



National Commission on the Future of the Army

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

SUBJECT: Institutional Subcommittee Meeting 18 June 2015

Date: 18 June 2015

Time: 1330-1630hrs

Location: Taylor Building, Arlington, VA

Format: NCFA Staff Briefing and CAA briefing on Force Generation

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 – Subcommittee Designated Federal Officer (DFO)

Mr. Johnny Thomas-NCFA Staff

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

Mr. Mike Bush – HQDA G-3/5/7 FM

MAJ Larrabee –Center for Army Analysis (CAA)

Mr. Jack Zeedo - CAA

Mrs. Robin Mealer – US Army Manpower Analysis Agency (USAMAA)

Documents Provided to Subcommittee: (1) subcommittee Terms of Reference, (2) NCFA Staff Institutional Subcommittee Briefing, (3) Center for Army Analysis Generating Force Analytics briefing.

Meeting Summary

Institutional Subcommittee members and NCFA Staff met to codify the Subcommittee study plan, develop the way ahead for analysis, and determine initial schedules.

SUBJECT: Institutional Subcommittee Meeting 18 June 2015

The meeting opened with Subcommittee members, NCFA Staff, and guest speakers listed above present. The DFO explained how the Federal Advisory Committee Act (FACA) applied to the meeting and materials provided to the Commissioners.

NCFA Staff then used their briefing slides to outline a five-phase approach to producing the Subcommittee's report to the full Commission. The group reviewed the Subcommittee Terms of Reference as the basis for the study plan. NCFA Staff proposed overarching scoping questions to frame the research and analytic efforts for the Subcommittee. This was followed by a review each of the five phases in the study plan.

The discussion focused primarily on Phase I that addresses the roles and functions of the Institutional Army. The goal: (1) describe how these roles and functions evolved; (2) identify the factors contributing to this evolution; (3) forecast how these roles and functions will likely change in the future; (4) identify the factors driving the future change of the roles and functions; (5) identify directives and drivers outside the Army that could change the roles and functions; and (6) identify directives and drivers internal to the Army that will likely alter the roles and functions.

Commissioners asked questions on the goals and definition of the Institutional Army. The NCFA Staff recommended addressing the Institutional Army by functions, including training and education; manning; maintaining equipment; installations and facilities; and recruiting and retention. The Subcommittee members took note of Army Civilian workforce and directed examination of Army civilian manning become a particular line of study for the Subcommittee.

The Subcommittee approved the questions with revision for planning.

Conversation then shifted to a pointed discussion on the Army National Guard's lack of a Trainees, Transients, Holders, and Students (TTHS) account within the National Guard. Such an account could allow more accurate measurement of manpower by not placing Soldiers on operational unit roles when not available due to training or other status. The potential of such a TTHS account as a readiness reporting tool must be weighed against difficulty of managing such an account by State and/or territory. The Subcommittee directed NCFA Staff to generate inquiries and conduct deeper analysis on the current process for TTHS in the Regular Army and potential for applying TTHS to Army National Guard.

The Subcommittee then discussed current recruiting methodologies and directed these be examined for best practices. This included a discussion on streamlining the ability of personnel to transition between components (Regular Army to Army National Guard or Army Reserve and vice versa). In light of this discussion, Subcommittee members chose to visit the Human Resources Command and US Army Recruiting Command at Fort Knox, Kentucky, as well as site visit to Fort Campbell, Kentucky, based on geographic proximity.

The Chairman asked HQDA G-3/5/7 FM, CAA and USAMMA personnel to share their briefing and insights into a new analytical methodology for establishing the size on the Generating Force (also known as the Institutional Army).

SUBJECT: Institutional Subcommittee Meeting 18 June 2015

Mr. Bush explained the terms and manning outcomes currently used for establishing the size of the Army Generating Force. He articulated how different force elements are characterized as part of the Generating Force. For example, officers assigned to joint positions are considered part of the Generating Force even though the joint unit may be viewed as an operational element, such as a Combatant Command headquarters. Major factors that determine the Regular Army Generating Force military floor (minimum manning needed) include Army end strength of all three components, size and tempo of Army operations, and Army senior leader guidance. Department of the Army has directed CAA and USAMAA to establish a more rigorous analytical basis for setting the Generating Force floor.

CAA and USAMAA representatives then explained their effort to use multiple linear regression methods to establish command-level correlations between hypothesized workload factors/proxies and manpower requirements including separating civilian and military workloads. This initiative will provide senior leaders a top-down tool to assess future command manpower requirements based upon expected future events. HQDA G-3/5/7 FM, CAA and USAMMA personnel all noted that this initiative was the first of its kind for the Army.

The Subcommittee discussed the significant value in improving analytical basis for manning decisions within the institutional force. The Chair directed the NCFA Staff to continue the examination of this Generating Force floor analysis.

The meeting adjourned at 1630hrs.