

Enabling Reserve Component Readiness to Ensure National Security

Our fundamental task is like no other—it is to win in the unforgiving crucible of ground combat. We must ensure the Army remains ready as the world’s premier combat force. Readiness for ground combat is—and will remain—the U.S. Army’s #1 priority. We will always be ready to fight today and we will always prepare to fight tomorrow.

General Mark A. Milley
Chief of Staff, Army

“Initial Message to the Army,” August 2015¹

Introduction

For centuries, the United States Army has answered the nation’s call to defend America’s vital interests both at home and abroad. The Total Army—active, Guard and Reserve—and the Department of the Army (DA) civilians are one team, integrating their capabilities in support of the National Military Strategy and achieving military objectives that can be translated into enduring political outcomes. This Total Army is a global force, fully engaged worldwide in preventing conflict and shaping security environments. Currently, Soldiers serve on six continents while also maintaining defense of the U.S. homeland.

Future Army forces will face a security environment that is unknown, unknowable and ever-changing. This degree of uncertainty—never before envisioned—has led the senior Army leadership to develop a unique operating concept that relies on tailorable, scalable and expeditionary forces that are prepared—trained and ready—to meet these global challenges.² Building on 14 years of combat experience as a multicomponent force of both active and reserve component units, the Army of the 21st century requires agile and flexible forces that are fully integrated in such a way as to leverage and sustain the unique capabilities of both components—active and reserve—in training and in wartime execution. The evolving operational environments, changing global commitments, ongoing funding issues and future force reductions require the Army to creatively plan and develop new paradigms to sustain high readiness levels in the Total Army.



To maintain this total-force focus, the Army has retained a three-star command devoted to supporting and assisting Army National Guard and Army Reserve commanders to achieve readiness and reduce postmobilization training time. First Army is a multicomponent-sourced command with the critical mission of partnering with all conventional reserve component units throughout the continental United States, Puerto Rico and the U.S. Virgin Islands. It provides advice, assistance and training support to reserve component commanders and Soldiers to build collective readiness through multi-echelon, integrated training at home station and combat training center (CTC) venues. Operating within a legislative and legal framework established by statutory and regulatory provisions, First Army establishes partnerships with reserve component unit leadership to achieve direct-readiness requirements. This enables the Army—via U.S. Army Forces Command (FORSCOM)—to

¹ General Mark A. Milley, “39th Chief of Staff of the Army Initial Message to the Army,” August 2015, http://usarmy.vo.llnwd.net/e2/rv5_downloads/leaders/csa/Initial_Message_39th_CSA.pdf.

² U.S. Army Training and Doctrine Command, “The U.S. Army Operating Concept: Win in a Complex World,” TRADOC Pamphlet 525-3-1, 31 October 2014, <http://www.tradoc.army.mil/tpubs/pams/TP525-3-1.pdf>.



Integration Authority

National Defense Authorization Acts (NDAAs) of 1993, 1994, 1996 and 2005 (Public Law 102-484 amended) created Title XI (Army National Guard Combat Readiness Reform Act of 1992) and codified the congressional mandate for the Army to assign officers, warrant officers and enlisted Soldiers to serve as advisors to reserve component units to reduce postmobilization training time. Currently, 3,500 active component Soldiers are assigned to assist and support reserve component units; 3,299 of them are assigned to First Army.

The Secretary of the Army's Army Directive 2012-08—Army Total Force Policy (ATFP)—established the framework for sustaining and improving integration of active and reserve component forces as a total force.* This directive required integration of these forces for training, readiness and employment with the stated goal of integrating forces and capabilities at the tactical level, including predeployment collective training. Total force integration maintains Army readiness standards for all components; provides predictable, recurring and sustainable operational force capabilities; and prepares units for deployment as multicomponent expeditionary forces.

In December 2013, FORSCOM issued interim guidance for implementing ATFP, emphasizing direct-supporting-unit roles in supporting total force readiness and designating First Army as coordinating authority for ATFP implementation and as a key enabler of multicomponent, integrated collective training. FORSCOM's guidance focuses on providing forces to support the National Military Strategy; ensuring the total force is properly organized, trained, sustained, equipped and employed; integrating active and reserve component capabilities at the tactical level (division and below); and ensuring procedures and processes for validating predeployment readiness are standardized for all components.

* Secretary of the Army John McHugh, Army Directive 2012-08, "Army Total Force Policy," 4 September 2012, http://www.apd.army.mil/pdf/files/as2012_08.pdf.

provide combatant commanders with trained and ready forces in support of worldwide requirements.

The U.S. Army's statutory responsibility is to conduct both prompt and sustained combat on land.³ The new security environment has triggered a renewed emphasis on the "prompt"—an Army that is agile, quick to respond, adaptable and capable of early conflict resolution—without neglecting the "sustained." Trained and ready forces across all components are an imperative in this volatile, unpredictable national security environment.

Army Total Force Policy

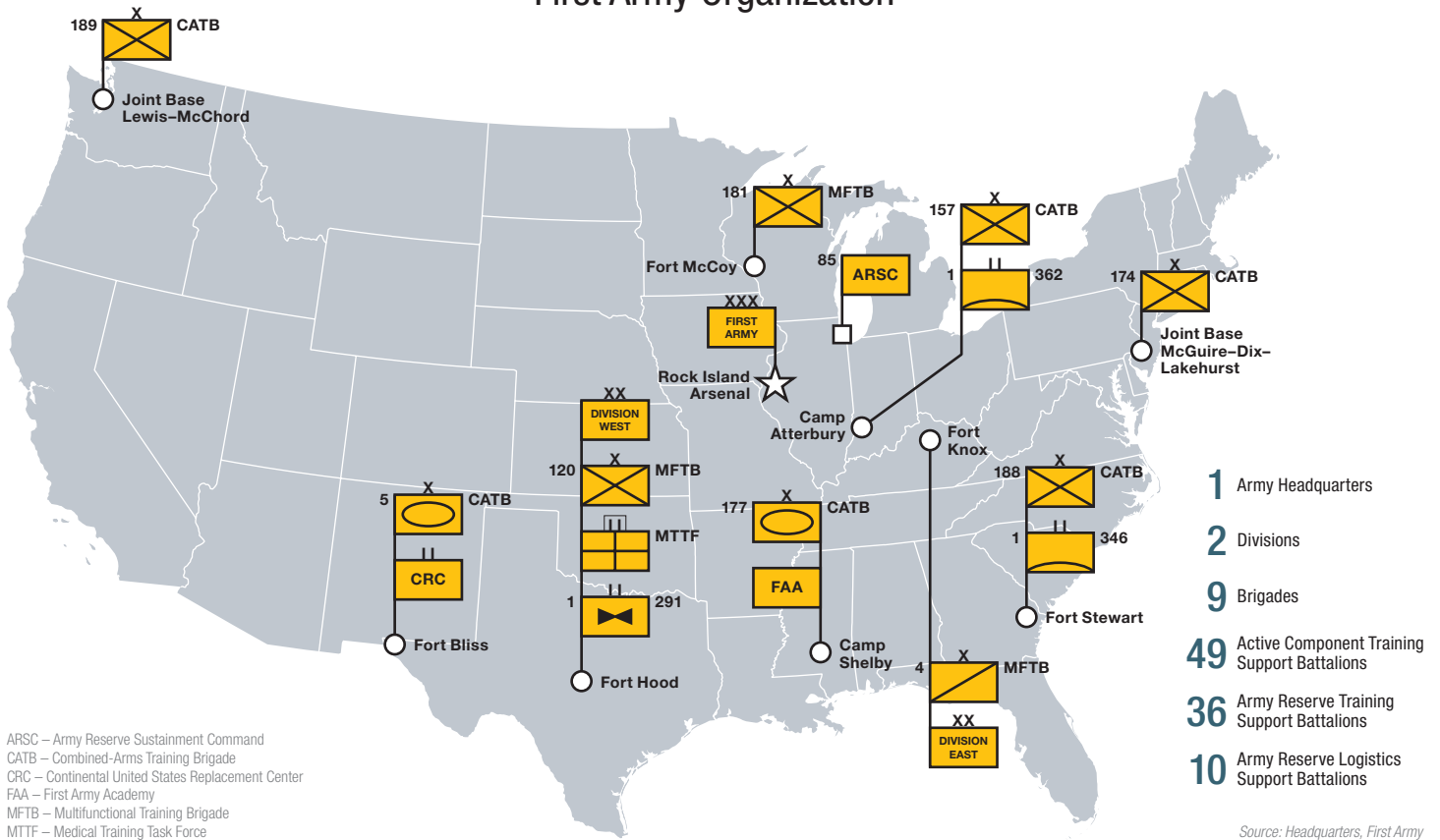
The Army's Total Force Policy (ATFP) is part of the plan to fulfill National Military Strategy and Army commitments worldwide, directing the Army to organize, man, train and equip the active and reserve components as an integrated force to provide predictable, recurring and sustainable capabilities. Additionally, this policy requires reserve component units to train, achieve and sustain the highest authorized level of readiness within resource constraints and the Reserve Component Sustainable Readiness Model (RC SRM). The RC SRM is a five-year progressive readiness model that allows units to train and achieve directed readiness levels in the four preparatory years and achieve their highest readiness in the fifth—Available—year. **In September 2013, the Army, through FORSCOM, directed First Army to refocus its mission and main-effort capabilities from postmobilization to advising, assisting and training reserve component forces during premobilization.** Concentrating on premobilization training support reinforces the high level of readiness created by the Army's integrated warfighting experiences in Iraq and Afghanistan, maintains Army readiness standards for all components, increases the ability to assist and advise the reserve component, shapes premobilization training to lessen the time needed for postmobilization training and validation and supports policy implementation. This is critical since properly trained, capable, proficient and prepared reserve component Rotational Force Pool–Non Deploying (RFP-ND) Soldiers, leaders and units (entering the Available Year) are included in strategic and operational planning for crisis or contingency operations. These capabilities and units must be ready to execute decisive action and combatant command mission requirements, as directed.

Moving forward, strategic and operational realities such as constrained budgets, unit reductions and limited resources emphasize the need for an integrated Total Army consensus approach to supporting ATFP via three major methods:

- Total Force Leader Development, which balances leader training, education and experience while encouraging self-study and developmental opportunities;

³ As outlined in Title X, U.S. Code.

First Army Organization



- Total Force Partnership Program (TFPP), a framework for the alignment and partnership of selected units with active component, Army National Guard and Army Reserve units; and
- integrated collective training, which initiates deliberate steps to purposefully incorporate training between components during premobilization.⁴

Total Force Leader Development

Total Force Leader Development is fundamental to the force as a whole and includes the components of training, education and experience. With a focus on building total force teams, commanders leverage all training opportunities to develop leaders and build their mission command, critical thinking and information communication skills.

Leadership development requires a plan that focuses on three distinct elements: self-development, institutional development and operational development. The Mission Command Mentorship Program (MCMP) is designed to improve the mission command expertise of battalion and brigade commanders by leveraging the experience of former battalion and brigade commanders. Reserve component commanders have fewer opportunities to execute mission command within their career; this program is designed to



maximize available opportunities with emphasis on the art of mission command. To do this, the MCMP creates a secondary support structure within which current commanders receive coaching and honest feedback from former commanders of similar units. Mentors establish and maintain contact with the current commander approximately six months prior to a collective training exercise by visiting the commander's home station, reviewing training objectives and building trust. The mentor attends the unit training exercise, observes the commander in his execution of mission command and provides candid, one-on-one feedback.

⁴ U.S. Army Forces Command, "Interim Guidance, Army Total Force Policy," <http://www.first.army.mil/documents/pdf/Trifold-ATFP-SinglePage-Readable-20141001.pdf>.

Total Force Partnership Program and Integration

Key to enabling reserve component readiness are the relationships forged between active and reserve component leaders and Soldiers during training events. The TFPP provides a framework for alignment and partnership of selected active and reserve component units to promote leader development, share training opportunities, develop staff functionality and communicate lessons learned.

Army Total Force Integrated Training focuses resources on readiness and initiates deliberate steps to incorporate training among and between components. Training integration includes all major collective training events at CTCs and regional collective training centers (RCTCs). Component unit commanders are encouraged through FORSCOM integrated training policies to find innovative ways to train together. For example, reserve component leaders from the Mississippi Army National Guard's 155th Armored Brigade Combat Team leveraged the TFPP during an Exportable Combat Training Capability exercise and included participation by its active component's partner brigade, 3d Brigade, 1st Cavalry Division, and support from Army Reserve functional/multifunctional enablers, including heavy equipment transport (HET) support from its 287th Transportation Company. The exercise employed 15 HETs to haul nine M1A2 tanks, one M88A2 Hercules armored recovery vehicle and 18 M3A3 Bradley Fighting Vehicles (BFVs) from Camp Cain, Mississippi, to Camp Shelby, Mississippi (approximately 250 miles). Other Army Reserve enablers included shower and bath, military police, quartermaster and civil affairs elements. These exercises, together with brigade commanders' participation in exercise planning conferences, reap dividends by developing venues that enhance readiness and leader development while saving resources.

Within the framework of FORSCOM's total force partnership program, First Army provides critical active component training support for reserve component unit readiness through habitual partnerships—based on geography and unit type—with Army National Guard and Army Reserve units. Establishing and maintaining enduring partnerships between First Army's brigades and reserve component units add value to multicomponent training and create a long-term partnership-focused readiness model instead of the traditional short-term exercise-focused training model. ATFP implementation receives priority by focusing training support on habitual partnerships, exercise design, planning and support to collective training opportunities throughout the Army Force Generation (ARFORGEN)/Sustainable Readiness Model (SRM) cycle. Partnerships with the reserve component also assist units in the Army's SRM to effectively manage unit training to support collective readiness through Inactive Duty for Training and Annual Training



events five years out. This long-range planning enables predictability and helps manage expectations for both reserve component Soldiers and their civilian employers.

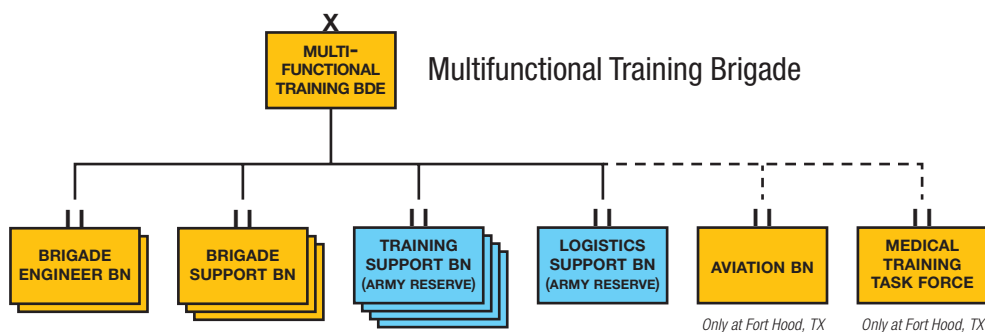
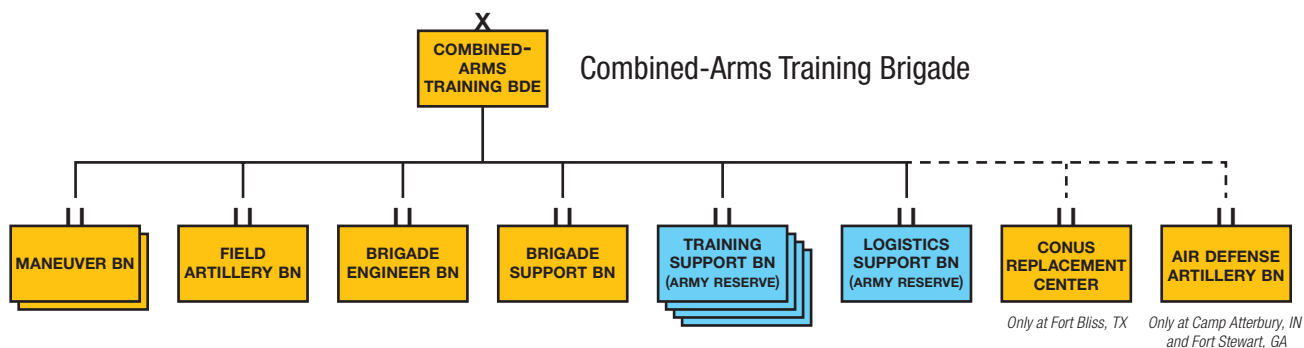
Additionally, habitual partnerships facilitate the refinement of training plans. The resulting unit training plan sequences training to build skills and proficiency while preparing the unit for higher-level collective training. This detailed planning ensures validation of the unit for deployment and ensures that qualifications remain current for the duration of the mobilization and deployment period. Effective partnering also assists reserve component unit commanders in scheduling collective training and training support five years out.

Premobilization Training Focus

One of the intended outcomes of ATFP is to streamline the mobilization process and reduce postmobilization training time for reserve component units. To achieve this, premobilization training time offers the ideal opportunity to generate readiness. Moreover, critical elements of any plan to improve the Army's ability to generate reserve component readiness in premobilization and provide trained and ready forces in predictable time frames must address issues of:

- **Manning:** Reserve component units that have adequate, stabilized, available and task-organized manning throughout the ARFORGEN/SRM cycle—from Train/Ready (T/R) 2 through the Available Year—achieve and sustain platoon- and staff-level proficiency and reduce postmobilization training time.
- **Readiness progression:** A key element in enabling reserve component premobilization readiness is scheduling the right units in the right training exercises in the right Readiness Year cycle. Training events represent a progression of collective training designed to build unit readiness and prepare units to participate in a culminating training event (CTE) in T/R3.
- **Training days:** Resourcing the right number of training days during Inactive Duty for Training and Annual

First Army Training Brigade Structure



BDE – Brigade | BN – Battalion | CONUS – Continental United States

Source: Headquarters, First Army

Training is critical to achieving premobilization readiness. Components should prioritize training days for units based on their readiness progression, critical collective training exercises and projected unit sourcing to fill the Global Force Management Allocation Plan requirements.

- **Predictable postmobilization training time:** The CTE is the venue for assessing a unit’s overall readiness prior to entering the Available Year. For example, First Army, in coordination with the reserve component unit commander, uses the CTE assessment to determine remaining predeployment training requirements and to develop a postmobilization training plan—including the projected number of days required in postmobilization training—to be validated for deployment. This data provides predictability on first-to-source units and quicker access to reserve component units in the Available Year.
- **Sourcing:** Reserve component units sourced from the Available Year to fill combatant command requirements use the readiness that has been built through individual and collective training throughout the ARFORGEN/SRM cycle. This ensures Soldiers and units have the opportunity to perform their missions in an operational environment and provides predictability for reserve component Soldiers, families, units and employers.

Capability and Capacity

Since the 11 September 2001 terrorist attacks on the U.S. homeland, the Army has mobilized, trained, deployed, redeployed and demobilized more than one million Soldiers, joint service teammates and civilian interagency personnel in support of multiple contingency operations at home and abroad. This focus on postmobilization training support constrained the Army’s ability to provide active component training support to reserve component units during premobilization periods from 2003 to 2008. Since that time, the Army’s level of effort for postmobilization training support has declined from a high of 90,000 Soldiers in Fiscal Year (FY) 2008 to approximately 18,000 Soldiers in FY 2015. This decrease in postmobilization training support has provided the Army the capacity to refocus active component training support to reserve component units conducting premobilization training and assist reserve component leaders to achieve increased readiness levels.

Prior to First Army’s transformation, the focus was to provide training support primarily for combat-arms formations, with limited capacity to support functional and multifunctional units. First Army’s “Bold Shift” initiative created nine modular, multicomponent-sourced training support brigade organizations—six combined-arms training brigades (CATBs) and three multifunctional training brigades (MFTBs)—to provide the required capacity and capability



for comprehensive, effective, efficient and functional (platoon through brigade) training support to the reserve component.

Essential to the success of the Army's total force integrated training support concept is the incorporation of highly trained, adaptive, agile observer coach/trainers (OC/Ts)—professional Soldiers with operational, deployment and technical experience who possess the necessary skills to effectively partner with and coach reserve component formations. OC/Ts deliver training support at the point of need and assist in creating conditions that realistically portray the operational environment and enable reserve component training strategies. The 85th Army Reserve Support Command provides more than 4,400 Soldiers, organized in 46 training support and logistics support battalions, to augment First Army's active component OC/Ts and directly assist CATBs and MFTBs in providing training support.

Because OC/Ts add value to training events at all levels, FORSCOM, First Army, the CTCs and U.S. Army Training and Doctrine Command are considering a proposal to establish an accredited, standardized program of instruction for implementation throughout the Army that will result in an additional skill identifier being awarded to qualified OC/Ts.

The First Army Academy at Camp Shelby, Mississippi, is a full-time facility that trains and qualifies OC/Ts to coach, teach, mentor, advise and assist in reserve component training. Academy graduates are well-versed in observation techniques, current Army doctrine, combined-arms training strategies,

the Army's training network, unified land operations, their respective areas of expertise, associated lessons learned from Army sources and the art of facilitating quality after-action reviews. Both active component and reserve component Soldiers are eligible to attend the academy through the Army Training Requirements and Resources System (ATRRS).

Conclusion

During the current period of diminishing resources, as worldwide missions continue to emerge and evolve, the Army is committed to training together as one team. This means the reserve component will continue to contribute to the total force's ability to respond to combatant commander requirements worldwide. With its focus on reserve component readiness, the Army can consistently provide reserve component forces at predictable readiness levels through integrated, rigorous pre-mobilization training enabled by highly professional and operationally experienced active and reserve component OC/Ts.

The Army is intensely focused on supporting the collective readiness of reserve component forces in accordance with the SRM and reducing post-mobilization training time. As FORSCOM's coordinating authority for ATP implementation, First Army also has a critical role in enabling reserve component total force readiness and stands as a proven, vital link between the components. Working together, active and reserve component partners across the nation are building the strong and enduring training support relationships required to enable reserve component readiness, thereby enhancing national security.