



OFFICE OF THE SECRETARY OF DEFENSE
RESERVE FORCES POLICY BOARD

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JAN 23 2017

CHAIRMAN

INFO MEMO

FOR: SECRETARY OF DEFENSE

DepSec Action _____

FROM: MajGen Arnold L. Punaro, USMCR (Ret), Chairman, Reserve Forces Policy Board

SUBJECT: Transmittal of Institute for Defense Analyses Report for the Reserve Forces Policy Board titled "Sharing the Burden and Risk: An Operational Assessment of the Reserve Components in Operation Iraqi Freedom."

- The RFPB is a federal advisory committee established to provide you with independent advice and recommendations on strategies, policies and practices designed to improve and enhance the capabilities, efficiency, and effectiveness of the reserve components.
- On September 5, 2012, Secretary of Defense Leon Panetta met with the RFPB and tasked the Board with providing advice and recommendations regarding four questions: the best ways to use the reserve components in support of Defense Strategic Guidance; the right balance or mix of active and reserve component forces; the cost to maintain a strong reserve; and how the Department can achieve cost savings in relation to the reserve components.
- In response, on February 11, 2014, the RFPB delivered a report to SECDEF titled "Report of the Reserve Forces Policy Board on Reserve Component Use, Balance, Cost and Savings: A Response to Questions from the Secretary of Defense," with twelve recommendations concerning Secretary Panetta's questions.
- Recommendation #3 was to study the effectiveness of the Reserve Component. The Board recommended DoD charter an independent and impartial study to assess the operational effectiveness of the reserve components to better understand how well, or how poorly, operational missions were performed in Iraq and Afghanistan after September 11, 2011, and to determine necessary changes to strategies, policies, and practices to maintain or improve their performance. This recommendation was approved and the study was funded.
- The final report for Phase I of the study, titled "Sharing the Burden and Risk: An Operational Assessment of the Reserve Components in Operation Iraqi Freedom" was completed on December 9, 2016 and is provided for your consideration when making future decisions about the Total Force. Primary findings and recommendations of the study are below.

Findings:

1. Analysis of aggregated tactical level data depicted no sizeable differences between active component (AC) and RC forces in measurable metrics.
2. Strategic and operational leaders were generally pleased with RC contributions and performance in support of OIF.

3. DoD was not well prepared for large scale mobilization.
4. Disaggregation of the Time-Phased Force and Deployment Data (TPFDD) and list had major implications to services utilization of RC.
5. Relationships between the AC and the RC mattered.
6. Readiness levels mattered; individual and collective.
7. Friction between AC and RC formations varied.
8. Performance data was not systematically collected/archived DoD-wide.

Recommendations:

1. The use of RC forces should be a major topic of service and Joint Professional Military Education (JPME).
 2. DoD mobilization policies should be revised to establish decision criteria for when mobilizations should favor individual volunteers vice full unit mobilizations.
 3. Infrastructure readiness for mobilizations should be reported.
 4. The DoD should prioritize all opportunities for AC and RC engagement and exercise mobilizations to promote greater trust and confidence across all components.
 5. DoD should permanently establish "Individual Accounts" for all RCs just as it does for ACs.
 6. To the extent possible, RC forces should have the same systems and equipment as their AC counterparts.
 7. The DoD should ensure that operational performance assessments for all operations are captured and maintained by the Joint Staff.
- Phase II of the study, examining the operational effectiveness of the reserve components during Operation Enduring Freedom (in Afghanistan), is currently underway and will be complete in 2017. The RFPB will forward the results as soon as they are available.

COORDINATION: NONE

Attachment:

Institute for Defense Analyses Report, "Sharing the Burden and Risk: An Operational Assessment of the Reserve Components in Operation Iraqi Freedom"

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