THE SECRETARY OF DEFENSE
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WASHINGTON, DC 20301-1000

JUL 9 2003

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE

SUBJECT: Rebalancing Forces

The balance of capabilities in the Active and Reserve components today is not the best for the future. We need to promote judicious and prudent use of the Reserve components with force rebalancing initiatives that reduce strain through the efficient application of manpower and technological solutions based on a disciplined force requirements process.

To that end there are three principal objectives that I want to achieve. They are:

- Structure active and reserve forces to reduce the need for involuntary mobilization of the Guard and Reserve. Eliminate the need for involuntary mobilization during the first 15 days of a rapid response operation (or for any alerts to mobilize prior to the operation). Structure forces in order to limit involuntary mobilization to not more than one year every 6 years.

- Establish a more rigorous process for reviewing joint requirements, which ensures that force structure is designed appropriately and which validates requests for forces in time to provide timely notice of mobilization.

- Make the mobilization and demobilization process more efficient. When Reservists are used, ensure that they are given meaningful work and work for which alternative manpower is not readily available. Retain on active duty only as long as absolutely necessary.

I consider this a matter of the utmost urgency. I expect each of you to tailor the actions in the attachment to your specific organization and report back to USD (P&R) by memo on your assessment and plan for implementation NLT July 31, 2003. Follow up actions may be reviewed at a future SROC as necessary.

Attachment:
As stated

cc: Combatant Commanders

U10510-03

Attachment

Actions for Force Rebalancing

Rebalance Forces:

- Rebalance AC/RC Forces. Services submit Program Change Proposals to correct imbalances that result in lengthy, repeated, or frequent mobilization of RC individuals and units by changing force structure and/or mix, using contractors or civilians, or mitigating shortfalls through technology. Specifically address capabilities that reside exclusively or predominantly in the RC and are in high demand because of on-going operations and the Global War on Terror, capabilities that are required for homeland defense missions, and capabilities critical to post hostilities operations. (August 03)

- Reduce Early Dependence on Involuntarily Mobilized RC. Services submit Program Change Proposals or undertake policy changes in order to reduce dependence on involuntary mobilization of reservists needed early in an operation. (August 03)

- Revise Requirements Review Process. CJCS, in coordination with USD (P), USD (P&R), USD (C) and the Services will revise the requirements review procedure to ensure appropriate force structure is available and validate Combatant Commanders' request for forces. (August 03)

- Determine RC Role in Homeland Defense. ASD (HD), in coordination with NORTHCOM, PACOM, USD (P&R), the Services and Joint Staff, determine Total Force requirements for Homeland Defense and Military Assistance to Civil Authorities (September 03). Based upon the established DoD requirements, ASD (RA) prepare a report on Reserve Component Contributions to Homeland Defense and Civil Support that will recommend the appropriate roles, force mix, priorities, command relationships, and resources required for conducting these missions. (December 03)

Encourage Increased Volunteerism

- Establish Prototype Programs. Services submit Program Change Proposals or undertake policy changes to establish prototype programs that expand the use of RC volunteerism at both the individual and unit levels, through techniques that allow for varying amounts of Reserve participation. (August 03)

- Resources. Services ensure that sufficient military pay is programmed to support the utilization of volunteer RC units and individuals.

Attachment

Actions for Force Rebalancing *(continued)*

Innovative Management

- Establish Prototype Programs. Services submit Program Change Proposals (August 03) to implement innovative management techniques such as those described in the *Review of Reserve Component Contributions to National Defense* to include the design and test of innovative RC affiliation programs for individuals with specialized skills, for military retirees, and for civilian volunteers. (December 03)

- Use RC for Rotational Overseas Presence. Services submit Program Change Proposals to allow RC capabilities to meet predictable, long lead-time missions such as rotational overseas presence and experimentation. (August 03)

- Increase the Use of Reachback. USD (P&R), in conjunction with USD (I) and ASD (NII) develop CPG language regarding the importance of Combatant Commanders' utilization of reachback and chair a reachback GOSC to determine the road ahead (July 03). Services submit Program Change Proposals to enhance RC use in support of CONUS-based operations intended to provide reachback capabilities for forward forces, thereby reducing footprint in theater. (August 03)

- Improve the Mobilization Process. Working within the JFCOM effort on mobilization process improvements, the USD (P&R), in coordination with JFCOM, the Joint Staff, the Services and other OSD offices as appropriate, undertake "Quick Win" opportunities to improve policy or process changes that can be implemented within the next three months, to improve the mobilization process. Issue guidance as appropriate. (September 03).