

STATEMENT BY
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BEFORE THE
NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

JULY 16, 2015

Good morning. Members of the National Commission on the Future of the Army, I would like to personally thank you for the vital work you are doing and for providing me the opportunity to speak with you about Army Total Force Policy. As a foundation for our discussion, I will first provide an overview of my principal responsibilities as the Assistant Secretary of the Army for Manpower and Reserve Affairs. My statutory principal duty is overall supervision of manpower and reserve component affairs of the Department of the Army. The Secretary of the Army has further prescribed that I will set strategic direction to ensure Army policies, plans and programs for personnel, force structure, manpower management, training, military and civilian personnel readiness, Reserve Affairs, and Army protection are executed consistent with law, regulation, and policy. Directly related to today's discussion of Army Total Force Policy, the Secretary of the Army has specifically prescribed me responsibility for:

- overall supervision of all Reserve Affairs matters;**
- supervising the development and ensuring the execution of policies and programs pertaining to Total Army readiness and training;**
- supervising policies for and programs related to the accessibility and mobilization of the Reserve Components and coordinating and providing assistance and overall guidance to the Army Reserve Forces Policy Committee;**

- **establishing strategic direction for aspects of the Army Planning, Programming, Budgeting, and Execution process for training, leader development, readiness, force structure, manning and associated resource allocations and policies;**
- **advising the Secretary of the Army on the budgets for and policies relating to the Army National Guard and U.S. Army Reserve and ensuring that they are consistent with Department of the Army policy and Total Army interests and appropriately coordinated across Headquarters, Department of the Army;**
- **supervising the development and implementation of Army human resource policies, plans and programs and exercising the human resource authorities of the Secretary of the Army, including for strategic management of human capital, military and civilian, across all Army Components;**
- **and supervising and providing direction for Army manpower management, force structure, workforce mix, manpower allocation and requirements determination and the fulfillment of statutory and regulatory requirements for Army manpower.**

I am wholly committed to the principles inherent in Army Total Force Policy as outlined in Army Directive 2012-08. This directive establishes policy for the integration of the Army's active component and reserve component as a "Total Force."

We must organize, man, train, and equip our active and reserve components as an integrated operational force to provide predictable, recurring, and sustainable capabilities. Total Force integration must be part of Army strategy and planning to fulfill national military needs. As an integrated Total Force, the Active Army, Army National Guard, and U.S. Army Reserve provide operating and generating forces to support the National Military Strategy and Army commitments worldwide.

To ensure force depth needed to achieve victory while simultaneously deterring other threats, the Army will ensure that the integrated Total Force is organized, trained, sustained, equipped, and employed to support combatant commander requirements as force packages tailored to achieve anticipated objectives. It is important to distinguish that by deliberate design, the Active Army, Army National Guard, and U.S. Army Reserve independently provide the Total Force with distinct, complimentary, and essential capabilities that create the exigency for integration in accordance with Army Total Force Policy.

Army Total Force Policy is working; however, significant work remains if we are to effectively shape a supportable, sustainable, and integrated Total Force best capable to win in the unprecedented and unpredictable global environment we face. Correspondingly, I will now address two critically important strategic focus areas that warrant scrutiny as we plan, design, and resource the Total Force of tomorrow.

First, we need comprehensive research, analysis, and recommendations on how best to achieve the optimal balance of responsiveness, depth, and cost effectiveness in building a Total Force capable of meeting the requirements of our National Military Strategy. Tomorrow's Total Force structure must maintain an appropriate force mix that best integrates capabilities of the Active Army, Army National Guard, and U.S. Army Reserve in support of Combatant Commanders' demand signal for Army Forces. To achieve optimal balance that fully meets that demand signal, Total Force recommendations must be mission informed and distinctly account for proportion in structure and capabilities, manning and equipping, training and readiness, and accessibility and cost. Recommendations meeting these criteria will seamlessly nest within Army Total Force Policy.

Secondly, we need comprehensive research, analysis, and recommendations on how best to achieve unity of effort and unity of command for the Total Force. To ensure a truly sustainable, wholly functional, and truly integrated Total Force, we need to analyze authorities and command relationships through an unrestricted lens. A collaboratively developed unity of effort and unity of command paradigm will ensure a Total Force seamlessly integrated into a globally available, regionally aligned, multi-component Army that synergistically supports the National Military Strategy. As the past 13 years have proven, our Total Force must operate seamlessly in combat.

The requirements inherent to support to Civil Authorities and enterprise coordination do not diminish but rather exponentially enhance the relevancy and validity of the battle-proven truth above. Recommendations that improve Total Force unity of effort and unity of command will seamlessly nest within Army Total Force Policy.

Yes, we face an unprecedented and unpredictable global environment. To win in that environment, we must have a truly integrated Total Force that fully leverages and synchronizes the capabilities of the Active Army, Army National Guard, and U.S. Army Reserve. Army Total Force Policy is working and has us on the right path. As we continue to improve, adapt, and evolve Army Total Force Policy, it will become an even greater combat multiplier, providing integrated Total Force solutions to meet global demand for Army Forces.

Thank you again for the vital work you are doing and for providing me the opportunity to speak with you about Army Total Force Policy. I am happy to address any questions you may have at this time.