

THE ROLE OF THE US ARMY RESERVE IN SUPPORT OF
THE US ARMY FORCE 2025 AND BEYOND:
CHALLENGES AND OPPORTUNITIES

A thesis presented to the Faculty of the U.S. Army
Command and General Staff College in partial
fulfillment of the requirements for the
degree

MASTER OF MILITARY ART AND SCIENCE
General Studies

by

JACOB T. WILSON, MAJ, US ARMY
B.A., Virginia Military Institute, Lexington, Virginia, 2001

Fort Leavenworth, Kansas
2015

Approved for public release; distribution is unlimited.

| REPORT DOCUMENTATION PAGE | | | | <i>Form Approved</i> OMB No. 0704-0188 | |
|---|--------------------|--|-----------------------------------|---|--|
| Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing this collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports (0704-0188), 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number. PLEASE DO NOT RETURN YOUR FORM TO THE ABOVE ADDRESS. | | | | | |
| 1. REPORT DATE (DD-MM-YYYY) 12-06-2015 | | 2. REPORT TYPE Master's Thesis | | 3. DATES COVERED (From - To) AUG 2014 – JUNE 2015 | |
| 4. TITLE AND SUBTITLE The Role of the US Army Reserve in Support of the US Army Force 2025 and Beyond: Challenges and Opportunities | | | | 5a. CONTRACT NUMBER | |
| | | | | 5b. GRANT NUMBER | |
| | | | | 5c. PROGRAM ELEMENT NUMBER | |
| 6. AUTHOR(S) Major Jacob T. Wilson | | | | 5d. PROJECT NUMBER | |
| | | | | 5e. TASK NUMBER | |
| | | | | 5f. WORK UNIT NUMBER | |
| 7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) U.S. Army Command and General Staff College ATTN: ATZL-SWD-GD Fort Leavenworth, KS 66027-2301 | | | | 8. PERFORMING ORG REPORT NUMBER | |
| 9. SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES) | | | | 10. SPONSOR/MONITOR'S ACRONYM(S) | |
| | | | | 11. SPONSOR/MONITOR'S REPORT NUMBER(S) | |
| 12. DISTRIBUTION / AVAILABILITY STATEMENT Approved for Public Release; Distribution is Unlimited | | | | | |
| 13. SUPPLEMENTARY NOTES | | | | | |
| 14. ABSTRACT The Nation faces a more complex and ambiguous threat environment than ever before. During this current interwar period the Army must design its forces to face an enemy that can rapidly adapt to exploit its weaknesses and avoid its strengths. The Army Reserve is a viable formation that can successfully contribute to the optimization of performance in every Soldier and leader through innovation and investment in education, training, and leader development as presented in the Force 2025 and Beyond strategy. In addition, the Army Reserve formation is well positioned to make significant contributions in support of the National Security Strategy and Total Army efforts by building enduring relationship both domestically through public and private partnership initiatives and internationally through regional engagements. Lastly, talent management already practiced in the Army Reserve can be leveraged to meet the intended outcomes of Force 2025 and Beyond ahead of schedule. | | | | | |
| 15. SUBJECT TERMS Army Reserve Role, Force 2025 and Beyond, Human Dimension, Private Public Partnership | | | | | |
| 16. SECURITY CLASSIFICATION OF: | | | 17. LIMITATION OF ABSTRACT | 18. NUMBER OF PAGES | 19a. NAME OF RESPONSIBLE PERSON |
| a. REPORT | b. ABSTRACT | c. THIS PAGE | | | 19b. PHONE NUMBER (include area code) |
| (U) | (U) | (U) | (U) | 78 | |

MASTER OF MILITARY ART AND SCIENCE
THESIS APPROVAL PAGE

Name of Candidate: Major Jacob T. Wilson

Thesis Title: The Role of the US Army Reserve in Support of the US Army Force 2025
and Beyond: Challenges and Opportunities

Approved by:

_____, Thesis Committee Chair
COL Dawn D. DeVine, M.A.

_____, Member
MG William D.R. Waff, DMin

_____, Member
Prisco R. Hernandez, Ph.D.

Accepted this 12th day of June 2015 by:

_____, Director, Graduate Degree Programs
Robert F. Baumann, Ph.D.

The opinions and conclusions expressed herein are those of the student author and do not necessarily represent the views of the U.S. Army Command and General Staff College or any other governmental agency. (References to this study should include the foregoing statement.)

ABSTRACT

THE ROLE OF THE US ARMY RESERVE IN SUPPORT OF THE US ARMY FORCE 2025 AND BEYOND: CHALLENGES AND OPPORTUNITIES, by Major Jacob T. Wilson, 78 pages.

How can the Army Reserve remain a trained and ready operational force in this interwar period given the current resource constraints and increasingly complex operational environment? Can the Army Reserve play a vital role in supporting the Total Army while it embeds a plan to build cohesive teams of Army professionals that thrive in conditions of uncertainty and chaos? Will the Army Reserve be able to overcome the challenges to training and readiness with a reduced operational tempo and a decrease in resources? Will the Army Reserve formation be marginalized in the coming years?

The Nation faces a more complex and ambiguous threat environment than ever before. During this current interwar period the Army must design its forces to face an enemy that can rapidly adapt to exploit its weaknesses and avoid its strengths. The Army Reserve is a viable formation that can successfully contribute to the optimization of performance in every Soldier and leader through innovation and investment in education, training, and leader development as presented in the Force 2025 and Beyond strategy. In addition, the Army Reserve formation is well positioned to make significant contributions in support of the National Security Strategy and Total Army efforts by building enduring relationship both domestically through public and private partnership initiatives and internationally through regional engagements. Lastly, talent management already practiced in the Army Reserve can be leveraged to meet the intended outcomes of Force 2025 and Beyond ahead of schedule.

Support to this research will be given by examining the most current Army publications, including Army Doctrine, White Papers, Pamphlets, and other official published material. Specifically, a review of published objectives and official documents that formulate how the Army Reserve is utilized, under what conditions and how talent management contributes to the defense posture and resources allocations. The study will include Force 2025 and Beyond published guidance and how it is perceived to incorporate or impact the Army Reserve specifically. Support will also be provided to this research project by incorporating the published works of defense experts.

ACKNOWLEDGMENTS

A candle which lights another candle loses nothing from its own light. To all those candles who have shared their support, their wisdom and their friendship I am eternally grateful. To my beautiful wife Jessie, thank you for supporting me during another year apart. I am lucky to call you my wife and my best friend. To our daughters June and Katie, I love you both, you are what it is all about. To COL Devine, thank you for your insights, your time, your encouragement, your dedication and your mentorship. You have truly inspired me to be a better Army Officer. To MG Waff, special thanks for your guidance and focusing me through this process. Sub-zero temperatures and blizzards could not keep you from our meetings. Thank you for your steady hand. To Dr. Hernandez, thank you for your objective insights and guidance through the process. This Institution is better with you here. Finally a big thank you goes to the Ft. Leavenworth Hunt Masters, Members, Horses and Hounds who have made this year so memorable.

TABLE OF CONTENTS

| | Page |
|--|------|
| MASTER OF MILITARY ART AND SCIENCE THESIS APPROVAL PAGE | iii |
| ABSTRACT | iv |
| ACKNOWLEDGMENTS | v |
| TABLE OF CONTENTS | vi |
| ACRONYMS | viii |
| ILLUSTRATIONS | x |
| CHAPTER 1 INTRODUCTION | 1 |
| History of the Vital Role of the Army Reserve | 6 |
| Assumptions..... | 8 |
| Definitions | 9 |
| Limitations | 11 |
| Delimitations..... | 12 |
| Significance of the Study | 12 |
| Conclusion | 13 |
| CHAPTER 2 LITERATURE REVIEW | 14 |
| Civilian Authors..... | 18 |
| CHAPTER 3 RESEARCH METHODOLOGY | 22 |
| Overview..... | 22 |
| Data Collection Methods | 23 |
| Data Analysis Method | 23 |
| CHAPTER 4 FINDINGS AND ANALYSIS | 25 |
| Overview..... | 25 |
| <i>National Security Strategy</i> | 27 |
| <i>The US Army Operating Concept</i> | 29 |
| US Army Human Dimension Concept | 37 |
| <i>United States Army Reserve 2020 Vision and Strategy</i> | 41 |
| <i>The US Army Reserve 2015 Posture Statement</i> | 42 |
| <i>Rally Point 32.1</i> | 46 |

| | |
|--|----|
| Private Public Partnership Initiative | 49 |
| Plan, Prepare, Provide..... | 53 |
| Summary of Analysis..... | 55 |
| | |
| CHAPTER 5 CONCLUSIONS AND RECOMMENDATIONS..... | 57 |
| | |
| Unexpected Findings | 62 |
| For Further Study..... | 62 |
| Unanswered Questions | 63 |
| Summary and Conclusions | 64 |
| | |
| REFERENCE LIST | 67 |

ACRONYMS

| | |
|----------|--------------------------------------|
| AC | Active Component |
| ACP | Army Campaign Plan |
| ADP | Army Doctrine Publication |
| ADRP | Army Doctrine Research Publication |
| ADT | Active Duty for Training |
| ADTS | Active Duty Training Schools |
| AGR | Active Guard and Reserve |
| AKO | Army Knowledge on Line |
| AOC | Army Operating Concept |
| AR | Army Reserve |
| ARCIC | Army Capabilities Integration Center |
| ARFORGEN | Army Force Generation Model |
| ARNG | Army National Guard |
| ATFP | Army Total Force Policy |
| AWFCs | Army Warfighting Challenges |
| BDE | Brigade |
| CAR | Chief Army Reserve |
| CG | Commanding General |
| CMD | Command |
| COP | Common Operating Picture |
| CS | Combat Support |
| CSA | Chief of Staff Army |
| CSS | Combat Service Support |

| | |
|---------|--|
| DIV | Division |
| DOD | Department of Defense |
| DOTMLPF | Doctrine, Organizations, Training, Material, Leadership and Education, Personnel, and Facilities |
| DSCA | Defense Support for Civil Authorities |
| ESGR | Employer Support for the Guard and Reserve |
| HRC | Human Resources Command |
| IMA | Individual Mobilization Augmentee |
| IRR | Individual Ready Reserve |
| MOS | Military Occupational Specialty |
| NG | National Guard |
| NSS | National Security Strategy |
| OPTEMPO | Operation Tempo |
| PRC | Presidential Reserve Call Up |
| RAF | Regionally Aligned Force |
| RC | Reserve Component |
| TAA | Total Army Analysis |
| TPU | Troop Program Unit |
| TRADOC | Training and Doctrine Command |
| US | United States |
| USAR | United States Army Reserve |

ILLUSTRATIONS

| | Page |
|---------------------------------------|------|
| Figure 1. The Emerging Path | 11 |
| Figure 2. Win in a Complex World..... | 32 |
| Figure 3. Human Dimension | 39 |

CHAPTER 1

INTRODUCTION

We want to sustain the skills earned in a decade of conflict while expanding our expertise to meet the complex challenges of the emerging security environment. To achieve this goal, we must employ innovative techniques that enable our professionals to learn faster, retain information better, and perform at even higher levels. We want to generate discussion and new ideas that will drive the changes that ensure our Army remains relevant and capable. I challenge each of you to help us develop the Army professionals necessary to accomplish our mission now and in the future.

— General David Perkins, *US Army Human Dimension Concept*

The emerging path of America's Army projects a force where capability will have to increase without an increase in resources. America's Army in 2020 will have to be globally responsive and capable, leaner and with improved resilient networks. It will focus on optimized human performance and set the conditions for 2025 and beyond. The proposed 2025 force will be leaner, more lethal, expeditionary and agile. It will maintain overmatch while driving capability and technology development for the deep future. In the deep future the force is anticipated to be required to conduct expeditionary maneuver with operationally significant forces. It will possess the agility to influence events in stride and leverage new operational concepts, technologies and force designs. The force will be able to exploit leap-ahead technologies resulting from focused, long term investments (Brown 2015).

The nation faces a more complex and ambiguous threat environment than ever before. In order to remain vigilant, the Army must undergo a re-design to face an enemy that can rapidly adapt to exploit our weaknesses faster than ever in the past (TRADOC 2014a, 6). The overarching strategies being developed in an effort to predict these

unforecasted threat environments are turning the focus to the individual Soldier, their skills and their ability to adapt rapidly with a reliance on cognitive dominance within the human domain (Brown 2015). As the main effort to deal with complex and ambiguous threats and without an increase in resources; the institution must rely on the Soldier as their most valued resource and begin to develop individual cognitive dominance in the most efficient manner and to the fullest extent possible. An apparent opportunity that is brought to light may be for the Army to engage the talent embedded within the reserve forces and begin to develop strategies on how to leverage this “ready” resource in order to meet the challenges anticipated in the future security environment.

The problem statement this paper seeks to address is: How can the Army Reserve remain a trained and ready operational force in this interwar period given the current resource constraints and increasingly complex operational environment.

The purpose of this research paper will be to answer the primary and secondary research questions with the intended purpose of adding to the Total Army’s (TA) professional body of knowledge on the subject. The primary research question to be answered is: What are the roles which the Army Reserve is prepared to assume when asked to support the intended outcomes of Force 2025 and Beyond (F2025B)? In support of the primary research question is the secondary research question which is: Does the Army Reserve effectively manage talent? And if it does, can it be leveraged to immediately bridge the gaps and support intended outcomes of F2025B?

The Army Reserve has been structured through Total Army Analysis (TAA) to provide a large majority of combat service and combat service support units. These units are strategically housed across the US and its territories, never very far from any major

city or population center, as a matter of planning. The greatest asset of the Citizen-Soldier is bringing their cultural diversity, acquired civilian credentials and certifications to the fight. The Citizen-Soldier develops and maintains their military occupational skill proficiencies on a part-time basis; however, it is their secondary civilian skill set(s) that enables the Army Reserve to stay relevant, reliable and exact. The importance of earmarking highly coveted civilian skill sets within the Army Reserve formation can prove to be useful in specialized missions and challenges that the Department of Defense (DOD) assigns to the Joint Force. The 32nd Chief of Army Reserve, (CAR) has published his strategic intent “to sustain a high-quality, all volunteer, operational Army Reserve for our Army and Joint Force missions at home and abroad. Our Soldiers, leaders, and units will couple vital military capabilities with civilian-acquired skills to provide strategic depth across the full range of military operations” (Talley 2012, 3).

If we are to understand how the Army Reserve will figure into the future force, we first must incorporate the Title 10 and Title 32 roles of both Compo 2 (Army National Guard) and Compo 3 (Army Reserve) formations, resource allocations and authorities and their relationship in support of the Compo 1 force (Active Army). The Active Army, also referred to as the Regular Army (RA) remains an operational formation that supports the objectives of the DOD and makes up less than half of the Army’s total force strength, including units of all types necessary for prompt employment of land power (Department of the Army 2012, 4-5), in a full-time capacity. The RA is funded to maintain the highest state of readiness and dedicated to housing the most advanced and modern equipment and weapon systems available. The RA has relied heavily on both Compo 2 and Compo 3 formations throughout the past decade as each bring different capabilities to the fight that

are much need in sustaining long-term combat operations. The partnership has benefitted the entire Army as each Compo has a tremendous appreciation for the technical and enabling capabilities required over the past decade while combating terrorism and continuing to strengthen allied partnership programs as a whole.

The Army National Guard (ARNG) (Compo 2) remains true to their dual role outlined in the constitution. The ARNG is both a state force under the control of the state governor, and a federal force if mobilized for Federal service. Compo 2 makes up roughly one quarter of the Total Army's force strength. The Army National Guard is unique in its authorities and is the primary responder in homeland defense or disaster relief efforts. The National Guard also has combat support units, but unlike the Army Reserve, it has combat arms units trained and equipped in combined arms maneuver.

The Army Reserve (Compo 3) houses one quarter of the Army's total force strength and also comprises of Soldiers and civilians who serve the organization part time by providing technical enabling skills and in most cases maintain full-time civilian employment, in yet another career field. Units and individuals are trained and ready to mobilize and compliment the Active Army, as required. Compo 3 is organized to provide combat service support capabilities (enablers) and support the Army Campaign Plan and Joint Force Priorities. Prevalent capabilities include Combat Engineers, Logistics, Military Intelligence, Medical, Dental, Veterinarian, Civil Affairs, Military Information Support Operations, Public Affairs, Military Police, Chemical, Cyber and Soldier Support and Force Generation units (Talley 2012, 5).

The Army Reserve contributes all of the Chemical Brigades, Internment Brigades, Judge Advocate General Units, Medical Groups, Railway Units, Training and Exercise

Divisions, and Water Supply Battalions to the Army's Total Force. In addition the Army Reserve houses more than two-thirds of the Civil Affairs Units, Psychological Operations Units, Transportation Groups, Motor Battalions, Chemical Battalions, Hospitals, Medical Brigades and Theater Signal Commands in the Total Army. The Army Reserve also makes up roughly half of Petroleum Battalions, Adjutant General Units, Petroleum Groups, Transportation Commands, Terminal Battalions and Public Affairs Units in the Army's Total Force (Go Army 2015a).

The Active Army, Army National Guard and Army Reserve are all viable shareholders in supporting the defense posture in order to fight and win the Nation's wars through prompt and sustained land combat, as part of the joint force (Department of the Army 2012, 1-1). The Army Force of the future, composed of all 3 Compo's and forming the Total Army, must continue to work as closely together as they have over the past 14 years. The next decade promises to be just as demanding and present more challenges, but with increased complexity and fiscal constraints. The Total Army must seek to leverage the skills and abilities possessed by all of our Soldiers, civilians and units in order to seek efficiencies and be prepared for any and all contingency missions, home or abroad.

Further research indicates that the Army Reserve, due to its diversity in technical capabilities with the depth and breadth of talent in its formations may provide a bridging strategy that will be as or more vital to the Army of today and play a significant role in meeting the intended outcomes of Force 2025. Used as a resource to enhance capabilities in the human dimension, the Army Reserve could further its intent to remain an operational force.

Army Reserve Soldiers are commonly referred to as “Warrior-Citizens” and endorsed by the Chief, Army Reserve/Commander, United States Army Reserve Command as “Twice the Citizen.” These labels speak to the dual hatted role of the Army Reserve Soldier and their dedication to fulfilling both of these roles to the highest standards. This recognition of the second set of professional skills is essential in maximizing the potential that each Army Reserve Soldier and leader brings to the formation and the Institution. Compo 3 units are already coupling vital military capabilities with civilian-acquired skills, in order to provide strategic depth across the full range of military operations (Tally 2014, 3). In the anticipated future environment which is the cornerstone for Force 2025 and Beyond (Brown 2014, 7), the Army Reserve may have an opportunity to again prove vital, as the Total Army begins to transform with limited resources.

History of the Vital Role of the Army Reserve

In 1908 Congress created the precursor to the modern day Army Reserve, the Medical Reserve Corps. The initial intent was to fill a gap in mobilization and preparedness shortfalls which were a problem highlighted during the nation’s wars of the 19th century. During this time there was no reserve force under the control of the federal government. In an attempt to correct this deficiency, the National Defense Act of 1916 created the Officers Reserve Corps and the Enlisted Reserve Corps; these were the building blocks for the present day Army Reserve. Between 1940 and 1945, 300,000 Army Reserve Soldiers were mobilized in support of World War II. Another 240,000 Reserve Soldiers were mobilized between 1950 and 1953 to support the Korean War effort. In 1952 Congress passed the Armed Forces Reserve Act and established the

United States Army Reserve made up of three parts; the Ready Reserve, the Standby Reserve and the Retired Reserve (Office of the Chief of Army Reserve 2014, 133).

From 1946 to 1990 the Army Reserve was a strategic reserve for the United States. It was manned, equipped, organized and funded to a level which would allow it to be called up to Active Duty should a significant National level emergency occur. This organized reserve, under the direct command and control of the federal government allowed for a smaller active force in times of peace. This “Total Force Policy,” which was developed in the 1970s, was largely led by General Creighton Abrams, the Army Chief of Staff. The policy was especially beneficial in ensuring the critical linkage between the employment of force and public support for military action (Office of the Chief of Army Reserve 2014, 132). Primarily for political reasons, the Vietnam War mobilized only 6,000 Reservists for service. After the Vietnam War the reserve units both in the National Guard and Army Reserve saw an increase in expectations for future conflicts as the Army significantly reduced its end strength.

Once the Cold War ended, the Army budget was slashed and the Active Component personnel strength was once again cut from 1,500,000 to 785,000. This again added to the Reserve Components responsibilities and required them to maintain readiness levels near the Active Component standards. In 1990 Congress created the United States Army Reserve Command in order to provide a more centralized management for the force (Office of the Chief of Army Reserve 2014, 134). This, and the 1993 Offsite Agreement, in effect, operationalized the Army Reserve and authorized the Army to rely on the Reserve in order to meet its strategic missions. This resulted in combat support and combat service support units being assigned to the Reserve

component. It also assigned the National Guard primarily to combat roles and the Army Reserve to combat service support roles.

In 1990 in support of the Gulf War, 80,000 Army Reserve Soldiers were activated for Operation Desert Shield and Operation Desert Storm. 35,000 of these Soldiers saw service in South West Asia. Soon after, in 1995, the Army Reserve again was heavily relied upon to provide forces for the Balkans conflict resolution, with Army Reserve Soldiers making up 70 percent of the combat support and combat service support elements. Most recently the Army Reserve has been a critical force in the Global War on Terror. “During this period, the Army Reserve has made up approximately 28 percent of US forces deployed to Afghanistan and Iraq” (Office of the Chief of Army Reserve 2014, 135).

In 2001, the Office of the Chief of the Army Reserve (OCAR) achieved a Lieutenant General (LTG) billet. The Chief, Army Reserve (CAR) has the responsibility of serving as a principal staff officer to the Chief of Staff of the Army (CSA). OCAR also has the responsibility of planning, preparing, resourcing and managing Reserve affairs. The United States Army Reserve Command (USARC) is the command which has the job of manning, equipping, training and providing forces. USARC has both strategic and operational responsibilities and reports to US Army Forces Command (FORSCOM). The CAR is “dual hatted” in that he is in command of both OCAR and USARC, making the Army Reserve the only component of the Army that is a single command.

Assumptions

The following assumptions are believed to remain true, and add relevance to the research project. The Army Reserve has a proven reputation in support of the strategic

and operational Army over the past decade. The Army Reserve formation was taken from a historic strategic formation to a relevant operational force in support of an evolving combat requirement. The Army Reserve has the experience, depth and breadth of existing talent to formulate a bridging strategy and contribute to the intended outcomes in support of F2025B without hesitation or reservation. The Army Reserve can maintain readiness under projected funding cycles.

Definitions

Force 2025 and Beyond: Force 2025 and Beyond, also known as F2025B, is a guiding principal and description of where the Army is headed and the intended outcomes by the year 2025. It is a comprehensive strategy to change the Army and deliver land power capabilities as a strategic instrument of the future force. The concept outlines a Human Dimension triad that will develop Soldiers and leaders into agile and adaptive force. The Army is anticipating that the strategic, operational and tactical environments will continue to evolve and each will have a set of unique challenges. In order to provide solutions for the anticipated complex environment, the Army will seek to combine leadership, education and the Army profession in order to expand capabilities and rely on the individual to think on the move and with limited capabilities. This force design is currently under development by the Army Capabilities Integration Center (ARCIC), which is a subordinate command to TRADOC. The results of this effort will guide how the Army will begin transformation during the onset and touching the entire force by 2025. In order to determine the design for the F2025B, three primary lines of effort are being pursued; force employment, science and technology—human performance optimization, and force design. Information updates on these efforts have

proposed that F2025B will rely on innovation, concept development; simulations, experimentation, evaluations and scientific research to ensure proposals push towards the future to create executable, inventive options for the Army.

The initiative is expected to take the support and continuous effort of the Total Army team over many years to bring to reality (Army Capabilities Integration Center 2015a). The ideas and concepts of F2025B will take time to develop, test, and implement. This will be done through war gaming, exercises, experiments, evaluations and other efforts which will be focused on ascertaining how the Army should organize develop and design the future force. The end state is for the Army to retain and enable overmatch of its adversaries through 2025 and to set the conditions for fundamental changes to the Army beyond 2025 (Brown 2015). F2025B is graphically depicted in figure 1.

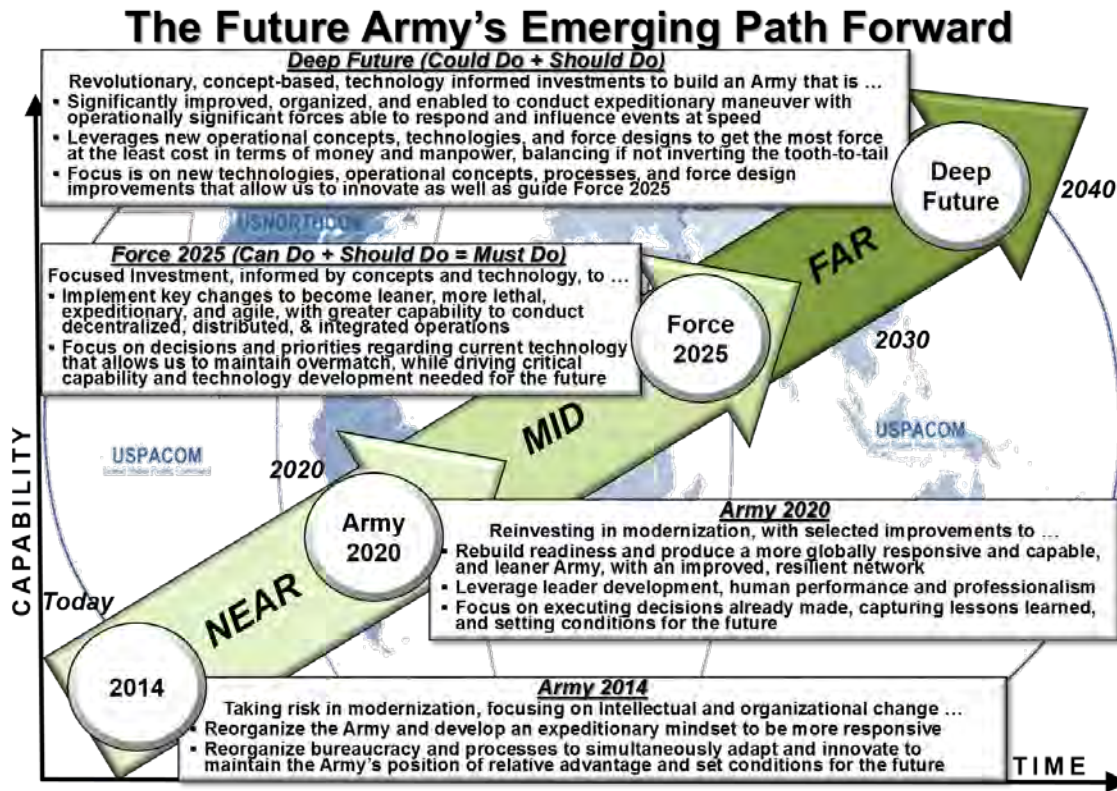


Figure 1. The Emerging Path

Source: LTG Robert Brown, “Training to Win in a Complex Environment” (Briefing Slides, 5 February 2015), accessed 5 February 2015, http://usacac.army.mil/sites/default/files/documents/cact/RealisticTrainingIndustryDayCGBrief_v3.pdf.

Limitations

The limitations of this paper will be dependent on several key assumptions:

1. The Publication of the Army Campaign Plan supports F2025B concept-strategy with accompanying resources.
2. The Department of the Army will comply with current force management downsizing guidance.
3. Compo 3 will meet end strength.

4. The Human Dimension Council will remain relevant in monitoring best practices.
5. The Department of Defense will not be engaged in a multi-faceted global conflict that would slow growth of the concept and cause the Army not to meet its benchmarks as defined.

The nature of the research question leads to areas, which as stated, are being developed in real time and will continue to yield statistics for years to come. Therefore, time is also a limitation, which may inhibit clarity and availability of real-time information.

Delimitations

This analysis will not be looking into what sister services, such as the Navy, Air Force and Marines are developing as an equivalent for F2025B. This is primarily due to the time constraints of the research project. The analysis will also not take a deep dive into the future force plans of other nation's armed forces; this again is due to time constraints. Additionally a detailed analysis of the financial state of the DOD and the Total Army (TA) will be delimited.

Significance of the Study

The results of this study could be used to leverage the resources, programs, practices and policies already in place in the Army Reserve formation which support the intended outcomes of Force 2025 and Beyond. The results could identify areas or activities where potential efficiencies and resource utilization gains could be realized. The research will identify these areas and highlight why and how they may fit into

F2025B objectives. The art and science of building the F2025B is currently ongoing, and this paper may help that endeavor. The results of the research may also reinforce Total Army Public Affairs Office (PAO) messaging as it pertains to the paradigm of the operational versus strategic Reserve Force so that Soldiers across the Total Army are aware and informed of the capabilities and intended use of the Army Reserve once employed as a component of an Army or Joint Force.

Conclusion

This study will explore the current posture of the Army Reserve and its ability to assume a vital role in support of the intended outcomes of F2025B. Further, the study will focus on the human dimension and explore how the Army Reserve can best utilize its existing talent to support the intended outcomes of the F2025B strategy. The study will also surface challenges and opportunities which the Army Reserve will face while conducting its mission. Documents being considered and incorporated in the study include: *The US Army Reserve 2015 Posture Statement*, Army Campaign Strategy, Army Campaign Plan, *United States Army Reserve Vision and Strategy 2020*, Future Force Structure Guidance, Army F2025B Concept-Strategy submission, *The US Army Operating Concept “Win in a Complex World,”* Army Human Dimension Council Charter timelines, examination of relevant published works in support of future DOD requirements. An explanation of the methodology used in the research will be described in chapter 3. Chapter 4 will discuss the findings of the research. Chapter 5 will contain the conclusion and recommendations on the role that the Army Reserve could assume in support of F2025B.

CHAPTER 2

LITERATURE REVIEW

The United States Army Reserve is the Army's flexible, tailorable, and accessible Warrior-Citizen force that provides life-saving and life-sustaining capabilities to the Nation. For more than 13 consecutive years at war, Army Reserve Soldiers have brought skills, honed in the civilian sector, to contingency and Theater Security Cooperation missions across the globe. Today those same Citizen-Soldiers are bringing enhanced skills to the communities where they live and work.

— Lieutenant General Jeffrey W. Talley,
32nd Chief of Army Reserve,
Rally Point 32.1

The purpose of this research is to answer the primary and secondary research questions with the intended purpose of adding to the US Army's professional body of knowledge on the subject. The primary research question is: What are the roles which the Army Reserve is prepared to assume when asked to support the intended outcomes of F2025B? In support of the primary research question is the secondary research question which is: Does the Army Reserve manage talent? And if it does, can it be leveraged to immediately bridge the gaps and support intended outcomes of F2025B?

The F2025B initiatives currently being developed and implemented by the Army will greatly impact the Army Reserve. Developing ways in which the Army Reserve can support and potentially bridge gaps identified in the future force requirements is needed. What role or roles is the Army Reserve prepared to assume when asked to support the intended outcomes of F2025B, what roles can they take on?

To answer the question, we first must ask and answer "what does the Army want its future force to look like, what is this F2025 all about?" The US Army Training and Doctrine Command (TRADOC) and its subordinate, the ARCIC took the lead on

developing the overarching Force 2025 concept. TRADOC has the lead in developing the F2025B concept because it is the command within the Army which has the responsibility of recruiting and training Soldiers, and supporting unit training. It also provides adaptive leaders, both Soldier and Civilian, as it guides the Army through doctrine and shapes the Army by building and integrating formations, capabilities and material (TRADOC 2014a).

Training and Doctrine Command Pamphlet 525-3-1, *The US Army Operating Concept*, “Win in a Complex World”, dated 7 October 2014 explains how the Army anticipates it will operate over the next 25 years and will be considered a keystone publication for this research project. The pamphlet lays out a projection of future conflict, adds to the clarity of how the future Army forces will operate, explains how the Army will provide the joint force commander with options, and how the Army will win wars.

The Operating Concept was developed to better inform the Army how to develop itself in the face of an amorphous or ambiguous enemy. Exactly who this enemy will be in the future is not answered by the Operating Concept. What the Operating Concept does do is “assess the current threat climate and extrapolates from there to help the Army plan for an unknown future. It is a chance to break free of the constraints that often narrow our vision (budget, bureaucratic inertia and ‘the way we do things around here’) and think hard about where the Army is and where it needs to go” (Bogart and Smith 2015). The operating concept lays out three principles, found in three separate chapters. After the introduction in chapter 1, the 2nd chapter defines in general terms what the future operating environment most likely look will like for the Army. Chapter 3 uses the described future to inform the Army what it will need to be prepared to accomplish in the

future. And finally in chapter 4, it describes the capabilities the Army will need in order to accomplish its anticipated future missions. The applicability of the Operating Concept is broad and all encompassing, but it is clear that the concept will impact every member of the Army. “This concept applies to all Departments of the Army (DA) activities that develop doctrine, organizations, training, material, leadership and education, personnel, and facilities (DOTMLPF) capabilities. This concept guides future force development and informs subsequent supporting concepts and the Joint Capabilities Integration and Development System (JCIDS) process. It also supports Army capabilities development process described in TRADOC Regulation 71-20 and functions as a conceptual basis for developing subordinate concepts related to the future force within DOTMLPF” (TRADOC 2014a, 15). Chapter 3-2 of *The US Army Operating Concept* lays out the central idea for the future Army force. “The Army, as part of joint, inter-organizational, and multinational teams, protects the homeland and engages regionally to prevent conflict, shape security environments, and create multiple options for responding to and resolving crisis. When called upon, globally responsive combined arms teams maneuver from multiple locations and domains to present multiple dilemmas to the enemy, limit enemy options, avoid enemy strengths, and attack enemy weakness. Forces tailored rapidly to the mission will exercise mission command and integrate joint, inter-organizational, and multinational capabilities. Army forces adapt continuously to seize, retain, and exploit the initiative. Army forces defeat enemy organizations, control terrain, secure populations, consolidate gains, and preserve joint force freedom of movement and action in the land, air, maritime, space, and cyberspace domains” (TRADOC 2014a, 16).

The US Army Human Dimension Concept, TRADOC Pam 525-3-7, dated 21 May 2014 will be another official US Army publication looked at in depth. This publication outlines the framework for optimizing human performance. It develops how and why the Army's Soldiers and Civilians are the foundation of the Army, and are currently the number one capital investment. In the F2025B construct, they are expected to remain as such, because the decisive edge will be achieved on their contributions. The Chief of Staff of the Army has directed the Army to become the Nation's leader in human performance optimization, and this document frames how the Army will achieve that directive. The central idea is that the Army must significantly invest in Soldiers by focusing on three components, the cognitive, the physical and the social. This will enable the Army to prevail in the complex environment as put forth by F2025B. Finally the *Human Dimension Concept* provides a framework for how the Army selects, develops, sustains and transitions Soldiers and Civilians for effective service in the Army.

The F2025 Human Dimension has two key concepts which are currently being developed and refined by the US Army Combined Arms Center, Fort Leavenworth. They have been identified as the things the Army must do to win in a complex world. The first is to improve and thrive in conditions of ambiguity. The second is to optimize human performance. The majority of the published material on how the Army is going to implement new initiatives and programs on these two concepts is in the form of briefing transcripts and accompanying slide presentations.

Other primary sources will include the February 2015 *National Security Strategy*, (NSS) published by the President of the United States, The *United States Army Reserve Vision and Strategy 2020* published in 2011, *Rally Point 32.1* published in 2014, *The US*

Army Reserve 2015 Posture Statement, and *US Army Reserve at a Glance*, published in 2014. These publications are the most current guidance and add context and long term projection of the path which the Nation and Army Reserve's most senior leaders have projected, and mandated will be followed.

The TRADOC and ARCIC websites and related published articles will also be used as the concepts put forth in the *Army Operating Concept* are further refined. Although this will present challenges in compiling the latest available data for inclusion in the research, a concerted effort will be made to include what is relevant at the time of publication.

Secondary sources used in this study will be published books written about developing National security and threat areas such as *Out of the Mountains* by David Kilcullen, and *The Limits of Power* by Andrew Bacevich. These references will serve to add supporting evidence and new perspectives to further develop the topic of future Army requirements and what the operating environment will require of the Nation's defense forces. These books are published by respected authors on National defense and will serve to balance Army publications by providing an informed outsiders look into what forces in 2025 should consist of.

Civilian Authors

The uncertain environment and likely amorphous and ambiguous threat conditions are not only predicted by the DOD in the *National Security Strategy*, the *Army Operating Concept*, the *Human Dimension Concept*, the 2015 Army Reserve Posture Statement and the Army Reserve Vision and Strategy, but have also been forecast by respected defense analysts and critics. Andrew Bacevich, a professor of history and

international relations at Boston University, and David Kilcullen, a former senior advisor to General Petraeus and Secretary of State Rice during the wars in Afghanistan and Iraq, have both written books which in different ways bring out the point that the future will be just as fraught with conflict as the present and likely much more complex.

In the *New York Times* bestseller *The Limits of Power, The End of American Exceptionalism*, author Andrew Bacevich examines what he sees as an economic, political and military problem in the US. In his third chapter of the book, he specifically elaborates on what he calls the military crisis. He says that “Valor does not offer the measure of an army’s greatness, nor does fortitude, nor durability, nor technological sophistication. A great army is one that accomplishes its assigned mission” (Bacevich 2009, 124). He further spells out what he sees to be the US Military’s track record over the past two decades. “To judge by the record of the past twenty years, U.S. Forces win decisively only when the enemy obligingly fights on Americas terms-and Saddam Hussein’s demise has drastically reduced the likelihood of finding such accommodating adversaries in the future” (Becevich 2009, 130). Bacevich’s insights candidly point in the direction the majority of the research does, that it is unlikely that when the US Army has to fight again it will be able to fight the fight solely on terms of its own choosing.

He sees future conflict as complex and ambiguous, much like the Army also envisions it. Bacevich predicts somewhat optimistically that “Although advanced technology will retain an important place in (future) conflicts, it will not be decisive. Whenever possible, the warrior will rely on ‘non-kinetic’ methods, functioning as diplomat, mediator, and relief worker. No doubt American soldiers will engage in combat, but, drawing on the latest findings of social science, they will also demonstrate

cultural sensitivity, not to speak of mastering local languages and customs” (Bacevich 2009, 134). But he quickly tempers this thought with what he foresees as the constants of war, in which “war remains today what it has always been—elusive, untamed, costly, difficult to control, fraught with surprise, and sure to give rise to unexpected consequences. Only the truly demented will imagine otherwise” (Bacevich 2009, 160). What he says here, again, reinforces the idea that future conflict will be amorphous and ambiguous, with existing material solutions increasingly marginalized in their capability to deliver decisive advantages.

David Kilcullen, author of *Out of the Mountains, the Coming Age of the Urban Guerrilla*, makes the prediction that future conflicts will occur with greater frequency in electronically interconnected, densely populated, littoral areas. He writes in detail about how his research points to what the future environment in which the Army and Joint Forces will be required to operate might look like. “But the evidence also suggests that the future environment—the context for these operations—will differ radically from what we’ve known since 9/11. In particular, research on demography and economic geography suggest that four megatrends are driving most aspects of future life on the planet, including conflict. These are rapid population growth, accelerating urbanization, littoralization (the tendency for things to cluster on coastlines), and increasing connectedness. If we add the potential for climate-change effects such as coastal flooding, and note that almost all the world’s population growth will happen in coastal cities in low-income, sometimes unstable countries, we can grasp the complex challenges that lurk in this future environment” (Kilcullen 2013, 25).

Elaborating further on the changing environment and most likely threats the Army will be required to counter, Kilcullen says that “All this suggests that the most prevalent future security threats will come from non-state armed groups, or irregular actors, and from state and non-state groups using irregular methods. This isn’t new: it’s the environment that will be different, not the threat” (Kilcullen 2013, 102).

When Kilcullen wraps up his book he summarizes his findings and elaborates on what they might mean for those involved in future conflict. “The first, most obvious insight is that whatever the future of conflict may be, most of the time it won’t be much like Afghanistan. Given the historical patterns . . . we’ll probably see strong operational continuity (frequent irregular and unconventional warfare, stabilization operations, humanitarian assistance, and disaster relief, with rare but dangerous instances of state-on-state conflict). But we’ll also see a sharp environmental discontinuity: the future environment (crowded, coastal, urban, connected) will be so different from Afghanistan (remote, landlocked, rural) that we’ll have to consciously reconsider much of what we know about twenty-first-century conflict” (Kilcullen 2013, 238).

CHAPTER 3

RESEARCH METHODOLOGY

Due to the demands of this new century, and our transformation to an operational force, we are asking more of our Soldiers as we prepare them for the challenges they will face both overseas and domestically in this new, continuous state of mobilization. Our commitment to readiness is driving how we train, support, and retain our Warrior-Citizens.

— Lieutenant General Jack C. Stultz,
31st Chief of Army Reserve,
2007 Posture Statement

Overview

This chapter contains the methods used to answer the primary as well as the secondary research questions. Through the process of research, this thesis intends to identify, analyze and present the roles which the Army Reserve is prepared to assume when asked to support the intended outcomes of F2025B. Of particular focus will be the areas of education, training, Human Dimension capabilities, talent management and leader development. These areas support the purpose of this research which is to answer the primary and secondary research question with the intended purpose of adding to the US Army's professional body of knowledge on the subject. The primary research question is: What are the roles which the Army Reserve is prepared to assume when asked to support the intended outcomes of F2025B? In support of the primary research question is the secondary research question which is: Does the Army Reserve manage talent? And if it does, can it be leveraged to immediately bridge the gaps and support intended outcomes of F2025B?

Data Collection Methods

Qualitative research methods will be used to explore the primary and secondary research questions. Public records, published documents and official briefings will be the primary sources of information used to compile the data necessary to inform the research. The research questions will be examined through exploration of published material pertaining to the topic as well as “for attribution briefings” conducted by leading experts on the topic. Written and recorded material, which will not have been prepared for the purposes of this research, or at my request, will be used. The public records I will research will primarily be internal records of the US Army, and be approved for public release. These public records will include US Army published doctrine, white papers, US Army Pamphlets, articles, foreign military publications and other US Army and US Army Reserve officially published material. It is my intention throughout the research and presentation process not to use, compile or present data or any type of information which could be considered harmful to the United States, The DOD, the US Army or any of the affiliates of the aforementioned in any way, shape or form. The research and presentation of the findings and recommendations will be guided by the committee with the sole intent of adding to the institutional body of knowledge so that informed decisions pertaining to the Army Reserve’s ability to meet the objectives put forth in the Army’s Force 2025 and Beyond initiative are realized.

Data Analysis Method

Data will be collected and organized with the intent of informing an objective analytical review. Greater weight will be given to official published Army doctrine, white

papers, and official briefings then to unofficial articles, defense writers and analysts. The intent will be a thoughtful, reflective paper that presents a balanced view of the research.

The anticipated answer to the proposed research question will be: The Army Reserve will continue to play a vital role in the F2025B, especially in the area of optimizing the human dimension. Exactly how and why will be explored with the research and presented in the paper.

Limitations to the data analysis will be plentiful and hard to overcome with a high degree of certainty. The topic is still in development, and as such, official guidance is currently being developed and published. This also makes time a limitation, as the published documents which are required to make a complete review of the question are anticipated to be forthcoming after the research has been completed.

CHAPTER 4

FINDINGS AND ANALYSIS

The United States faces a rapidly changing global security environment that is volatile, unstable and increasingly threatening to U.S. interests. It is time now for the Army to examine how to adapt to face future challenges within this dynamic environment. Force 2025 and Beyond is our comprehensive strategy to change the Army and deliver landpower capabilities as a strategic instrument of the future Joint Force.

— General Raymond T. Odierno, Chief of Staff,
United States Army, *Force 2025 and
Beyond-SETTING THE COURSE*

Overview

This chapter contains the analysis and qualitative data used to answer the primary as well as the secondary research questions. The collection of data was focused on gathering insight to what role the Army Reserve is prepared to assume as they support the intended outcomes of F2025B. The focus on collecting the data was driven by the primary research question, which is: What are the roles which the Army Reserve is prepared to assume when asked to support the intended outcomes of F2025B? Data was also gathered in support of the secondary research questions which is: Does the Army Reserve effectively manage talent? And if it does, can it be leveraged to immediately bridge the gaps and support intended outcomes of F2025B?

The primary purpose for this research is to gain insight into what the US Army Reserve is doing and what it might be able to do to support the intended outcomes of the F2025B strategy. Some of the challenges facing the Army Reserve are how can it remain a trained and ready operational force in this interwar period given the current resource constraints and increasingly complex operational environment? Will the Army Reserve

be able to overcome the challenges to training and readiness with a reduced operational tempo and a decrease in resources? Will the Army Reserve formation be marginalized in the coming years? The Army has implemented the F2025B comprehensive strategy because it envisions that the nation faces a more complex and ambiguous threat environment than ever before, and the next enemy we are likely to face will be an enemy that can rapidly adapt to exploit our weaknesses faster than ever in the past (TRADOC 2014a, 7). To mitigate this the Army is looking into placing more cognitive demands on the Soldier or “Optimizing the Human Dimension” (Brown 2015). This plan seeks to increase and optimize human performance, in order to deal with complex and ambiguous threats without increasing resources. This human performance optimization would ideally be a comprehensive improvement of the knowledge, skills and attributes of the Soldier. If the Army is able to do this it will be better able utilize its current resources in the most efficient manner and to the fullest extent possible. This research is a look into how the Army could accomplish parts of its F2025B objectives by using the Army Reserve. It will also spotlight the areas in which the Reserves will be challenged by the strategy. The Army is counting on an increasing investment in human resources in the most efficient manner, and to the fullest extent possible. Postured as a human dimension resource, Army Reserve talent is destined to lend strength and vitality to global and homeland contingency operations as the Total Army focuses on building F2025B.

One of the principal challenges facing the Army Reserve today involves the fiscal uncertainty and the strategy needed to retain the momentum in remaining a trained and operational force. Further outlined in the *National Defense Strategy*, America is facing future challenges and an increasingly complex operational environment. For the Nation’s

defense posture to succeed, it must be able to adapt and identify challenges early. The Army has been tasked to reorganize, reduce its budget and decentralize operations with limited resources for the foreseeable future. The F2025B strategy seems a well thought out solution and able to accommodate these new requirements, but the question remains; Will the Army be resourced to meet the requirements? Does the Army Reserve, a relevant component, present itself as a sustainable asset that has the potential to provide gap filling capabilities? This ability had been demonstrated during Operation Enduring Freedom and Operation Iraqi Freedom. The Army Reserve has also proven relevance by aiding the Total Army by providing the much needed talent which did not exist in Compo 1 or 2. Areas such as this are where the Army Reserve is uniquely positioned to add value today and into the future.

This chapter of the thesis presents the qualitative findings of the research. The findings are generally presented in order of their National Strategic hierarchy. The *NSS* is presented first with the intent of gaining an accurate picture of what the President's strategic vision entails. This is followed by supporting documents which are nested with the *NSS* intent and support its desired end state. This includes US Army and US Army Reserve published guidance and directives including F2025B literature which is intended to shape the Army so that it will be positioned to support the *NSS*.

National Security Strategy

The *NSS*, prepared by the executive branch of the US Government for the Congress and signed by the President of the United States, outlines the major national security concerns of the United States, and how the administration plans to deal with them. It is included in this research because it adds to and supports the statement that the

environment the Army is operating in is complex and that there is no easy solution to the myriad of problems which threaten the security of the US. The document begins by stating that the United States, as a Nation is at a pivotal moment in history. Violent extremism and an evolving terrorist threat pose a persistent risk of attack on America and our allies. This along with other concerns such as cybersecurity, aggression by Russia, and infectious disease all contribute to the complexities of global security. These are difficult challenges, but the US has the capability to mobilize and lead the international community in meeting them head on. The National Security Strategy calls for the US to lead with purpose, as American leadership is and will continue to be a global leader and grounded in enduring national interests. These national interests are the security of the United States, its citizens and US allies and Partners. A strong, innovative, and growing US economy in an open international economic system that promotes opportunity and prosperity. Respect for universal values at home and around the world. And a rules-based international order advanced by US leadership that promotes peace, security, and opportunity through stronger cooperation to meet global challenges. The national Security Strategy calls for a strengthening of our National Defense. It specifically states that a strong military is the foundation of our national security. Over the past decade the US Military has served the Nation admirably, and in order to maintain its military advantage, the US will need to continue to reform and invest in the military forces and families. The military will be smaller, but must remain dominant across all domains. Reforms must be centered on building a versatile and responsive force, prepared and trained for a diverse set of contingencies. But above all, the military must take care of its people. It should recruit and train the best talent, while developing leaders committed to

an ethical and expert profession of arms. The National Security also speaks directly about continuing to lead in the areas of science, technology and innovation. These areas “empower American leadership with a competitive edge that secures our military advantage” (Office of the President of the United States 2015, 16).

For the Army to recruit and train the best talent in this interwar period as the *NSS* states, it will have to incorporate one of the inherent strengths of the Army Reserve, that of its Citizen-Soldier. This is particularly important in the areas of technical skills, science capabilities, and innovation ability which are areas that Army Reserve is able to provide real opportunity. These focus areas are necessary for the Army to build a versatile and responsive force, and by drawing on and recruiting and providing real opportunity, these civilian-military skills can be maintained and sharpened in the Army Reserve. During this interwar period the Army Reserve must be resourced to recruit and retain its low density but critical skills within its formations. Doing so will be directly in line with the intended outcomes of the *NSS* and will support the intended outcomes of F2025B.

The US Army Operating Concept

The US Army Operating Concept is the next document reviewed. “The Army Operating Concept (AOC) describes how future Army forces will prevent conflict, shape security environments, and win wars while operating as part of our Joint Force and working with multiple partners. The AOC guides future force deployment by identifying first order capabilities that the Army needs to support US policy objectives. It provides the intellectual foundation and framework for learning and for applying what we learn to

future force development under Force 2025 and Beyond” said General Odierno in the forward of the *US Army Operating Concept*.

The operating concept vision takes into consideration the constants in warfare, and also the anticipated changes to it. It recognizes that in the future conflicts will continue to be resolved on land, and thus the Army will remain as relevant as ever in securing sustainable political outcomes. Our adversaries will contest land, air, sea, space and cyberspace, thus inter-oporatability with Joint Forces will become more critical in order to achieve the desired outcomes. Innovation will be critical to meeting the challenges of the future complex conflicts. The AOC is the beginning point for the operational and the institutional Army to innovate so that they are prepared to win in the complex conflict environments of the future.

“One of our most important duties as Army professionals is to think clearly about the problem of future armed conflict. That is because our vision of the future must drive change to ensure that Army forces are prepared to prevent conflict, shape the security environment, and win wars. The purpose of the Army Operating Concept is to ask big questions, not focus on small answers. The concept focuses on three big questions; what level of war is the concept going to address, what is the environment we think Army forces will operate in, and what is the problem we are trying to solve” (TRADOC 2014a, iii). The AOC aims to focus on all three levels of war from the highest strategic level down through the operational level to the tactical level. Just about everything the Army anticipates its future conflict environments will look like are unknown. The enemy, the location, the coalition forces, the size of the potential conflict is all unknown. The problem the AOC will focus on is how to win in such a complex environment.

General David Perkins lays out his ideas for developing the future force by explaining the AOC as the start point for development. As the historian Sir Michael Howard observed, “No matter how clearly one thinks, it is impossible to anticipate precisely the character of future conflict. The key is to not be so far off the mark that it becomes impossible to adjust once that character is revealed” (Brown 2015). The tenet of “innovation” challenges us to anticipate changing conditions to ensure that Army forces are manned, trained, and equipped to overmatch enemies in order to seize, retain and exploit the initiative. We must not be consumed with focusing solely on avoiding risk, but build leaders and institutions that recognize and leverage opportunities. Leaders at all levels must encourage prudent risk taking and not allow bureaucratic processes to stifle them. Finally, we must assess our efforts continuously and be prepared to adapt, and innovate. The tenants in the AOC must apply to the institutional Army as well as the operational Army” (TRADOC 2014a, v). This approach to developing the future force of 2025 within the *Army Operating Concept* is illustrated in figure 2, the logic chart found in the *Army Operating Concept* (TRADOC 2014a, vi).

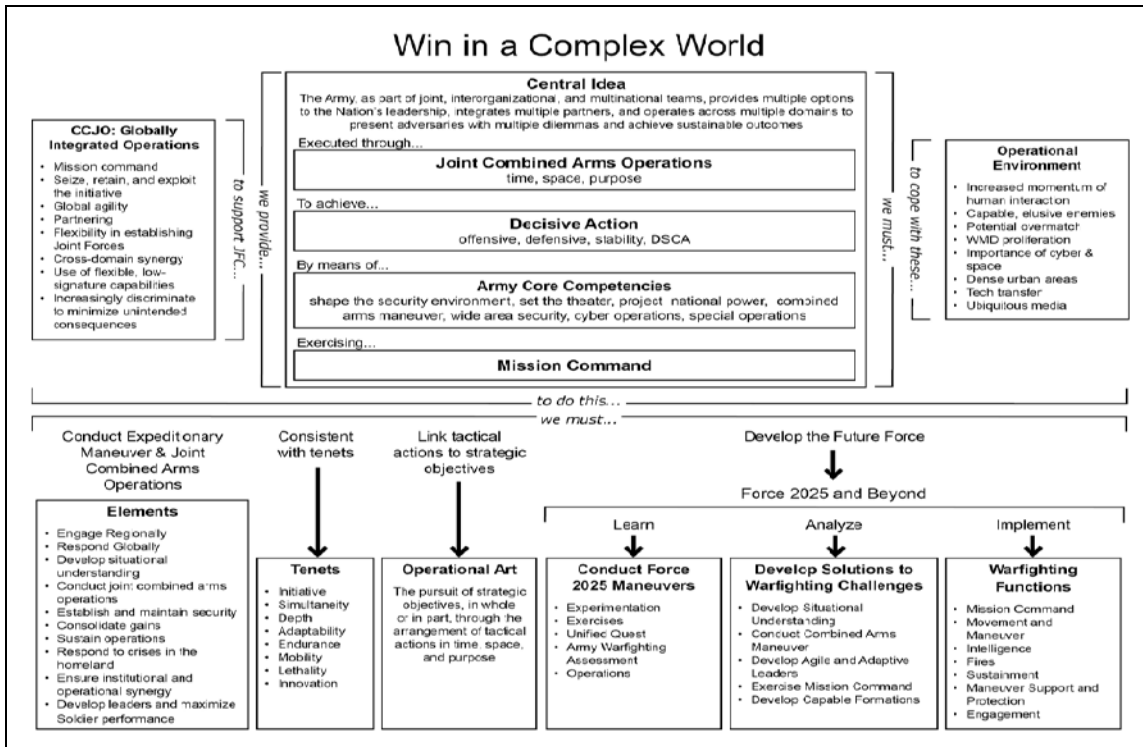


Figure 2. Win in a Complex World

Source: U.S. Army Training and Doctrine Command (TRADOC), TRADOC Pam 525-3-1, *The US Army Operating Concept* (Fort Eustis, VA: Government Printing Office, 2014).

At this point, a brief review of the relationship between Army doctrine and concepts may help to add clarity to the research. Army doctrine is used to explain how Army forces conduct operations. Doctrine also serves as a guide for leaders and Soldiers conducting training and operations. Doctrine is not, however, intended to be prescriptive and must not be used as a substitute for creative thought or initiative. Concepts on the other hand, describe how commanders might employ capabilities in the future. These concepts lay the foundation for Army modernization and guide leaders as they seek to improve the capabilities of the future force. The Army's seven warfighting functions are

mission command, movement and maneuver, intelligence, fires, sustainment, engagement, and maneuver support and protection. Within the AOC, concepts are presented in each of the warfighting functions, and of particular importance is how the capabilities associated with warfighting functions combine in the conduct of joint operations.

The AOC does not predict war to fundamentally change; it will continue to be a contest of wills. However, many of the characteristics of war will change based on new technologies and other factors including enemy capabilities, differing operational environments and the stated objectives. The AOC aims to anticipate these changes while at the same time considering what will remain constant and then develop the Army to accomplish the missions forecast in this new environment. The AOC has identified five characteristics which it predicts will have the most impact on the Army's forces.

1. The increased velocity and momentum of human interaction and events.
2. The potential for overmatch.
3. The proliferation of weapons of mass destruction.
4. The spread of advanced cyberspace and counter-space capabilities.
5. The demographics and operations among populations, in cities, and in complex terrain.

These anticipated characteristics have helped to shape the concepts which inform the AOC and the design and development of F2025B. "The complexity of future armed conflict, therefore, will require Army forces capable of conducting missions in the homeland or in foreign lands including defense support of civil authorities, international disaster relief and humanitarian assistance, security cooperation activities, crisis response,

or large-scale operations. What all Army operations will have in common is a need for innovative and adaptive leaders and cohesive teams that thrive in conditions of complexity and uncertainty” (TRADOC 2014a, 14).

The Army Operating Concept goes on to spell out how the Army will operate in 10 distinct areas. They call for the Army to:

1. Engage regionally.
2. Respond globally.
3. Develop situational understanding through action.
4. Conduct joint combined arms operations.
5. Sustain high tempo operations.
6. Establish and maintain security.
7. Consolidate gains.
8. Respond to and mitigate crisis in the homeland.
9. Ensure institutional and operational synergy.
10. Develop innovative leaders and optimize human performance.

The Army Reserve will play a key role in many of these areas, but several rely heavily on the strengths the Army Reserve provides to the Total Force. Regional engagement is a practice that Compo 2 and 3 units have successfully leveraged for some time. Due to their comparatively slow personnel turnover rates, the Army Reserve and Army National Guard units are able to sustain long-term relationships with partner nations. Their ability to repeatedly return to the region with a preponderance of Soldiers who have “done it before” adds to their institutional and unit knowledge and ability. This ability enables reserve forces to build long term relationships and retain a comparatively high degree of

environmental and cultural understanding which facilitates mission accomplishment through stronger allied partnerships. Reserve forces are also able to utilize their unique civilian-military skill set to effectively operate in the military, government, economic and social arenas. This effort to engage with our partners prior to conflict, allows the Army to set favorable conditions for force deployment in the event diplomacy and deterrence fail.

The ability to respond to and mitigate crisis in the homeland is another operational area where the Army Reserve and Army National Guard play a vital role. Units are trained, equipped and positioned to be of immediate assistance and will likely possess an intimate understanding of the variables involved with the crisis. Compo 2 and 3 units will be able to quickly respond with the ability to save lives, relieve suffering, protect property and repair critical infrastructure (TRADOC 2014a, 17). A more detailed look into the Army Reserves Immediate Response Authority and Defense Support for Civil Authorities (DSCA) will follow later in the research.

The AOC goes on to talk about tenets and core competencies of the Army. The tenets are; initiative, simultaneity, depth, adaptability, endurance, lethality, mobility and innovation. These are what future Army commanders are to consider when visualizing, describing, directing, leading, and assessing operations (TRADOC 2014a, 19). Core competencies are the Army's strengths, and provide focus for leader development, force design, and unit training. The core competencies are; shape the security environment, set the theatre, project national power, combine arms maneuver in the land, air, maritime, space, and cyberspace domains, wide area security, cyberspace operations and the land domain, and special operations. Much like the operational areas, the Army Reserve will

be expected to remain proficient in all the core competencies and support the Total Army in these areas when tasked to do so.

The ability to shape the future security environment is a competency the Army Reserve is poised to provide significant contributions to. Regionally aligned and partnered Army Reserve forces have the ability to provide unique capabilities to combatant commanders. This allows combatant commanders to reassure partners and deter aggression while establishing conditions that support the potential employment of joint forces. These efforts provide unique dual-trained Soldiers who apply special skills from their civilian backgrounds and are able to assist in medical and engineering activities, disaster preparedness, and critical infrastructure and resource protection. The Army Reserve's efforts, therefore, add to the Army's efforts to maintain a global land power network that is critical to preventing conflict and, when necessary, winning wars (TRADOC 2014a, 20).

The AOC concludes with a summary of the anticipated future Army operating environment. It again calls for the recognition that there will be much continuity in the nature of war, but projects there will be changes in the character. With this anticipated operating environment described, the AOC lays out how the Army through its core competencies may provide foundational capabilities to the Joint Force and civil authorities to enable joint operations. Using the AOC as a guide, the ARCIC will have the responsibility of testing the concepts with F2025B maneuvers in order to evaluate the ideas presented in the AOC. This testing will help to ensure that the Army is prepared for the demands of future armed conflict and that initiatives to develop the F2025B are constructed on a solid conceptual foundation.

US Army Human Dimension Concept

Training and Doctrine Command (TRADOC) Pamphlet 525-3-7 is the *US Army Human Dimension Concept*, published 21 May 2014. “Its purpose is to provide a framework for how the future Army must select, develop, sustain and transition Soldiers and Army Civilians to prevent, shape and win in the 21st century. The concept redefines the parameters of the human dimension as encompassing the cognitive, physical, and social components. It includes all aspects of Soldier, Civilian, leader, and organizational development and performance essential to raise, prepare, and employ the Army in unified land operations” (TRADOC 2014b, 5).

Training and Doctrine Command has the overall lead for the Human Dimension development as well as the lead for F2025B. The goal of the programs is to enable the Army to prevail in the environments they will face in the future. The programs will seek to do this by maintaining a decisive edge in the human dimension by optimizing human performance. Investments and innovation in education, training, and leader development are the areas the programs will focus on. These areas will be addressed at the individual, collective, and institutional level.

The F2025B Human Dimension concept has two areas which have been identified which add significant context to the need for the concept. The first is that the future operational environment will be more complex than in the past. “Threats will manifest themselves in combinations of regular, irregular, terrorist, and criminal elements” (TRADOC 2014b, 7). In addition these threats may use advanced technologies, or possibly weapons of mass destruction. They will have the ability to use cyber and electronic warfare, and may reside within the population, making them difficult to target

and counter act. This will require Army professionals to “perform at a higher level” (TRADOC 2014b, 7) or put another way, “improve and thrive in ambiguity” (Brown 2015).

The second area which adds context to the concept is the forecast for reduction in Army budgets and end strength. This prediction will create significant challenges for the Army when faced with meeting the extensive security missions and other anticipated threats. “As part of the Force 2025 and Beyond initiative, the Army has begun to reprioritize its science and technology needs. Key to reprioritization is an increased emphasis on human performance optimization” (TRADOC 2014b, 7). The Common Operating Picture (COP) the Army is using to portray the human performance optimization effort is depicted as follows:

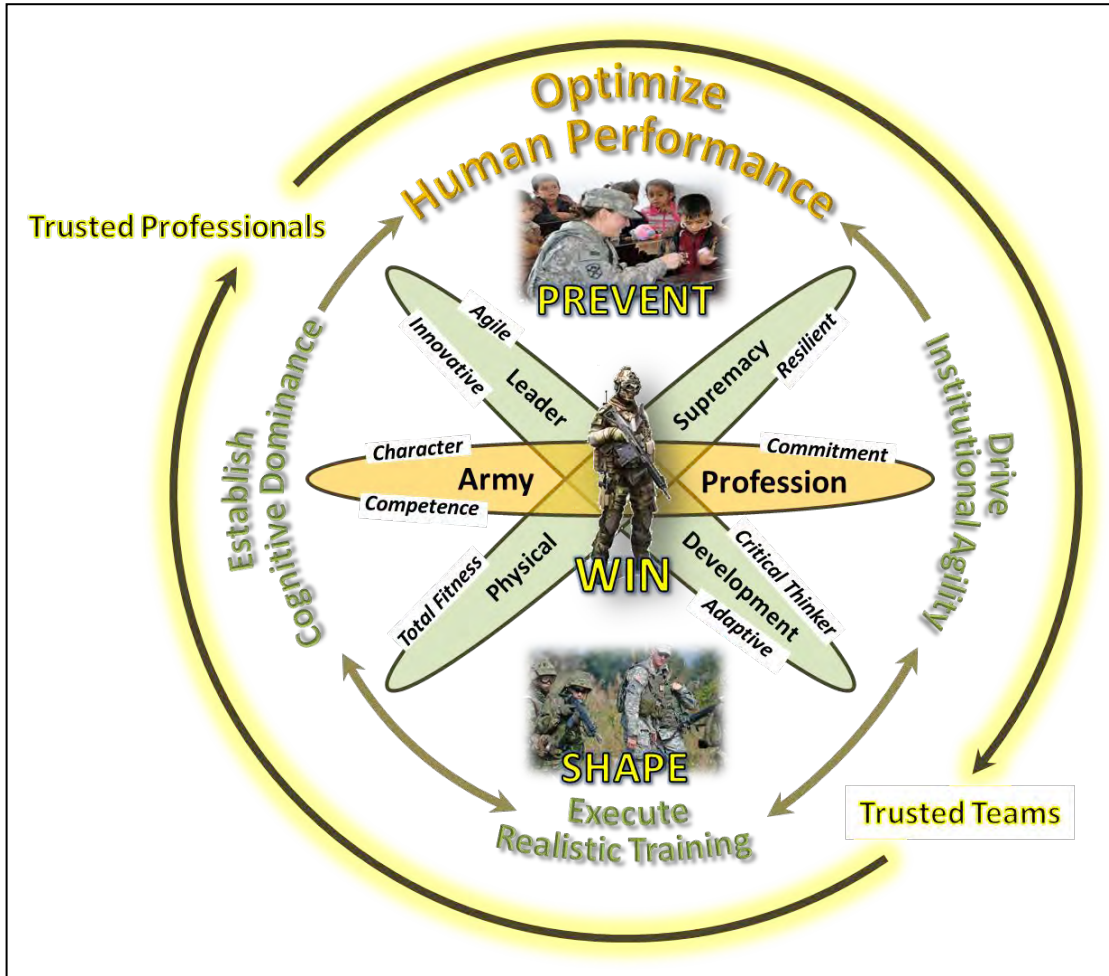


Figure 3. Human Dimension

Source: LTG Robert Brown, “Training to Win in a Complex Environment” (Briefing Slides, 5 February 2015), accessed 5 February 2015, http://usacac.army.mil/sites/default/files/documents/cact/RealisticTrainingIndustryDayCGBrief_v3.pdf.

This COP shows the ideal picture of the Army as being composed of trusted professionals and trusted teams. Within the Army the identified lines of effort needed to optimize human performance are cognitive dominance, realistic training and institutional agility. The three concepts which are an integral part of optimizing human performance cut across all three lines of effort. These are leader development, physical supremacy and

the Army profession. The end state of optimizing human performance will be Soldiers who “are trusted professionals of character who demonstrate comprehensive improvement of knowledge, skills and attributes in education, training, and experience to optimize and sustain an individual’s ability to succeed at any assigned mission as part of a trusted team”, in short prevent, shape, win (Brown 2015).

Lieutenant General H. R. McMaster, the director of ARCIC, the organization tasked with developing F2025B and integrating the overall human dimension concept, said in a speech given at a 4 February 2015 media roundtable in Washington DC that, “the pace of innovation needs to pick up if the Army and the joint force are to continue to maintain their edge against enemies who are also increasingly becoming adaptive and innovative” (Army Reserve News 2015). He went on to say that “borrowing ideas is another way of innovating. The Army must continue scouting for technology in the private sector.” Reserve Soldiers are intimately familiar with the private sector, and given the opportunity, could be a gold mine of innovative ideas that the Army and joint forces could solicit ideas from.

But why does the Army need this fundamental change, what has changed so much in the environment? The *Human Dimension Concept* states that there are four main changes to the environment. The first is the threat, where our potential adversaries are projected to be native, comfortable with ambiguous environments, and able to blend seamlessly with the population. The second change is technology, where potential threats have the ability to secure commercial off the shelf technology which will have the ability to negate our advantage in that area. The third is information, and how quickly it is able to be shared with the global audience. The fourth and final is society’s expectations,

where they increasingly expect the military to always make the right decisions when it comes to using violence. These four changes to the environment have influenced Army planners thinking on this current interwar period and Army transformation. “Where previous Army transformations have focused on establishing a quantitative or technological edge over adversaries, the future demands the addition of a decisive cognitive edge and a focus on the human dimension of combat power” (Brown 2015).

The *Human Dimension Concept* says that because of these changes in the environment, “the Army will require enhanced capabilities in the cognitive, physical, and social components of the human dimension. The vision is maximized individual and team performance through the identification, development, and optimal integration of human capabilities” (TRADOC 2014a, 17). “Most critically, optimizing human performance provides the framework and vision to produce agile, adaptive, and innovative leaders for Force 2025 and Beyond that thrive in conditions of uncertainty and chaos so that the Army can win in a complex world” (US Army Combined Arms Center, 2014a, 24).

United States Army Reserve 2020 Vision and Strategy

The United States Army Reserve 2020 Vision and Strategy, An Operational Force Providing Strategic Depth in an Era of Persistent Conflict, is a vision and strategy statement released in February of 2011. Although this document is four years old, it remains relevant and current and addresses the composition of the Army Reserve. The document lays out who the Army Reserve is, what it does, its values, and the projected path it will take in the years ahead. The document was written after a decade of war, where the Army Reserve was used extensively as an operational force. It details the vision for an enduring operational force with refined institutional processes, adaptive

leadership and a commitment to meeting the sustained demand for deployments, contingencies, and steady-state security cooperation missions (Stultz 2011, v).

The Afghanistan and Iraq wars required an operational Reserve Force which the Army leadership could call on to provide the combat support and combat service support needed to sustain the Joint Force. It is highly unlikely that the future environment will be conflict free, and with reduced financial budgets, the Active Component will be hard pressed to field the right sized force with the right skills for a sustained period without significant changes to current practices. The vision put forth in the document proposes that the Army Reserve is a viable solution, able to facilitate flexibility while delivering resource in the form of trained and ready Reserve Soldiers at the right time and the right place (Stultz 2011, 2). It points out that the Reserve components can be maintained at much lower operating costs, and employed at roughly equivalent rates as the Active Duty. It further highlights the fact that Reserve Forces are uniquely capable of responding to events in the homeland.

The case for maintaining a strong, well-funded operational Reserve Force is further outlined by pointing out the capabilities of the Reserve in dealing with domestic emergencies, or serving as a deployment expeditionary force or a contingency expeditionary force. Furthermore international emergencies, cyber threats, security cooperation missions, medical missions, engineer missions and training support missions could all leverage the unique civilian-military skills held by Army Reserve Soldiers.

The US Army Reserve 2015 Posture Statement

The US Army Reserve 2015 Posture Statement titled: America's Army Reserve: A Life-Saving, Life Sustaining Citizen Soldier Force For The Nation, is the annual Army

Reserve Posture Statement. It is an unclassified summary of Army Reserve roles, missions, accomplishments, plans and programs. The Posture Statement highlights some of the opportunities the Army Reserve has to add value to the Total Army, and brings up some of the challenges it faces in accomplishing its assigned missions. The Army Reserve Posture Statement also addresses the support required by the Army Reserve. It opens by stating that “as America’s dedicated operational Federal Reserve of the Army, we (the US Army Reserve) are the premier provider of ready, trained, and equipped, Soldiers, and unit’s to the Total Army and the Joint Force” (Talley 2015, 3). Note here that the Army Reserve claims to be postured to provide individual Soldiers as well as fully trained, manned and equipped units. This allows the Reserve to be flexible and tailorable and provide Soldiers or units which are capable of meeting a variety of missions. This ability to provide complete units or a select group of individuals is a proven strength of the Army Reserve. The Army Reserve demonstrated this ability in the wars in Afghanistan and Iraq and most recently in support of Operation United Assistance, the Ebola relief mission in Western Africa. The Army Reserve mobilized two Army Reserve Units and 19 individual Army Reserve Soldiers for the Operation (Talley 2015, 6).

The Posture Statement also highlights that “The core competence of the Army Reserve is the ability to provide high quality military capabilities enhanced by the civilian skills, education, training and experience of our Citizen Soldiers” (Talley 2015, 3). It goes on to elaborate on the fact that the Army Reserve has been serving side by side with the Active Army for more than a decade and that this shared experience and the lessons learned during this time should be capitalized upon. It also brings up the Total

Army Force Policy (ATFP) which is a policy directive which gives official and institutional permanence to the gains made by Compo 1, 2 and 3 in the War on Terror. The Army Reserve has proven itself as a vital force, without which the Active Army would have been hard pressed to wage the Nations wars over the past decade and in fact so much so that the maintenance of the Reserve was congressionally mandated by ATFP. This fact is an important point which the research brought out and which adds to the probability that the Army Reserve will be resourced and expected to meet the intended outcomes of F2025B.

The Posture Statement brought forth another point which was notable. That of sustaining or maintaining the skills and capabilities gained by the Army Reserve which are in fact an investment from the Nation. It points out that “the Army Reserve faces many challenges, the first of which is ensuring we remain ready, responsive, and flexible within fiscal constraints, while meeting national security needs in an increasingly complex global environment” (Talley 2015, 4). It stands to reason than that the Total Force structure must change; the fiscal constraints have made that clear. But with the capital investment already laid out by the Nation, any changes proposed to the Army Reserve should consider the gains recently made and seek to retain them to realize a return on the Nations investment. In simple terms, the Army Reserve has gained a vast amount of experience while fighting wars in Afghanistan and Iraq and working alongside the Active Army and National Guard. The value of this experience should be considered when future proposals are introduced for the Army. As F2025B and the human dimension concepts are rolled out to the Total Army, the leadership must do so with the intent of working towards the ideal distribution of roles and missions.

With troop levels rapidly declining in Afghanistan and a reluctance of the American Government to commit a significant number of troops to serious developing situations, the Army Reserve and indeed the Total Army find themselves in the latest interwar period. This is a different situation than the Army Reserve has been in over the last decade, with more than 280,000 Army Reserve Soldiers mobilized and integrated into the Total Army and Joint force according to the USARC G-3/5 via the HQDA system “MDIS” Mobilization Deployment Information System, accessed 17 October 2014. According to this source there were 280,631 Army Reserve Soldiers mobilized since September 11, 2001. This number includes Soldiers at mobilization and demobilization sites, as well as those in a theatre of war. This latest interwar period and corresponding reduced operational tempo threatens to put the Army Reserve back into a Strategic Reserve role. This threat has been realized by the current and previous Chief of Army Reserve (CAR) and “Maintain the Army Reserve as an operational force” (Talley 2015, 3) is the very first thing on the current CAR’s specific areas of concern as they appear in the 2015 Army Reserve Posture Statement.

Maintaining the Army Reserve as an operational force into the future will be difficult in the current fiscally constrained environment. Educating and training the force is expensive, modern equipment and facilities are costly and maintaining benefits, incentives and mandated services require significant funds. Already the Army Reserve is sacrificing readiness in lower-tiered units, so that the higher tiered units are funded to train side by side with Compo 1 units during Combat Training Center (CTC) rotations in an attempt to keep pace as an operational force (Talley 2015, 9). Additionally budget restrictions have further widened modernization gaps between the Active Army and Joint

Force and the Army Reserve. Reduced budgets have also negatively impacted the Army Reserves ability to carry out its assigned missions. One example of this is theater petroleum distribution which resides almost exclusively in the Army Reserve. Unless resources are dedicated and efforts are made to modernize this equipment, the interoperability between the Army Reserve and Active Army and the Joint Force will suffer. Left without a bridging strategy for modernization, the Army Reserve may be unable to accomplish its assigned mission as the executive agent for the inland petroleum pipeline (Talley 2015, 9), which may present a strategic risk to the Joint Force.

Rally Point 32.1

Rally Point 32 and *Rally Point 32.1* are documents published by the 32nd Chief of Army Reserve, Lieutenant General Jeffrey Talley. Presented in an easy reading, one page trifold format intended to be easily understood by all Soldiers, they lay out the CAR's intent and priorities for the Army Reserve formation. The publications are concise and to the point. The title Rally Point is deliberate and used to help define the CAR's intent for Army Reserve Soldiers. "A rally point is a place designated by the leader where the unit moves to reassemble and reorganize . . . Soldiers must know which rally point to move to at each phase of the mission . . . they must also know what actions are required there" (Talley 2012, 3). In this interwar period, the CAR has designated a strategic "rally point" for the Army Reserve. *Rally Point 32.1* describes the CAR's Plan, Prepare, Provide Concept as well as the Private Public Partnership Initiative or P3i. These will be examined in greater detail later in this chapter because they are such an integral part of the CAR's plan for how the Army Reserve will retain its vital role to the Active

Component. Also addressed in the Rally Point publications is the Army Reserve's method for talent management, and guidance for the process of talent management.

In the Rally Point document, the Army Reserve mission is stated as being a "life-saving and life-sustaining force for the Nation" and its mission as "providing trained, equipped and ready Soldiers, Leaders, and Units to meet America's requirements at home and abroad" (Talley 2014, 3). Within this document and under the CAR's strategic priorities we find his top priority to be "develop, plan, program, and resource Army Reserve 2025 as a versatile mix of technical and tactical capabilities in service to the Total Force." The reference to Army Reserve 2025 is a clear sign that the Army Reserve is already moving towards and nested with the intended outcomes of F2025B. The emphasis on the development, planning, programing and resourcing of the Army Reserve is how the force will conduct its own unique form of talent management which will enable it to meet the needs of the Total Force. The Army Reserve conducts talent management as a function which is focused on the future, in much the same way F2025B intends to develop forces for the challenges of the future. Talent management is not a system, but a proactive, integrated strategy driven by the demand for human capital with the purpose of gaining a competitive advantage (Lockwood 2006, 2). The Army Reserve is uniquely positioned to implement this strategy and has proven its ability to "provide trained, equipped, ready and accessible Soldiers, leaders and units to the Total Force in support of the full range of planned and contingency operations" (Office of the Chief of Army Reserve 2013, 18) over the last 14 consecutive years of war.

The second priority is to "develop National leaders by leveraging military and civilian skills, training, and experiences from the private and public sectors" (Talley

2014, 4). This priority gets right to the heart of why the Army Reserve remains a vital component to the Total Army with its unique capability to combine and incorporate skills from multiple walks of life. The third priority also is at the heart of the Army Reserve structure and seeks to “sustain the Army Reserve as an all-volunteer force comprised of resilient Soldiers, Civilians, and Families supported by engaged employers and caring communities.” These aspects of the Army Reserve are why it is the “Warrior-Citizen force that provides life-saving and life-sustaining capabilities to the Nation” (Talley 2014, 4). It is a component of the Total Army, closely affiliated with the social, technical and entrepreneurial facets of American society while at the same time maintaining its military responsibilities. This places the Reserve Soldier and the Army Reserve Force in a unique position from which it is able to interact with employers, communities and the military in an unencumbered manner. It also has the potential to allow the Army Reserve to add incredible value to the Total Army by supplying the demanded human capital by using the talent management approach.

Talent Management can be broadly defined as the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved process for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs (Lockwood 2006, 2). The *NSS* calls for this to be a standard Army practice. The importance of earmarking highly coveted civilian skills within the Army Reserve formation is an important step in talent management. The business of recruiting and retaining these Soldiers is also of great importance. How can the Army Reserve do a better job at this? One way may be to expand the Private Public Partnership Initiative which is already ongoing.

Private Public Partnership Initiative

One of the ways that the Army Reserve is confronting the complex and growing security challenges is through the Private Public Partnership Initiative, or P3i. In this initiative the Army Reserve “recognizes that complex global problems cannot be solved by the government alone. The answer lies in the private-public sector, and the Army Reserve is in a unique position to be part of that solution” (Office of the Chief of Army Reserve 2014, 126). P3i seeks to meet the challenges presented by a fiscally constrained environment and the necessity of a well-trained, adaptable and flexible force. Leveraging the combination of civilian skills and military training, the Army Reserve is well positioned to add tremendous value to the Army’s Force 2025 and Beyond. It can meet the current demand by supplying the innovative, agile leaders that the Army and TRADOC have specified as one of its priorities for building Force 2025 and Beyond.

As an Army Reserve Soldier having been mobilized three times in support of the Global War on Terror, I have seen examples where civilian skills were leveraged to support an Army mission. For example, in 2008 I was mobilized as a company commander to lead an Army Reserve company of Drill Sergeants to Ft. Knox, Kentucky to supplement an Active Duty Battalion and to conduct Basic Combat Training (BCT), for Initial Entry Training (IET) Soldiers. My company consisted of an Executive Officer (XO), a First Sergeant (1SG), three administrative and supply personnel, 12 Drill Sergeants, and 240 initial entry Soldiers. The majority of the initial entry Soldiers were recent high school graduates and the Army Reserve 1SG was a high school principal in his civilian career. As the senior enlisted Soldier in charge of the Basic Combat Training Company his wealth of experience and high level of civilian education which related

directly to young adult education greatly enhanced the unit's ability to complete the assigned Army mission. In addition many of the Drill Sergeants were police officers or correction officers and had received a significant amount of training in their civilian careers which was applicable to our training mission. During the mobilization the unit performed well above average in every metric for which the Battalion Commander deemed as reportable, and had the highest scores in the Active Duty Battalion in rifle and grenade qualifications, the Army Physical Fitness Test (APFT), and graduation percentage.

Although this example was not specifically a P3i case, it speaks to the inherent strength of the Army Reserve formation, the ability to capitalize on shared military and civilian skills which are exactly what P3i seeks formalize. The US Army Reserve Private Public Partnership Initiative or P3i seeks to build on mutually beneficial relationships where they exist between civilian and military job skills. "Through a focused effort that combines private sector capabilities with Title 10 training in line with the Army Training Strategy, the Army Reserve enhances individual, leader and unit readiness" (Talley 2015, 7). The CAR has said that "this Private Public Partnership initiative allows us to recognize that perhaps our greatest strength is that we're citizens and we're Soldiers" (Office of the Chief of Army Reserve 2014, 129). This initiative has three lines of effort which are: Leader Readiness, Unit Readiness and Individual Readiness. Within these lines of effort the Army Reserve is seeking collaboration with private sector and non-DOD organizations with the intended outcome of increasing readiness of the Army Reserve while at the same time adding value to the private sector or non-DOD organization.

Another example of this would be Army Reserve Captain Paz Munoz, a certified critical care nurse. In the Army Reserve she received training in trauma care, renal transplants, dialysis and open heart surgery. This training she received in the Army Reserve enabled Munoz to secure a civilian job as a critical care nurse at an open-heart facility near her home. In her military position, she serves in a combat support hospital. In examples such as this the Army Reserve has proven that it can provide on the job training, at an accelerated pace, which can be directly translated to a better position in a civilian career (Go Army 2015a). Additionally Munoz is able to stay sharp in her military skills through her civilian job. This allows the Army to retain the ability of a skill, but because it is in Compo 3, it has a much lower cost of maintenance than Compo 1. This ability to maintain critical enabling skills in the Army Reserve at a fraction of the cost of Active duty is a proven strength of the Army Reserve and will be a key to overcoming the Army Reserves challenge to stay an operational force.

To date, some of the most significant gains in the P3i have come in the form of job placement for veterans and “Title 10 training in partnership with private companies leveraging collective assets to execute mission requirements in support of Geographic Combatant Commands” (Office of the Chief of Army Reserve 2014, 128). Many of the enabling capabilities which the Army Reserve provides to the Total Army and Joint Force are skills which are similar to, or the same as what the civilian sector has a demand for. Ideally Reserve Soldiers will have unassuming and strong support from their employers who see the mutually beneficial situation, but this is not always the case. The P3i initiative can help to shed light on this win-win situation, but will require a sustained and concerted effort. Additionally, measures and actions by the individual Soldiers will

continue to play a significant part in the relationship between the Army Reserve and the civilian workplace.

The P3i initiative has individual readiness as a line of effort which has been identified by the CAR as being “the most complex.” The challenge comes in encouraging Soldiers to invest time and resources in themselves and the CAR envisions the P3i as a potential solution. When individuals and leaders take steps to improve themselves, individual and unit readiness is increased and the individual adds value to their civilian job as well. If value is added to the civilian job, then the assumption is that a commiserate amount of compensation would be realized by the Soldier or civilian employee. As the owner of a small business I am always mindful of what my employees offer me and my business. Training, experience and education of employees is costly to business owners, and if the Army Reserve positions itself as being able help in providing that to civilian employers it can capitalize on its core competency of providing enabling civilian skills to the Army and Joint Force, while at the same time strengthening relationships with the civilian sector.

Force 2025 and Beyond, *The US Army Human Dimension Concept* and the P3i all recognize the potential benefit to the Army if the organization focuses on the improvement of the individual Soldier. Each concept, idea or initiative goes about it differently, but they all advocate that the Army must focus a significant amount of its resources on improving the individual. The Army Reserve is in the unique position and able to leverage its inherent and proven ability of its “Citizen-Soldiers” to improve the individuals in its formations by implementing programs such as the P3i. Win-Win situations such as this are beneficial to the readiness of the Army Reserve, the Total

Army, the Joint Force our Nation and our National Strategy. In addition programs such as this are in line with the intended outcomes of F2025B, the AOC, and the *NSS*.

Plan, Prepare, Provide

Plan, Prepare, and Provide is the Army Reserve's current operational planning and readiness construct in support of Geographic Combatant Commanders. This construct is also being expanded to all Army Service Component Commands and enables individuals and units to build readiness when called upon by Combatant Commands and the Total Force when needed (Talley 2015, 6). It is a readiness model which the Army Reserve will pursue which will enable the Army Reserve to remain an operational force.

The first part of the construct, Plan, is the Army Reserve theatre commands partnering on a long term basis with Army Service Component Commands and Geographic Combatant Commands. This could be referred to as a regionally aligned force or RAF. Supporting this are Army Reserve Engagement Cells (ARECs) and Army Reserve Engagement Teams (ARETs) which are aligned with each Army Service Component Command and the Geographic Combatant Commands and contain experts from the engineering, civil affairs, medical, and logistic communities. They provide staff planning to match the Army Reserve capabilities with the needs of the Army and Joint Force (Talley 2015, 6). Having these teams forward stationed with full time staffing should enhance the regionally aligned effort and the building and maintenance of strategic partnerships, which are objectives of the *NSS* and the AOC.

The second part, Prepare, is what the Army Reserve is doing to train, assess and certify its Soldiers, leaders and units for missions. Within this part the Army reserve constantly seeks innovative and cost effective training opportunities with the goal of

providing trained and accessible units ready to meet the mission requirements of Army Service Component Commands and Geographic Combatant Commands.

The final part, Provide, addresses the fact that the Army Reserve is a federal force (Title 10) under federal control, accessible 24/7 and able to provide tailored forces in response to global requirements. This includes providing units or individuals for employment in support of DOD requirements. The Army Reserve is able to provide 27,000 Soldiers annually to meet these requirements which include contingent and combat missions and Defense Support of Civil Authorities (DSCA).

An example of where the Plan, Prepare, Provide readiness model is in use is in the Army Reserve Element of the Joint Enabling Capabilities Command (JECC). This Joint Planning Support Element (JPSE) provides rapidly deployable, tailored, joint planners with expertise to accelerate the formation and increase the effectiveness of a joint force headquarters during emerging operations (JECC 2015). The Army Reserve Soldiers assigned to this unit have volunteered and are board selected for a 36 month assignment and perform a minimum of 67 days of training and-or operational support to US Transportation Command (USTRANSCOM) each year. Additionally they are on a rotational alert status for a 90 day period every 18 months. During this alert status the Reserve Soldiers are available for world-wide deployment within 24 hours of being notified. This is one example of how the vital enabling capabilities of the Army Reserve serve the Total Army and the Joint Force and employ the proven strengths of Compo 3. It is also an example of the Army Reserve effectively conducting talent management and possessing the ability to bridge gaps once they are identified. Expanding or creating new units modeled like this are a way the Army Reserve could provide the specialized forces

the F2025B seeks to acquire in times of need, and could be yet another opportunity for the Army Reserve to remain operational.

Summary of Analysis

In summary, even in this interwar period the Nation faces a more complex and ambiguous threat environment than ever before. The research and design of the Army's Force 2025 and Beyond (F2025B) strategy is well underway. This new force is expected to have to face an enemy that can rapidly adapt to exploit US weakness and avoid US strengths. The Army Reserve is a viable formation that can successfully contribute to the F2025B strategy and the optimization of performance in every Soldier and leader through innovation and investment in education, training, and leader development. In addition, the Army Reserve formation, as currently structured, can utilize talent management which is already practiced in the Army Reserve to immediately bridge the gaps and support intended outcomes of F2025B.

As an operational force, the Army Reserve remains a premier force provider of American Citizen-Soldiers for planned and emerging missions at home and abroad. Enhanced by civilian skills that serve as force multipliers, the Army Reserve delivers vital military capabilities essential to the Total Force. The greatest asset the Army Reserve provides the Nation is its high quality "Warrior Citizens." The skills they bring to the Army Reserve, their civilian employers and their communities cannot be duplicated in other forms (Office of the Chief of Army Reserve 2013, 43). The Army Reserve has the enabling capabilities relied upon by the Total Force, and as an operational force will be called upon for the foreseeable future to provide them.

The Army Reserve has proven civilian-military strengths which the Active Component by nature is not able to replicate. In this interwar period and time of increasing uncertainty, the Nation must make the most of its resources, and continue to build upon the strengths of the Army Reserve. The daily involvement of the Reserve component with the civilian sector should continue to be leveraged and new, mutually beneficial ventures explored. This adds value to the National Security Strategy on multiple lines of effort and increases the Army Reserve's readiness. Furthermore, it builds trust between the Army and the Nations' citizens, an invaluable asset in uncertain times. The unique enabling capabilities which reside in the Army Reserve should remain there, with a concerted effort to keep them as an operational force through realistic training and relatively short length deployments. Finally, the professional experience resident in the Army Reserve is a tremendous asset to the Total Army and capable of aiding in the Human Dimension Optimization effort.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

Citizen-Soldiers are highly educated, and professionals in their civilian careers. They are doctors, lawyers, academics, scientists, engineers and information technology specialists on the leading edge of high-tech industry—a new generation of Soldiers who grew up with technology in their hands, practice it in their professions and leverage it while in uniform. As threats and technologies change, the civilian skills Army Reserve Soldiers develop will enable our formations to provide a highly specialized talent pool to meet current needs and lead early experimentation and utilization of emerging capabilities.

— Lieutenant General Jeffery W. Talley, 32nd Chief of Army Reserve,
U.S. Army Reserve at a Glance

The purpose for this research was to gain insight into what the US Army Reserve is doing and what it might be able to do to support the intended outcomes of F2025B, to take a look at the challenges it will face and explore the opportunities it will have. The F2025B comprehensive strategy will rely on many things, including innovation, concept development, simulations, experimentation, evaluations and scientific research. These areas will ensure proposals push towards creating executable, inventive options for the Army (Brown 2015). Going forward the Army will have to better utilize its current resources in the most efficient manner and to the fullest extent possible if it hopes to meet the dynamic future challenges it is sure to face. The research took a look into how the Army Reserve formation could accomplish, and already is accomplishing, parts of F2025B objectives, and what might be in store for the Army Reserve in the next decade.

This fifth and final chapter of the research paper will include a brief summary of the findings from chapter 4, and then my interpretation of the findings. This will include what I believe the research results mean, and what the implications of the research include. I will offer a review of my findings which were unexpected. This chapter will

also include my recommendations for further study and the unanswered questions I had remaining at the conclusion of the research. A look back at how I could have approached and done things differently and action items will be presented in accordance with the best practices of research presentations. Finally summary and concluding thoughts will wrap this chapter and the research paper up.

While conducting the research for the thesis the sources used would often say that the anticipated security environment which the Army will face in the future will be complex and uncertain. This would usually be followed by a statement that would say something like: The best way to prepare for a complex and uncertain environment is to focus on developing the human dimension. I believe this paradigm shift away from the material solutions is the right direction to take, but I also think it will be one of the hardest to execute. The Army uses the doctrine, organization, training, material, leadership and education, personnel and facilities (DOTMLPF) construct to integrate solutions and changes into the Total Army. Doctrine, organization, material, personnel and facility changes can be made relatively quickly and then quantitatively evaluated for success. The human dimension, or the human aspect of the Army, touches all parts of the DOTMLPF construct, but the human dimension primarily resides in the training and leadership and education areas. F2025B will continue to use all aspects of the DOTMLPF construct to integrate innovative solutions for the security environment, but with anticipated missions being very diverse, material solutions alone will not be enough, hence the need to focus resources on the human dimension effort. By implementing this resource shift today during this interwar period, the Army's ability to deliver the right

land power capabilities as a strategic instrument of the Joint Force will be secured tomorrow.

The research also took a look into how the US Army Reserve is postured to support the intended outcomes of F2025B and the practices, policies, programs and initiatives currently in place to do so. The research pointed to a healthy reserve force with programs such as the Private, Public Partnership Initiative (P3i), the Plan, Prepare, Provide readiness construct and the ability for the Army Reserve to serve in Homeland Defense and Defense Support of Civil Authority (DSCA) capacities. The research showed that through these programs the Army Reserve is already leveraging the Human Dimension and has shown the ability to capitalize on talent management.

Finally the research pointed out a few key points which helped to answer the primary and secondary research questions. These were; What are the roles which the Army Reserve is prepared to assume when asked to support the intended outcomes of F2025B? and, Does the Army Reserve effectively manage talent? And if it does, can it be leveraged to immediately bridge the gaps and support intended outcomes of F2025B? The research showed that the Army Reserve is prepared, and indeed already on a glide path, to assume multiple roles in support of the F2025B strategy. It showed that the Army Reserve plays a vital role in the Total Army and in many ways is already on the way to optimizing the Human Dimension and capitalizing on Talent Management. In addition the Army Reserve's Plan, Prepare, Provide construct is aligning units and special enablers with Geographic Combatant Commanders (GCC), thus bridging gaps which will allow the GCC's today to have the force which F2025B hopes to build for tomorrow. The

Army Reserve is doing all this with little to no budget increases and by using the tools and resources already available to them.

In an attempt to clearly answer the research questions as completely and straight forward as possible I will restate them one more time and then give concise and direct answers. The first question was: what are the roles which the Army Reserve is prepared to assume when asked to support the intended outcomes of F2025B? Generally speaking the Army Reserve is prepared assume an enabling and supporting role in most cases. The Reserves have proven that it can do it well, and for less money than the Active Component. This ability will increasingly allow the Force 2025 and Beyond to be leaner, more lethal, expeditionary and agile, which is the first intended outcome for F2025B. These are roles which the Army Reserve recognizes as its core competencies and embraces fully. But in certain areas the Army Reserve is prepared to assume a lead role. One is the focus on social intelligence. The Army Reserve's unique civilian-military dynamic and its daily interaction with the civilian sector make it a frontrunner in this endeavor. In this area the Army Reserve Soldier can lead the way due to their ability to directly relate to diverse cultures and form mutually beneficial relationships. This also directly supports the objectives of F2025B.

The secondary research question was: does the Army Reserve effectively manage talent, and if it does, can it be leveraged to immediately bridge the gaps and support the intended outcomes of F2025B? The simple answer is yes and yes, but with the caveat that the Army Reserve must remain an operational force and the experience level within the formation will remain constant. The Army Reserve has proven that it can put the right Soldier and or unit in the right position at the right time with the right skills. The diverse

talent and expertise which is resident in the Army Reserve is valuable to the Total Army and can be used to support and enable the intended outcomes of F2025B. The past decade plus of war has furthered the Army Reserve's talent management abilities, but focused improvements on a dedicated talent management program could yield tremendous benefits to the Army and Joint Force. The talent management area is both a challenge and opportunity for the Army Reserve. If resourced and managed correctly, it has the potential to be a powerful asset to F2025B.

The future is uncertain but it is certain that the Army Reserve will be expected to be a contributor to the changes F2025B will bring to the Army. The Army is in another interwar period, but remains engaged around the globe. As planners look to the future they see a more complex and ambiguous threat environment than ever before. This will surely mean changes for the Army and the Army Reserve so that they will be able to accomplish future missions. The research did not suggest that the Army Reserve mission or force structure will radically be rebalanced, but it did point to a new emerging mindset which the Total Army will be expected to adopt. The new mindset is one where the Army will be required to provide an even broader range of capabilities during complex and diverse global missions that increasingly the operations the Army will conduct will be within and among populations while simultaneously working with government, military and coalition partners. The operating environment will be uncertain, chaotic and ambiguous and will likely take many people, with a variety of skills working together to accomplish the mission. In all of this the Army Reserve will be expected to provide enabling forces and warrior-citizens to accomplish the Army's missions.

Unexpected Findings

In the course of the research I experienced few unexpected findings. Some topics were initially unclear to me, but with time and supporting documents, eventually my questions were fully answered. One unexpected finding was that I could find no evidence or rumor of any plans to change the composition or force structure of the Army Reserve. This would seem to indicate that the changes made to the composition of Army Reserve as a result of the Nichols-Goldwater Act were in fact the right changes, and served the Nation well in the recent conflicts.

For Further Study

I have several recommendations for further study relating to this research. The first would be taking a look into United States Army Reserve mobilization practices during operation Enduring Freedom, Operation Iraqi Freedom, and other mobilizations in support of operations during that time frame. Of particular interest would be the number of Reservist's mobilized under their home UIC versus the number mobilized under a derivative UIC. The findings of this may reveal some flexible, tailorable, scalable force best practices and recommendations for improvement of Reserve Force utilization. The Center for Army Lessons Learned (CALL) could also be a resource for research into the recent past of the utilization and employment of Army Reserve Forces and their ability to meet mission over the last decade plus of combat operations.

The second recommendation would be a research study which would look at the Army Force Generation (ARFORGEN) model and its long term applicability to the Operational Army Reserve in the post Afghanistan and Iraq period. The ARFORGEN model is how the Army currently forecasts and supplies the forces needed to the places

which they are needed. During the course of my research I found numerous instances which suggested that the ARFORGEN model may not be the best method of training and equipping Reserve Units and Soldiers. Because Force 2025 and Beyond is the “comprehensive strategy to change the Army and deliver landpower capabilities as a strategic instrument of the future joint force” (Brown 2014), it is logical that the ARFORGEN process will need to be modified as well.

Finally, in the course of my research I had the opportunity to gain a limited amount of insight into other countries utilization of their reserve forces. Of particular interest were the Australian Army’s practices of soliciting reserve soldiers to fill shortages in active duty units when the units deployed. The Australian Army Headquarters also published an Army Future Land Operating Concept which is much like the US Army’s AOC and F2025B rolled into one. In it the Australian Army has described the anticipated future environment, and then outlined a plan to meet the predicted challenges. Research with the intent of looking for best practices by the Australian Army and the Australian Army Reserve and-or their implementation of the Future Land Operating Concept may be a worthy topic.

Unanswered Questions

Time is a precious resource which waits for no one, and this project was no different. At the conclusion of this research there were many more rabbit holes I wish that I could have explored, some of which may have added value and deeper clarity to this paper. Foremost would be a more thorough look at talent management practices and proven talent management programs which could be beneficial in managing Army Reserve Soldiers and possibly even small units. Although I briefly explored the talent

management topic, it was clear to me that a much more thorough analysis could have been conducted if time had permitted. Fully understanding the details of talent management, especially as it relates to the Army Reserve, could be a thesis topic to itself and will be a topic I will continue to explore long after this paper is complete.

Summary and Conclusions

As the 3rd component of the Army (Compo 3), the Army Reserve will be expected to yield results and support the F2025B strategy-but to what degree? With the current focus on developing the human dimension and achieving cognitive dominance, the Army Reserve can expect to continue with many of its Soldier development initiatives. What remains to be mapped out is how the Army Reserve can maximize their depth and breadth of talent, identify shortfalls and begin to bridge the gaps which have yet to be specified. The Army Reserve formation is rich in talent, covers a wide-spectrum of skill sets and brings the level of civilian rich experience to the Total Army that will be necessary to meet the intended outcomes of F2025B. TRADOC Pam 525-3-7 states that the Army will maximize Army professionals by achieving accelerated ethical maturity and inculcation of Army values; improving ethical decision making and stewardship; and expanded professional certification and credentialing. These aforementioned skills and attributes are already prevalent within the ranks of the Army Reserve and can be verified and validated within individual portfolio reviews, professional certifications and trade credentials in support of civilian career requirements and advancements. The ability to match civilian talent with military requirements is a viable option for commanders, but currently the institution does not support a holistic management tool. The Army Reserve will be incorporated in F2025B implementation instructions and they could immediately

explore an internal management tool to begin capitalizing civilian skills and support a pilot for the purpose of utilizing skill sets when specialties are required.

Our Nation continues to be faced with unknown challenges that accompany the current state of complex and ambiguous threat environments and must continue to support the national security strategy. Our military forces play a large role in contributing to safeguarding interests against the risks of an insecure complex environment on a global front and our Army will be expected to be adaptive and agile, now more than ever. The Army is facing budgetary restraints and manpower down-sizing initiatives that must not hinder the integrity of its capacity and capability to lead and provide leadership. The Army has introduced a redesign of forces to face these challenges and remain ready to defend our enduring national interests while providing essential leverage for our diplomacy. As an integral member of the Total Army Force, the Army Reserve will be expected to successfully contribute to the optimization of U.S. power by contributing the enabling and sustaining forces. The Citizen-Soldier is one of America's sacred assets that often seek no recognition. Housing over half of the enabling force, the Army Reserve seeks long-term investment in their Soldiers and prioritizes education, training, and leader development in order to grow their leadership and remain relevant. Supporting the Army's Force 2025 and Beyond initiative, the Army Reserve is structured, manned and equipped to meet these objectives outlined in the initiative and can be a steadfast partner in achieving Total Force integration. The Army Reserve stands tall in providing the Army with flexible, tailorable, and a readily accessible Warrior-Citizen force that provides life-saving and life-sustaining capabilities to the Nation. For more than 13 consecutive years at war, Army Reserve Soldiers have brought skills, honed in the civilian sector, to

contingency and theater Security Cooperation missions, across the globe. Today, those same Citizen-Soldiers are bringing enhanced skills to the communities where they live and work. The Army Reserve formation clearly has a place in supporting the national security strategy, The Army Campaign Plan and the newly adopted Army initiative, Force 2025 and Beyond. If given the opportunity, the Army Reserve is clearly capable of complementing the Army and adhering to the expectations of providing capabilities that will demand a deep undertaking of expanding the Soldiers' Human Dimension. The Army Reserve is globally responsive, regionally aligned and operationally designed to plan, prepare and provide a diverse platform of capabilities and experiences that are ready now. The Army Reserve is a talent rich environment and a resource that can support a bridging strategy in support of the Force 2025 and Beyond initiative, in real time—a role which is greatly needed.

REFERENCE LIST

- Army Capabilities Integration Center. 2015a. "Mission." Accessed 13 February 2015. <https://www.arcic.army.mil>.
- . 2015b. "Organization." Accessed 13 February 2015. <https://www.arcic.army.mil>.
- Army Reserve News. 2014. "Army Operating Concept." Accessed 10 November 2014. <http://www.army.mil/news/reserves/>.
- Bacevich, Andrew J. 2009. *The Limits of Power: The End of American Exceptionalism*. New York, NY: Henry Holt and Company.
- Bogart, Adrian, LTC, and LTC Brandon Smith. 2015. "Win in a Complex World- But How?" *Army AL&T Magazine* (January-March): 106-115.
- Brown, Robert, LTG. 2014. "The Human Dimension in the 21st Century." Briefing Slides. 15 October.
- . 2015. "Training to Win in a Complex Environment." Briefing Slides, 5 February. Accessed 5 February 2015. http://usacac.army.mil/sites/default/files/documents/cact/RealisticTrainingIndustryDayCGBrief_v3.pdf.
- Department of the Army. 2012. Army Doctrine Publication (ADP) 1, *The Army*. Washington, DC: Government Printing Office.
- Go Army. 2015a. "Careers." Accessed 22 April 2015. Goarmy.com.
- . 2015b. "Jobs." Accessed 22 April 2015. Goarmy.com.
- Joint Enabling Capabilities Command (JECC). 2015. "About." Accessed 20 January 2015. jecc.mil.
- Kilcullen, David. 2013. *Out of the Mountains, The Coming Age of the Urban Guerrilla*. New York, NY: Oxford University Press, 2013.
- Lockwood, Nancy. 2006. "Talent Management: Driver for Organizational Success." *Society for Human Resource Management Research Quarterly* 2: 2-11.
- Office of the Chief of Army Reserve. 2013. "Today's Army Reserve, Where We Stand." *Warrior Citizen* 58, no. 3 (2013): 2-44.
- . 2014. *US Army Reserve at a Glance*. Ft Belvoir, VA: Office of the Chief of Army Reserve.

- Office of the President of the United States. 2015. *National Security Strategy*. Washington, DC: The White House.
- Stultz, Jack, LTG. 2011. *United States Army Reserve Vision and Strategy 2020*. Ft Belvoir, VA: Office of the Chief of Army Reserve, February.
- Talley, Jeffrey, LTG. 2015. *The United States Army Reserve 2015 Posture Statement, America's Army Reserve: A Life-Saving, Life-Sustaining Citizen Soldier Force for the Nation*.
- . 2014. *Rally Point 32.1*. Washington, DC: Department of the Army, September.
- . 2012. *Rally Point 32*. Washington, DC: Department of the Army, June.
- US Army Combined Arms Center. 2014a. "F2025B Human Dimension Update." Briefing slides, 4 November.
- . 2014b. *Human Dimension White Paper: A Framework for Optimizing Human Performance*. Ft Leavenworth, KS: Combined Arms Center.
- U.S. Army Training and Doctrine Command (TRADOC). 2014a. TRADOC Pam 525-3-1, *The US Army Operating Concept*. Fort Eustis, VA: Government Printing Office.
- . 2014b. TRADOC Pam 525-3-7, *The US Army Human Dimension Concept*. Fort Eustis, VA: Government Printing Office.
- . 2015a. "About." Accessed 23 January 2015. tradoc.army.mil.
- . 2015b. "Organizations." Accessed 23 January 2015. tradoc.army.mil.