

C-17s over North Field,  
South Carolina.



1<sup>st</sup> Combat Camera Squadron (Jeffrey Allen)

# A Word from the Chairman

**S**everal articles in this issue touch on transformation, a subject that incites intense interest from various quarters. A common refrain about transformation is that the Armed Forces are not changing quickly enough to meet the challenges ahead (see, for example, “Why No Transformation?” by Andrew Krepinevich found in this issue of the journal). Such critiques offer valuable perspectives but frequently neglect the demands of maintaining a force capable of meeting current threats and the steps already being taken to prepare for the future.

Maintaining the ability to fight and win in two nearly simultaneous conflicts is not only important to defending national interests, but to

providing a force that is flexible and powerful enough to handle the unexpected. Experience shows the difficulty of predicting with any precision what the strategic environment might unfold in ten or twenty years. Surprises occur. Victory does not always go to the strongest. Sometimes it goes to those who rapidly adapt, and our force structure today, based on the two MTW scenario, gives us a hedge against the unexpected.

But we must also make those changes needed to handle emerging threats. Recent alterations to the unified command plan (UCP) provide the organizational foundation to address the most compelling requirements. U.S. Joint Forces

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GEN Henry H. Shelton, USA  
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Command has been established to explore new joint warfighting concepts and to plan, design, prepare, and execute joint warfighting experiments. These changes also created two joint task forces specifically for emerging threats. The Joint Task Force for Civil Support will help Federal, state, and local authorities handle incidents involving weapons of mass destruction. The other joint task force is for computer network defense, and in the future we will have a similar organization for computer network attack.

In addition to these organizational changes, a number of efforts are underway that take advantage of incredible increases in information technology to make our forces more lethal, more mobile, and at the same time easier to sustain. The emphasis is on moving information instead of people or platforms.

Last year the Air Force tested a small forward air operations center that reduced its personnel from 1,500 to 300, equipment from 20 C-141 planeloads to 5 C-17 planeloads, and deployment time from 2 weeks to 2 or 3 days. When put into full operation this new arrangement

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meant putting fewer personnel and less equipment forward, leaving more room to get shooters into the theater.

Transformation efforts not only get us to the fight quicker, but also make our forces more lethal by sharing information. During Fleet Battle Experiment Delta in Korea, Apache helicopters, P-3 aircraft, AC-130 gunships, and Navy and Air Force fighters shared a common operational picture. Access to the same information had a potent effect. This arrangement increased the number of hostile special operations boats destroyed and cut the time needed to accomplish the mission.

The Army has found that networking ground force components produces dramatic results. This capability has reduced unit planning time while increasing agility, lethality, and survivability. The enhanced situational awareness provided by networking allows organizations to focus more on killing an enemy and less on keeping track of their own units. When the 4<sup>th</sup> Infantry Division is fully digitized, it will have 25 percent fewer systems and 3,000 fewer troops, yet be more lethal.



DOD (David C. Mercil)

***USS Bonhomme Richard***  
**leaving San Diego**  
**for Southern Watch.**

The resources to continue and expand our transformation must come from a parallel revolution in business affairs. We have to learn to do things most efficiently and find ways to reduce the costs of everything from stockpiling spare parts to processing payrolls.

We are moving toward a web-based computer system with satellite tracking that will ensure that joint warfighting packages get where they are needed. Now a warfighter stationed anywhere in the world will be able to log onto a computer and order supplies immediately rather than waiting weeks for a requisition to navigate the bureaucracy. Other initiatives include increased use of commercial equipment, greater competition between our civilian work force and contractors to determine who can best perform certain tasks, and eliminating unnecessary infrastructure.

As always success is dependent on Americans in uniform. We must continue to invest in leading, educating, training, and caring for military and civilian personnel and their families. Moreover, we must identify the skills needed for 21<sup>st</sup>

century warfare. Men and women who are now entering the military will serve in a very different institution by the end of their careers. We need to make sure they have the training and tools to do their jobs.

There is a lot of work ahead, but I am confident that we are keeping the right balance between maintaining the forces needed to meet the challenges of today with the initiatives to meet the dangers of tomorrow.

HENRY H. SHELTON  
 Chairman  
 of the Joint Chiefs of Staff