

21 June 2017

Fiscal Year 2017 Report of June 7, 2017 Closed Meeting
of the Office of the Secretary of Defense Reserve Forces Policy Board
Under Section 10(d) of the Federal Advisory Committee Act

1. The Reserve Forces Policy Board (RFPB) held a quarterly meeting in the Pentagon, Washington, DC on June 7, 2017 in Room 3E863.
2. A portion of the meeting was closed to the public from 9:10 a.m. to 1:30 p.m. The meeting was closed in accordance with provisions outlined by the Government in the Sunshine Act, as amended by 5 U.S.C. § 552b(c)(1) and the Federal Advisory Committee Act (FACA), as amended by 5 U.S.C. Appendix (Executive Order 13526 – Classified National Security Information). The agenda items covered during this period were the presentations from the Chief of Staff Operations, Readiness, and Mobilization, G-33, Headquarters, Department of the Army, G-3/5/7; the Assistant Deputy Chief of Staff for Operations, Headquarters U.S Air Force; the Director, Navy Staff; the Operations Branch Head, Current and Future Operations (POC/F) Plans, Policies and Operations, Headquarters Marine Corps; and the Chief, National Guard Bureau. Secret level discussions were likely as they addressed the military operations; readiness, availability, use, and performance of the National Guard and Reserve; and the future strategies for their use. The unclassified summary of each of the presentations is provided below:
 - a. **Mr. James W. Forbes**
- **Chief of Staff Operations, Readiness, and Mobilization, G-33, Headquarters, Department of the Army, G-3/5/7**
 - Mr. Forbes stated that the Army is experiencing a chasm of experience shortages in its maneuver warfare skills.
 - He noted that the Army performed zero National Training Center armor maneuver rotations from 2003-2011, which means approximately 5,500 Company Commanders and associated personnel that normally would have trained during this period did not receive any experience in joint force on force maneuver warfare.
 - The Army is placing renewed emphasis on maneuver rotations. The Army National Guard will train four armored brigades a year at NTC in support of this emphasis.
 - The Army's ratio of Active and Reserve force composition is now 47% Active and 53% Reserve and requires updated policies to manage the force. The current policies are inadequate. It is anticipated that future force ratios will increasingly emphasize higher percentages of Reserve forces.
 - He concluded by stating that readiness decisions have required the Army and its Reserve Components to move from the ARFORGEN readiness model to the new Sustainable Readiness Model (SRM). The new model will have some aspects of ARFORGEN and tiered Readiness.
 - b. **Major General Scott A. Vander Hamm, USAF**
- **Assistant Deputy Chief of Staff for Operations, Headquarters U.S. Air Force**
 - Maj Gen Vander Hamm provided an update of the use and planned use of RC forces throughout the Air Force and around the world. The Air Force Total Force is continuously engaged globally supporting geographic and functional COCOMs.

- Maj Gen Vander Hamm gave three vignettes of RC units that were able to deploy when called upon and exceeded expectations in their respective theaters of operations.
 - In one instance, a unit was given very short notice deployment orders and was able to deploy within three weeks.
 - This demonstrates the capacity available within the RC.
- MG Orr asked a question about AF Associations and whether or not more would be energized. Maj Gen Vander Hamm stated that associations have never not been energized. The AF is looking at new ways to use associations to address challenges it faces, such as the pilot crisis.
- Maj Gen Vander Hamm also stated that AC/RC integration is not only happening at the squadron level and between units, but also at the highest levels of leadership. The example he gave was Lt Gen Stacie Harris, AF/CVA and Chief of the Air Staff, who is a Reservist.
- The goal of the Air Force is to achieve a seamless Total Force team.

c. **Vice Admiral James G. Foggo, III, USN**
 - **Director, Navy Staff**

- VADM Foggo provided the RFPB with a Fleet Commander's perspective on employment of the Reserve Component as a member of the total force.
- He detailed his perspective as commander of the 6th Fleet faced with the "Three Rs" – Russians, Radicals, and Refugees.
- He discussed numerous operations and exercises, describing how key Reserve Component personnel filled gaps and seams, and provided key capabilities in areas such as medical, chaplain, public affairs, supply, and intelligence/operations fusion.
- VADM Foggo noted Reserve Component personnel provide a significant amount of effective data analytics to the Navy, noting this skillset is not necessarily organic to the Navy and leveraging civilian expertise provides great benefits.

d. **Colonel Jim Gruny, USMC**
 - **Operations Branch Head, Current and Future Operations (POC/F) Plans, Policies and Operations, Headquarters Marine Corps**

- Col Gruny spoke to three main topics related to the Reserve Component. These were:
 - Reserve Component Utilization
 - Role of the Reserve Component in current operations
 - Planned employment of the Reserve Component in FY18 and FY19
- He stated the Marine Corps' intent has been and remains to maximize the use of the RC to in order to provide relief to the AC. The challenge is balancing between the Operational and Strategic use of the Reserve Component. The current employment of the Reserve Component has been on the Operational side of the spectrum, using both units and Individual Augments (IAs).
- A Force Optimization Review is currently underway and will further define requirements when complete, and will maximize strengths of the Reserve Component. The Reserve Component has already been slated for Defensive Cyber Operations with planned locations near civilian sector cyber hubs on the East and West Coasts. Reserve expertise in other areas where Reserves excel, such as advising and assisting, will be explored.
- MARFORRES currently uses a five year Force Generation Model, with one year of employment and 4 years in dwell. Reserve Marines are currently employed around the globe in CENTCOM, AFRICOM, EUCOM, PACOM, and SOUTHCOM AORs, with SOUTHCOM almost entirely handled by the reserves. While funding for reserve operations is at a good level through FY19, it falls off beginning in FY20.

- The success of the Marine Corps Inspector-Instructor (I&) program, which integrates Active Duty Marines with reserve units, was discussed as a program which works very well. A question was also posed regarding the impact of increased operational tempo on retention, with Col Gruny stating that he believed that increased tempo improved retention because most Marines wanted to deploy.

e. **General Joseph L. Lengyel, ANG**
- Chief, National Guard Bureau

- Gen Lengyel provided the RFPB an update on his concerns and continuing issues he sees with the continued employment of the National Guard as an Operational Reserve.
- He stressed that when the Guard is operational, everything is better, including relationships, readiness, experience, morale, recruiting, and retention.
- He noted that approximately two-thirds of the recommendations from the National Commission on the Future of the Army have been completed, as well as about half of the National Commission on the Force Structure of the Air Force recommendations.
- He spoke broadly about readiness, suggesting Army National Guard full-time support should be adjusted and specifically targeted to improve speed of readiness processes, and not necessarily simply an increase in readiness.
- He addressed the need for innovation with the National Guard organization and administration, and briefly described a recently created team heavily leveraging civilian expertise tasked with applying effective business concepts where applicable within the National Guard Bureau.
- He discussed manning issues in pilot and other high-demand career fields, reinforcing the need for predictable, disciplined schedules, though he noted National Guard vacancy numbers are not as bad as those for the active components.
- Gen Lengyel included his recent experience visiting deployed National Guardsmen in the Sinai, and emphasized their feelings of betrayal by the disparate lack of benefits provided to them under the 12304b involuntary mobilization authority.

3. No other actions were taken during the closed portion of this meeting.



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