

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

AGENDA - Wednesday, July 20, 2022, 2020
Location: Pentagon Library and Conference Center



Members Present

1. Major General Arnold Punaro, USMCR (Ret), Chairman, Reserve Forces Policy Board (RFPB)
2. Ms. Sid Ashworth, Retired Vice President, Northrup Grumman
3. Major General John B. Hashem, U.S. Army Reserve, Military Executive, RFPB (Non-voting)
4. Rear Admiral Miriam L. Lafferty, U.S. Coast Guard Reserve
5. Sergeant Major Peter J. Running, U.S. Army Reserve, Senior Enlisted Advisor, RFPB (Non-voting)
6. Major General Haldane B. Lamberton, Army National Guard, The Adjutant General, Kentucky National Guard
7. Major General Eric S. Overturf, U.S. Air Force Reserve (Ret)
8. Mr. Carlos E. Martinez, Brigadier General (Ret), U.S. Air Force Reserve
9. Major General Susan E. Henderson, U.S. Army Reserve
10. Brigadier General Michele K. LaMontagne, Air National Guard
11. Major General Michael S. Martin, U.S. Marine Corps Reserve
12. Rear Admiral Eric C. Ruttenberg, U.S. Navy Reserve
13. Ms. Michele Lenihan, Executive, Hakluyt & Company (*Open Session only)
14. Ms. Kathy Roth-Douquet, CEO, Blue Star Families
15. Mr. John F. Sampa, Command Sergeant Major (Ret) Army National Guard
16. Ms. Loren D. Schulman, VP, Research, Evaluation, and Modernizing Government, Partnership for Public Service
17. Honorable Dr. Paul N. Stockton, President, Paul N Stockton LLC
18. Mr. Atul Vashista, CEO - Supply Wisdom, and Chairman - Neo Group
19. Honorable Ms. Debra Wada, CEO, Senshi Ame Advisors LLC
20. Ms. Phyllis J. Wilson, President, Women in Military Service for America Memorial Foundation

(* Participated in the Open Session –1140 through 1530)

Invited Guests

1. Honorable Mr. Gilbert R. Cisneros, Under Secretary of Defense for Personnel and Readiness
2. Mr. Judd Lyons, Deputy Assistant Secretary of Defense for Reserve Integration
3. Mr. Lernes Hebert, Deputy Assistant Secretary of Defense for Military Personnel Policy
4. Mr. Thomas Constable, Assistant Secretary of Defense for Manpower & Reserve Affairs

RFPB Staff

1. Colonel Julia Hunt, USMCR, Chief of Staff
2. Mr. Alexander Sabol, DoD Civilian (Designated Federal Officer)
3. Colonel Sean Counihan, USAR
4. Colonel Richard Sudder, ARNG
5. Colonel Gary Beckett, USAFR
6. Colonel Manaal Burge, ANG
7. Captain William McCabe, USNR
8. Lieutenant Commander Samantha Block, USCGR

Other Guests

1. Colonel Jeremy Bukowczyk, Office of Secretary of Defense for Reserve Integration
2. Colonel Charles Johnson, Air Force Reserve Integration

3. Colonel Michelle Watson, Secretary of the Air Force, Manpower & Reserve Affairs
4. Commander Keedah Ray, Coast Guard Reserve
5. Mr. Grier Martin, Senior Advisor to Assistant Secretary of Defense for Manpower & Reserve Affairs
6. Mr. Timothy Orr, Advisor for Intergovernmental Affairs, Director of Staff Office – National Guard Bureau
7. Sergeant Major Robert C. Foesch, Army National Guard
8. Command Sergeant Major, Andrew Lombardo, U.S. Army Reserve
9. Master Chief Petty Officer Timothy Beard, U.S. Coast Guard Reserve
10. Chief Master Sergeant Andrew Smith, U.S. Air Force Reserve

The Reserve Forces Policy Board (RFPB) held a quarterly meeting in Washington, DC on July 22, 2022 in the Pentagon Library and Conference Center, Room B6. The morning session was closed and the afternoon session was open.

0830 – 0915 - Administrative Time

FACA General Counsel, Elaine Crowley

- Briefed the Board Members on FACA process and listed the board positions as well as provided a general description of the duties associated with each board position.

****Start of Meeting****

0915 - Closed Session Opening Comments

- Mr. Alex Sabol, Designated Federal Officer

- Mr. Alex Sabol introduced himself as the Designated Federal Officer, called the meeting to order and announced, as required by the Federal Advisory Committee Act (FACA), that the USO P&R approved the opening of the meeting and the agenda. He also stated that the Board had a quorum and noted no persons had submitted requests to appear before the Board.

- Major General Arnold L. Punaro, USMCR (Ret), Chairman, RFPB

- Chairman Punaro administratively opened the Board to conduct required business. He welcomed members, new members and nominated members, staff, and invited guests. He also briefed the security level of the closed session and the requirements there within.

0930 - Under Secretary of Defense for Personnel and Readiness

- The Honorable Mr. Gilbert Cisneros

- Mr. Cisneros opened by thanking members and acknowledging the importance of their efforts.
- He noted the Reserve Component (RC) is a fully operational force which is faced with an incredibly complex operational and geopolitical environment.
- He stated that the Department of Defense (DOD) has been too slow to evolve and that we may be left behind, especially in the digital environment.
- He noted that we are losing the competition for the digital natives needed for competition in tomorrow's high-tech environment.
- He stated that we must determine how to recruit and retain this talent and posited that the Reserve may be the best avenue to recruit and retain these personnel but cautioned that we must do a better job of controlling the military service narrative by demonstrating the positive aspects of military service.
- Mr. Cisneros noted the importance of thinking through Talent management and recruitment improvements in order to compete with civilian opportunities. He highlighted that the guard and reserve allow the balance of both - a calling to a noble profession and meaningful work while allowing civilian flexibility.
- He also emphasized the importance of improving fluidity or permeability of service to allow members to

move in and out of services, or between active and reserve components which would improve retention of talent.

- Mr. Cisneros highlighted personnel and readiness priorities of the Total Force associated with the lines of efforts from the National Defense Strategy (NDS).
- Chairman Punaro thanked Mr. Cisneros for addressing the board.

QUESTIONS from attendees

- **Mr. Paul Stockton, Chair of Reserve Components' Role in Homeland Defense and Support to Civil Authorities, asked, "How can we support your priorities as aligned to the NDS?"**
- Mr. Cisneros highlighted the importance of focusing on Recruitment and Retention.

0945 – Deputy Assistant Secretary of Defense for Reserve Integration (DASD-RI)

- Mr. Judd Lyons

- Mr. Lyons briefed the general duties of Reserve Integration to include balancing policy and policy oversight with a robust civilian outreach program.
- He further highlighted DASD-RI's oversight of the National Guard and Reserve Equipment Account and the National Guard and Reserve Equipment Report and stressed their importance in ensuring operational parity of weapon systems with the Active Component.
- He discussed authorities for RC access and noted access is not so much an issue given proper authority, but requires appropriate funding associated with the access authorities.
- He also briefed the impacts of RC equipment transfer in support of Ukraine and the ongoing process to ensure payback to RC equipment.
- He stated that DASD-RI introduced a legislative proposal to ensure Title 32 healthcare benefits parity with Title 10 service.
- Then highlighted the new National Defense Strategy (NDS) how it provides an opportunity to draft a new Total Force Policy aligned to the NDS' lines of effort.
- Chairman Punaro stated that the time to execute is now and the RFPB will endeavor to complete this project under the lead of the Total Force Integration Sub-Committee.
- Mr. Lyons then referenced the DoDI 7041.04 re-write which fails to account for the costs of part-time Reserve Component members.
- Chairman Punaro stated that the Personnel Sub-Committee will address the Fully Burdened Life Cycle Costs initiative and its importance to DoDI 7041.01.
- Chairman Punaro thanked Mr. Lyons for addressing the board.

QUESTIONS from attendees

- **Dr. Paul Stockton asked, "CAPE dislikes intangibles, how do we quantify contributions of the RC?"**
- Mr. Lyons highlighted the importance of educating people and changing popular perceptions.

1000 – Deputy Assistant Secretary of Defense for Military Personnel Policy

- Mr. Lernes Hebert

- Mr. Lyons briefed the challenges to recruiting and retention in today's environment. He noted the changing views of military service in America as well as the challenging recruiting market the Defense Department faces.
- He went on to brief that the DOD needs to focus on connecting with the American people provide them an accurate sight picture of military service.
- He briefed recruiting results from October 2021 to May 2022 demonstrating that Reserve recruiting is behind its recruiting goals in every service except the Marines Corps Reserve. He further briefed the data shows the propensity to serve is in decline along with trust in the military.

- He cited recent survey results which depict the top ten reasons to not serve as well as the diminishing pool of candidates who are qualified to serve.
- He also briefed retention figures which are all “in the green” currently but posited that those results are swayed by the economic impact of COVID-19. He further stated that benefits parity with the Active Component is essential.
- Chairman Punaro noted that recruiting and retention are challenging given the increasing costs of paying Active Component members and cautioned that we must not lower standards to achieve goals. He then pledged RFPB support for Duty Status Reform.
- Chairman Punaro asked if the Chairman’s Reserve Positions restoration made its way into a legislative proposal and Mr. Hebert stated that it did not.
- This prompted a general discussion of how the DOD should create Joint Qualified Officers in the Reserve as well a discussion on how we must better define the brand of the military and ensure we streamline accessions and remove barriers to recruiting.
- Chairman Punaro thanked Mr. Hebert for addressing the board.

QUESTIONS from attendees

- **Mr. Sampa posited the why people don’t serve but asked whether there are plans to fix processes between MEPS and Genesis?**
- **Mr. Lyons stated data drawn from Genesis demonstrates it is driving down attrition as it is identifying people who are not qualified to serve, but more data is needed for finding people qualified to serve.**
- **BG Lamberton asked, “Have there been considerations to include joint credit for interagency experience with the FBI?”**
- Mr. Lyons and others noted that some of the challenges reflected with including outside joint credit are due to the department’s inability to verify, regulate or standardized applicable skills.

1100 – OSD-CAPE

- Dr. BrandyAnne Allen

- Dr. Allen covered the development of **DoDI 7041.04** as a part of their “Task 1” which will not speak to reserve related issues since it is not intended to be detailed. There is concern that if it is included it will hang up the approval of the DoDI and it may not be necessary.
- The development of a cost analysis is currently weighing the full-time employment of military members, reservists in a drilling status would not be appropriately covered in this analysis and would skew the results.
- It is CAPE’s intention to provide more detailed information and instruction in a manual that will be easier to update over time than a DoDI.

1130 – Break

1140 – Open Session Opening Remarks

- Chairman Punaro administratively opened the Board to conduct required business.
- Mr. Alex Sabol introduced himself as the Designated Federal Officer, called the meeting to order and announced, as required by the Federal Advisory Committee Act (FACA), that the USD P&R approved the opening of the meeting and the agenda.
- The Sub-Committees were then released to a working lunch from 1145-1330 to develop their prioritized issues for the RFPB.

1300 – Sub-Committee Chair updates to the Board

- Honorable Debra Wada (Personnel Policy Chair) briefed that her sub-committee will continue to support the implementation of a Fully Burdened Life Cycle Cost model, continue to address the Chairman’s Reserve Positions, and prioritize Duty Status Reform.
- Chairman Punaro stated he supports these issues as continued priorities for the Board.
- Honorable Dr. Paul Stockton (Homeland Defense and Support to Civil Authorities Chair) briefed that his sub-committee will focus on the defense of the homeland by examining the resilience of power

projection, resilience of critical infrastructure, and cyber information operations.

- Chairman Punaro stated he supports these issues.
- Major General Hashem noted that the DOD has not previously considered the homeland as a contested environment.
- Ms. Loren Schulman (Total Force Integration Chair) briefed that her sub-committee will examine policy on how to mobilize the Reserve in a post-Global War on Terror environment which no longer enjoys access to Overseas Contingency Operations funding. She stated that we must define the operational reserve, capture key civilian skillsets resident in the Reserve, and rationalize the demand signal for deploying reservists.
- This prompted discussion over reservists' willingness to deploy as well as the inherent pay cut a reservist takes when they go on long term orders.
- Chairman Punaro noted that the demand for the RC will increase as budgets decrease.

1515 – RFPB Closing Remarks

- Major General Hashem introduced the RFPB staff and their duties as well as thanked them for their work on this board.
- He also noted that sub-committees can engage consultants and subject matter experts in their work.
- Chairman Punaro noted that the Annual Meeting will occur on September 28, 2022 and implored the Board to read the classified NDS.

1532 – Meeting Adjourned



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