

Fiscal Year 2016 Report of March 9, 2016 Closed Meetings
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 March 9, 2016 in Room 3E863.
2. A portion of the meeting was closed to the public from 8:20 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 presentations from the following speakers: Deputy Secretary of Defense, Secretary Robert O. Work; Acting Secretary of the U.S. Army, Secretary Patrick J. Murphy; Institute for Defense Analyses, Joe Adams; Senior Advisor to the Under Secretary of Defense for Personnel and Readiness, Performing the Duties of the Principal Deputy Under Secretary of Defense for Personnel and Readiness; and the Chief of Naval Personnel, Vice Admiral William F. "Bill" Moran. The unclassified summary of each of the presentations is provided below:

a. **The Honorable Robert O. Work**
- Deputy Secretary of Defense

- Sec Work stated that the Secretary of Defense came into office with a specific agenda for change while acknowledging a finite timeline.
- Sec. Work defined SECDEF's change areas with four specific goals:
 - Win the war of talent
 - Maintain U.S. technological superiority
 - Review DoD War Plans to question the assumption of priority.
 - Review Better Business Practices encouraging free flow of ideas in and out of the Pentagon.

b. **The Honorable Patrick J. Murphy**
- Acting Secretary of the U.S. Army

- Sec Murphy discussed the total force perspective of the Army, continuing reductions in both personnel and budget, and the conscious decision to trade modernization for readiness.
- He briefly discussed the findings of the NCFA, stating that 40 of the 63 recommendations are absolutely doable.
- He outlined three specific priorities: Soldier for Life, Public/Private partnerships, and Best/Expanded Business Practices.

c. **Joe Adams**
- Institute for Defense Analyses

- Mr. Adams provided an update with findings to-date on a study of RC performance during Operation Iraqi Freedom.
- Chairman Punaro and Maj Gen Zuehlke recommended IDA brief both service chiefs and Reserve Component chiefs upon study completion.
- Mr. Adams continued the update on RC performance during Operation Iraqi Freedom. He reviewed personnel contributions by service; SIGACTS, Casualty data/mishap data, Mobility data, Strike data updates, mission and performance assessments, and lessons learned.

- Mr. Adams concluded with a summary of remaining tasks to further determine trends and identify areas for additional analysis.

d. **The Honorable Brad R. Carson**

**- Senior Advisor to the Under Secretary of Defense for Personnel and Readiness,
Performing the Duties of the Principal Deputy Under Secretary of Defense for
Personnel and Readiness**

- Mr. Carson presented his views on the Force of the Future, some of the systematic issues with the Military Personnel System, the lack of performance measures for talent management, and the effort to address systemic issues with P&R working groups.
- Mr. Carson suggested many problems loom on the horizon for the all-volunteer force. Recruiting and retention will become more difficult as a smaller percentage of society meets eligibility requirements.
- He described the reserve component as operational, and identified the need to track non-military skills of reserve component members.
- He noted the intent of Force of the Future is to change the way the services think about their personnel.

e. **Vice Admiral William F. "Bill" Moran**

- Chief of Naval Personnel

- VADM Moran discussed Navy recruiting and retention, fleet personnel readiness, and plans and initiatives to allow the Navy personnel system to meet future challenges.
- He noted the current DoD bureaucracy was built in the 1950s and is very resistant to change.
- He pointed out that 84% of recruits are legacy, from military families, and while they are generally high quality recruits, this trend does not help diversity.
- He concluded the Navy needs a better understanding of and management system for existing talent. He also noted the service needs flexibility and creative solutions to avoid personnel shortages when the economy improves.

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