



# WASHINGTON UPDATE



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**Army will announce its plans for the future at AUSA Annual Meeting.** The Army's vice chief of staff said the service will use AUSA's Annual Meeting to introduce its vision for the future.

Gen. John Keane told attendees the September AUSA Institute of Land Warfare Breakfast Sept. 3 that Gen. Eric K. Shinseki, the chief of staff, will unveil the findings of four task forces — strategic vision, manning, modernization and headquarters redesign — during the Eisenhower Luncheon, Oct. 12.

On strategic vision, he said, "We know we have challenges with our heavy forces. ... Our light forces are not as lethal as we would like."

On manning, he said, "We have an obligation in manning those (warfighting) units." Keane said that there would be adjustment in the institutional Army to ensure that occurred.

On modernizing the force, he said, "This is not easy. ... Change costs money to do it. ... We're going to have to make some pretty tough calls." He said the Army was forced to mortgage its modernization program and that 100 programs have been restructured within the recent past.

On headquarters redesign, he said he told Shinseki: "If all we're going to do is move the horses around, I didn't want to do that." When Keane was assured that it would be more than that, he said he plunged into that task force's work with the experience he had brought from his previous assignments in the United States Atlantic Command and XVIII Airborne Corps.

Also during his address, Keane said the Army "is dead serious about developing joint leaders" and that he expected the U.S. Army to remain "the standard by which all armies are judged."

**11,000 retirees eligible for TRICARE supplemental demonstration.** TRICARE will soon be paying some of the health care bills of Medical-eligible retirees as part of the TRICARE Senior Supplemental demonstration program that is to run through 2002.

The retirees must pay to enroll in the demonstration program and buy Medicare's outpatient insurance. The program is expected to be operating in Cherokee County, Texas, and Santa Clara County, Calif., by the spring. AUSA strongly supported this legislation.

**Pentagon to ask schools for access.** During a series of hearings before both the House and Senate Armed Services Committees and the House Veterans' Affairs Committee this spring, recruiters told members of Congress the difficulties they had in gaining access to some public schools. What Congress found during the course of those hearings was that it had little direct control over the action of local public schools.

In the defense authorization bill, Congress will be asking the Defense Department to contact schools to ask for better access.

Defense and Army recruiting officials said they expect the request to take the form of a letter requesting the same access to students and student directories that is provided to colleges and employers.

AUSA testified this spring on the difficulties recruiters in all services were having in getting access to students and student directories.

AUSA chapters have also been involved with various public school boards in helping recruiters meet students and explain what the armed forces offer young people.

**Hale intends to appeal his reduction in rank to brigadier.** The attorney for David Hale said the retired general officer who was reduced in rank by Army Secretary Louis Caldera Sept. 2 intends to challenge that decision in federal court.

Caldera endorsed the unanimous decision of the Grade Determination Review Board that ruled Hale had committed misconduct while a major general.

Included in Caldera's decision was the recommendation that Hale, who pleaded guilty in March to seven specifications of conduct unbecoming an officer and one of making a false official statement, pay back the difference in his retired pay as a major general and a brigadier.

**Shelton confirms NATO dispute over what to do about Russians in Kosovo.** Gen. Henry H. Shelton, in his reconfirmation hearing Sept. 9, confirmed that Gen. Sir Michael Jackson refused to obey the order from NATO's supreme commander to remove Russian forces that took over the main airfield in the capital of Kosovo.

Jackson told Gen. Wesley Clark, "No, I'm not going to do that. It's not worth starting World War III."

Jackson appealed to his own British commander who in turn called Shelton. The senior British commander and Shelton agreed taking the airport was not worth a split in NATO.

Sen. John Warner, R-Va., chairman of the Senate Armed Services Committee, asked, "How do you run a military operation if the subordinates can decide they don't want to follow the supreme commander?"

Shelton called the dispute "troubling" in a time where discipline can be a "matter of life and death."

Warner said the committee would hold hearings on the matter to see if Jackson's refusal was permitted under NATO rules or whether it was insubordination.

The chairman said if the refusal was permissible he would want the rules to change.

**Shelton: 'Stretched to meet commitments.'** The chairman of the Joint Chiefs of Staff was repeatedly asked during his reconfirmation hearing Sept. 9 if the United States had sufficient forces to carry out the national security and national military strategies.

Gen. Henry H. Shelton told the Senate Armed Services Committee that it was important to review the two major theater war strategy and the military was "stretched to meet the commitments" it now had.

He said he expected the Army and the Air Force to be making force structure adjustment in light of the continuing operations in the former Yugoslavia and the need to modernize the equipment that they will need soon.

Shelton added the level of risk in fighting a second major regional war "went to high" during the 78-day air campaign in the Balkans.

The greater impact comes in "the long-time commitment of forces" for peacekeeping and peace enforcement, he said. "It affects Pers Tempo and Op Tempo (personnel and operating tempo)," and the impact is especially felt in "low-density, high-use units."

Sen. Jeff Sessions, R-Ala., asked: "Have you got enough people to do the job?"

Shelton answered, "We still have got in many areas metal on metal contact" when it comes to manpower and money.

For the national security strategy, Shelton said it was important "to look very hard at where we're going to use the military ... and we've got to look very hard at long-term commitments. ... You have to walk it all the way through" in deciding to use the armed forces.

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**What the next post looks like.** The Defense Department site [dmdc.osd.mil/sites](http://dmdc.osd.mil/sites) is now being updated several times a week to make information available to thousands of military families about the next installation they would be moving to.

This is a change from the CD-ROM that was updated twice a year and was available at post family centers for viewing.

Defense housing officials said the information—including photo galleries—is more current and can be downloaded as a package.

**Logistics reform can provide money for modernization.** The Defense Department's top procurement official said logistics is "now more than a \$80 billion slice of the Pentagon's budget, and if we can have a 10 percent impact on those costs, we can save billions... and shift those funds to modernization in combat."

Speaking Aug. 31 to an AUSA symposium on acquisition and logistics, Jacques Gansler, under secretary of defense for acquisition and technology, repeated his description of the department's equipment modernization as being in a "death spiral" that will have an impact in future combat.

Adding to break out of this cycle, the United States needs to reallocate resources and priorities.

He identified three priorities:

1. "Equip the 21st century warfighter with the right equipment. ... It means developing and deploying the reconnaissance and strike weapons. ... It also means interoperability between our forces and our allies."
2. "Accelerate, broaden and institutionalize acquisition reform efforts to optimize our limited resources. ... In other words, to get the money to pay for the 'revolution in military affairs.'" In addition, he cited savings from new rounds of base closures, privatization of military housing and fully implement weapons acquisition reform.
3. "Modernization of logistics... can cut costs and have a huge impact on our fighting men. ... There's an enormous potential here, but I don't believe it will come through incremental change." The key is using rapid transportation and information technology to have the right equipment in the right spot at the right time.

**Staffer offers Army, industry advice on working with Congress or 'ask the Air Force about the F-22.'** A congressional staffer offered the Army and industry a bit of advice Aug. 31 in dealing with Capitol: Remember, "Congress reacts at the gut level" and "make yourself known before bad news."

Vickie Plunkett, a staffer with Rep. Solomon P. Ortiz, D-Texas, said, "We want to get away from the confrontational approach." But if the armed services and industry do not work with Congress, "just ask the Air Force about the F-22."

The House Appropriations Committee did not fund the F-22 for initial production.

Her three guidelines were:

1. "Learn to be proactive. ... Don't let things reach a crisis before you come to the Hill."
2. "You have to get a fear of being accused of lobbying. ... Get to know members. It's a good idea to float ideas before they reach the crisis stage by asking 'what would you think of ...'" She added that the Army and industry should also get to know her personal staff, as well as the professional staff assigned to a committee.
3. "Tell your story—industry and Army. Tell it over and over again." She said it was important to tell that story starting in February and March when the budget has just been released and not just in September when differences between the House and Senate on the authorization and appropriations bills are being resolved. "Tell it in as many different settings and forums as you can."

**Industry offers armed forces lessons on how to save money and improve services to warfighters.**

Industry, such as Walt Disney, has taught the armed forces a number of lessons, including how to maintain facilities, as well as save money, the head of the Defense Department's logistics agency told 200 attendees at an acquisition and logistics conference recently.

Lt. Gen. Henry T. Glisson, agency director, said, "Industry has a lot of the answers the services need" to support troops in the field. He said as his agency's workforce has shrunk from over 65,000 employees to a little less than 33,000. The department found "you didn't need a middleman" to get food, for example, to soldiers.

**Aging civilian workforce is a problem heading into 'train wreck.'** "We've got a train wreck coming at the turn of this decade" the deputy commanding general of the Army's Materiel Command said in describing his aging workforce.

"The average age is 48. ... and guess what, we're not hiring anyone," Lt. Gen. James M. Link told 200 attendees at a special AUSA symposium on acquisition Aug. 31.

Speaking in Falls Church, Va., Link said, this aging problem is noticeable at depots such as Corpus Christi, which repairs helicopters.

One speaker described the problem as: "How do we transfer the knowledge of the workforce that we have today to the workforce we don't have today?"

Jacques Gansler, under secretary of defense for acquisition and technology, added, "The problem here is the old processes and not the workforce" in improving efficiency. "Our success today and the future comes from the hard work and the commitment and quality of the work force and the need and recognition of the reforms that are required."

**TRICARE will be high on agenda because it needs to be more understandable.** The Army's surgeon general said the TRICARE health program "will be high on the agenda" for the armed forces during the next congressional session.

Lt. Gen. Ronald Blanck said, one reason why is because "we need to be making sure TRICARE is more understandable".

In an interview with AUSA, Blanck also said that he expected the current Medicare subvention demonstration to be expanded, as will the Federal Employees Health Benefits Program "or something else like it" and the national mail order pharmacy plan.

Blanck said extending the mail order pharmacy program would not be pitting military retirees against other Medicare recipients, who might not have a prescription provision in their retirement plan, but it would extend a benefit to military retirees that is now available to other federal retirees.

**Prevention now being emphasized, as well as better service, faster claims processing.** Lt. Gen. Ronald Blanck, the Army surgeon general, said that over the next year he expects to see more support staff available — nurse anesthetists and the like — to providers and that this shift would result in better service to soldiers, retirees and their families who use the military health care system.

He also said that having more examining rooms available and used would improve service. "The shift to preventive care is important." Blanck said that this not only keeps health care costs in check, but also makes people feel better about themselves.

Because he does not expect deeper personnel cuts soon, "we may want to have more preventive health officers or support staff and less administrative." He also said more cooperation among the services and also with the Department of Veterans' Affairs should also improve patient care and service. Adding, "The biggest problem is in the support staff as we reengineer. It is a situation that is mitigated by an increasingly aging population" even among military health care beneficiaries. Because of that, Blanck said that the models for future care will be based on population not workload. Blanck, who experienced his own difficulties with the claims process last year, said, "It's getting better. The problem that I had with a hospital overcharging me was not a criticism of TRICARE itself, but a criticism of a hospital and a practitioner who should have known better."

He said that the lesson he learned from the incident involving one of his children "is that we need to better educate soldiers and their families to what their benefits are. I think we are doing that better — Soldiers magazine with the 'Provider' (an illustrated guide to health care) in it, the 1-800 number, partnering for the remote areas and having on the bottom of the Leave and Earnings Statement an e-mail address so that anyone with a question could contact us immediately."

**5,000 soldiers heading to the Balkans will carry their medical information on a tag.** Five-thousand soldiers rotating to Kosovo and Bosnia will be carrying on a Personal Identification Card (about the size of a dog tag) their basic medical information. The Army hopes to put more medical data on the PICs in the future and have them replace reams of paper now kept on soldiers' medical condition.