



Office of the Secretary of Defense
Reserve Forces Policy Board
Quarterly Meeting Minutes



Wednesday, 4 June, 2014

Location of Meeting: SecDef Conference Room 3E863 (Pentagon)

Members Present

1. MajGen Arnold Punaro, USMCR (Retired) – Chairman
2. MG Marcia Anderson, USAR - Deputy Chief Army Reserve (IMA)
3. SGM Michael Biere, USAR - Enlisted Military Advisor to the Reserve Forces Policy Board (Non-voting)
4. VADM John Cotton, USN (Retired)
5. Gen John Handy, USAF (Retired)
6. The Honorable Grier Martin, Member North Carolina House of Representatives
7. MajGen Darrell L. Moore, USMCR
8. Mr. Sergio Pecori - President & Chief Executive Officer of Hanson Professional Services Inc.
9. RADM Russell Penniman, USN, Reserve Deputy Commander, U.S. Pacific Fleet
10. Lt Gen Jimmy Sherrard, USAFR (Retired)
11. Maj Gen James Stewart, USAFR - Military Executive of the Board (Non-voting)
12. Ms. Maria Vorel, Retired FEMA Disaster Operations Coordinator
13. MajGen Leo Williams, USMCR (Retired)
14. MG William Wofford, ARNG - The Adjutant General of Arkansas

Invited Guests

1. Mr. Dennis Biddick, Deputy Assistant Secretary of the Navy for Manpower & Reserve Affairs and Total Force Integration
2. Ms. Cathleen Berrick, GAO
3. MG John A. Davis, USA, Acting Deputy Assistant Secretary of Defense for Cyber Policy
4. Mr. David Gillespie, A9 Studies & Analysis, Headquarters Air Force Reserve Command
5. MG Scott Gorske, ARNG, Assistant to CJCS for National Guard Matters
6. Mr. John Hastings, Deputy Assistant Secretary of Defense for Reserve Affairs (Resources)
7. RADML Kurt Hinrichs, USCGR, Nominated Board Member
8. RADM Brian LaRoche, USN, Nominated Board Member
9. BG Walter Lord, ARNG, Nominated Board Member/Military Executive (Select)
10. Ms. Michelle Lowesolis, Director, Plans and Integration, Deputy Chief of Staff, Manpower, Personnel and Services, Headquarters U.S. Air Force
11. MG Judd Lyons, Acting Director Army National Guard
12. Mr. John Hastings, Deputy Assistant Secretary of Defense for Reserve Affairs (Resources)
13. Ms. Virginia Penrod, Office of the Under Secretary of Defense for Personnel and Readiness (Chief of Staff)
14. Lt Gen Dave Sheridan, USAF, Special Assistant to Acting Under Secretary of Defense for Personnel and Readiness
15. Ms. Barbara A. Sisson, Assistant Chief of Army Reserve
16. MG Stephen M. Twitty, USA, Deputy Chief of Staff, G-3/5/7, U.S. Army Forces Command
17. Mr. Richard Wightman, Jr., Acting Assistant Secretary of Defense for Reserve Affairs
18. The Honorable Jessica L. Wright, Acting Under Secretary of Defense for Personnel and Readiness

RFPB Staff

1. Col Don Bevis, ANG
2. LCDR Joseph Foley, USCGR

3. CAPT Scott Hanna, USN
4. LT Alisa Harkins, USCGR
5. Col Jay Jensen, USAFR
6. CAPT Steven Knight, USN
7. Col Reidar Larsen, USMCR
8. COL Timothy Lynch, USAR
9. COL Robert Preiss, ARNG
10. LT Todd Smith, USCGR
11. SMSgt Joyce Voyles, USAFR
12. SFC India Boddie, ARNG
13. SFC Ivelisse Rivera-Moya, USAR
14. Mr. Alexander Sabol, DoD Civilian (DFO)
15. Ms. Cindy Tyrie, DoD Contractor

Public Observers

1. LTC John Paul Cook, USAR, OCAR (Chief, Soldier For Life Initiative)
2. CMSgt Jerry Delebrea, USAF, JS (NGRM SEA)
3. Mr. Jason W. Forrester, DASA RA (M&P)
4. COL Leela Gray USAR,OCAR (Chief, LL)
5. Jerome Howard, WHS (Photographer)
6. Gerry Kitzhaber, ASA (M&RA)
7. SGM Gary Martz, USAR, OCAR (SGM, Human Capital)
8. Mr. Bob Smiley, OASD RA PDASD (RT&M)
9. Ms. Julie Small, VBA
10. CAPT Jon Kreitz, USN, OASD RA (Military Assistant)
11. SGM Thomas Luther, USAR (USAR SEA)
12. Mr. Guy Sands-Pingot, OCAR (Director of Human Capital)
13. SGM Mike Schultz, USAR, OASD RA (SGM)
14. Brig Gen Randall Ogden, USAF (Total Force Continuum)
15. COL Carol Loss-Walford, ARNG (G5)
16. Honorable Al Zapanta (Former RFPB Chairman)

0855 - Major General Stewart called the Reserve Forces Policy Board to order and provided the following comments to the membership and guests:

- Major General Stewart announced that the Chairman was delayed and would arrive shortly.
- Major General Stewart recognized key individuals and welcomed members and guests.
- Major General Stewart announced that, “as required by the Federal Advisory Committee Act (FACA), the Designated Federal Officer is present and has pre-approved the opening of the meeting and its agenda.” He also stated that, the meeting was open to the public, welcomed the public and noted that no one had requested to appear before the Board as announced in the federal register notice.

0900 - Major General Stewart provided additional administrative updates to the Board.

0905 - RFPB commenced business in Open Session.

- Major General Stewart introduced the first speaker, MG Marcia Anderson, Chair for the Subcommittee on Supporting and Sustaining Reserve Component Personnel.

0905 - MG Marcia Anderson provided an update from the Subcommittee on Supporting and Sustaining Reserve Component Personnel.

- MG Anderson updated the Board on the progress of its review of Transition Assistance services provided to Reserve Component personnel and the requirements associated with the VOW to Hire Heroes Act of 2011 (VOW Act). MG Anderson noted that the VOW Act is fairly new in terms of implementation and that adjustments are being made by OSD and the Services as more experience is gained working the program. The subcommittee will continue to monitor program progress.
- Ms. Michelle Lowesolis provided an information briefing to Board members on the Air Force's "3 to 1" initiative that combines three separate AF component pay and personnel systems into a single, integrated, service-wide system. Ms. Lowesolis is the Director of Plans and Integration for the Deputy Chief of Staff, Manpower, Personnel and Services, US Air Force.
 - Ms. Lowesolis presented the timeline for implementation; a brief definition of the capability; the key reasons the Air Force needs the Air Force Integrated Personnel and Pay System (AFIPPS); and the expected high level outcomes. AFIPPS, once fielded, is intended to support the personnel needs of over 500K Total Force Airmen from accession to separation, including their compensation.
 - She outlined AFIPPS' evolution since the termination of the Defense Integrated Military Human Resource System (DIMHRS) in 2009, to include establishing the business process architecture, developing extended use cases with associated business rules, and finalizing the problem statement.
 - Ms. Lowesolis stated that program managers have started blueprinting the key processes starting first with the leave process.
 - She expressed her opinion that AFIPPS is the foundation for Total Force Integration. Reserve Component member changes in duty status, increases in pay problems as a result of increased RC use, requirements to reconcile personnel system actions to pay system transactions, and other problems have resulted in a recent decision to accelerate delivery of the system.
 - FOC for the finished product is projected for 2019.
- VADM Cotton applauded the Air Force's initiative to take on the challenge of developing an integrated pay and personnel system, but asked why it would take until 2019 to deploy? He followed up by asking if money was a challenge.
- Ms. Lowesolis described the complexity of mapping out each of the pay and personnel processes employed by the Air Force, noting that the blueprinting of each of those processes had already begun. She also indicated that she didn't believe fiscal resources would accelerate the deployment of AFIPPS.
- VADM Cotton asked that in 2020, after the fielding of AFIPPS, if Ms. Lowesolis saw the potential to consolidate the two separate Air Force Personnel Centers. She replied that she did not feel that a consolidation of the centers was a good option; however, an integrated command arrangement might make sense.

0930 - VADM (Retired) Cotton, Subcommittee Chair, provided an update from the Subcommittee on Ensuring a Ready, Capable, Available, and Sustainable Operational Reserve

- At the request of the Chairman, VADM Cotton presented a follow-up briefing on selected metrics from the Defense Manpower Data Center's Status of Forces Survey of the Reserve Components.
- VADM Cotton highlighted the following general observations: 1) Most Reserve Component members are satisfied with the Military Way of Life, and their families and employers support

- their participation in the military; 2) Given the opportunity, most Reserve Component members choose to stay in; and 3) Reserve Component Service Members, many of whom have served through multiple deployments, continue to support recurring use of the Reserve Components and are willing to serve in support of a wide variety of missions at home and abroad.
- He noted that the 2013 Defense Manpower Data Center (DMDC) data indicated the following:
 - 75% of serving Reserve Component Service Members are satisfied with the Military way of Life. He noted that the RC Enlisted average is 74% and the RC officer average is 82%.
 - 82% of serving Reserve Component Service Members perceive that their families support their participation. He noted that the RC Enlisted average is 82% and the RC officer average is 83%.
 - 72% of serving Reserve Component Service Members perceive that their Spouses support their participation. He noted that the RC Enlisted average is 71% and the RC officer average is 76%.
 - 73% of serving Reserve Component Service Members perceive that their Co-Workers support their participation. He noted that the RC Enlisted average is 73% and the RC officer average is 74%.
 - 69% of serving Reserve Component Service Members perceive that their Civilian Supervisors support their participation. He noted that the RC Enlisted average is 69% and the RC officer average is 68%.
 - 75% of serving Reserve Component Service Members choose to stay in. He noted that the RC Enlisted average is 73% and the RC officer average is 85%.
 - VADM Cotton concluded that after an extensive review of available DMDC data, the Subcommittee confirmed its previous observations regarding RC attitudes: 1) Reservists and National Guardsmen intend to continue their service; 2) Families and employers support RC member participation; and 3) RC members are willing to serve in support of a wide variety of missions both at home and abroad. VADM Cotton concluded his presentation by stating that attitudes are dynamic and continued monitoring of DMDC's data is important to inform future policy decisions regarding RC policies and employment.
 - The Chairman stated that he did not believe there was any data to back up assertions by many individuals within and outside of DoD that the Guard and Reserve were worn out, but that if these assertions surfaced, they should be challenged.

0940 - SGM Michael Biere, Enlisted Advisor to the Chairman, provided an informative briefing on his observations from the Field - Reserve Component Enlisted Attitudes.

- The Chairman tasked the RFPB Senior Enlisted Advisor to provide the Board with a presentation on current discussions and surveys with Reserve Component Enlisted members from units in the field, and to compare these observations to those in the recent DMDC Status of Forces Survey of Reserve Component Personnel.
- SGM Biere surveyed 150 Reserve Component enlisted service members from many different units, services, and geographical areas across the nation.
- He found that his results support the observations made by VADM Cotton with regard to Reserve Component Service Member attitudes.
- While generally positive, SGM Biere identified the following issues confronting Reserve Component Service Members that have the potential to negatively impact satisfaction levels: perceived lowering of Service standards; perceived requirement to use personal time for duty related matters (including non-readiness related required training); and adding an excessive amount of ancillary training requirements.

- Finally, SGM Biere reported that Tricare was an important benefit mentioned numerous times by Service Members and their families as having a significant impact on their level of satisfaction with the military.

0950 - Colonel Robert Preiss, RFPB Chief of Staff, provided an update on the RFPB Active/Reserve Component Cost Comparison Methodology, followed by a presentation on the Air Force Reserve's Individual Cost Assessment Model (ICAM).

- The Chairman asked the RFPB staff to update and recalculate the fully-burdened Active/Reserve Component costs using the FY 2015 DoD Green Book data to update the previous FY 13 comparison presented in last year's (Jan 2013) cost report to the Secretary of Defense.
- Colonel Preiss presented the update and indicated that from the FY 2013 to FY 2015 DoD Base Budget request, per capita Reserve Component costs dropped from 30.4% to 29.6% of an Active Component member's fully-burdened cost.
- He added that costs for both Active and Reserve Component personnel were down, but the cost of Reserve Component personnel was reduced more, making the Reserve Component an even better bargain for the American taxpayer.
- More specifically, the cost of Reserve Component personnel declined 8% from \$100,380 in FY13 to \$92,815 based on FY 2015 DoD Budget Data, while the cost of Active Component personnel declined 5% from \$330, 343 in FY 2013 to \$313,272 in FY15.
- The Chairman offered that some of the expected savings submitted in the FY 2015 DoD Budget request (the Military Personnel Base Pay proposal and Commissary and Tricare savings) have been rejected by Congress and could change the outcome of our analysis.
- Major General Stewart concluded that our effort demonstrates the value of conducting annual recalculations of Active and Reserve Component fully-burdened costs and should be used by DoD CAPE to determine the impact of Department policy changes on the cost of both components.
- The Chairman asked if the numbers could be released to the public. Colonel Preiss indicated that since they were being presented in public, they are now available for public inspection.
- The Chairman also noted that language in both the House and Senate versions of the National Defense Authorization Act require a Commission to Review the Force Structure of the Army and that the Commission would be required to use "Fully-Burdened" and "Life-Cycle" Costs to assess the total cost of Army personnel.
- Mr. Dave Gillespie, from the Air Force Reserve A9 staff, presented an information briefing on the Air Force Reserve's Individual Cost Assessment Model, which is a life-cycle costing model used as a decision-support tool. The model uses the fully-burdened cost elements described by the Board's costing work to determine the cost of an airman from the time they swear in as a new accession until the day they die. This model is being used and is fully endorsed by Air Force leadership.
- Mr. Gillespie noted that ICAM shows huge cost advantages for Reserve Components over the life-cycle, as well as in annual comparisons where Reserve Component costs are roughly 30% of their Active Component counterpart costs.
- He explained that the model has been garnering some attention at the OSD level. The Air Force Reserve A9 staff was asked recently to provide a briefing to both the Assistant Secretary of Defense for Reserve Affairs and Director, Cost Assessment and Program Evaluation.
- Major General Stewart pointed out the commonalities between costing elements used by the RFPB to generate its fully-burdened cost assessments and those found in ICAM. Colonel Preiss further noted that while they were similar, they were developed separately and independently.
- The Chairman directed that the Board continue to monitor the development and use of ICAM.

1025 - Maj Gen James N. Stewart, Acting Subcommittee Chair, provided an update from the Subcommittee on Enhancing the DoD's Role in the Homeland.

- Major General Stewart provided the subcommittee's update on the Presidential Nominating Conventions funding issue.
- He updated members on recent engagements with the National Guard Bureau staff, Office of the Assistant Secretary of Defense for Reserve Affairs, and with representatives from the Department of Justice.
- The Subcommittee presented two recommendations for consideration:
 - The Secretary of Defense should direct the Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs to request the Director of the Bureau of Justice Assistance within the Office of Justice Programs amend their "Large-Scale Security Events" planning guidance to clearly articulate that the National Guard is a key operational stakeholder when conducting National Special Security Events (like Presidential Nominating Conventions) and should be included early in the operational planning process.
 - The Secretary of Defense should direct the Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs to request the Director of the Bureau of Justice Assistance within the Office of Justice Programs amend the "Large-Scale Security Events" planning guidance recommending that city, tribal, or state governments receiving Presidential Nominating Convention funds should identify National Guard support requirements early in the operational planning process to better assist in obtaining the required funding.
- The Subcommittee also recommended further research to determine whether the establishment of predictable National Special Security Event National Guard funding was needed.
- The Chairman directed the Subcommittee to expand their recommendations to consider broader funding concerns versus focusing only on the National Guard's issues.

The RFPB concluded business in Open Session.

The RFPB commenced business in Closed Session.

1035 - Acting Deputy Assistant Secretary of Defense for Cyber Policy Remarks - Major General John A. Davis.

1150 - The Chairman presided over the swearing in of Major General William Wofford as a member of the Reserve Forces Policy Board.

1155 - The Chairman presided over the award ceremony for departing Board members Major General Darrell Moore and Rear Admiral Russell Penniman.

1200 - Cyber Task Group Presentation – Mr. Sergio A. Pecori

1320 - Acting Under Secretary of Defense for Personnel and Readiness Remarks – The Honorable Jessica L. Wright

1430 - Deputy Chief of Staff, G-3/5/7, U.S. Army Forces Command Remarks – Major General Stephen M. Twitty

1530 - RFPB concluded business in Closed Session.

1530 – The quarterly meeting of the Reserve Forces Policy Board was adjourned.



Arnold L. Punaro
Major General, USMCR (Ret)
Chairman, Reserve Forces Policy Board