

## PRIORITIES

- Priorities for the Near Term:
  - Emphasize a Total Force Policy
  - Formalize the Operational Reserve
  - Improve AC/RC integration as it relates to the National Defense Strategy
  - Enact duty status reform
  - Eliminate disparity in benefits between AC and RC members
- Optimizing the Total Force for the Long Term:
  - Integrate the Reserve Component and enhance Active Component and Reserve Component permeability.
  - Prioritize and maintain RC readiness
  - Continue to include the RC in the Cyber Mission Force
  - Implement Individual Ready Reserve (IRR) management reforms
  - Reinstate RC headspace exemptions and statutory requirements for RC Chief and Director Positions
  - Integrate the RC into the Space Force from the outset to leverage their unique skillsets



## ENSURING A FULLY INTEGRATED, CAPABLE, AND AVAILABLE OPERATIONAL RESERVE



## RFPB ON TOTAL FORCE POLICY

The lack of a comprehensive Total Force Policy for the Department of Defense prevents fully optimizing available manpower and resources to meet the demands of the changing security environment.

- While progress has been made, DoD policies, enterprise practices, and cultural biases regarding the Total Force have not transformed to meet the change in strategic environment—the RFPB reported underlying conditions remain
- Competition differs from Cold War with increased threat and near-peer competitors
- Active Component (AC) is now smaller w/more (& unending) missions
- Parent services rely on the RC in ways that do not align with the NDS:
  - As an Operational Reserve for GFM tasks & day to day support without authorities for competition
  - For strategic depth from the same Operational Reserve structure
  - To be resourced by
    - OCO as operational reserve only for DNE-constrained theater deployment preparation/execution
    - Equipped based on theater rotation schedules and supplemental NGREA, not pacing threat
  - To solve any business enterprise/integration challenges due to AC's misunderstanding/lack of familiarity with RC instead of designing programs for the Total Force as a baseline
    - Business portfolio HR (orders, travel, and inactive duty), Finance, health, IT for part timers
    - Warfighter portfolio: modernization/sustainment of legacy weapons systems (e.g. Block 30 F-16)

## WANT TO LEARN MORE?



visit us at: <https://rfpb.defense.gov/>  
or contact us by phone at 703-681-0600.

- The RFPB is a Federal Advisory Board codified in Title 10, Section 10301
- The RFPB adheres to the Federal Advisory Committee Act (FACA) enacted in 1972

## THE RESERVE COMPONENTS AS AN OPERATIONAL FORCE:

"CAPABLE – ACCESSIBLE – AFFORDABLE"

## RFPB BACKGROUND

- The Reserve Forces Policy Board (RFPB) was established in 1951. The Board is, by law, a federal advisory committee within the Office of the Secretary of Defense. It serves as an independent adviser to provide advice and recommendations directly to the Secretary of Defense on strategies, policies, and practices designed to improve and enhance the capabilities, efficiency, and effectiveness of the reserve components.
- The RFPB is necessary to the Secretary of Defense because the requirements of the NDS exceed the Active Components' capabilities, making it essential that leaders and policymakers understand:
  - Reserve Component (RC) composition (accounts for 38% of the Total Force)
  - The RC provides necessary capabilities at a lower overall cost than a standing full-time force.
  - Challenges Reservists and Guardsmen face when volunteering.
  - The RC provides critical operational capabilities and strategic depth for integrated deterrence and increasing domestic demands in a era of strategic competition.



Army National Guard conducts water crash survival under direction of 160th SOAR Dunker Training instructors.



Army Reserve, 20th CBRN (85% of the Army's EOD and CBRN capability) logistics team guiding a HMMWV into an Air Force C-17



Reserve Marines experience the same Recruit Training, and the same MOS schools as active-duty Marines



Air National Guard provides 36% of Tanker, 34% of fighter, 30% of airlift, and 60% of space electronic warfare capability



Air Force Reserve surges to protect Americans, generating 20% of Air Force capability for just 3% of budget.



Reserve Sailors serve as the Navy's primary source of immediate manpower.



The Coast Guard's only dedicated surge force, the Reserve, is a contingency-based workforce trained locally and deployed globally

## RFPB MEMBERSHIP

- 20 members (18 voting) including a
  - Civilian chairman
  - Reserve Component general or flag officer Military Executive (non-voting)
  - Senior Enlisted Advisor (non-voting)
  - 7 Active or Retired Reserve Officers or Enlisted representatives from each of the Reserve Components;
  - 10 at-large civilian members providing diversity of views and a broad range of involvement in national security matters.



## RECENT SENIOR LEADER REMARKS TO THE RFPB

- Sep 2020: Secretary of the Air Force Barrett
  - Noted utility of fully burdened manpower cost in force structure decisions
- Mar 2020: Air Force & Army Major Command Commanders: Gen. Miller (USAF), Gen. Holmes (USAF), GEN Garrett (USA)
  - Remarks on how current RC authorities do not support Great Power Competition.
  - Army senior leaders do not gain working knowledge of RC strengths and integration until very late in their careers.
- Dec 2019: JSJ5, Lt Gen Allvin – now Gen. and VCSAF
  - Advised on risk of AC/RC mission divergence in NDS
- Jun 2019: Deputy Secretary of Defense Norquist
  - Described the DoD as a balance sheet, highlighted the opportunity cost of AC structure, and how not knowing the fully burdened costs hampers long term strategy.
- Dec 2018: Secretary of Defense Mattis
  - Remarks on reserve component value, strategic depth, utilization, & employer social contract



## RFPB RECENT RECOMMENDATIONS

- Use Specific RC Budget Line Item Numbers to achieve full auditability of procurement funding as required by Congress.
- Use of Fully Burdened and Life Cycle Personnel Costs for all Components in Total Force Analysis and for Budgetary Purposes
- Approve the Board's definition of "Operational Reserve" in DoD Directive 1200.17, "Managing the Reserve Components as an Operational Force"