

# COMMANDER'S HATCH

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## One Team, One Fight, One Future

"United we stand, divided we fall." This simple phrase, nearly trite, nevertheless represents the imperative of the "team of teams" approach to the future that we as an Army, and the Armor and Cavalry Force in particular, must pursue or risk certain failure in nearly everything we do. It has long been obvious to me that teamwork is an essential element of success. Some time ago, it became one of the three pillars of my philosophy of command. We may be tempted to indulge in "hand-wringing" over not having enough resources, but one positive outcome of budget constraints has been that working as a team, at every level, has proven to be a superb efficiency and a strategy for "doing the best we can with less." I think it appropriate, therefore, that in my final commentary as the Chief of Armor I focus on how very critical this notion of teamwork is to our future.

In the post-Cold War era, wars and conflicts in which the United States involves itself have been and likely will continue to be fought by coalitions of nations. Building consensus among allies or coalition partners has become a virtual requirement before the nation will commit the military to any endeavor. The vagaries of modern defense industries and the need to develop compatible systems in an era of rapid modernization have also driven international defense team-building. The Future Scout and Cavalry System is a prime example. The FSCS is an extremely promising project that will meet a

critical combat need for the Army. Two consortia of both U.S. and U.K. companies are working this project. At the strategic level, therefore, team building has become an imperative.

The tailored packages of forces that we either forward station or deploy are never single service. Joint warfare, more than ever, is the rule. The old notions of service parochialism and proponent stove-piping are facing a certain death in light of the realities of modern warfare. These realities have dictated symbiotic relationships in which every service has had to

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emphasize a capability meant to enhance the other. To deploy ground forces, for example, the Navy has had to prioritize fielding of fast surface ships and is dedicating ships to pre-positioned equipment afloat. The Air Force plans to build many more C17 aircraft. Joint doctrine, joint war-gaming, and plain old "joint-thinking" have all supplanted the parochial schools of thought. The Department of Defense is more a team of cooperative services than at any time in its history.

The Armor Force has been a TRADOC leader in forging the combined arms team across the Army. TRADOC has specifically chartered the Armor Center to be the integrator for the entire mounted combined arms team. This mission has necessitated close cooperation with the Infantry, Engineer, and Field Artillery Centers as well as with the Combined Arms Support Command (CASCOM). Major General Ernst, Commander of the Infantry Center, and I agree that the relationship of the two combat maneuver arms has never been so healthy. I hope this remains an enduring legacy. There is now an inborn realization that no two arms can go it alone.

The psychological and real shock effect that heavy forces on the ground provide is increasingly appreciated. Force planners and those who tailor packages for deployments routinely conduct the METT-T analysis unique to a given situation in determining the mix of forces required. The cooperative effort of the Infantry and Armor schools in doctrine and force developments has never been greater. The ongoing work in reviewing and developing the mutual roles of armor and infantry in urban warfare is one such example. We have had to closely integrate our efforts along the heavy and light axis of the Army Experimental Campaign Plan.

CASCOM has evolved the professional development of its leaders to better equip them to support the maneuver arms. One indicator of this is that there are now

more service support officers in the Armor Captain's Career Course (AC3) and I am gaining acceptance of the idea that all forward support company commanders of the evolving Force XXI CSS design should attend AC3. The cooperative work on this design is itself an indicator of forward-looking combined arms thinking. The notion of combined arms, a philosophy long extolled but more rarely practiced, is another team effort with substance and we, the Armored Force, are leading the way.

"One team-one fight-one future." This motto clearly states the imperative for integrating Active and Reserve Components and for the AC/RC teaming initiatives taking place in our Army today. Over half of the Armored Force is in the Army National Guard. The active armored force structure now contains fewer tank battalions than were required to fight during Desert Storm. However, the ability to fight one such major regional conflict and respond to a second peacekeeping operation is the minimal requirement of our national military strategy. The conclusion is obvious: our national security strategy cannot possibly be met without planning for employing Army National Guard Armor forces. This reality is helping to speed the dissolution of long held parochial interests and prejudices which the Army can no longer afford to hold.

Burgeoning AC/RC integration is a clear indicator of how the Total Armor Force has transitioned from concept to reality. There is a great demand for AC Armor officers to fill AC/RC billets. An Active Army LTC recently completed his initial year in the first ever AC command of an ARNG cavalry squadron and there are future plans for National Guardsmen to take command of AC tank battalions. Enhanced Separate Brigades (ESBs) of the ARNG are now linked under AC Division HQs. Enhanced brigades from North and South Carolina and Georgia have been stood up under the 24th Infantry Division (M), headquartered at Fort Riley with a forward HQ at Fort Jackson. The same arrangement has applied to the stand up of the 7th Infantry Division (L) with light ARNG brigades from Oregon, Oklahoma, and Arkansas. The AC Division HQs will exercise Training Readiness Oversight of the ARNG ESBs starting in FY 00, to include METL approval, issuance of training guidance, and approval of training plans.

Divisional teaming between AC and RC units is another aspect of the "one team-one fight-one future" philosophy of the

Total Army. Mutual support between AC and RC divisions promises to improve METL proficiency for reserve component units and to relieve the burden of prolonged deployment on the active component. The 40th Infantry Division (CA ARNG) has integrated its soldiers into the 4th Infantry Division for NTC rotations and has also provided OC augmentation. The 49th Armored Division headquarters (TXARNG) is preparing to assume the Bosnia SFOR mission next year. 3rd ACR will be subordinate to the 49th AD for this mission. The teaming relationship between the 49th and the 1st Cavalry Division, the current SFOR, has given the 49th AD a great advantage in preparing for next year's transition. The two teamed divisions have shared TADSS to support aspects of the current deployment. This TADSS sharing has resulted in over half a million dollars cost savings. Just two months ago, the Army announced the teaming of the 10th Mountain and 29th (VA ARNG) Infantry Divisions and the 3rd and 28th (PA ARNG) Mechanized Infantry Divisions. The Army is, and has to be, clearly committed to this approach.

The Armor Center and School has also witnessed a significant increase in its already robust RC support mission. This year we expect to train nearly 60,000 USAR/ARNG soldiers from 22 states. The RC's demand to participate in our virtual training program has grown every year since its inception five years ago, and now exceeds our planned capacity. One of the ARNG's 15 enhanced brigades and its only Cavalry Regiment, the 278th ACR (TENN ARNG), relocated its MATES to Fort Knox this year and is currently conducting its AT here as well.

ARNG officers have been the greatest beneficiaries of the Fort Knox Army lead in distance learning initiatives. The asynchronous phase of AC3-DL has been ongoing since last December. It has allowed ARNG officers to receive the same quality instruction as AC officers but with the convenience and cost savings of doing it from their home PCs. A key component of the "One Team" Mounted Training Strategy we are developing in cooperation across TRADOC is inclusion of the ARNG with special attention to its unique requirements and capabilities.

More evidence of increasing teamwork in support of the nation's defense can be found in the military's growing partnerships with civilian communities and the defense industry. The vertical and lateral cooperation between industry and the force has increased greatly due in large

part to acquisition reforms and the ability to accelerate production cycles on proven technologies or off-the-shelf technologies. The concept of teamwork, however, must extend to the lateral relations within industry itself. Industry is discovering that cooperation with "competitors" can often be a "win-win" situation. Mutual benefit has also been the attraction for cooperation between the military and civilian communities as well. For example, the distance learning initiatives of the Armor School have involved significant joint effort with major academic institutions to include the University of Louisville, the University of Kentucky, Western Kentucky University, and UCLA. The training advantages of working with the civilian community extend to the training support base in terms of privatization, commercialization, and sharing of resources, all of which Fort Knox and other installations pursue as part of this decade's Defense Reform Initiatives.

Here at the Armor Center we are the experts in providing institutional support; it is our main reason for being. We facilitate the teamwork of which I have written. I encourage you to use the Armor Center Points of Contact, whose phone numbers and e-mail addresses appear on Page 2 of every *ARMOR* Magazine, for whatever assistance and information requirements you may have. Moreover, I ask that you become a frequent visitor to the Armor Center Home Page at <http://147.238.100.101/>. Armor field grade officers are also invited to subscribe to the ARMORNET, which is a moderated net listing designed to be an open forum for discussing a broad range of issues pertinent to the Force. You may apply for subscription by using the designated link found on the Home Page.

The broad, varied, and enduring team efforts I have spoken of are in no way meant to describe the relations of faceless entities and organizational wiring diagrams. People are the engine that drive every aspect of the advance towards "one team-one fight-one future." Teamwork is inherently a dimension of human relations requiring the sincere commitment of soldiers, sergeants, officers, and civilians to make it work. We are, have been, and always will be in the people business. The power of America, its military, and the Armored Force continues to depend on the quality of our soldiers and our ability to consistently integrate technology and concepts into the battlefield in a coherent manner through training.

Forge the Thunderbolt!