



## **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 for Fort Knox, Kentucky and Camp Atterbury, Indiana Site Visits

**Dates:** 20 Jul 2015

**Locations:** Fort Knox and Fort Campbell, Kentucky and Camp Atterbury, Indiana

**Format:** Leader and Soldier discussions

### **NCFA Attendees:**

GEN (Ret) Carter Ham – Commission Chairman

LTG (Ret) Jack Stultz – Commissioner

MG (Ret) Ray W. Carpenter – NCFA Executive Director

LTC Michael A. Lockwood – Designated Federal Officer Institutional Subcommittee

Mrs. Deborah S. Gantt - Alternate Designated Federal Officer

LTC Brian D. Stevenson – NCFA Staff

LTC Barry K. Vincent – NCFA Staff

Mr. Anthony E. Boyda – NCFA Staff

Mrs. Cherie S. Emerson – NCFA Staff

Mr. Sankar Bhattacharjee – NCFA Staff

**Overview:** Institutional Subcommittee members and NCFA Staff traveled to Fort Knox, Kentucky, and Camp Atterbury, Indiana to discuss recruiting, training, retention, personnel management with institutional organizations and meet with operational units.

**Documents Submitted to Commission:** (1) Human Resources Command organizational overview and mission brief; (2) NCFA Recruiting Read Ahead and USAREC Response to NCFA Staff Questions; (3) Camp Atterbury/ Muscatatuck Urban Training Complex Briefing Binder; (4) Raid FRAGO (fragmentary order for conducting Raid) and Risk Assessment sheet for training event

**Media Engagements:** No media events were conducted during the trip; the Commission released three press releases addressing installation visits.

<http://www.ncfa.ncr.gov/reading-room/artifact-tags/national-commission-future-army-conducts-fort-knox-site-visit>

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Commissioners began discussions at Fort Knox with visit to Cadet Command.

Army Cadet Command attendees

MG Peggy C. Combs, Commanding General  
COL Sean A. Gainey, Deputy Commanding Officer  
CSM Gabriel Arnold, Command Sergeant Major

Start time: 0805hrs

End time: 0905hrs

**Summary:** Commissioner Ham opened the meeting by explaining the authorities that established the commission and made general comments about what the commission is doing. LTC Lockwood, DFO, discussed the Federal Advisory Committee Act (FACA) requirements.

Cadet Command senior leaders discussed their Human Dimension Strategy and development of a senior curriculum that cultivates "Agile Thinkers." MG Combs stressed the importance of the cadets' senior year in college and the need to develop critical thinking skills within the officer corps. Cadet Command has several initiatives developing these characteristics including the use of talent management testing tools such as the Collegiate Learning Assessments, Millers Analogy Testing, and Cadet Developmental Assessment. These tools are discussed with cadets by their Professor of Military Science (PMS) and helps establish a personalized developmental plan for the senior year. MG Combs stressed that the summer Cadet Leadership Course is the beginning of the last phase of development before college graduation. Cadet Command leaders indicated that there were upcoming changes to military science instruction that include a strong foundation in Ethics, the Army as a profession, the Constitution, and How Washington Runs. This will combine with encouragement on self-reflection for individual cadets to view themselves within the profession and is expected to develop stronger more resilient officers.

Difficulties with cadet recruitment was touched on and Cadet Command leaders revealed there is currently a ~6% drop in National Scholarship Applications. The trend for cadet preferences is away from Combat Arms and towards technical fields like nursing. Current data also shows that 48% of cadets are choosing to serve in the reserve component instead of active component. Trends in the economy historically affect the Army's ability to recruit and with an improving economy recruiting will be challenging.

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Discussion then focused on the Department of the Army directed 25% reduction in 2-star and above headquarters. Cadet Command stated that their biggest issue is the manner in which reductions are being applied. The Command would have preferred to determine the reductions without the limitations of the current “delaying technique” from the Boston Consulting Group (BCG) study sponsored by the Army’s Office of Business Transformation.

Commissioners also inquired on the integration of reserve component cadre across the command. Army National Guard assigned as ROTC cadre depends on the support of each State’s Adjutant General. Cadet Command establishes Memorandums’ of Agreement by State for this support. Currently, around 100 Active Guard Reserve (AGR) Soldiers from the Army Reserve are assigned directly to Cadet Command. As part of the Cadet Command Headquarters’ rebalancing, the Army Reserve AGR Assistant Professor of Military Science (APMS) positions will be repositioned under the Army Reserve’s 104<sup>th</sup> Training Division Tables of Distribution and Allowances (TDA). This not only reduces the size of Cadet Command’s TDA, but also reflects these positions as “Below the Line” and can be filled at a higher rate in accordance with the Chief of Army Reserve’s Full Time Manning Guidance.

The Commissioners and NCFA staff then departed for the Human Resources Command building at 0905hrs.

Human Resources Command attendees

COL BJ Constantine, Chief of Staff

COL Randall L. Haws, Deputy Chief of Staff for Operations

CSM Charles E. Smith, HRC Command Sergeant Major

Mr. David Martino, Officer Personnel Management Director

Mr. Freddie Blakely, Personnel Information Systems Deputy Director

Start time: 0914hrs

End time: 1007hrs

**Summary:** Commissioner Ham opened the meeting by explaining the authorities that established the commission and discussed Commission activities. LTC Lockwood, DFO, then addressed the FACA requirements.

Commissioner inquiries focused on the lines of effort for personnel management across all three Army components. HRC manages Active Duty, Army Reserve (Active Guard Reserve (AGR), Troop Program Unit (TPU), Individual Mobilization Augmentee (IMA) &

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Individual Ready Reserve (IRR)) and retiree personnel matters. HRC has very limited visibility of ARNG personnel matters and limited access to ARNG personnel databases; HRC passes 98% of requests for information concerning ARNG personnel to the ARNG for resolution. Commissioner Ham commented, "It seems we have one Army, but our personnel are not managed in a consistent manner."

The HRC staff stated that one of the biggest issues is lack of a single authoritative personnel database. There are currently ~166 personnel management systems within the Army and there is no one delineated as the authoritative source. The Integrated Personnel and Pay System-Army (IPPS-A) will go a long way to improve personnel management and will be common across all three components.

Commissioners asked about the directed 25% HQs personnel cuts as directed by Headquarters Department of the Army. HRC stated that their biggest issue is the manner in which cuts are being applied. HRC would prefer to choose the positions that needed to be cut instead of the current "delayering technique" from the Boston Consulting Group (BCG) study sponsored by the Army's Office of Business Transformation.

HRC currently has about 400 Army Reserve AGRs assigned to various sections, supporting all aspects of their mission. HRC staff emphasized that the AGRs assigned to HRC are critical to their mission accomplishment. Commissioners asked if the AGR program should be discontinued and the positions be converted to Regular Army. HRC staff stated this conversion may help reduce differences between the components, but might be more difficult to manage.

The AGR information led to a discussion on the AC/RC program and how working across Army components was perceived by active component Soldiers. HRC staff stated AC Soldiers perceive assignment as an AC/RC Soldier as a career killer. HRC staff agreed that was the perception, but their assessment of historical data from promotion boards does not support that perception. Individual performance, rather than assignment, was the key factor.

One issue area raised by HRC staff was the IRR program. HRC expends a good portion of their limited resources managing approximately 94,000 Soldiers in the IRR and believes the program may have outlived its usefulness. Around 1% of IRR Soldiers mobilized were assigned to deploying units while the majority was used within CONUS. Additionally, many of the Military Occupation Skills (MOS) within the IRR are MOS's which are excess within the AC and RC.

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At 1007hrs, the Commissioners and NCFA Staff departed by van to the Recruiting Command headquarters building.

US Army Recruiting Command (USAREC) attendees

MG Jeffrey Snow, Commanding General

BG Troy D. Kok, Deputy Commanding General Support

COL (P) Donna W. Martin, Deputy Commanding General Operations

CSM Willie C. Clemmons, USAREC CSM

COL Brian Bassett, Chief of Staff

COL Terrence Murrill, Commandant, Recruiting Retention School

Start time: 1021hrs

End time: 1136hrs

**Summary:** Commissioner Ham opened the meeting by explaining the authorities that established the commission and made general comments about what the commission is doing. LTC Lockwood, DFO, addressed FACA requirements.

The USAREC staff provided a brief overview of USAREC and its mission. They also addressed the questions submitted in advance by the NCFA Staff and provided a written response. Initial discussion concerned the recent active shooter incident at a Chattanooga recruiting station. USAREC is currently relooking their security procedures, but is not in favor of arming recruiters.

Commissioner Ham asked about the impact of location for recruiting. USAREC CG explained that location is critical to recruiting; USAREC is constantly accessing the viability of their station locations through several metrics. Currently there are ~1400 stand-alone recruiting stations; the remainder are collocated with different federal facilities.

Commissioners discussed training for recruiting personnel, exploring the differences between active component and reserve component duties and training. The Regular Army and Army Reserve have two MOS to support recruiting (79V) and retention (79R) and are trained at USAREC's Recruiting and Retention School (RRS) at Ft Knox. Within the Army National Guard these skills are combined in the 79T Recruiting & Retention NCO. National Guard 79T Soldiers are trained at the National Guard Strength Management Training Center (SMTC). While the 79T program of instruction (POI) is certified by USAREC, the retention portion of the 79T course is not the equivalent to the 79R POI. The SMTC and USAREC are working to correct these issues.

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USAREC staff also discussed marketing strategy and their marketing budget. USAREC personnel believe there is a unity of effort challenge for the accessions community as a result of US Army Accessions Command being eliminated. Specifically, USAREC has little to no input into the Army Marketing and Research Group advertising campaigns. These programs are developed at the national level and USAREC has difficulty tailoring messages at the local level. Marketing funding for local use is very limited. This is contrasted with National Guard recruiting marketing which is aimed at the local level.

When asked about what laws, regulations or policies that impair USARECs' mission, they stated the Army needs to review regulations on recruit standards; there are different standards for active versus reserve component and they are outdated. The Army needs to establish one standard. Additionally, the policies on maximum age impair recruiting of medical doctors and we are losing them to the other services.

At 1136hrs, Commissioners and NCFA Staff departed by van for movement to another building to meet with USAR Training Commands personnel.

Discussion with 84<sup>th</sup> / 104<sup>th</sup> Training Command Soldiers attendees

BG Aaron T. Walter, Deputy Commander, 84<sup>th</sup> Training Command

COL Kenneth G. Holley, Operations Officer, Cadet Command/104<sup>th</sup> Training Command

CSM Thomas Jennings, CSM, 84<sup>th</sup> Training Command

LTC Andreas McGhee, 84<sup>th</sup> Training Command

CW2 Orlando Freeman, 84<sup>th</sup> Training Command

SFC Pamela Jackson, COIC NCOIC, 104<sup>th</sup> Training Command

SSG Michael Stoddard, 104<sup>th</sup> Training Command

CPL Henry Quinones-Ayala, 104<sup>th</sup> Training Command

Start time: 1149hrs

End time: 1254hrs

**Summary:** Commissioner Ham opened the meeting by explaining the authorities that established the commission and made general comments about commission activities. LTC Lockwood, DOF, addressed the FACA requirements.

Both training commands provided a brief overview of their organizations and current mission set. Commissioners inquired into their unit Full Time Staff (FTS) levels and issues. The general impression of Soldiers was that the authorized level of FTS manning for reserve component units was too low. FTS personnel are the continuity of the organization and are at times the only single point of knowledge or expertise in a

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given area. This creates difficulties when those individuals need to take leave or are absent during training. Units that are not authorized at their full FTS requirements suffer in administrative actions and training preparation.

All the Soldiers agreed that mandatory training requirements seem out of control and in many cases are the same requirements that their civilian employment require, especially for government workers. With so many requirements, the time left for MOS related training is definitely reduced. The biggest retention tool for a majority of the Soldiers is tough realistic training. Pay, while definitely a plus, was not the primary retention tool as many reservists, especially mid-grade NCOs and officers, actually lose money while at training.

In regards to transitioning between the different Army components, the general impression of the Soldiers was that transition was not difficult in most situations. The main difficulty noted was transitioning from the National Guard to the Army Reserve; this was due to unit commanders' reluctance to let a given Soldier transition and the manner in which personnel records are handled. Many of the Soldiers agreed that being able to easily transition between the Army components at different times to accommodate life changes would definitely increase retention.

Several Soldiers commented while actual mobilizations of reserve component units may be down, the requirements for additional training time has not decreased. These comments encompassed Inactive Duty for Training (IDT), Active Duty for Training (ADT) and Active Duty for Operational Support (ADOS) tours. Several Soldiers at the roundtable had volunteered for short ADOS (Active Duty Operational Support) tours supporting the ROTC Summer Cadet Training at Fort Knox.

The Commissioners departed for the airfield by van at 1254hrs.

Commissioners and NCFA staff were flown to Camp Atterbury on UH-60 Blackhawks from the KY National Guard and arrived at 1400hrs. During the flight, the Commissioners and NCFA staff were given an aerial overview of Camp Atterbury and Muscatatuck Urban Training Complex.

Camp Atterbury attendees for the Mobilization Platform Brief

MG Omer Tooley, Commander, Camp Atterbury Center for Complex Operations  
COL Ronald Westfall, Director of Joint Staff, Indiana National Guard  
CPT Morgan Seitz, Director of Plans and Integration, Camp Atterbury

Start time: 1415hrs

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End time: 1445hrs

**Summary:**

Commissioner Ham explained the authorities that established the commission and described Commission activities. LTC Lockwood, DFO, explained how the FACA requirements applied to the Commission.

Camp Atterbury staff then provided a short brief on Camp Atterbury's capacity as a Primary Mobilization Force Generation Installation (MFGI) and as a Mission Command Training Center. While Camp Atterbury is not an active MFGI, the installation has been upgraded over the past 10 years and can quickly be reactivated.

MG Tooley emphasized the investments the Army made in upgrades to Camp Atterbury to provide excellent training facilities for all Army components and other Armed Services. He further explained Atterbury-Muscatatuck Enterprise as a cooperative engagement between Camp Atterbury and the Muscatatuck Urban Training Complex to provide a state of the art training platform that can host training exercises employing virtual, constructive, and cyber capabilities at the battalion thru Joint Task Force levels.

At 1445hrs, Commissioners and NCFA Staff broke into two groups to meet with more organizations during the time available at Camp Atterbury.

Group 1:

GEN (Ret) Carter Ham  
MG (Ret) Ray W. Carpenter  
LTC Michael A. Lockwood (DFO)  
LTC Barry K. Vincent  
Mrs. Cherie S. Emerson

Group 2:

LTG (Ret) Jack Stultz  
Mrs. Deborah S. Gantt (ADFO)  
LTC Brian D. Stevenson  
Mr. Anthony E. Boyda  
Mr. Sankar Bhattacharjee

Group 1 moved to 149<sup>th</sup> Infantry Battalion training site by van arriving at 1500hrs to observe and meet with 2<sup>nd</sup> Platoon, Bravo Company, 149<sup>th</sup> Infantry Battalion

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Start time: 1500hrs

End time: 1610hrs

**Summary:** Commissioner Ham and NCFA Staff witnessed a simulated raid exercise at training site. Afterwards, Commissioner Ham explained the authorities that established the commission and offered general comments about the Commission's work. LTC Lockwood, DFO, addressed the FACA requirements.

Commissioner Ham then engaged platoon members in an open question and answer session. A key issue that came up was the lack of sufficient training funds to support leadership training and unit training events in the same fiscal year. The platoon was led by one of the squad leaders as the platoon leader and platoon sergeant were in the process of attending their required military professional education.

When asked about deploying and how that would affect their civilian jobs, almost to a man, the platoon stated they wanted to be deployed. General consensus among the Soldiers was that they wanted to perform the missions for which they are training. Most Soldiers stated that as long as they had some predictability in mobilizations, they wouldn't have employer issues.

Group 1 departed for their billets by van at 1610hrs.

Group 2 moved to the Indiana Regional Training Institute (RTI) by van to meet with the Commander and Command Sergeant Major. Group 2 arrived at 1500hrs and met with

COL Rodney Babb, Commander, and CSM James Forbes II, CSM, 138<sup>th</sup> Infantry Regiment (Training).

Start time: 1500

End time: 1540

**Summary:** Commissioner Stultz explained the authorities that established the commission and offered comments on Commission activities. Ms. Gantt, ADFO, explained the FACA requirements.

COL Babb explained the mission and stated the facility is certified by Training and Doctrine Command (TRADOC). CSM Forbes stated the school provides combat arms MOS training, noncommissioned officer education system (NCOES) training, a fully accredited Warrant Officer Candidate School, Officer Candidate School, Combat

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Lifesaver and Combatives Course. The school also supports the National Deployment Center (NDC) and trains DOD civilians for future deployments.

When asked about the training throughput, the leadership stated that they were at about 50% use of capacity and that they definitely could handle additional students in some courses. However, there a select courses at max use capacity mainly due to the required instructor-student ratio. The Commander stated that only a few active component Soldiers had attended courses at the school. Following the briefing, the school staff conducted a walkthrough tour of the facility and its' newly completed dining facility which can double as a cyber-training facility.

Group 2 departed the RTI at 1540hrs for movement to their billets.

After Group 1 and Group 2 arrived in the billets area, a separate meeting was held with senior leaders from KY and IN National Guard. This meeting from 1730 to 1810hrs has separate minutes.

Commissioners and NCFA staff rested over night at Camp Atterbury and did not conduct further business on 20 July 2015.