

**Statement of  
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**For the**

**Personnel Subcommittee  
House Armed Services Committee  
United States Senate**

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**Reserve Officers Association of the United States  
*"Preserving the Nation's Defense"***

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The Reserve Officers Association of the United States (ROA) is a professional association of commissioned officers of our nation's seven uniformed services. ROA was founded in 1922 during the difficult years following the end of World War I. The founders of the ROA believed America was vulnerable to return to its pre-war unpreparedness. When chartered by Congress in 1950, the act established the objective of ROA to: "...support and promote the development and execution of a military policy for the United States that will provide adequate National Security." The mission of ROA is to advocate strong Reserve Components and national security, and to support Reserve officers in their military and civilian lives.

The Association's 75,000 members include Reserve and Guard soldiers, sailors, marines, airmen, and coastguardsmen who frequently serve on Active Duty, voluntarily or involuntarily, to meet critical needs of the uniformed services. ROA's membership includes the U.S. Public Health Service and the National Oceanic Atmospheric Administration. ROA is represented in each state with 55 departments plus departments in Latin America, the District of Columbia, Europe, the Far East, and Puerto Rico. Each department has several chapters throughout the state and is further divided into regional chapters. ROA has more than 550 chapters worldwide.

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The Reserve Officers Association is a private, member-supported, congressionally chartered organization. Neither ROA nor its staff receive, or have received grants, subgrants, contracts, or subcontracts from the federal government for the past three fiscal years. ROA has accepted federal money solely for Reserve recruiting advertisement in its monthly magazine. All other activities and services of the Association are accomplished free of any direct federal funding.

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## INTRODUCTION

The current citizen warrior generation is continually being asked to repair their disrupted civilian lives after demobilization and then to return to military duty on a repetitive basis. As we consider the situation in which our Reservists find themselves, we can draw somewhat from history.

Looking back approximately 60 years, we can see a partial parallel between the needs of citizen soldiers returning from WW II and similar needs of the current generation of citizen warriors returning from the Global War on Terrorism. In the late 1940s, as hundreds of thousands of our nation's warriors returned from the last world war, we, as a nation, embraced them and their families. Our national leadership passed needed legislation concerning jobs, established a military Reserve retirement program, provided VA home loans, initiated a GI Bill for education, established a veterans' preferential national hiring program, organized Reservists into units that could train for future wars, and implemented other programs to help in the transition from military duty to civilian vocation.

Thankfully, those benefits exist for the most part today, but certainly it is necessary to update policies and to take legislative actions to sustain the recruitment of the "brightest and best" citizen warriors. We must remember that preserving an "all volunteer" force requires somewhat different actions than those required to sustain yesteryear's drafted force. To summarize, a compelling need persists to fully update and bring to parity Reserve Component member incentives, employer considerations, and family protections.

A secondary theme we, as an Association and as individual tax payers, know is that Congress must make some difficult choices relative to how financial resources are used. As citizens and as ROA members, our mission includes educating members of Congress and others on the dire consequences of not spending enough to ensure the country has a well-manned and ready Reserve. In the opinion of many, history reveals that before WW I and II, the nation made some unwise choices concerning spending priorities and the need to ensure a ready military and a ready Reserve Component. ROA's Charter calls for not allowing that to happen again.

It is important to acknowledge that over the past couple of months the Department of Defense has been executing one of the largest military rotations in our nation's history. As a Total Force, relying heavily on the Reserve Component forces, our military is again mobilizing and demobilizing numerous Reserve and National Guard units and individuals. Some of the newly mobilized Guardsmen and Reservists have already been performing significant amounts of duty over recent years, but most are entering the long tour recall scenario for the first time. Many of the Reserve Component members who are returning home and demobilizing have served for one year, or in some cases, two years. During the demobilization, we must always remember that some active force and Reserve members have made the ultimate sacrifice for our country. And, those who returned with injuries have sacrificed at an extreme level. Our thoughts and prayers are with the many military member families who are experiencing severe hardship and grief.

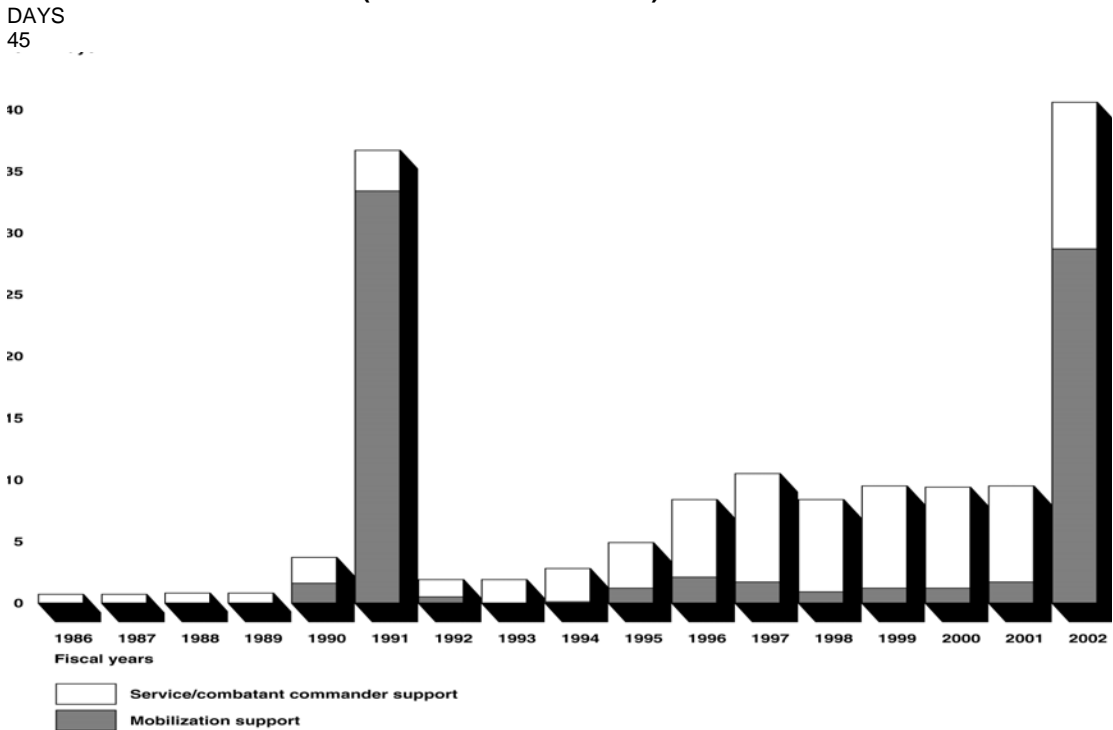
With the above themes in mind, ROA approaches the second session of the 108th Congress with a positive attitude and with gratitude that the First Session of the 108th

Congress certainly made progress in the arena of Reserve Component benefits, protections, and incentives. DoD is also expending significant effort and financial resources to mitigate, during the current mobilization and demobilization, many of the complex problems that characterized past recall efforts. ROA salutes our nation's legislative defense leaders for their progress.

**EFFECT OF MOBILIZATION ON THE FORCE**

When the “cold war” ended in 1986, the military found itself in a position of not having one clear-cut or overarching threat with which to define the National Military Strategy. It embarked on an aggressive effort to reduce personnel and infrastructure with the thought that the nation would not be faced with having to fight another “World War” engagement. Five years after this effort began, the country engaged in a confrontation with Iraq in 1990–1991 that resulted in mobilization of the forces for Desert Shield and Desert Storm. The Government Accounting Office (GAO) reported that since then the country has continued to increase their number of mobilizations to meet mounting contingencies from 1992 through 2001 with a spike in 2002 that mirrored 1991 when the nation again confronted Iraq.

**Annual Number of Days Per Capita for Reserve Mobilizations and Support to the Services and Combatant Commands (Fiscal Year 1986–2002)**



Source: GAO.

GAO Report, GAO-03-549T, MILITARY PERSONNEL: Preliminary Observations Related to Income, Benefits, and Employer Support for Reservists during Mobilizations, March 19, 2003

While certainly impressive, the above chart only tells part of the story on the contribution of the Reserve Component. According to the Office of the Assistant Secretary of Defense for Reserve Affairs in their Review of Reserve Component Contributions to

National Defense, "Reserve Component support has increased from 1.4 million duty days in Fiscal Year (FY) 1989 to nearly 13 million duty days in FY 2001." Until the Global War on Terrorism, Reserve Component members and their families stoically accepted their call to duty regardless of whether or not it was performed in a voluntary or non-voluntary status and regardless of the number of days.

Since 2001, the Association's members have identified three main areas of stress: health care, pay, and employment.

### Health Care

The Global War on Terror is being described by the leadership in the Pentagon as multi-generational. It will be a protracted engagement, which overwhelms the resources of the Active Services. To compliment the Active Duty forces, the Guard and Reserve (G-R) have accepted the task of warrior on several fronts. Thirty seven percent of our G-R Forces have already been called to battle.

The Association believes that comprehensive care of the dependents of these young warriors allows the members of our armed services to better concentrate on their jobs.

Health care readiness is the number one problem in mobilizing Reservists. Most Reserve Component members shoulder the cost of their personal medical readiness. Because of the high cost of medical care, many G-R members do not carry health care coverage. The government's studies show that between 20–25 percent of Guardsmen and Reservists are uninsured.

With a growing percentage of Reserve Component members being recalled to multiple deployments, post-deployment health care is becoming as important as pre-deployment readiness.

### **ROA urges Congress to support health care reforms for Reserve Component members.**

### Physical Readiness

The Air Force Reserve requires a full physical examination every five years, with a modified physical exam annually. A physical fitness exam and measurement is run once a year. Body fitness is measured by tape, and physical fitness is measured against a series of exercises and a 1½-mile run. A deadline is given to Reservists who do not take the physical or fail to meet physical standards. Failure of either can place Reservists in a no pay/no drill status.

DoD does not sponsor any health care program. While, Reservists provide their own medical coverage to maintain standards, Active duty members do not pay for medical treatment, this is not parity.

### **ROA urges Congress to explore means to expand health care coverage to all RC members.**

Section 702 of the FY04 National Defense Authorization Act authorized expanded TRICARE coverage for unemployed and uninsured Reserve Component members. At

the time of publication of this testimony, the TRICARE coverage was not implemented, and the deadline for its end is December 31, 2004.

**If not made permanent, TRICARE for Reservists should be viewed, as a demonstration project, and the program deadline should be extended to properly test the program participation and cost.**

#### Inoculations

To keep RC members ready for mobilization, inoculations should be updated annually. Anthrax, smallpox, and other vaccines have a risk of side effects. Members can be impacted several days or weeks after inoculation.

**ROA wants Reserve Component members to have access to Military Treatment Facilities or compensation for civilian health care if complications occur following inoculations received on drill weekends.**

Should serious complications arise, the member should be placed on Active Duty for the duration of the treatment.

#### Physical Screening

Physical screening checkups should be done annually with blood and urine samples for conditions that could affect RC members' ability to mobilize. A more extensive physical with screening for heart, lung, or cancer problems could be given every third year. Testing costs in these areas have come down in the recent years.

**Congress should expand medical and dental screening to include all units or individuals subject to mobilization, and permit treatment by RC medical professionals that allows RC members to meet deployment standards.**

#### Physical Baseline

Between biological and chemical adversarial threats, and exposure to friendly chemicals used as insecticides or in maintenance or cleaning, service members are exposed to potent chemical cocktails that could negatively impact their health. A baseline is needed to measure changes in service members' health.

**At a minimum, a blood sample needs to be taken to help provide a baseline for chemical exposure.**

#### Prescriptions

Mobilization policy requires Reservists to bring a 90-day supply of prescriptions. Many civilian health care plans will only pay for 30-day supplies, causing the members to pay out of pocket for the additional 60-days.

**TRICARE standard should refill 90 days of existing prescriptions for mobilized Guardsmen and Reservists to provide the full 90-day requirement.**

### Dental Readiness Transition

When deployed overseas, dental hygiene and dental diagnostic and preventative care is difficult to maintain. To offset this, DoD policy has been to provide examination screenings and repairs for deployed military members returning them to a classification T-2 dental status. If post-deployment RC members are not provided with these exams, corrective coverage is only allowed at a Military Treatment Facility for 30 days in a space available status after deactivation. The RC members have a lower priority than Active Duty family members, who historically have difficulty getting dental treatment.

This policy is inadequate. As stated earlier, TRICARE Dental is inadequate to cover restorative repair costs from a T-3 classification to a T-2 status. This forces the RC members to pay out-of-pocket expenses to become mobilization ready.

**ROA feels that it is incumbent upon DoD to return post-deployment RC members to a classification T-2 dental readiness status. If Medical Treatment Facilities (MTF) access is not available, then DoD should subsidize TRICARE Dental coverage for 180 days to permit repairs.**

### Continuity of Medical Coverage

As this conflict is expected to be long term, and Reserve Component members are expected to be mobilized multiple times, the importance of continuity of health care becomes increasingly important and should be emphasized, as it will impact Reserve Component members and their families. If soldiers are worrying about their families while in the field, the costs to the U.S. Military will be more than just health care coverage. Timely access to health care during this national crisis for family members of activated Reservists and members of the National Guard is a must.

**Authorize access to TRICARE on a cost-share basis, or premium cost-share for civilian health plans upon activation.**

Option 1: Expanded TRICARE Access. Drilling RC members would pay an annual cost-share premium for TRICARE coverage. With activation of 30 or more days, and the government would assume all of the costs as it would for Active Duty members. Coverage could be for RC members alone or, with a higher premium, family coverage.

The TRICARE access option is consistent with the DoD's "seamless, integrated total force policy," as it would open TRICARE to RC families and eliminates a "structural barrier" inhibiting true integration of the total force. TRICARE access also would support transitional health care coverage before and after extended activation and is likely to have a positive impact on service member and family medical readiness and retention.

Including Guardsmen and Reservists in TRICARE will have a return in recruiting and retention numbers. ROA believe families would better support a career in the Reserve Component. If health care were provided as a benefit spouses would make Reservists think twice before quitting the Guard or Reserve and losing this benefit.

Costs: a recent GAO report (GAO-02-829, Defense Health Care, September 2002, hereafter, GAO Rpt.) estimated that DoD's cost would be \$7 billion over 5 years if

Reservists paid a premium similar to that paid by Active Duty retirees under age 65 (TRICARE Prime).

Option Two: Payment of Premiums for Employer or Personal Health Insurance. RC family members are eligible for TRICARE if the members' orders to Active Duty are for more than 30 days; but some families would prefer to preserve the continuity of their own health insurance. Being dropped from private sector coverage as a consequence of extended activation adversely affects family morale and military readiness and discourages some from reenlisting. Many RC families live in locations where it is difficult or impossible to find providers who will accept new TRICARE patients.

Following activation, DoD could contribute a premium payment that is not to exceed its TRICARE contribution. Payments could be made through direct deposit to employers or employers' health care insurers. The RC members' families would be able to continue with the employer health insurance without disruption, and the administering by DoD would be simply to cut a check.

## Pay

Every member in the Reserve Component is affected by the change in pay that results from a mobilization. Much of the force is affected equally or positively by a change in salary. In fact, the number of the force in this category has increased since Desert Shield and Desert Storm due to Congressional across-the-board pay increases and targeted pay increases. Eliminating remaining pay differences between Active Duty and Reserve Component pay rates would eliminate inequities and further help to offset the pay loss experienced by some RC members. Those arguing against the need for this inequity overlook the fact that every time a mobilization occurs RC members incur collateral monetary impacts to their civilian jobs by losing promotion opportunities, professional competitiveness with their peers, or the opportunity to continue contributing to their employer retirement account or by receiving matching funds.

### Pay Differential

While there once existed a clear and distinct line between Active and Reserve forces, as the two components merge into a continuum of forces, the argument for greater parity of benefits becomes increasingly compelling. The following areas of pay still are governed without parity between the Active and Reserve Components:

▪ Aviation Career Incentive Pay	▪ Hazardous Duty Incentive Pay
▪ Career Enlisted Flyers Incentive Pay	▪ Special Duty Assignment Pay
▪ Foreign Language Proficiency Pay	▪ Diving Special Duty Pay

***ROA urges Congress to delete the 1/30th rule for those areas of pay that require Reserve Component members to maintain the same qualification levels as Active Duty.***



## Base Allowance for Housing (BAH)

Currently, Reservists (without dependents) who serve on active duty in support of a contingency are authorized to receive BAH for their primary civilian residence, even at times in which they occupy government quarters at their 'gaining command.' By providing this authority to receive BAH under circumstances where normally no such entitlement would exist, the current statute recognizes that this category of Reservists, unlike their Active Duty counterparts, is likely to be called to Active Duty on short notice, and will be expected to return to their primary civilian residences upon release from an active duty period of relatively short duration (i.e., two years or less). Thus, the intent of the statute is to ensure that Reservists are able to maintain their civilian residences 'back home' while performing military service in another location.

However, the current statute does not go far enough as it does not adequately address the circumstance that government quarters at the 'gaining command' might not be available for these activated Reservists. Under such circumstances, the Reservists' only option many times is to obtain housing "on the local economy" at their own expense. In essence, they have to maintain two households on only one housing allowance. The law does provide recourse for members with dependents (i.e., a Family Separation allowance for Housing, or FSH), and the circumstance does not apply to Active Duty members without dependents, as there is no expectation to "send them home" after the contingency has ended. The law provides no recourse for Reservists without dependents.

To avoid causing an undue financial hardship on individual Reservists, during the recent Operation Noble Eagle mobilization, the Services took the extraordinary step of paying them *per diem* (which is primarily meant to reimburse members for the cost of *temporary* lodging) whenever government quarters were not available—in some cases for more than a year. For the Navy in particular, this was a tremendously costly measure, which could not be sustained on a long-term basis. This initiative to authorize a second housing allowance under this circumstance would serve to: 1) ensure Reserve Component members are adequately compensated for their housing costs at both the location of their civilian residence and their 'gaining command'; and 2) ensure that doing so over the long term is accomplished without overburdening scarce tax payer resources.

This initiative represents a long-term, sustainable solution to ensure Reservists are adequately and fairly compensated when required to abruptly abandon their comfortable civilian lives and answer their country's call to continue to fight the Global War on Terrorism.

**ROA urges Congress to amend section 403 of title 37, United States Code, to authorize a second housing allowance for Reserve Component members without dependents, who are called or ordered to Active Duty in support of a contingency operation (for greater than 139 days) when government provided housing is not available.**

## **Employment**

Reserve Component members have been reporting many employment problems, and it is anticipated that this will only increase as troops return from Iraq and are demobilized. For many returning Reservists, reinstatement of job means they now have to move

outside of the state, the job being offered pays the same but is significantly reduced in responsibility and stature, or new personnel policies make it difficult for service members to retain affiliation with the Reserves. It is important that we provide protections under the law, but we must also provide incentives for employers to want to hire RC members. While not listed here, it is important to understand that providing things like TRICARE to Reservists can also act as an incentive for employers.

### USERRA

USERRA offers employment protections to all RC members except those employed by states. While Congress normally prefers to not offer directive legislation to the state level, in this particular instance the exclusion of state employees from USERRA becomes a discrimination issue.

Another group of citizens excluded from USERRA, but no less affected by mobilizations, is the military spouse. ROA members have reported that their spouses in many instances had to leave their employment for 30–90 days to complete the arrangements necessary to go from a two-adult household to a one-adult household or had to take leave for the duration of the mobilization because they had to move closer to other family members for help with childcare, health care needs, or finances.

**ROA urges Congress to extend USERRA employment protections to state employees and military spouses.**

### Authorize Tax Credits for Employers of Reservists

Reservists' employers often shoulder the burden of extra costs to support national defense through the participation of their employees in the military. Support by employers of members in the Reserve Component enables the Total Force concept to succeed. Today's increased operations tempo (OPTEMPO) makes employer support more important than ever. Employer pressure is listed as one of the top reasons for Reservists to quit the military.

**ROA urges Congress to support employer tax credits as a way to help offset costs associated with employees' Reserve activities and reinforce employer support.**

## **RESERVE COMPONENT FORCE MIX CHANGES**

Certainly adjustments will be made over the next few years and beyond relative to missions and force balance. Despite pronouncements about changes in force balance and about "transformation," ROA believes that changes in the U.S. military should be cautious and incremental, certainly not as dramatic as some might envision. The reason for this is that the elements of the Total Force that exist today were created incrementally and were based primarily on fundamental realities concerning: needed capabilities, human skill pools, available technology, and affordability.

With the exception of technology, these realities do not change to any significant degree in the foreseeable future. Although advances in technology will rapidly improve our

weapons and our training, better technology will not replace the need for “boots on the ground” in conducting military operations over the next 10–15 years. Those future near-term operations could look much like what is seen in Afghanistan and in Iraq today, fighting an asymmetrical threat using technology in an unconventional manner.

Those operations have very large numbers of U.S. troops involved either directly or indirectly—soldiers in or near the geographic area of conflict, those in the pipeline to go into those areas, and those being regenerated after returning. Simultaneously, a requirement still persists for significantly large numbers of troops to hedge against other serious and more traditional armed conflicts, such as those that could occur in the Pacific arena. The often-ignored need for a strategic reserve also exists. And finally, the requirement for adequate homeland security trained forces is more important than ever.

The capabilities that the military services need to meet the growing threat include, from strictly a military view, a combination of good people (warriors and leaders of warriors) and the right equipment (technologically modernized). In that context, despite the changes in the nature of our enemies, the means to defeat emerging threats are only slightly and incrementally different than the means we have used over the last 10–20 years. This recent period is also the time in which the modern Total Force was built. Today we have embedded in the Reserve-Components a broad set of skills that our military needs. Those same skills and the resulting capabilities will continue to be critical in augmenting the Active Component force to meet tomorrow’s threat.

Reservists also bring to the military “tool kit” several civilian sector skills. Those skills run the gamut from airline pilots to surgeons and from civil affairs specialists to nuclear engineers (to name just a few). The country cannot afford to duplicate on a grand scale the Reserve-Component human resource pool to implement a policy that would keep Reservists out of the early deployment mission phase. The Office of the Secretary of Defense (OSD) initiative to not mobilize Reservists for the early deployment (first 15 days) phase of operations is flawed. The importance of the doctrine referred to as the “Abrams Doctrine” (connectivity between the American people and military action) and the low cost of keeping a Reserve force justify maintaining the current practice of using the RC in all aspects of our military as a surge capability to a maintaining force.

Knowledge of how Reservists transport civilian sector technical skills when they assume their military duties is more important than it was in the 1970s. The reason is partly because over the past 30 years the technology originating from private sector requirements has begun to dictate military equipment make-up. Before that time, before routine launches into space and the computer technology explosion, the military generated a need and then industry created new technology to meet that requirement. Now, quite often when the military has a new or evolving mission to perform, “off-the-shelf” equipment and technology can meet or be adapted to meet that requirement. Reservists will continue to be in the middle of that transfer and practical application of civilian sector originated technology.

The mission mix assigned to the Reserve forces will also continue to reflect skills Reservists learned as previous military members. Because it makes good business sense, over the next several years we, hopefully, will continue to seek our return on investment by providing military billets for Reservists who were trained and matured as

members of the Active Component and then separated to become civilians. That brings us to the affordability argument.

Affordability is an argument for proper force balance that speaks for itself. ROA does not believe this nation can afford, with finite and stretched resources, to successfully meet the threat by dramatically shifting the mix from the Reserve Component to the Active Component. Conversely, neither should we try to shift large amounts of structure from the Active Component to the Reserve Component. As most know, in some mission areas the RC is close to reaching their limit on repetitive use of Reservists, but that can be resolved in many instances without resorting to an expensive radical change.

### **Transformation and Rebalancing**

Changes to the Reserve Component are being presented piece-meal, which makes it difficult to properly assess or determine the actual impact to national defense. ROA will continue to support better fidelity and rigorous analyses of transformation initiatives and rebalancing planning.

#### **ROA urges Congress to establish a commission to review the impact of Active Duty changes and how they will affect the Reserve Component.**

### **ROA's Fundamental Beliefs**

The Reserve Officers Association has strong and clear beliefs concerning military capability and specifically the value of strong Reserve forces. These beliefs are based on ROA's "Declaration of Principles." The following bullets describe ROA's recommended priorities for our entrusted national leaders.

- The nation must have adequate military force structure, training, and equipment to defeat any known or emerging military force that could be used against the nation.
- Military members (Active and Reserve) should be representative of some of the best men and women our nation has to offer, and, therefore, incentive programs to encourage our most capable young people to join the armed forces should receive funding priority.
- The families of military members (to include all in the selected Reserve) should have readily available health care and other appropriate entitlements and should receive adequate and fair compensation as survivors.
- The use of America's Reserve and National Guard during all phases of military operations is a fundamental enabler to properly gaining and sustaining the support of our citizens. It should be noted that this principle, known by many as the Abrams Doctrine, has become more important since the elimination of the draft and in time of prolonged conflict.
- Reservists, by nature of being part time and only called to military duty when needed, bring many cost efficiencies to the total military budget.

- Civilian skills and experience levels (civilian and military) found in many Reservists are proven force capability multipliers.
- Within Service cultures, because of the unique characteristics and paradigms resident in Active Duty members relative to the unique characteristics and paradigms resident in Reservists, the best managers of Reservists will always be other Reservists.
- Reserve Component forces must be recruited, trained, and equipped as an integrated part of the Total Force and should be used to the maximum extent practical across the full spectrum of military missions. Said another way, core mission areas of each service should, where practical, include RC member presence, and Reservists should not be relegated automatically or arbitrarily to support mission areas.

## MOBILIZATION AUTHORITIES AND PROCESSES

The DoD and GAO have completed several studies and performed many types of analysis to identify ways that mobilization authorities and processes can be improved. ROA members have helped to identify other areas that have manifested themselves during this extended mobilization for improvement. The recommended changes address retention and recruiting incentives and continuum of service issues.

### Excluding Certain Reservists from Being Counted against Active Duty End Strengths

Title 10, United States Code, requires that Reservists exceeding 180 days of active duty during a fiscal year be counted against congressionally mandated Active Duty end strengths. This is an artificial barrier that prevents valid requirements from being met in the most effective manner. Congressional oversight and accountability could still be afforded by the use of a coding technique.

**ROA urges Congress to amend Title 10, United States Code, to exclude Reservists who exceed 180 days' active duty, in support of the Active forces in operational and support missions, from being counted against that Reserve Component's Active Duty end strength.**

### Montgomery GI for Selected Reserves (MGIB-SR) Enhancements

- Begin the eligibility period when military members elect to use the program upon their first application to use the education benefit.
- Reduce the obligation period from six years in the Selected Reserve to four years in the Selected Reserve and four years in the Individual Ready Reserve. This change will ensure all service members have the opportunity to qualify for the education benefit. This compares to the Active Duty's program of requiring three years of service obligation.
- Stipulate that Reserve Component members can use their education benefits when mobilized.
- Require college refund provisions for Reserve Component members who lose tuition expenses when they cannot complete the semester or school term due to recall.

- Adjust interest rates on federal student loans when the market rate drops below six percent.

**ROA urges Congress to support Selected Reserve education reforms for Reserve Component members.**

U.S. Public Health Service (USPHS) Reserve Force

The USPHS plans to create short-term duty missions and "rolling deployments" to address presidential and secretarial initiatives toward serving critical health care needs. Active Duty and Individual Ready Reserve (IRR) officers will be called to address these needs. These short-term duty missions will provide a requirement for a modernized Reserve Component system that can marshal resources for deployment at the local level for needed public health initiatives.

**ROA urges Congress to establish a viable Public Health Service Reserve Component.**

**ARMY RESERVE**

Most of the critical issues affecting the Army Reserve and Army National Guard are in personnel. Even issues pertaining to equipment tend to have a direct and significant effect to the personnel postures of our Army Reserve Component, which includes the National Guard and Army Reserve. The first area that I will address is "Rebalancing."

Rebalancing

The Reserve Officers Association concurs with the need to rebalance the Active and Reserve forces as directed by the Secretary of Defense.

- The Army Reserve and Army Guard have been proactive and already have plans in place to reduce unneeded force structure and improve the personnel readiness of their congressionally mandated end strengths and to focus on those missions that provide the best mix to the Total Force.
- It has been mentioned that stress is particularly evident in the Army Reserve Civil Affairs and Military Police missions. As you may be aware, the Army Guard has been transitioning certain heavy field artillery units into military police to relieve the stress on this critical function. Civil Affairs is a function that primarily resides in the Army Reserve. Some leaders in DoD have suggested that more of this function should be transitioned into the Active Component. The Reserve Officers Association believes that this function most properly resides in the Reserve Component since many of the required skills are found in the civilian community and are the day-to-day jobs of many of our Army Reservists (e.g., city managers, public accountants, attorneys, medical personnel, civil works, etc.).

**The Reserve Officers Association believes that rather than reducing the number of Civil Affairs organizations in the Reserve Component, DoD should expand them in the rebalancing process.**

- A shortfall of almost \$300 million existed for the Army Reserve in critical training dollars in the FY 2005 budget. These funds are required for troops returning from deployments and for soldiers yet to deploy to train in new skills and with new equipment. The Army Reserve and Guard are restructuring to be in step with the Departments of the Army and Defense in their rebalancing efforts. The lack of adequate training funds will hamper the transformation efforts that the Reserve and Guard have undertaken to improve readiness.

### Recruiting and Retention

Some key issues in retention were addressed in the recent NDAA and Iraqi Supplemental. However, work still needs to be done to help ensure that the Army Reserve and Guard will be able to attract and retain the same high quality soldiers as it has in the past.

- TRICARE for the Selected Reserve and certain members of the Individual Ready Reserve must be expanded and made permanent. Reserve soldiers are only provided with a physical exam at government treatment facility once every five years. They receive no government-provided dental exams. This is reflected at the mobilization sites where most of the deployment problems are in dental and medical areas.

**The Reserve Officers Association believes that if Reserve soldiers are required to meet the same medical and dental standards as the Active Component, they should be provided with the same evaluation process.**

- Reserve Component soldiers should also receive special incentive and skill pay based on the requirement to maintain their special skills 365 days a year and not just 2 days a month.

**The Reserve Officers Association recommends equity in special skill and incentive pay between the Reserve and Active Components.**

- When offering an incentive for Reserve soldiers to reenlist, they should be provided with an incentive that reflects the same standard as their Active Component counterparts. Recently it was announced that Active Component soldiers were being offered bonuses from \$5,000 to \$10,000 for reenlistments from three to six years. Under current law, Reserve Component soldiers are only entitled to \$2,500 to \$5,000 bonuses.

**The Reserve Officers Association recommends equity in reenlistment bonuses between the Reserve and Active Components.**

- Age 55 Retirement is being addressed by many members of the House and the Senate. The Reserve Officers Association supports this concept as a key retention tool.
- The Montgomery GI Bill (MGIB) has been one of the most significant incentives for recruiting outstanding young people into the Guard and Reserve. Based on their service in the Global War of Terrorism at home and abroad, today's military

Reservists deserve enhancements to their eligibility under the MGIB for Selected Reserves. Those enhancement include:

- Beginning eligibility when service members elect to use the program for the first time.
- Reducing the obligation period from six years in the Selected Reserve (SELRES) to four years and for four years in the IRR. This is comparable to the Active Component program requiring a three-year obligation.
- Stipulating that Reserve Component members can use their education benefits while mobilized.
- Requiring tuition fee refund provisions for Reserve Component members whose expenses cannot complete the semester or school term due to recall to Active Duty.
- Adjusting interest rates on federal student loans when the market rate drops below six percent.

In the Rebalancing and Transformation process, equipment issues are a great concern. Although this would seem to fall into operations and maintenance or procurement, it, too, has a significant impact on Reserve Component members. In FY04, procurement for the Reserve Component as a percentage of the DoD procurement budget is at its second lowest in recorded history at 3.19 percent. This comes even after a congressional addition of \$400 million for the National Guard and Reserve Equipment Authorization (NGREA). Meanwhile, procurement for the Active Component continues to realize consistent real growth from FY98 through FY09 of 108.6 percent. In the past, the use of “cascading” equipment from the Active to the Reserve Component has, in some cases been a reliable source of serviceable equipment. However, with the changes in roles and missions that have placed a preponderance of combat support and combat service support in the Reserve Component, there has not been much left to cascade. Also, funding levels, rising costs, lack of replacement parts for older equipment, etc., has made it difficult for the Reserve Component to maintain, modernize, and recapitalize its aging equipment to support a viable legacy force.

Continuing reductions in the NGREA have made funding required to maintain and replace existing equipment that is lost through combat, fair wear and tear, or obsolescence virtually non-existent. Without equipment, soldiers cannot train. If they cannot train, they leave the force.

**The Reserve Officers Association encourages Congress to reinvigorate the NGREA so these critical equipment needs can be met.**

#### Personal and Family Issues

- As previously mentioned, TRICARE for the Selected Reserve and certain members of the Individual Ready Reserve (IRR) and their families is a key recruiting and retention factor. The Reserve Officers Association feels that even though the Army recruits soldiers, it retains families. A TRICARE program that complements or replaces a civilian employers’ program would provide balance with the Active Component.

With the different mobilizations for the Global War on Terrorism, numerous problems with pay and allowances for mobilized soldiers have arisen. A significant amount of anecdotal evidence demonstrates that this has been a major problem. In one case,



100 percent of one mobilized Army Guard unit's soldiers had pay problems. For example, one member reported he owed 10,000 due to being paid the wrong housing allowance rate.

**The Reserve Officers Association encourages all efforts to resolve systemic problems in the pay system that are affecting Reserve Component soldiers and their families.**

- The Reserve Officers Association supports efforts to improve the medical holdover situations that have occurred at several installations recently. The Reserve Officers Association applauds the Department of Defense for taking quick action to resolve the immediate issues. However, the long-term concerns over inadequate facilities at some installations, shortage of medical specialists, perceived inequities between Active and Reserve Component treatment, and long wait times for treatment and evaluation must be addressed comprehensively in light of continued mobilizations for the foreseeable future and increased reliance on the Guard and Reserve.
- The Basic Allowance for Housing (BAH) needs to be made the same for all Reserve soldiers, regardless of the length of their mobilization. To say that soldiers deserve less housing allowance strictly on the basis of the mobilization period being less than 20 weeks is unfair to soldiers and their families.

**The Reserve Officers Association supports a uniform Basic Allowance for Housing at the BAH I level for all mobilized soldiers, regardless of length of tour.**

- Family Programs are critical to Reserve Component soldiers and their families. Active Component soldiers and families, for the most part, live in close communities on military installations where it is possible to maintain a bond between the soldiers, their families, and their units. Many Reserve soldiers do not even live in the same communities as their units. Keeping families informed and supported can be difficult, particularly in more rural areas. In FY 2004, the Army Reserve's family programs suffered a \$3.9 shortfall from a requirement of \$7.5 million. In FY 2005 this shortfall is \$5.6 million.

**The Reserve Officers Association recommends full funding of the \$15.4 million requirement for Army Reserve Family Programs to provide essential services to soldiers and their families and to facilitate the Army Reserve's ability to adequately prepare soldiers for deployments and help families to become self-reliant.**

### Critical Funding Requirements

The Army Reserve faces critical funding shortfalls in eight key areas. The shortfalls come in the pay and allowances accounts totaling \$348.4 million and the operations and maintenance accounts totaling \$180 million.

- Of these requirement shortfalls, the most critical is \$281 million in Inactive Duty Training (IDT), which will prohibit the Army Reserve from meeting its peacetime statutory requirement for 48 drills. Even though there is some cost avoidance due to mobilizations, it will not reach the level required to successfully conduct

the critical training that soldiers need for individual and unit readiness. Based on current estimates, the Army Reserve would be forced to cease training by late spring or early summer 2005.

- Shortfalls in family programs have already been covered in this testimony but it should be emphasized again that the \$5.6 million shortfall in this area directly affects soldiers and their families' ability to prepare for and function during mobilization.
- The Army Reserve Defense Health Program Accrual is funded at 98 percent of the \$680 million requirement. However, the \$7.1 million shortfall is the result of DoD actuarial studies that establish accrual rates based on "full-time" and "part time" personnel. The accrual rates for FY 2005 increased considerably in both categories. Analysis indicates that the rate change will leave the Army Reserve with this critical shortfall. This is an item of considerable congressional interest, and the rate change creates a significant effect on all three military services.

## NAVAL RESERVE

### Manning Levels

Since September 11, 2001, the Naval Reserve has recalled approximately 22,000 Selected Naval Reservists to support the War on Terrorism.

At a luncheon on February 12, 2004, Secretary of the Navy Gordon R. England responded when asked about the Naval Reserve, that only about 20,000 of the 86,000 Naval Reservists have been called to Active Duty. He questioned why we have so many if we are not using them. "The Naval Reserve will likely become smaller," England said.

The force size of the USNR needs to be measured on more than just a snap shot in time. The Secretary of Defense has suggested that Reservists rotate on and off Active Duty, spending one year out of six on recall. If you take last year's recall of 12,000 Naval Reservists per year x six years, that is 72,000 Naval Reservists that are needed to support Active Duty.

This means current numbers are close. FY04 authorization is 85,900. Reduce this by the 14,384 Reservists authorized as Active Duty support and the resulting number equals 71,516. Yet, the FY05 Presidential budget has asked for a reduction of 2,500 from this number.

The Navy is doing a "Zero Base Review" (ZBR) matching up Reserve billets to Active Duty requirements. Indications are that ZBR will not be completed until 2007.

Operational Support Scorecard as of March 3, 2004:

### Selected Reserves

Authorized End-Strength	71,516
On Active Duty (MOB)	2,425
Presidential Reserve Call-up (PRC)	53

Active Duty for Special Works (ADSW)	850
Annual Training (AT)	2,825
Active Duty for Training (ADT)	1,094
Inactive Duty Training (IDT)	<u>+2,467</u>
Total SELRES Operational Support	9,714

The Pentagon reports only 2,425 Reserve members; the rest of the picture shows that, as of the date reported, 14 percent of the USNR Drilling Force is directly supporting Active Duty.

Full Time Support

Authorized End-Strength:	14,384
USNR HQ & NRC Staffs	2,959
USN Staffs	+234
USNR: Operational	4,759
USN: Operational	<u>5,753</u>
Total Full Time Staff Operational support	10,512
Percentage of FTS providing Operational Support	74 percent
Reservists in Support of the USN	20,226
Percentage of Total Reserve Force	24 percent

Naval Reserve support to the fleet continued at more than two million workdays last year. An outside review is needed to show how the USN is using its Reservists and where money is being spent.

**ROA recommends that additional cuts to the USNR be frozen until at least FY 2008, allowing the ZBR to be completed.**

Recalled Personnel

"From our transport squadrons to many other functions, especially watchstanding in all the fleets, we have Reservists—probably 20 percent of the force—every week supporting the fleet around the world. And that's our vision—support the fleet, ready and fully integrated," Vice. Adm. John G. Cotton, Chief of Naval Reserve.

In support of the troop rotation ongoing in Iraq, the Navy could mobilize as many as 4,000 Reservists says Admiral Cotton. Included in the current mobilization is a Naval Reserve Construction Battalion and units encompassing Navy Cargo Handling Battalions and a Navy Supply Support Battalion of the Naval Expeditionary Logistics Support Force (NAVELSF), and Deployable Ammunition Handling Teams and Deployable Ammunition Reporting Teams of Atlantic Ordnance Command (AOC). Some of these latter units will be relieving Army units in Kuwait.

The majority of these Naval Reservists have been recalled individually based on specific skills. Contributions include significant numbers of law enforcement officers and security specialists. Entire units of the Naval Coastal Warfare commands were activated. Medical, supply, intelligence and other specialties are being heavily tasked. Naval Reserve pilots are keeping the flow of men and materiel flowing to the theater of operations.

Like the other armed services, great numbers of volunteers have stepped forward in support of the Global War on Terrorism. "In every facet of the Global War on Terrorism, Naval Reservists were and are filling the gaps; exactly what the Active Component wants us to do," Admiral Cotton has said.

### Annual Training Funding Shortfalls

Messages have been released to USNR Commanding Officers recommending liberal use of waivers against entitlement Annual Training (AT). Funding appears to be running out with the Commander of Naval Reserve Forces scrambling to move money to support declining training

"A liberal waiver policy is encouraged. Approved waivers should be promptly documented... Excess funds should be reported back to Echelon IV comptroller to meet ongoing operational requirements." This indicates that: 1) training money has been consumed, and 2) that these moneys are being used to pay for active duty operational requirements vice training.

For the Naval Reserve, the rest of FY04 will be fiscally tight. It has already been anticipated by NR leadership that the Naval Reserve Personnel (RPN) appropriation has already incurred cost of war expenses that are not expected to be reimbursed through a supplemental for this FY. Current AT level puts us back to 90% for officers and 83% for enlisted.

### Recruiting

Chief of Naval Reserve retention figures: 102 percent Enlisted, 99 percent Officers

This past year has reflected a change in Naval Reserve recruiting.

The first change was the consolidation of Active and Reserve recruiting.

The second major change was a reemphasis on recruiting Navy veterans versus non-prior service (NPS). While NPS men and women are as patriotic toward serving as any other group, the difficulty faced by the Navy was the 84 days of training before allowing the group to be deployed overseas. The Navy changed its criteria reemphasizing veteran recruiting and the number of veterans entering the Naval Reserve has increased, saving training dollars and increasing readiness.

The Navy will continue to recruit in certain specialty skills such as medical and construction, but will also recruit individuals who can attend the Navy boot camp accruing a large portion of the 84-day minimum.

Four thousand Reservists return to Active Duty every year.

## Homeland Defense

The Naval Reserve is an unsung contributor to Homeland Defense. While the Active Navy was concerned with forward deployment, the away game, the Naval Reserve has been working with the U.S. Coast Guard (USCG) on home field advantage. Until recently, the entire responsibility for coastal defense, subsurface, surface, and air rested with the Naval Reserve, partnering with the U. S. Coast Guard Reserve. So successful was the USNR in developing the harbor and coastal defense units that the regular fleet wants to transfer some of these assets to Active Duty.

Naval Reserve Mobile Inshore Undersea Warfare (MIUW) units have created the professional standards that have led to new Littoral Surveillance Systems. This new Joint Fire Network can be supported by Reservists and is needed in the major ports on the Atlantic, Pacific, and Gulf coasts.

A new mission arises which has been called Maritime NORAD (North American Aerospace Defense Command's). Risk and frequency of threat do not warrant manning this with full-time, Active Duty members. This seems to be a mission suitable for a joint USCG and Naval Reserve team. The Air Force has been successful with Air Guard and Reserve members running key command posts for NORAD. The USNR can be expected to excel at the same time.

## Conclusion

The Naval Reserve's top five Issues continue to be manpower, training, equipment and systems compatibility, force shaping, and fleet support. Nevertheless, substantial unfunded requirements continue to slow progress toward complete force integration with the Fleet.

The issue of fleet contributory support versus surge training requirements continues to pull Naval Reserve personnel policies and operations in two different, not wholly compatible, directions. Highly trained, motivated and experienced Naval Reservists should not be lost to the Naval Reserve Force while the nation girds for the long-haul in the Global War on Terrorism.

**ROA strongly urges the Congress to return Naval Reserve end-strength to 85,900 to support the increased requirements imposed by the Global War on Terrorism for the foreseeable future.**

## **MARINE CORPS RESERVE**

Over 48 percent, or more than 19,000, of the Marine Corps Reservists have been mobilized. Marine Reservists are in every theater of the Global War on Terrorism. They are in Iraq, Afghanistan, and Guantanamo Bay, Cuba.

Every Marine is first and foremost a Marine and a rifleman. With the rotation of troops, over 3,000 Marine [Reservists???) will be part of the 25,000 Marines deployed in the spring. In the fall, another 3,500 Marine [Reservists???) will be joining them.

The U.S. Marine Corps comprises 172,600 Marines in the Active Component and 39,558 in the Selected Marine Corps Reserve (SMCR). The mobilization has provided access to the 60,000 Marines in the Individual Ready Reserve. As an integral part of the Total Force, Reserve Marines augment and reinforce the Active Component by executing the spectrum of missions assigned to the Corps in times of war and peace. Of particular note, more than 98 percent of Marine Corps Reserve units are assigned to Active Duty forces in support of the Marine Corps' commitment to joint operations plans.

Accordingly, all operational units of the SMCR have been assigned to a unified combatant commander and apportioned to each for major theater war operational plans. The Marine Corps Reserve contributes approximately one-fourth of the force structure and one-third of the trained manpower of the Marine Corps. Specifically, Marine Reservists comprise all of the adversary squadrons, air naval gunfire liaison companies (ANGLICO) and civil affairs groups, one-half of the tank battalions, and one-third of the artillery and low altitude air defense battalions.

The actions in Southwest Asia have caused the U.S. Navy and U.S. Marine Corps to work even more closely than ever before. Throughout the history of our nation, the Marine Corps has been in close partnership with the U. S. Navy.

This is also the case with Naval Reserve augmentation to Marine Reserve units. Naval Reserve corpsmen were activated when their infantry platoons were called up in early November 2001. Also, for the first time, the Navy-Marine Corps team activated the Medical Augmentation Program, which provides Active Duty Navy personnel to support certain Marine Reserve units.

The U.S. Navy will continue to directly support the Marine Force Reserve by providing over 2,700 medical, dental, religious, and naval gunfire support staff as it returns to Iraq. The Marine Corps Reserve of today is on call and utilized every day. The Marine Corps Reserve has doubled its average contribution of 150,000 workdays per year to over 300,000 workdays in recent years. Initiatives like this provide tremendous relief in operational tempo for the Active Component.

**ROA urges the Congress to maintain the authorized Selected Marine Corps Reserve end-strength at 39,600 (including 2,261 Active Reservists) to ensure the Marine Corps' capability to be the first expeditionary American force to meet and defeat the enemy anywhere in the world.**

### Funding Shortfalls

The request to support the Marine Corps Reserve appears to be under funded in the Operation and Maintenance, Marine Corps Reserve (O&MMCR) and Reserve Personnel, Marine Corps (RPMC) appropriations. Maintaining the necessary funding to pay, educate, and train our Marine Reservists, and to enable the units of the Marine Forces Reserve to conduct appropriate training and operations is the vital first step to combat readiness and sustainability.

Additional O&MMCR funds are needed for initial issue of equipment, replenishment and replacement of equipment, exercise support, and organizational and depot maintenance.

Only by equally equipping and maintaining both the Active and Reserve forces will Total Force integration be truly seamless. Foremost is the maintenance of aging equipment.

The Marine Corps Reserve armored vehicles' age, coupled with increased use, contributes to this requirement. The Initial Issue Program also continues to be a top priority. This program provides Reserve Marines with the same modern field clothing and personal equipment issued to their Regular Marine counterparts.

<b>AIR FORCE RESERVE</b>
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The Air Force Reserve continues to be significant partners in the Total Force effort to support Operation Iraq Freedom and Operation Noble Eagle in Afghanistan.

**Mobilizations as of January 23, 2004**

Total Mobilizations	27,422
Total Mobilized > 1 Year	7,269
Total Demobilized To Date	18,340
Total Currently Mobilized	9,082
Current Mobilized > 1 Year	2,010

**Operation Iraq Freedom Contributions**

<b>B-52</b> - 33% of crews - LITENING II pod - Strategic Attack & CAS	<b>C-5</b> - 50% of AF crews	<b>KC-10</b> - 25% of AF crews
<b>E-3</b> - 20% of crews - Airborne Warning & Control	<b>C-17</b> - 45% of AF crews - Combat Airdrop - Operating into Iraq Airfields	<b>KC-135</b> - 25% of AF crews
<b>F-16</b> - Volunteers for AEF - CAS, Counter Air, & Scud hunting - LITENING II pod - SADL	<b>C-130</b> - 15% of AF crews - Tactical Airlift - NVG Cockpit Lighting & Crew Qualification	<b>HH-60</b> - 33% of AF crews - Combat Rescue
<b>A-10</b> - LITENING II pod - Trained within 3 weeks - CAS	<b>C-141C</b> - 40 AC (90% of C-141s) - Aeromedical Evac Msn - Repatriate POWs	<b>HC-130</b> - 33% of AF crews - Combat Rescue
<b>Aeromedical Evacuation</b> - Movement of patients		<b>MC-130</b> - 62% of AF crews

out of combat theater - 45% of Air Force capability within AFRC - 1700 patient moves; 450 urgent)		- Special Ops
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**Future Challenges**

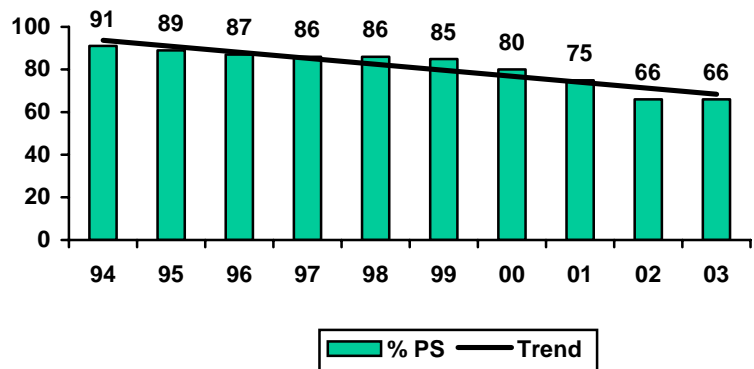
Reenlistment Bonus Period of Eligibility for Selected Reserve

The command is experiencing a dip in retention rates despite stop/loss and mobilization, which acts like a defacto stop loss. Historical levels: Officer 92 percent and Enlisted 85 percent.

	FY03 PERCENT
Officer	88.7
Enlisted 1stTerm	83.3
Enlisted 2nd Term	76.0
Enlisted Career	87.8
Overall	85.5

- Title 37, United States Code (USC), section 308b, establishes reenlistment bonus eligibility for a member of a Reserve Component who is not serving as an Active Guard and Reserve member (as defined in 10 USC 101(d)(6)) as referenced in section 308 with the primary requirement for eligibility and payment of a bonus upon reenlistment is that the member must have completed less than 14 years of total military service. Increasing the eligibility for reenlistment bonuses to 20 years of total military service and increasing the number of bonuses that can be paid under this section could expand the available force pool, as mid-level enlisted Reserve members could take advantage of the new bonus criteria. Using a 20-year service cutoff instead of a 14-year period would encourage selected experienced mid-level subject matter experts to reenlist to established high year of tenure or mandatory separation dates; should members accept this incentive and reenlist, it could boost each service’s retention effort in critical skill areas.

**Prior Service Downward Trend in AFR Accession Rates**





- Change the recoupment from a formula based on Active Duty and Reserve points to no more than 50 percent of the retired pay each month. Modification of the recoupment provision will eliminate a disincentive for former Active Duty members to serve additional Reserve service and allow services to access personnel already possessing military skills, experience, and training. This is a no cost proposal. Repayment periods are extended to allow service members to repay their gross amount of separation pay received while still allowing members to receive a reasonable amount of retirement each month. However, the full amount of separation or severance pay received is paid back in its entirety. Payback is not subject to interest accrual and not contingent upon a specific payback period.

#### Inactive Duty Training (IDT) Point Limit Removal

Reserve Component members are capped on the number of earned IDT points they can keep towards retirement. This is tantamount to telling an Active Duty member they will only be paid for 11 months out of 12 for their retirement.

- Eliminate the limitation on the number of IDT points creditable towards eligibility for a Reserve Component retirement with the cap that all points received in a year cannot exceed 365. Since 1990 and following Operation Desert Storm, the operations and personnel tempo has continued to increase; yet the need for completion of operational and professional training requirements is still necessary. The training requirements training for aircrew members are: 48 IDT periods; 48 Additional Flying Training Periods (AFTP); 24 Additional Ground Training Periods (AGTP), for a total of 120 points. Additional IDT points are awarded for the completion of professional military education (PME) courses. However, IDT points earned for completion of PME courses often results in typical Reserve Component members exceeding the limit of 90 IDT points.

#### Inactive Duty Status Authority to Compensate for Virtual Duty (Telecommuting)

One of the strengths of the Individual Member Augmentee (IMA) program is the experience Reserve Component members can apply to projects. This would best be accomplished if the members they had the flexibility to perform inactive duty by telecommuting.

- Technology enables members to perform work away from the traditional worksite—telecommuting. This authority would work well with Inactive Duty Training by enabling work or projects to be completed that require periods of work that are not consecutive. Amend section 206 of title 37, United States Code, to authorize compensation for Reserve Component members performing duty authorized by the appropriate military authority whether under direct military control or performing assigned duties in a virtual environment.

### **CONCLUSION**

DoD, as we all know, is in the middle of executing a war—the Global War on Terrorism and operations in Iraq are directly associated with that effort. For the Department, worries have emerged about additional spending during these military actions. Almost every initiative to include proposed changes to personnel practices and improvements in

compensation programs are quickly placed under a “what will it cost?” scrutiny. It is ROA’s view that this scrutiny is too often oriented toward immediate costs with a lack of appropriate regard for long-term benefit versus life cycle costs. This is not to say that prudent, fiscal personnel and budget policies and processes should be ignored. At all times what is being achieved should respectfully be balanced with how something is being achieved.

From a positive aspect, I believe that DoD’s work to change and transform are admirable. Although many issues effecting Reservists are difficult and complex, the Departments of Defense, Homeland Security, Health and Human Services have all accomplished much in streamlining and updating mobilization and demobilization and in working health care challenges of wounded military members. Proposed improvements in personnel policies and in Reserve training constructs look promising—as long as consideration for Reserve readiness is protected.