



**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) Institutional Subcommittee 15 December 2015 Meeting Minutes

**Date:** 15 December 2015

**Time:** 1030-1130 hours

**Location:** Taylor Building, Arlington, VA

**Format:** NCFA Staff Briefing

**Attendees:**

LTG (Ret) Jack Stultz- Subcommittee Chair

GEN (Ret) Carter Ham – Subcommittee Member

SMA (Ret) Raymond Chandler - Subcommittee Member

MG Ray Carpenter – NCFA Executive Director

Mr. Mark Von Heeringen – Deputy Designated Federal Officer

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 Doroneth White - NCFA Staff

Mr. Scott Sharp -NCFA Staff

Mr. Sankar Bhattacharjee – NCFA Staff

Mr. Eric Magnell - NCFA Staff

**Documents Provided to Subcommittee:**

- "Summary of Institutional Subcommittee Proposals 15 DEC 15" - Mr. Johnny Thomas

**Meeting Summary**

At 1030 hours, the Subcommittee Chair convened the meeting followed by the DFO explaining how the Federal Advisory Committee Act applied to the meeting, and then explained the enactment of the FY 16 NDAA provision concerning NCFA and FACA. For the Subcommittee, procedures would remain the same even though the group had fewer than five Commissioners present.

Mr. Thomas then presented a paper with detailed summary of the nine issues where the Institutional Subcommittee had developed proposals for review by the full Commission.

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1. Issue: Identification of the Distribution of Responsibility and Authority for the Allocation of Army National Guard Personnel and Force Structure (presented to the Open Commission 18 August 2015).

The regulations concerning the allocation of ARNG personnel and force structure are complicated and should be clarified by the Department of the Army. For example, older Army regulations delegate authority to the Director, Army National Guard, but the more recent applicable regulations correctly delegate authority to the Chief, National Guard Bureau. Ideally, there should be a written delegation of authority from the Chief, National Guard Bureau to the Director, Army National Guard; however, we have been unable to verify whether such a written delegation exists. Finally, the NGB may want to consider whether to require a state governor's approval in circumstances beyond what is required by statute. While it would always be preferable to have a state government's approval, it is not legally required in all the circumstances mentioned in NGR 10-1.

2. Issue: Fully Burdened Life Cycle Cost (presented to the Open Commission 18 August 2015).

Activity Based Costing is a method of estimating cost by determining a current per capita (per person, per mile, etc.) cost and applying that cost to a future population or level of activity. "Fully Burdened Lifecycle Cost" is not an established, repeatable methodology and therefore, not a useful tool for the commission in budgeting or cost estimating. Activity Based Costing provides an explainable and repeatable method for projecting and estimating future costs.

The Institutional Subcommittee proposes the Commission follow the Activity Based Costing process.

3. Issue: Integrated Personnel & Pay System-Army (IPPS-A) (presented to the Open Commission 18 August 2015).

The Institutional subcommittee proposes the commission support the fielding of IPPS-A on the current schedule and caution Army leadership against pushing for faster fielding over accuracy and completeness of a given software increment. Additionally, the Institutional subcommittee proposes the commission request that Congress fully fund IPSS-A in FY16 and beyond to maintain the program's scheduled implementation plan.

4. Issue: Process for Allocating Army National Guard Personnel and Force Structure (presented to the Open Commission 18 August 2015).

The Subcommittee found allocation of personnel and force structure to the States and territories is accomplished within the Army's Total Army Analysis (TAA) process managed by the Army G-3/5/7. Within that process, Army G-3/5/7 informs the Chief, National Guard Bureau (NGB) of the overall personnel and force structure changes to be applied to the ARNG. Additionally,

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the subcommittee found that the allocation processes used by the NGB begins by using objective, quantified metrics, which were vetted through the States and territories.

Proposals:

- a. Codify the delegation of authority from the Chief, National Guard Bureau to the Director, Army National Guard in Army regulations.
- b. Codify the existing Army National Guard Force Program Review process as the formal way to manage change in the Army National Guard. Document the process in Army regulations.
- c. Add representatives for Force Program Review working groups and boards as observers from the office of the Secretary of the Army and from Headquarters, Department of the Army, G3 to support the Army National Guard Force Program Review process.

5. Issue: Legislative and policy proposals to achieve One Army Recruiting (presented to the Open Commission 15 December 2015).

Proposals:

- a. Congress should authorize the Secretary of the Army to consolidate the marketing function for all three components under the authority of the AMRG, while requiring that marketing resources are properly allocated to achieve the recruiting goals for all three components.
- b. The Secretary of the Army should reauthorize the Active First Program. This program operated between 2007 and 2011 and over 4900 individuals assessed into the Army through the program. Through this program, ARNG recruiters offered Active Duty contracts to individuals who then agreed to a Selected Reserve tour in the ARNG (unless they elected to re-enlist in the Regular Army).
- c. Congress should authorize and direct the Secretary of the Army to establish a significant pilot program in which recruiters from all three components would be authorized to recruit individuals into any of the components and would receive credit for an enlistee regardless of the component. Congress should specifically authorize this "notwithstanding any other laws" in order to avoid potential fiscal law concerns. The purpose of the pilot program would be to study whether there are efficiencies to be gained by eliminating competition between Army component recruiters. The pilot program should last long enough for the Army to be able to effectively implement the statutory and policy changes and evaluate their impact on recruiting. We propose a multi-year pilot program with reports to Congress at the midpoint and at the end of the pilot. The reports should provide Congress with the results of the pilot and recommendations as to whether to make the temporary authorities permanent.

6. Issue: Unity of Effort in Training and Soldier Development (presented to the Open Commission 15 December 2015).

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Proposals:

a. Conduct an end-to-end review of The Army School System...The Secretary of the Army shall report to (XX Congressional Subcommittee) on efficiencies gained by consolidating capabilities and capacity. There are numerous documents articulating a strategy and regulations explaining leader development, but the two, in some cases, do not match. Take a holistic look at current strategy, link it to doctrine, and reduce publications as much as possible to minimize confusion. Additionally, name the Army's school system what it is - The Army School System.

b. Establish true regionalization of the Army's school system. Continue to consolidate the infrastructure where efficiencies can be gained. Acknowledge and explain any unused capacity and develop a plan to retain or eliminate it. Plan for the ability to regenerate and expand the Army if needed. Continuous oversight by Army leaders will ensure the correct balance of infrastructure and capacity to meet the Nation's needs.

c. Accelerate the One Army School System concept. Capitalize on the progress made as an efficient and effective way to manage leader development within the Army.

d. Standardize all Army Program(s) of Instruction (POI). Additional efficiencies can be gained by ensuring all POIs meet the same standard critical tasks training requirements. Identify all gaps in course length and discrepancies in equipment fielding.

e. Conduct a comprehensive review of all courses the Army teaches. As part of the review, consider eliminating phased Professional Military Education (PME) courses that last longer than two years and where possible, reduce phased courses to a maximum of one year. Also, make recommendations on courses the Army believes should not be taught in phases.

7. Issue: Trainee, Transient, Holdee, Student personnel readiness like account for Reserve Components (presented to the Open Commission 15 December 2015).

Finding: The Regular Army successfully used TTHS, WTA, and TESI during Operation Iraqi Freedom and Operation Enduring Freedom to provide additional end strength for flexibility in managing readiness.

Proposal: The Congress should be prepared to authorize and fund additional end strength for the Reserve Components using supplemental funding upon the Declaration of a National Emergency under Title 50, United States Code to achieve anticipated readiness goals.

8. Issue: Merge the Active Guard and Reserve Program into the Regular Army (presented to the Open Commission 18 November 2015).

Proposals: Congress should enact legislation to allow assignment of Regular Army Officers and Enlisted Soldiers to Army National Guard positions to execute all functions without prejudice to their Federal standing. The legislation should also permit the similar assignment of National

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Guard Officers and Enlisted Soldiers to Regular Army units. Assignment to another component should be considered a key developmental experience and could be considered criteria for promotion. Additionally, the Commission recommends the Army launch a Pilot Program to assess the merits of assigning Regular Army members to States and USAR Commands.

9. Issue: Generating Force Floor (presented to the Open Commission 18 November 2015).

Proposal: The Army should complete development and fully implement the Center for Army Analysis and U.S. Army Manpower Analysis Agency Generating Force Model to improve requirements determination. The model will have the ability to project Generating Force manpower requirements into the out-years and provide the leadership options to redistribute manpower externally, realign manpower internally, or divest the function.

The Subcommittee approved the final summary and directed NCFA Staff to crosswalk these proposals with the Drafting Subcommittee to ensure completeness on these topics within the initial draft NCFA report.

The meeting adjourned at 1130 hours.