



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

**SUBJECT:** Force Generation Subcommittee Meeting Minutes August 2015

**Date:** 18 August 2015

**Time:** 1315-1600 hrs

**Location:** 2530 Crystal Drive, Zachary Taylor Bldg. 5<sup>th</sup> Floor, Arlington, VA 22202

**Format:** round table discussion

**Attendees:**

Commissioner Larry R. Ellis, Force Generation Sub-Committee Chairman  
Commissioner Robert F. Hale, Force Generation Sub-Committee Member  
Commissioner Thomas R. Lamont, Force Generation Sub-Committee Member  
Commissioner James D. Thurman, Force Generation Sub-Committee Member  
Ms. Deborah Gantt – Subcommittee Designated Federal Official (DFO)  
Mr. Rickey Smith – NCFA Staff Director  
Ms. Cherie Emerson – NCFA Staff  
LTC Tim Palmer – NCFA Staff  
COL Kelly Peters – NCFA Staff  
COL Kurt Weinand – NCFA Staff  
Mr. James Boatner – NCFA Staff  
LTC Sean Spence – NCFA Staff  
Mr. Andy Feickert – NCFA Staff  
Mr. Sankar Bhattacharjee – NCFA Staff  
CPT Sarah Moore – NCFA Staff

LTG Michael Tucker, Commanding General, First U.S. Army  
Mr. Chris Reddish, U.S. Army Forces Command (FORSCOM)  
Mr. Dana Luton, U.S. Army Forces Command (FORSCOM)

**Documents Submitted to Commission:**

- (1) Force Generation Subcommittee NCFA staff presentation dated 18 August 2015
- (2) Statement by LTG Michael Tucker, Commanding General, First U.S. Army

**Meeting Summary**

DFO called the meeting to order at 1315hrs and discussed applicability of the Federal Advisory Committee Act (FACA) to the Force Generation (FG) subcommittee. Subcommittee Chair, GEN (R) Ellis, then provided opening remarks and reviewed the agenda. The meeting was organized into two parts. Part I was attended by FG subcommittee members and NCFA staff only. Part I focused on the subcommittee Research Plan and research/assessment efforts to date.

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Part II of the meeting included discussion with First Army Commanding General and FORSCOM staff.

Part I. NCFA Staff updated the subcommittee on the six focus questions approved at previous meeting using slides to guide the discussion.

Question #1 on slide 4: Active Component / Reserve Component (AC / RC) Integration, including whether promotion to Brigadier General and Sergeant Major should require a tour within another Army component? NCFA Staff explained data gathered using the Goldwater–Nichols Department of Defense Reorganization Act of 1986 mandating joint duty before promotion to General Officer as a model. Subcommittee members were concerned whether a Regular Army officer or enlisted had sufficient time over course of career to serve in RC units while completing the numerous requirements placed on Regular Army officers and non-commissioned officers (NCOs). Another mandatory duty tour could have adverse impact on professional development and lead to more ticket punching and short assignments. NCFA Staff will coordinate with HQDA, G-1, to gain information on the multitude of requirements placed upon AC officers and NCOs over the course of a career. Each branch or military occupational specialty has a unique set of requirements and a one-size fits all approach may not be feasible. The Subcommittee will also seek Human Resources Command input to discuss the pros and cons of updating existing Army promotion rules, selection policies, and instructions to promotion boards that already fall under Secretary of the Army purview. For example, adequate changes to facilitate AC/RC integration may not require additional congressional mandates.

Question #2, slide 4: Mandatory training days and how many hours are truly needed for mandatory requirements? NCFA staff has been in contact with Department of the Army (DA) G-3 Training to assess status of changes already under development. DA G-3 Training is in the process of drafting an Execution Order (EXORD) to reduce the number of mandatory training requirements each Soldier must complete each year. NCFA Staff noted reducing mandatory training requirements has been an action underway by DA for several years. NCFA Staff will follow-up on previous DA recommendations for reducing the number of training days and training hours, as well as proposals to allow commanders more flexibility for determining when mandatory training is warranted.

The next discussion topic was Question# 3 - Does the current Army and DOD funding plan and investment strategy support expansibility of the Army in the future? NCFA Staff must continue to scope this issue to clearly delineate mobilization and expansion of Army forces. In many cases, the infrastructure and generating force needed for mobilization can also contribute to expansion. The options available to the Army to reorganize, mobilize, and create new units each have different investment strategies.

While considering investments and planning for expanding the Army, discussion led to options for implementing an Army level Regeneration Plan to better manage and use the total force, including the Individual Ready Reserve (IRR). Commissioners agreed that more analysis is needed to further explore the Secretary of the Army's authority and discretion for employing members from the IRR as a part of expansibility.

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The Subcommittee temporarily suspended discussions to bring in invited guests from First Army and FORSCOM.

Part II. LTG Tucker, Mr. Reddish, and Mr. Luton joined the Commissioners and NCFA Staff. The DFO informed them about FACA requirements.

LTG Tucker described First Army's role and responsibilities. First Army is a multi-component, multi-functional, and distributed formation designed, tasked, and organized to coordinate the integration of AC and RC collective training. First Army provides dedicated training support to assist RC formations in achieving directed readiness levels and reducing post mobilization training time. The shift from a mobilization station focus to a training support focus aligns with the change in resourcing for RC training following the withdrawal of forces from Iraq.

First Army has BOLD SHIFT, a significant reorganization effort, underway to conform to reduced manpower while gaining an optimal mix of multi-functional training battalions. BOLD SHIFT includes fewer personnel at Division and Brigade levels. The new Fiscal Year (FY 17) Table of Distribution and Allowances (TDA) structure will occur ahead of schedule by middle of FY 16.

Additionally, First Army has improved training and documentation of training for RC units by providing multi-component support and assisting/recording unit training across multiple years beginning at the Platoon level and culminating at Brigade level. First Army is committed to training support that includes: coordinating with each RC unit in advance of all training events (exportable combat training capability (XCTC) and other training); maintaining AC / RC training partnership listing to help facilitate operational unit partnerships even when one of the partner units is deployed; providing Observer, Coach and Trainer (OCTs); and instituting Opposing Forces (OPFOR) for collective training to enhance training.

LTG Tucker explained that FORSCOM is responsible for validating, manning, equipping, and training readiness of forces for federal active duty employment. In accordance with DA EXORD 042-14, when validation is required for RC Forces who are not mobilized, First Army (if directed by FORSCOM) can conduct formal validation. An assessment and validation recommendation is provided to the FORSCOM Commander from First Army.

LTG Tucker also explained how First Army was working across Army National Guard and Army Reserve commands to implement a five-year projection for training calendars. This initiative helps establish resourcing levels and increases predictability within RC formations.

LTG Tucker and guests were thanked for their input and departed.

Part I of the FG Subcommittee meeting resumed with only Commissioners and NCFA staff present.

Question #4 was the next topic. Should the 2007 SECDEF Memo addressing rotation rates and length of mobilization be changed? NCFA Staff members informed the Chair and Commissioners that DA, National Guard Bureau, Army Reserve Command, and FORSCOM

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have provided information on unit rotation rates. NCFA Staff continues to assess which rotation rates are sustainable against varies demand for forces levels. Once the data is compiled, the NCFA Staff will prepare a paper for the Subcommittee's consideration.

The NCFA staff supporting the FG and Operational Subcommittees will conduct modeling over the next few weeks to assess the impact of changing RC rotation rates for various types of units. Modeling for Force Generation will address various rotation rates and utilization assumptions for all components.

The conversation transitioned to Question #5 asking: Should Global Force Management (GFM) process include Theater Security Cooperation requirements, Reserve Component programs / activities (e.g., State partnerships programs, Overseas Duty Training) to establish a single demand and sourcing approach? The NCFA Staff explained there are three types of requirements for Army forces: (1) Combatant Commanders requirements that are in the GFM process maintained in the Joint Capabilities Requirements Manager and FORSCOM databases; (2) Army Institutional requirements (e.g. Network Integration Evaluation (NIE), Boy Scouts support) maintained in the FORSCOM database; and (3) State Partnership Programs (SPP) and other security cooperation requirements that are maintained in the Global Theater Security Cooperation Management Information Systems database. One idea is to review data and determine if a single interface across the Joint Force could provide visibility of all demands for Army forces. The NCFA Staff will continue to research this area.

There was a brief discussion on Question #6 - Does Army funding and investments for existing Mobilization Force Generation Installations (MFGI) provide sufficient benefit for platform viability? The NCFA Staff informed the Commissioners that a review of the data is ongoing and no assessment was available. Furthermore, MFGI information will be incorporated into Question #3 related to research for developing Army expansibility and mobilization plans.

The Chairman reminded the group that the next Force Generation Subcommittee meeting is planned for 11 September 2015.

The meeting adjourned at 1600 hrs.