



National Commission on the Future of the Army
2530 Crystal Drive, Zachary Taylor Building, Suite 5000
Arlington, VA 22202

SUBJECT: Force Generation Subcommittee Meeting 21 October 2015 Minutes

Date: 21 October 2015

Time: 0815 – 1015 hours

Location: TRADOC G-9 Conference Room, Zachary Taylor Bldg, 2530 Crystal Drive, Arlington VA 22202

Attendees:

Commissioner Larry R. Ellis, Force Generation Subcommittee Chairman
Commissioner Robert F. Hale, Force Generation Subcommittee Member
Commissioner Thomas R. Lamont, Force Generation Subcommittee Member
Mr. Donald Tison, NCFA Designated Federal Officer
Ms. Deborah Gantt – Force Generation Designated Federal Official (DFO)
Ms. Cherie Emerson – NCFA Staff Lead
Mr. James Boatner – NCFA Staff
Mr. Sankar Bhattacharjee – NCFA Staff
COL Kelly Peters – NCFA Staff
COL Kurt Weinand – NCFA Staff
COL Richard Miller – NCFA Staff
COL Shane Story – NCFA Staff
LTC Tim Palmer – NCFA Staff
LTC Sean Spence – NCFA Staff
LTC Brian Stevenson – NCFA Staff
LTC Barry Vincent – NCFA Staff
CPT Sarah Moore – NCFA Staff
Mr. Edward Donnelly – Institute for Defense Analyses (IDA)
Ms. Kathleen Conley – Institute for Defense Analyses (IDA)
Ms. Amrit Romana – Institute for Defense Analyses (IDA)

Documents Submitted to Commission: NCFA staff brief: Force Generation agenda 21 October

Meeting Summary

The DFO called the meeting to order at 0815 and discussed the applicability of Federal Advisory Committee Act (FACA) to the NCFA activities. The Force Generation Subcommittee Chair provided opening remarks and turned the discussion over to the NCFA Staff Lead for a review of the agenda.

Commissioners then reviewed the draft Subcommittee discussion topics that could become part of the final NCFA Report. Commissioners concurred with the following topics as candidates for the final NCFA report: (1) importance of a Total Force Policy (TFP) and the TFP should be addressed early in the final report; (2) partnership between the Regular Army and Reserve

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Components (RC) will improve with effective total force management; (3) possibility adding Civilian employees to the TFP; (4) describing how the total force has evolved over time; and (5) effectively articulate the need to link all three Components into one personnel system to facilitate better management of available personnel for the total force.

Next, the Subcommittee discussed the Individual Ready Reserve (IRR) and options to consider for making the IRR more viable as available personnel to support Army missions. The Subcommittee considered the feasibility of eliminating the IRR or altering the IRR away from the current ineffective management approach. NCFA staff members noted during site visits and follow on meetings some subject matter experts indicated Soldiers in the IRR are not being held to their obligations for reporting their status on an annual basis. NCFA staff reported an existing policy memo signed by the Secretary of the Army to physically muster the IRR is difficult, if not infeasible, to manage and enforce. The Chair advised more research is needed and all available options to utilize the IRR remain viable and review for this topic will continue during November's Subcommittee meeting.

Discussion then shifted to reviewing historical demands for Army forces and related stress on the force. Commissioners noted the need for a more detailed summary of both topics. NCFA staff was also instructed to clearly articulate the distinction between types of demands: emergent requirements, Boots on the Ground (BOG), etc., in the context of unit and personal operational tempo. The staff proposed linking historical demands over the past five years with deployment and mobilization dwell goals over that same timeframe. Commissioners directed the NCFA staff to proceed as long as the categories are clearly defined.

The NCFA staff then discussed activations, mobilizations, and deployments of RC Soldiers. Most of the discussion centered on the National Defense Authorization Act (NDAA) 12304b authority and funding for pre-planned missions. The Subcommittee is trying to assess whether to recommend increasing funding for employing RC units under the 12304b authority.

The Subcommittee then revisited two topics from previous meetings: (1) reducing mandatory training, and (2) adopting the Objective T training metrics for readiness reporting. Commissioners indicated the final report should probably include firm milestones for implementing reduced mandatory training in Army Regulation (AR) 350-1, Army Training and Leader Development revision. Commissioners also supported moving forward with the Objective T metrics.

The meeting concluded with a discussion about the lack of an Army plan for expansion and the potential for significant costs when the Nation needs the Army to grow again. Commissioners noted the need for any associated language in the final report to provide flexibility for the Army and adapt to emerging requirements. Commissioners also discussed expansion in the context of mobilizing RC units. This led to a review of the Mobilization Force Generation Installation (MFGI) procedures currently underway. The Subcommittee directed that recommendations be framed in terms of "expansibility" risk for the Army in the event of a large scale crisis.

The meeting adjourned at 1015 hours with the reminder that the next subcommittee meeting is planned for 18 November 2015.