

Good morning Mr. Chairman and commissioners, and thank you for this opportunity to provide input on this important topic. I'm Doctor Milton Houghton, and I'd like to give you a little of my background which I think gives me a unique perspective on this topic. First, I'm a retired Infantry Lieutenant Colonel with almost 32 years of combined active and reserve service. My service included being an infantry platoon leader in Vietnam and an Army Staff Officer. I am also retired from civil service with a little over 30 years of service. Relevant to our topic here is that I spent the last 15 years of my GS career in Army Force Management and am a graduate of the Army Force Management School at Fort Belvoir, VA.

Additionally I was the Reserve Officers Association Vice President for Army Affairs in 2006-2007 and the Department of the Army Civilian of the Year for AUSA Region 7 in 2009. My degree is a Doctor of Management in Organizational Leadership. My dissertation was a study of factors which influence Army Reserve Component mid-grade officers to continue their service in the active reserve. I believe this is the only study on this subject, or at least it was when I conducted the literature review for my dissertation.

During my tenure in Force Management I developed a model that aided in the stationing process for Army Reserve Units. It was built on the premise that when a person joins the Army, they join it to do something and if you can provide them an opportunity to do whatever that something is, you will have a much better chance of retaining them. The readiness record of our command appeared to validate that premise.

The research I did for my dissertation also validated this premise as the number one influencer for continued service was what I called "patriotism" or the desire to continue serving our country. Both are about doing something.

What I believe this all speaks to in the larger picture is the continuance of the "Operational Reserve." Soldiers in the Reserve Component want to do something and the Operational Reserve provides this opportunity.

The ARFORGEN model gives us a good way to maintain a quality operational reserve. I did think it had one minor flaw though in that one of its assumptions was that the same people who were in a unit in year one were still going to be there in year five. The model did not appear to allow for personnel turbulence or personnel system advancement. I think the truth is for a company level organization the lower enlisted grades needed in year five could be found as high school students in year one not in the unit.

What I believed was necessary in this model to be truly effective was a focus on leadership skills during the early years of the process. Sergeants needed to learn how to be good leaders so they could manage the specialists when the specialists were added to the organization. To implement this would require a significant change in how reserve component units report their readiness.

I believe this focus on leadership is critical to the future of the Army. History shows us that the United States enters most armed conflicts with a critical shortage of qualified leaders and with devastating effects. Focusing on leader development as a primary tenant of the reserve component will provide a pool of competent leaders when the Army needs to expand.

From my time in Force Management, I understand how difficult it is for the Army to sell its needs to Congress. Battle Groups, Wings, and Squadrons are easy to portray, but what the

Army needs is people who are capable of performing certain tasks, and that's hard. I believe in the interest of competing with the other services we fall in the trap of letting our gadgets drive our force. Futurist tell us that technology is advancing so rapidly that our equipment will be obsolete before we can even field it.

I'm not arguing that we don't need good equipment. Our soldiers deserve the best equipment we can provide, but more than that, they need the best leadership we can provide and my concern is that fact gets lost in our excitement over the latest toy.

To be effective, I believe the Army of the Future needs to be developed with a focus on the men and women who serve our county and how to give them the best leadership possible.

Thank you for your time.