battle command displays and sensors, maximum individual protection from chemical and biological (CB) contamination, and protection from shrapnel, flame and heat. The MSS will provide for improved performance of crew tasks without reducing individual dexterity, tactility and agility.

MSS will evolve from the currently planned Mounted Warrior Soldier equipment. The complete system will link crew members to their vehicles’ sensors and to battle command systems of their individual units. The system, comprising 12 separate subsystems, will provide enhanced lethality, survivability and maneuverability, allowing the Soldier to maintain situational awareness/situational understanding that is transparent to normal operations and simultaneously providing superior protection.

Air Soldier. The Air Soldier CDD will address the unique operational needs of aircrew members for maximized protection from NBC contamination and from flame, heat, munitions and small arms. This CDD also will address the requirement for materiel to reduce complexity, eliminate incompatibilities, and minimize fatigue, stress, weight and bulk associated with previous Aviation Life Support Equipment (ALSE) to enhance aircrew effectiveness and stamina. Additionally, the CDD will address the need for the materiel solution to be modular and tailorable based on the mission to be flown, to facilitate operating throughout the entire spectrum of conflict.

The Air Soldier system will consist of items worn by aircrew Soldiers and items mounted on aircraft platforms. Items worn by aircrew Soldiers include flight uniforms, CB protective equipment, microclimate cooling garments (MCG), ALSE, night vision devices and body armor. Items mounted on aircraft platforms include nonremovable items such as mounting brackets, tubing and wiring, as well as removable items such as microclimate cooling units that are installed for particular missions. Air Soldier items, designed as an integrated system, will replace previous equipment that was issued piecemeal. Air Soldier system capabilities exceed those of all previous ALSE and will provide the capability to conduct future aviation missions in nearly all environmental conditions, minimizing the restrictions imposed by human physiological limitations.

Maneuver Support Soldier. Maneuver Support Soldiers are most often assigned to air defense, chemical, engineer, field artillery, military intelligence, military police or signal units. The Maneuver Support Soldier System (MSptSS) CDD requirements meet both individual combat needs and the job-specific needs of supporting maneuver forces. This CDD for the MSptSS integrates the various Soldier CDDs through
a common architecture and includes the potential for a wearable computer for each Maneuver Support Soldier. It provides job-specific, mission-unique and skill set-peculiar equipment for performing Maneuver Support. This equipment will be interoperable and reconfigurable as “add-on modules” to the Core Soldier combat ensemble, as well as across the family of SaaS. Essential job-specific tools or modules will be provided to the Maneuver Support Soldier at the start of job-specific training, while other items, based on skill level and mission assignments, will be provided later.

The MSptSS, like the Ground Soldier System, will enable network-centric operations at the Soldier level. Capabilities include increased situational awareness, command and control, embedded/appended training, lethality, mobility, survivability and sustainability. The system will improve survivability against projectiles, blast, chemical, biological, radiological and nuclear (CBRN), toxic industrial chemicals and toxic industrial materials (TICS/TIMS) and other hostile environments or hazards. The small-unit common operating picture (COP) will provide information for collaborative operations. Interoperability of the NC/CSA with the Future Combat System (FCS) will give Soldiers access to external assets. Networking of Soldiers, equipment, sensors and external assets enables geographically dispersed units to efficiently support larger formations as they collaboratively influence larger areas.

**Maneuver Sustainment Soldier.** The Maneuver Sustainment Soldier System (MSusSS) will be designed for the Soldiers who repair combat equipment and supply and provide medical services and administrative support to the maneuver force. This equipment will comprise modular add-ons and/or plug-ins to the Core Soldier system ensemble provided to the Maneuver Sustainment Soldier at the start of job-specific training. As many Maneuver Sustainment Soldiers are embedded in combat units, additional mission-specific equipment may be provided. One of the major capabilities the Maneuver Sustainment Soldier System offers is an additional level of protection from natural and manmade contaminants (e.g., cleaning solvents, battery acid, biowaste) commonly used by some sustainment Soldiers. MSusSS will provide both the essential combat capabilities and the mission-specific enhancements needed to operate the sophisticated multinode sustainment upon which complex future operations will depend.

**Funding SaaS as a System**

We are spending over a billion dollars this year to better equip our Soldiers. This is a big investment in Soldiers. Our central focus is on the Soldier.

Army Chief of Staff General Peter J. Schoomaker

DoD funding procedures adapt to changing national security requirements. For the Army to succeed in fielding and maintaining a program or system, streamlined funding responsibilities work best. Today, more than 30 funding lines support development and procurement of Soldier equipment, while the Abrams main battle tank and the Army’s multibillion-dollar Future Combat System are managed with three lines each, and the

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Apache helicopter is managed with one. Simply stated, the Soldier must hope that 30 different budget programs can be woven together in a timely fashion. Until the Soldier is viewed and managed as a system, Soldier programs will continue to struggle for adequate funding. Ultimately, funding should be consolidated and aligned with the SaaS CDDs described above, thus providing the visibility and ability for Soldier equipment to compete for resources with other major weapons systems in the DoD budget process. Possibly a Lead System Integrator (LSI) could then manage acquisition of Soldier equipment—the standard process used for other major weapon systems—to ensure CDDs are met efficiently while advancing new technology as it matures.

**What Is Possible Today**

The Army Transformation Roadmap describes the constant changes needed by the Army to evolve from the Current Force to the Future Force. The Current Force is today’s operational Army. The Future Force is the operational force the Army will become. The Army possesses and refines capabilities to enable the Current Force to conduct joint operations in the near term while it simultaneously develops transformational capabilities for the Future Force. The two activities are symbiotic—as the Army develops the Future Force, it simultaneously brings forward select Future Force capabilities to enhance the Current Force. When applied to hardware this technique is called “spiral development.” Similarly, the operational experience of the Current Force directly informs further progress toward Future Force capabilities. Army Transformation leverages Current Force operational experience, insights from innovative joint experimentation, and science and technology to enhance the Current Force and pursue the Future Force. The Current-to-Future-Force construct provides a framework on which to base smart business decisions that reduce Current Force risks and provide greater capability. While the SaaS concept is focused primarily on capabilities out to at least the Fiscal Year (FY) 2025 timeframe, Future Force efforts are or can be spiraled into the Current Force today. The Rapid Fielding Initiative is an example of how spiral development makes Future Force capabilities available today.

**The Rapid Fielding Initiative.** The Army is not standing still. In response to wartime requirements, it has developed the Rapid Fielding Initiative (RFI), which allows the most recently developed government off-the-shelf military equipment and commercial off-the-shelf items to be packaged in unit sets and delivered to Soldiers as they deploy to operational theaters. This initiative has been tremendously successful because it has provided millions of articles of mission-essential equipment to deploying Soldiers and units in a matter of weeks and months, instead of the months and years characteristic of the traditional long acquisition process. Central to the RFI is the concept of spiral development, through which rapidly developing technologies are selected for additional emphasis to bring them to a point where they can be useful to the Soldier today instead of years in the future. Spiral development, especially in optics, weapons and fabric technology development, has already enabled quantum
# Equipment Fielded During Fiscal Year 2004
## Under the Rapid Fielding Initiative

### Items for All Soldiers

<table>
<thead>
<tr>
<th>Force Protection/Mobility</th>
<th>Force Protection/Mobility (continued)</th>
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<tbody>
<tr>
<td>Advanced Combat Helmet (ACH) and</td>
<td>Door Ram</td>
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<tr>
<td>Accessories</td>
<td>Battle Axe</td>
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<td></td>
<td>Fiber Optic Viewer</td>
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<td></td>
<td>Quickie Saw and Replacement Blades</td>
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<td>Modular Entry Tools</td>
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<td>Double Key – Cuff</td>
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<td>Assault Ladder</td>
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<td>Lethality</td>
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<td>M4/M16 Magazines</td>
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<tr>
<td>Soldier Mission Essential Equipment</td>
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<tr>
<td>Black Fleece Bibs</td>
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<td>U.S. Special Operations Command (USSOCOM)</td>
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<tr>
<td>Silk Weight Underwear</td>
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<td>Hydration System</td>
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<td>Goggles</td>
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<td>Glove System</td>
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<td>Cold Weather Cap</td>
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<tr>
<td>Infantry Combat Boot Type II</td>
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<td>Improved Hot Weather Desert Boot</td>
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<td>Commercial Off-the-Shelf Socks</td>
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<td>Moisture Wicking T-Shirts</td>
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<td>Combat Belt</td>
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<td>Individual Weapons Optics</td>
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<tr>
<td>M68 Close Combat Optic</td>
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<td>(not an individual issue item)</td>
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<tr>
<td>Additional Items for Brigade Combat Teams</td>
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<tr>
<td>Force Protection/Mobility</td>
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<td>Modular Integrated Communications Helmet</td>
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<td>(MICH) Communications Systems,</td>
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<td>Accessories and Repair Parts Kit</td>
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<td>Knee and Elbow Pads</td>
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<td>Grappling Hook</td>
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<td>Lethality</td>
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<td>Weapon Light</td>
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<td></td>
<td>M249 Rail</td>
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<td>M240B Rail</td>
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<td></td>
<td>M122/A1 Tripods</td>
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<tr>
<td></td>
<td>M24 Small Binoculars</td>
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<td>Viper (VECTOR 21) or Mark VII Target</td>
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<td>Location System</td>
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<td>Lightweight Shotgun System</td>
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<td>Multi-band Inter/Intra Team Radio (MBITR)</td>
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<td>M249 Ammo Soft Pack</td>
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<td></td>
<td>M240B Combat Ammo Pack</td>
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<td>Individual Weapons Optics</td>
<td>TA31F-4X Advanced Combat Optical</td>
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<td>Gun Sight</td>
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<td>M145 Machinegun Optic</td>
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What Soldiers have to say about RFI:

- “I feel like we’re being taken care of.” (10th Mountain Division, Fort Drum, New York)
- “It’s like Christmas, it’s all a bunch of new stuff, things we’ve never had. . . . If your equipment is substandard it just makes you work harder to get the job done” (24th Infantry Division, Fort Riley, Kansas)
- “Without the right equipment, you can’t get the job done.” (25th Infantry Division, Schofield Barracks, Hawaii)
- “It boosts morale, helps you feel better prepared.” (1st Cavalry Division, Camp New York, Kuwait)
- “It’s the best feeling in the world,” [Major Tim] Karcher, 7th Cavalry Regiment, 1st Cavalry Division, said of the armor, technology and munitions that safeguard the U.S. force. “We’ve been given the best tools in the world for waging war.” (The Washington Post, 27 August 2004, page A16)

advancement in Soldier lethality, force protection and comfort in both Afghanistan and Iraq.

RFI, as a program (see AUSA Torchbearer Issue Paper on RFI, August 2004), aggressively modernizes individual and small-unit equipment for active and reserve Soldiers throughout the operational Army. By the end of FY 2007, some 840,000 Soldiers in 48 active and 36 reserve component Brigade Combat Teams and their associated support personnel will receive the enhanced capabilities provided by the basic RFI Soldier kit. As validated by the SaaS ICT, the RFI kit contains about 50 essential items that afford the most up-to-date equipment to Soldiers and units at war. The items range from mission-essential equipment such as improved boots, socks and “wick-away” T-shirts, to key force-protection items such as the advanced combat helmet and knee and elbow pads. Also included are critical lethality items such as improved ammunition packs, team radios and advanced weapon optics. Since November 2002 more than 175,000 Soldiers who are supporting Operations Enduring Freedom (OEF) and Iraqi Freedom (OIF) have received the new equipment, dramatically improving their lethality, mobility and survivability on the battlefield. RFI is not simply a wartime effort. It has become the foundation for a systematic and cyclical approach to funding, assessing, adjusting and sustaining Soldier equipment.

Uniforms. The United States Army has adopted a new uniform specifically designed for the unique challenges of today’s combat environments and suitable for the near-term future. The Army Combat Uniform (ACU) is a good example of the Army’s senior leadership receiving battlefield input from Soldiers, evaluating the input, acting on it and distributing a much improved product back to the Soldier in record-breaking time.

I think the ACU [Army Combat Uniform] will be an excellent addition to the equipment we already have. The uniform is more functional. It’s got pockets in the right places that aren’t covered up by your equipment. The digital camouflage—it just blends right in, so that’s going to be a big plus too.

Soldier, 10th Mountain Division, Fort Drum, New York.
The ACU got its start in January 2002 with input from Stryker Combat Vehicle crewmen that battle dress uniform (BDU) pockets were inaccessible in the cramped fighting compartment when the Soldiers were wearing body armor. PEO Soldier experts used Soldier input to design a new combat uniform that solved the pocket problem and addressed other concerns about interoperability of the uniform with body armor and other equipment. After using a compressed test and evaluation schedule on two generations of prototype uniforms, a third version of the uniform was created in the current desert camouflage pattern and issued to the entire first Stryker Brigade as it deployed to Iraq in October 2003. After the brigade had used the ACU prototypes in combat for six months, a team from PEO Soldier went to Iraq to evaluate the practicality and durability of the uniform. A final version was created incorporating both combat lessons learned in Iraq and the new Universal Camouflage Pattern.

The ACU design is based on Soldier input to meet the demands of the current and anticipated future operational environments. Because of its Universal Camouflage Pattern and enhanced versatility, comfort and ergonomic qualities, the ACU will increase Soldier ability to train and fight in future wars regardless of location. The new uniform eliminates requirements to procure uniforms focused on specific climates and environments. The whole process of creating a new uniform concept, testing it, producing it and distributing it in a very short time...
shows how the acquisition process can serve the Soldier instead of being frustrated by bureaucracy.

The ACU is:

• developed with direct and continuous involvement of the Soldier;
• manufactured in the United States, ensuring both high quality and jobs for Americans;
• a potential source of significant Army-wide savings through streamlined procurement of one uniform for all environments. Further manufacturing costs will decrease over time as sewing procedures are refined;
• overwhelmingly endorsed by Army senior leaders and Soldiers testing the uniform; and
• Future Force technology used to enhance the Current Force today.

What Must Be Done

A Soldier is a warrior and a member of the best trained and equipped team; flexible, adaptive, confident and competent in warrior tasks and drills; and proficient in required skills for current duty position in unit of assignment. A Soldier lives the Warrior Ethos, grounded in Army Values and prepared to close with and destroy the enemies of the United States in close combat. If Soldiers, as the centerpiece of the Army, are required to perform duties to the standards described above, they must receive the finest support this nation can provide.

Soldiers’ training must replicate the stark realities of the battlefield. Constant training in weaponry and fieldcraft together with a continuous immersion in the warrior culture are mandatory. For Soldiers to receive proper training, installations must possess the requisite training sites. Allocations of training ammunition must increase if the Army is to train every Soldier as a rifleman first. The Army must have an equipping system that is adequately funded and quickly adaptable to changes in requirements generated by the asymmetrical response of low-technology threats. It is paramount that programs are in place now to manage the equipping of the Soldier in an integrated, holistic manner. What remains to be done is to fully institutionalize “Soldier as a System” (SaaS) as the Army’s management process for Soldier requirements.

The Army must:

• continue initiatives to inculcate the Warrior Ethos culture;
• provide funding for the modernization of training ranges and facilities to accommodate state-of-the-art equipment;
• provide additional Standards in Training Commission ammunition allocations for training to support the Army Chief of Staff’s weapons qualification criteria;
• maintain the momentum of implementing, institutionalizing and funding the Soldier as a System, including requirement and funding consolidation and realignment; and
• institutionalize and program for the Rapid Fielding Initiative as the means to modernize Soldiers and serve as the foundation for a systematic and cyclical approach to fielding, assessing, adjusting and sustaining improved Soldier equipment.

Congress and the Department of Defense (DoD) must:

• fund the DoD budget at 4 percent of the Gross Domestic Product;
• fund the Army budget at 28 percent of the DoD budget, in line with the Army’s larger share of responsibility in the GWOT; and
• provide stable and sufficient Research, Development, Test and Evaluation (RDT&E), Operation and Maintenance (O&M) and Procurement funding to meet requirements for training and equipping the Soldier today and improving capabilities for the future.
Torchbearer Message

The American Soldier, from the disciplined Continental trained by General Friederich W. A. von Steuben at Valley Forge in 1778 to the warrior in Baghdad today, is unique. The Soldier remains the centerpiece of Army combat systems and formations and is indispensable to the joint team. Platforms and organizations do not defend this nation—Soldiers do. Institutions do not transform—Soldiers do. Units do not train, stay ready, grow and develop leadership skills; they do not sacrifice and take risks on behalf of a nation—Soldiers do. The American Soldier, a human being, is the essence of the U.S. Army and a key element of national security leadership.

As we engage in the Global War on Terrorism in this first decade of the 21st century, the nation’s responsibility is to provide Soldiers with the critical capabilities needed for the tough missions ahead. It is imperative that when America’s best and brightest young people are sent to fight, they are equipped with the most practical, efficient and state-of-the-art equipment. This imperative demands that Army training be fully resourced to meet mission requirements and ensure Soldier survivability. The American people, through their government, must provide the Soldier with the best tools for the mission. Without regard for component—active, Guard, Reserve—the Army must resource and modernize the Soldier as a System in a manner befitting the most important weapon platform.

The Army must maintain the momentum to simplify the development of individual Soldier equipment. The U.S. Army Infantry Center, in conjunction with Army Training and Doctrine Command, is consolidating more than 300 separate requirements into six Capabilities Development Documents. This streamlining will yield a simplified set of documents that are easily understood and easily integrated into the budget process and that provide clear direction to materiel developers. Continued support of this initiative and adherence to published timelines are critical to modernization of the Soldier.

The funding that supports development and procurement of Soldier equipment must be consolidated. Soldier equipment programs seldom compete successfully in the budget process and will continue to struggle for adequate resources until Soldier funding is aligned with the Soldier as a System concept.

The continued and incremental procurement, sustainment and modernization of Soldier equipment must also be fully and holistically addressed in the Army’s current resource planning. The Rapid Funding Initiative should be recognized as the means to modernize Soldiers and serve as the foundation for a systematic and cyclical approach to fielding, assessing, adjusting and sustaining improved Soldier equipment.

Adaptive, confident and competent Soldiers, infused with the Army’s values and warrior culture, fight wars and win the peace. It is paramount that programs are emplaced now to manage the training and equipping of the Soldier in an integrated, holistic way.

General George S. Patton, Jr. summed it up best with his appraisal of the American Soldier: “The soldier is the Army. No army is better than its soldiers. The soldier is also a citizen. In fact, the highest obligation and privilege of citizenship is that of bearing arms for one’s country. Hence it is a proud privilege to be a soldier—a good soldier . . . [with] discipline, self-respect, pride in [one’s] unit and . . . country, a high sense of duty and obligation to . . . comrades and to . . . superiors, and self-confidence, borne of demonstrated ability.”

The Soldier—fierce, disciplined, well trained, well led and well equipped—is indeed the centerpiece of the United States Army. The Army must continue the momentum toward making that Soldier more effective and survivable than ever before.

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Warrior Ethos

I will always place the mission first.
I will never accept defeat.
I will never quit.
I will never leave a fallen comrade.

We must remember that Soldiers ARE the Army.

General Peter J. Schoomaker
Chief of Staff, U.S. Army

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