

**RECORD VERSION**

**STATEMENT BY**

**MAJOR GENERAL JOHN B. SYLVESTER**

**DEPUTY CHIEF OF STAFF FOR TRAINING**

**UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND**

**BEFORE THE**

**SUBCOMMITTEE ON NATIONAL SECURITY, VETERANS  
AFFAIRS, AND INTERNATIONAL RELATIONS**

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**BIOGRAPHY FOR**  
**MAJOR GENERAL JOHN B. SYLVESTER, U.S. ARMY**  
**DEPUTY CHIEF OF STAFF FOR TRAINING**

Major General John B. Sylvester was born at Fort Jackson in Columbia, South Carolina. He graduated from Texas A&M University in the Class of '67, and entered the Army as an enlisted soldier.

He was commissioned from Infantry OCS at Fort Benning, Georgia in 1968. After attending the Armor Officer Basic Course at Fort Knox, Kentucky, he was assigned to the 2d Battalion, 13<sup>th</sup> Armor and later the 1<sup>st</sup> Armored Division Headquarters at Fort Hood, Texas, serving consecutively as a Tank Platoon Leader, Battalion S3 (Air), Tank Company Commander and later Aide de Camp to the Commanding General. In 1970, he was assigned to the 2d Squadron, 11<sup>th</sup> Armored Cavalry Regiment in the Republic of Vietnam, as a Platoon Leader. Returning from Vietnam in 1971, he served in the 194<sup>th</sup> Armored Brigade at Fort Knox, where he commanded a Tank Company in the 5<sup>th</sup> Battalion, 33d Armor, and later a separate Armored Cavalry Troop, I Troop, 17<sup>th</sup> Cavalry.

Subsequent assignments have included additional Air and Armored Cavalry Platoon and Troop Command in the 11<sup>th</sup> Armored Cavalry Regiment, US Army Europe; Senior Maneuver Instructor at the Field Artillery School at Fort Sill, Oklahoma; Instructor in the Department of Military Instruction at the US Military Academy at West Point, New York; G3 (Operations) Officer at the Headquarters, AFCENT Reserve Corps, Maastricht, The Netherlands; Brigade S3 of the 4<sup>th</sup> Brigade, 4<sup>th</sup> Infantry Division in Wiesbaden, Germany; and Commander, 1<sup>st</sup> Battalion, 68<sup>th</sup> Armor in Wildflecken, Germany.

Upon graduating from the United States Army War College in 1987, Major General Sylvester assumed duties as Director, Joint/Combined Unit Training, Headquarters, US Army Training and Doctrine Command, Fort Monroe, Virginia. He was the Commander of the 1<sup>st</sup> (Tiger) Brigade of the 2d Armored Division from 4 October 1989, and commanded the Brigade during Operation Desert Shield/Storm, attacking to destroy Iraqi forces and sieze Kuwait City with 2d Marine Division. He inactivated the Tiger Brigade on 20 May 1991 and reactivated it on 21 May 1991, redesignating it the 3d (Grey Wolf) Brigade, 1<sup>st</sup> Cavalry Division. Major General Sylvester retained command of that organization until October 1991. From October 1991 until January 1993, Major General Sylvester served consecutively as the Director of the Command and Staff Department and Chief of Staff of the US Army Armor School at Fort Knox, Kentucky. From January to November 1993, he was the Director of the Center for Army Tactics, US Army Command and General Staff College at Fort Leavenworth, Kansas. Departing for Fort Riley, Kansas, Major General Sylvester served for a year initially as the Assistant Division Commander (ADC) for Support, and then as the ADC for Maneuver of the 1<sup>st</sup> Infantry Division, the Big Red One.

In November 1994, Major General Sylvester assumed duties as the Deputy Chief of Staff, G2/G3 of the Allied Command Europe (ACE) Rapid Reaction Corps (ARRC) in Rheindahlen, Germany, and subsequently deployed to Bosnia-Herzegovina on NATO's first operational deployment for Operation Joint Endeavor in December 1995. From September 1996 until September 1998, Major General Sylvester served as the Director of Operations at Headquarters, Allied Forces Central Europe (AFCENT), Brunssum, The Netherlands. His most recent assignment, from August 1998 until July 1999, was the Assistant Chief of Staff, Military Operations, Headquarters, Stabilization Force, Sarajevo, Bosnia-Herzegovina.

Major General Sylvester's awards include the Defense Distinguished Service Medal with two Oak Leaf Clusters, the Silver Star, the Legion of Merit with two Oak Leaf Clusters, the Bronze Star Medal with V Device (with one Oak Leaf Cluster), the Ancient Order of St. Barbara, and the Honorable Order of St. George.

Major General Sylvester and his wife Becki have one daughter, Tina Marie, who lives and works in Washington, D.C.



Mr. Chairman, Members of the Committee. I am Major General John B. Sylvester, Deputy Chief of Staff for Training, U.S. Army Training and Doctrine Command (TRADOC), Fort Monroe, Virginia. I appreciate the opportunity to testify on the Army's training.

TRADOC has two primary missions: to prepare the Army for war and be the architect of its future. Our primary mission is to prepare the Army for war. Embedded in our missions are the doctrine, training, and leader development imperatives that ensure the Army is the best that it can be and that our soldiers are training and ready.

We accomplish those missions on 16 installations across the United States. We have 27 schools, about 10,000 instructors, and provide training to some 390,000 active and reserve component soldiers. We write the doctrine and the materiel requirements for the Army as well as many joint initiatives. We use the institutional training base to help ensure the intellectual effort and the insights from each of the Army's military branches are molded into effective combined arms operations.

TRADOC was created in 1973 in response to a general malaise that had been steadily occurring in the Army probably since the end of World War II. By the time of the early 1970s, Vietnam had taken its toll and doctrine,

training, equipment, and force design were outdated or irrelevant. TRADOC created and carried out sustained programs of training reform, doctrine revision, and equipment and force modernization. The Army of Excellence that conducted Operation Just Cause in Panama in 1989 and Operation Desert Storm in the Persian Gulf in 1991 was the result. Profound change continues today through Army Transformation and in recognition of a changing battlefield.

I am here today representing the Army's institutional training base. The U.S. Army Training and Doctrine Command is responsible for institutional, unit, and self-development training programs for all soldiers, leaders, civilians, and units. My direct scope of responsibility is staff supervision of our schools such as the U.S. Army Chemical School at Fort Leonard Wood, Missouri, and individual training of active duty, reserve component, and international military student personnel.

I am accompanied today by (Colonel Patricia Nilo, Commandant) (COL xxx, Assistant Commandant) of the Chemical School, who brings technical expertise to the subject of the hearing, to discuss the Army's training on individual protective equipment, specifically the M40-Series Protective Mask. The November 1999 report from the Joint Service Integration Group Process Action Team on the protective mask identified areas of concern with technical manuals and

technical orders on preventive maintenance; insufficient individual training to maintain fielded protective masks, leadership emphasis on training and maintenance of the masks, and storage. I will briefly address these areas of concern.

### **Enlisted Training**

We regard institutional training as the foundation for our training system. Our Basic Combat Training contains three hours of hands-on instruction on the Mask, including Preventive Maintenance and mask care and cleaning procedures. Additionally, all enlisted soldiers are required to pass a hands-on test on Preventive Maintenance before they can graduate from Basic Combat Training. The preventive maintenance is initially trained in our schools and sustained in the units. Without sustained practice, however, these hard-won skills diminish, and require additional training. One of the techniques we use to encourage training is the Common Task Test (CTT). This is a standardized, hands-on test given by the units annually. When a task is selected for the CTT, soldiers practice until they can meet the test standards. **The task, "Maintain Your Assigned Mask" will be considered for the FY 02 Common Task Test during\_\_\_\_\_**

### **Officer Training**

**Our Second Lieutenants receive Protective Mask Preventive Maintenance training during their Pre-Commissioned phase of training, not during their institutional instruction. However, some schools have instituted refresher training on this task and the young officers are tested in a hands-on mode. We are considering mandating instruction in the proposed Combat Arms Officer Basic Course being considered at Fort Benning in FY 01.**

#### **Using the Operator's Manual**

Technical Manuals are developed and issued for each piece of equipment fielded by the Army. This is a bedrock of Army maintenance. The TM provides all needed information for operating and maintaining the equipment. For any equipment, it is critical to use the technical manual for performing Preventive Maintenance to ensure no steps are missed and proper actions are completed.

#### **Leadership**

Correctly performed and timely Preventive Maintenance is important for the successful operation of all equipment. It is especially critical to the correct operation of the Protective Mask. The U.S. Army Chemical School's Functional Area Assessment has identified a number of issues that can only be corrected by additional command emphasis. Mask Preventive Maintenance is an issue that fits under this category. **An action plan for increasing the emphasis will**

**be created, and promulgated to the Warfighting Organizations.**

### **Centralized Storage & Maintenance**

In the past, units have established NBC Rooms containing centralized NBC equipment for storage and maintenance. Now, units issue NBC Protective Equipment to soldiers to store and maintain. An NBC Specialist or NCO is assigned to the unit to conduct training and advise the commander on NBC. At times, the NBC Specialists are below the rank they should hold and do not have training specifically for the maintenance and repair tasks they must perform. A revised training program will be fielded in FY 01 that meets this training deficiency. This revised NBC Defense Course is a two-week course for training additional duty NCO and Officers, with a one-week NBC NCO module specifically geared to train the maintenance and logistics tasks required by unit NBC NCOs. The highlight of this program is a CD-ROM Job Aid containing NBC references, tasks, and required forms, carried away by the students attending the one-week add-on module. Students attending the Chemical Basic Noncommissioned Officer Course will also receive the CD-ROM.

### **Future Protective Masks**

Future protective masks are envisioned which contain a number of improvements to the current system of masks.

Among the improvements are: reduction of sharp edges, such as eye lens retraining rings and drink tube connecting blocks, expanding the wearers vision by using a single eye lens, streamlined maintenance and the ability to drink larger volumes of both hot and cold liquids.

Training is the core of readiness. It defines success on any battlefield and we could not be more proud of our soldiers, leaders and civilians. Despite all the resource challenges we are presented with and the profound effort to transform the Army to provide the National Command Authority a capability to meet future operational environments, schools such as the U.S. Army Chemical School continue to produce the best trained and best led soldiers in the world.