

## CONFERENCE CALL



An Army Reserve Soldier with the 298th Support Maintenance Company directs a vehicle operator loading equipment onto a tractor-trailer at the U.S. Army Reserve Center, Altoona, PA, March 11, 2010, as the unit prepares for a year-long deployment in Iraq. (U.S. Army photo by SPC Michael T. Crawford, 316th Expeditionary Sustainment Command Public Affairs Office.)

## Sustaining an Operational Force in the U.S. Army Reserve

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**T**he U.S. Army Reserve (USAR), a critical element of the Nation's Armed Forces, needs to remain an operational force in the Army, said LTG Jack C. Stultz Jr., Chief, USAR and Commanding General (CG), U.S. Army Reserve Command.

Speaking Oct. 26, 2010, at the AUSA Annual Meeting and Exposition, Stultz reviewed developments in the Reserve over the past year and advised on the direction it needs to take as part of the operational force. The Reserve enables the Army to sustain sufficient troop numbers in today's contingency operations, he said.

### State of the USAR

Recruiting in the Reserve is right on target, Stultz said. In terms of sheer numbers, the Reserve continues to meet its recruiting goals, he said. However, it remains out of balance in terms of

rank structure and skill sets. Within the Reserve population of approximately 206,000, some units are at 150-percent strength, while others are at 50- to 60-percent strength. The Reserve is particularly out of balance in Military Occupational Specialties. The challenge is connecting this to achieve a more stable mix across units, Stultz said.

Stultz noted that the force is changing and will continue to transform in this period of persistent conflict and fiscal uncertainty. The natural reaction to "wait and see" for possible outcomes or solutions is not a viable option. At

a time when "uncertainty is certain," from the defense budget to the force structure, "there's always going to be something happening to cause uncertainty," said Stultz.

Therefore, USAR leaders have taken charge of what they think the Reserve's future needs are and will adjust with continued change and transformation.

The plan is to keep approximately 30,000 Soldiers on active duty, 20,000–22,000 Soldiers deployed, and 8,000–10,000 in CONUS on generating force missions.

## A Shift in Restructuring

The USAR has evolved internally within the past year. At the 2009 AUSA Annual Meeting and Exposition, Stultz reported that the Reserve was moving toward an enterprise management approach, modeled after Chief of Staff of the Army (CSA) GEN George W. Casey Jr.'s Army enterprise transformation. Casey organized the Army around the enterprises—human capital, materiel, readiness, and services—placing one 4-star general in charge of each, from cradle to grave. “If that’s the model the Army is going to use,” said Stultz, “we thought we probably need to adopt the same model in the Reserve, because we’re going to be aligned as an operational force.”

When the USAR attempted internally to establish one person in charge of each enterprise, those people didn’t have the authority or staff to implement the required enterprise. To fix this problem, the Reserve will adopt a division model. Whereas in an Active Army division, an Assistant Division Commander for Support and an Assistant Division Commander for Operations aid the division commander, the Reserve will have a Deputy CG (DCG) for support and a DCG for operations. Support will be one entity, and operations another. This plan was announced Oct. 1, 2010, and “will help align the Reserve headquarters [HQ] for the future,” said Stultz.



LTG Jack C. Stultz Jr., Chief, USAR and Commanding General, USAR Command, advised that the Reserve cannot go back to being strategic and must remain a part of the operational Army. (U.S. Army photo courtesy of AUSA.)

In the field, the Regional Support Commands now have the responsibility to provide support services. Along with the Army Reserve Installations, they will be aligned under the DCG Support. The operational and functional commands will be aligned under the DCG Operations. “Now, we truly do have the support and the focus and functions *there*, and the operations and all operational functional commands that are in the ARFORGEN [Army Force Generation] cycle *there*,” said Stultz.

Under Base Realignment and Closure (BRAC), the USAR HQ is moving from Fort McPherson, GA, to Fort Bragg, NC. To smooth the transition, the Reserve plans to “power down” certain responsibilities and resources to various authorities, who will make personnel decisions. The goal is that once the entire HQ relocates, “We won’t need to power up,” Stultz said. Army leadership is hoping that the commands will be successful in managing their own funds and can retain this responsibility after the BRAC move.

Stultz advised that restructuring the Reserve this way is beneficial, because it will avoid the common problem of not knowing where to reassign military and civilian personnel during restructuring and transformation. The Reserve can treat its employees the right way because the employees will decide if they will relocate. “We have a huge window of opportunity because people will take care of themselves with BRAC, as they won’t want to move,” said Stultz. For people who aren’t moving, the Reserve will need to reevaluate position replacements based on jobs and potential efficiencies.

“We have a lot of work ahead, but I’m looking at it from a positive standpoint,” he said. “It’s really giving us an opportunity to do some things and make some changes without having the people ‘get in the way.’ And I don’t

mean that in a negative sense. People get in the way because we care about them.”

## Operational Force

A study for the CSA was just completed regarding the future role and use of the Reserve. It was determined that deeming the Reserve as part of the operational force is more accurate than referring to it as an “operational reserve.” “Part of your Reserve Components [RCs] are [deployed] forward in Iraq and Afghanistan, and part of them are in CONUS,” Stultz said. “That piece that is back here is part of the Reserve, but it’s not part of the *Army Reserve*; it’s part of the *Army’s Reserve*. The piece that is forward in Iraq or Afghanistan is not in the *Army Reserve Forward*; it’s the *Army Forward*.”

The Reserve must determine how to use the full-time Active Soldiers and the Reserve Soldiers as one operational force. Stultz advised that leadership needs to invest in the Reserve to ensure they are ready. The Reserve is working on solving the problem of having Reserve Soldiers trained and ready when needed, a concept known as “assured access.” The Army needs confidence that when it requires the Reserve, it can call on those Soldiers immediately. Both at the Army level and the Secretary of Defense level, leadership is looking at potential changes in law and policy that are needed to have assured access to the Reserve so it can be part of the operational force.

The CSA has designed the Army force structure around having assured access to the Reserve. Casey’s “1-5-20-90” construct signifies that “every year, there will be 1 corps, 5 divisions, 20 brigade combat teams, and 90,000 enablers as an operational force,” according to Stultz. The RC is a part of this; of the 90,000 enablers, right now 24,000 are USAR and 25,000 are Army National Guard. “As we’ve gone through the force structure in years past, we’ve moved more and more

of the enabler force into the Reserve Component, so that we can structure the Active Component the way we need,” Stultz said.

Looking to the future when troop demands diminish with the drawdown from Iraq and eventually Afghanistan, Stultz advised that, “We can’t go back to being a strategic Reserve. We can’t go back to ‘1 weekend a month, 2 weeks in the summer.’ Our Soldiers won’t stand for it.” He explained that former Reserve Soldiers who signed up for the time commitment of 1 weekend a month and 2 weeks in the summer found themselves being used a lot more and found it difficult to balance the Reserve, work, and family. Consequently, many left the Reserve. New Soldiers who were recruited came into the Reserve *wanting* the greater commitment and to contribute more to the Army.

“If we go back to a strategic reserve, we will go through that same dip,” Stultz said. Soldiers who joined for the greater commitment will feel underused, and the USAR will need to recruit a new



Stultz advocated that using Reserve Soldiers for humanitarian missions around the world is a way to keep the Reserve as part of the operational force. Here, LTC Tom Englehart, Commander of the Army Reserve's 629th Forward Surgical Team, talks to a Ugandan woman about her child's health at Pajimo Clinic, where the 629th and 7225th Medical Support Units worked with the U.S. Navy and Ugandan and Tanzanian medical providers to treat more than 700 local residents per day in October 2009. (U.S. Army Reserve Command photo by Cory Shultz.)

force whose objective is the “1 weekend a month, 2 weeks in the summer” commitment. “By the time we get them recruited, we’ll have another contingency and need to be operational again,” Stultz said.

Therefore, the Reserve must be maintained as an operational force, Stultz advised. The RC is particularly suited for several missions and could fill positions once the demand for troop strength overseas has decreased. These missions include being part of the generating force and conducting theater security cooperation prior to hostilities in various countries.

Stultz cited missions the Reserve has already completed as examples of potential future opportunities. Reserve Soldiers have trained the first class of female officers in the Afghan army; rebuilt school systems in the aftermath of political unrest in Kenya; conducted foreign army training in Uganda; and performed civil affairs missions in Ethiopia, Djibouti, and Tanzania.

In summer 2010, Reserve Soldiers joined the USNS *Mercy*, which did not have the resources to meet all requirements for its humanitarian missions. The Reserve sent 50-person teams for

3- to 4-week rotations, helping to treat 12,000 people in Vietnam and 29,000 in Cambodia through medical clinics. Stultz asked the Soldiers on these missions, “What if, instead of doing this for 3 to 4 weeks, you did this for 60 to 90 days?” He asked the Navy personnel on USNS *Mercy*, “What if, instead of having to swap people out [on rotations], I can give you twice as many and give them to you for 60 to 90 days?” The response to the longer assignments was overwhelmingly positive. Using Reserve Soldiers for these missions presents a great opportunity for humanitarian, theater security, engagement strategy, and civil affairs operations around the world, Stultz said.

“If you want to have an operational reserve, you have to use it,” he said. “There is already the demand out there; there are already resources. We just need to build a model on how we are going to do this in the future.”

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USAR SPC Kevin Beam, a civil affairs specialist with the 401st Civil Affairs Battalion, participates in a training exercise at the National Training Center, Fort Irwin, CA, May 31, 2010. (USAR photo by Timothy Hale.)