



National Commission on the Future of the Army

2530 Crystal Drive, Zachary Taylor Building, Suite 5000
Arlington, VA 22202

SUBJECT: National Commission on the Future of the Army (NCFA) Minutes Institutional Subcommittee Meeting

Date: 16 July 2015

Time: 1300-1700

Location: Taylor Building, Chrystal City, VA

Format: NCFA Staff briefings and Subject Matter Expert briefings

Attendees:

LTG (Ret) Jack Stultz- Subcommittee Chair

GEN (Ret) Carter Ham – Subcommittee Member

MG Ray Carpenter – NCFA Executive Director

Mr. Rickey Smith – NCFA Staff Director

LTC Michael A. Lockwood – Alternate Designated Federal Officer (ADFO)

Mr. Johnny Thomas-NCFA Staff Sub-Committee Staff Lead

LTC Brian Stevenson - NCFA Staff

LTC Brian Rice - NCFA Staff

MAJ Ben Fernandes - NCFA Staff

MAJ Doroneth White - NCFA Staff

Mr. Scott Sharp -NCFA Staff

Mr. Tony Boyda – NCFA Staff

Mr. Sankar Bhattacharjee – NCFA Staff

Mr. Keith Kaspersen- NCFA Staff

Ms. Jeanne Brooks – HQDA G-1, Director Technology and Business Architecture Integration (TBAI)

Mr. David Paschal – HQ, TRADOC, G-3/5/7

COL Christopher Croft – Combined Arms Center, TRADOC

COL Michael Harlan - HQ, Combined Arms Center, TRADOC

Documents Provided to Subcommittee:

1. “Activity Based Costing Slides” slides
2. “ARNG Decision Making Processes” slides
3. “KY Agenda 20-21 July 15 120900JUL15” slides
4. “Integrated Personnel and Pay System – Army (IPPS-A) Overview to the National Commission for the Future of the Army” slides
5. “TRADOC Presentation to NCFA Institutional Sub-Committee Hearing” slides

Meeting Summary

The NCFA Staff provided the Institutional Subcommittee an update on refining the committee’s scope and overarching questions along with the status of the data collection. HQDA, G-1, and

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TRADOC subject matter experts then provided briefings answering the subcommittee's request for information from the 16 June 2015 meeting.

At 1300hrs, the Subcommittee Chair convened the meeting followed by the ADFO explaining how Federal Advisory Committee Act and other legal provisions applied to the meeting, including the briefings from outside the NCFA Staff.

The NCFA Staff proposed the subcommittee ensure focus on answering four questions from the National Defense Authorization Act (NDAA) where the subcommittee has primary responsibility:

1) The Commission shall give particular consideration to an evaluation and identification of a structure for the Army that achieves cost-efficiency between the regular and reserve components of the Army, manages military risk, takes advantage of the strengths and capabilities of each, and considers fully burdened lifecycle costs;

2) An identification and evaluation of the distribution of responsibility and authority for the allocation of Army National Guard personnel and force structure to the States and territories;

3) An identification and evaluation of the strategic basis or rationale, analytical methods, and decision-making processes for the allocation of Army National Guard personnel and force structure to the States and territories. The NCFA staff omitted these questions in the original scope and the NCFA staff;

4) The Commission shall undertake a comprehensive study of the structure of the Army, and policy assumptions related to the size and force mixture of the Army, in order to make recommendations on the modifications, if any, of the structure of the Army related to current and anticipated mission requirements for the Army at acceptable levels of national risk and in a manner consistent with available resources and anticipated future resources.

The original study plan and scope for the subcommittee did not explicitly state these questions. Commissioners approved these explicit questions. The explicit inclusion of these questions allowed the NCFA Staff to discuss research to date for each question. The NCFA Staff briefed the evaluation of the costing methodology; the identification of responsibilities and authorities for National Guard force structure distribution; and the first order review of the process for allocating Army National Guard personnel and force structure.

The NCFA Staff then briefed the subcommittee on planning for the site visit to Fort Knox, Kentucky. Two Commissioners and NCFA Staff will travel to Fort Knox, Kentucky with further travel to Camp Atterbury, Indiana and Fort Campbell, Kentucky. The meetings with senior leaders will include discussions on recruiting, training, retention, mobilization and cross component issues in Active, Reserve, and National Guard organizations. These engagements will

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take place over the course of two days (20-21 July 2015). The Commissioners approved the itinerary for 20-21 July 2015 site visits.

Following a short break at 1355hrs, the Director G-1 TBAI provided an update and milestone dates for the Integrated, Personnel and Pay System Army (IPPS-A). This plan for information technology program is to ultimately provide a common view and access to personnel and pay records across all components of the Army. Commissioners and NCFA Staff questions addressed (1) how will legacy automation software systems merge into IPPS-A, (2) what is the potential for speeding up delivery of software increments, and (3) what are the existing challenges for collecting and federating data from the many existing database systems. In addition to the technical answers, Ms. Brooks cautioned against pushing for speed of delivery over accuracy and completeness of a given software increment as such approaches have contributed to failures in other software programs.

Ms. Brooks remained for the TRADOC discussion that started at 1500hrs. Representatives from TRADOC briefed the subcommittee on several topics. Mr. Paschal discussed the One Army School System. Commissioners asked whether all Army components had the same standards for schools. Mr. Paschal cited differences between Programs of Instructions among Active and Reserve Components.

COL Croft presented information on Army University, a relatively new initiative from TRADOC. Discussion included potential migration of Army skills to civilian certification and vice versa. Commissioners offered examples of existing certification efforts between the Army Reserve and industry.

COL Harlan then discussed both Talent Management and Leader Development activities led for TRADOC by the Combined Arms Center. COL Croft and COL Harlan emphasized the connections between Army University, Talent Management, and Leader Development across all components of the Army.

Mr. Paschal concluded the TRADOC briefings by discussing the status of the Force Development actions for the new Cyber branch. Cyber Force Development topic centered on progress made with establishment of the Army Cyber Center of Excellence at Fort Gordon.

After the external briefers departed at 1600hrs, the Commissioners discussed what research information was complete enough to present to the full Commission. The Sub-Committee chair directed the NCFA Staff to provide the full Commission information on the Army Cost Methodology; ARNG responsibilities and authorities for the allocation ARNG personnel; the process for the ARNG distribution and allocation to the states; and IPPS-A at the 18 August 2015 NCFA Public Meeting.

The meeting adjourned at 1635hrs.