

## **Reserve and Active Components**

The United States Army, the Active Component (AC), Army Reserve, and the Army National Guard; are missioned, organized, and equipped to support the National Military Strategy. Together, they provide a fully integrated force structure, completely interoperable, executing missions across the full spectrum of military operations worldwide. The Reserve Components enable the Army to sustain Joint, interagency and multi-national operations by providing the depth of a strategically responsive warfighting capability comprised of units and technologically advanced individuals with specialized skills. The Reserve Components provide the Army with the flexibility to conduct extended campaigns in multiple theaters and to size synchronous to the mission. The Reserve Components are no longer forces in reserve; they provide invaluable capabilities to the Army.

**Characteristics and Capabilities.** The RC complement the operational capabilities of the active force for major combat operations, power projection, and stability operations. The RC provide the depth for expandability to support new and sustain ongoing Joint and multi-national operations worldwide. As strategic combat forces for extended campaigns and depth for rotation, RC forces are equipped, organized and trained to a level of readiness necessary for immediate employment to meet the regional Combatant Commander's requirements. The RC enhance the Army by providing units and individual augmentations or replacements providing specialized capabilities and skills for operations within the continental U.S. (CONUS) and abroad. In addition to relieving stress on the AC by supporting new and ongoing operations worldwide, RC forces are employed to replace AC combat capability and maintain readiness levels and responsiveness as the Army transforms. The RC provide a vital force generation capability to deploy Units of Action (UA) and Units of Employment (UE). Reserve Component units are employed as organic elements of UAs and UEs in operations both at home and abroad. They are also strategically postured to support the Joint force commander in Home Station Operations Centers and domestic interagency operations to include the Homeland Security mission.

The Global War on Terrorism exposed the need to reset the roles, missions, and use of Reserve Component forces. The force structure mix between AC and RC forces in 2004 resulted in early deployments, high operational tempo, and recurrent deployments for some RC units. The transfer of some organizational functions and capabilities between the AC and RC now limits the number of RC deployments in the early stages of an operation and also limits individual mobilizations and RC deployments to one in six years. These changes have resulted in enhanced readiness of RC units and provide greater predictability for RC Soldiers and their families, thereby improving overall well-being.

The removal of impediments in statutory and policy requirements and the elimination of the cold war industrial mobilization processes enables RC units to deploy directly from home station to the operational area, reducing employment timelines. RC Soldiers and units are immediately accessible and available within CONUS. Based on

the deployment metric of 96 hrs/120 hrs/30 days, RC units are available for global operational employment in 3-30 days. The reduction in the number of training categories and the increase in the types of missions that may be performed while in training status have increased the flexibility for the employment of the RC.

The RC 21<sup>st</sup> century employment paradigm of “Train-Alert-Deploy” facilitates the immediacy in alerting and deploying individuals and units for operations worldwide. Unit and personnel readiness is now changed from a post-mobilization task to a pre-alert, institutionalized standard with RC centers and armories, Home Station Operations Centers, acting as “centers of readiness.” Soldier readiness processing requirements associated with personnel readiness are supported equally for all forces, active and reserve.

Post-alert training is the exception, not the norm. Just as pre-alert readiness is enabled by major program changes in human resource management, mission readiness is enabled by improvements in unit collective and individual career-long training. Distributive learning and training (schoolhouse without walls) supported by information technology tied to web-based training tools using joint, live, virtual, and constructive training environments extends into the Soldiers’ home. Assignment Oriented Training is commonplace in the RC and, combined with reliance on the Non-commissioned Officer to train the Soldier, produces cost-effective skill qualification and individual readiness. Unit and individual training tempo is based upon a continuum of training days each year driven by mission and pre-alert readiness requirements. RC units and personnel also have a higher frequency of staff training and rotations through Joint Combat Training Centers and are routinely engaged in interagency, multi-national, and nation-building exercises.

The increase in RC deployment responsiveness is also a direct result of the restructuring of RC assets. RC force structure has become more modular and configured to support the UA/UE construct. Functional UAs have been formed to perform specific combat support and combat service support functions. All RC forces are provided with the same technological advances as provided to the AC to ensure their interoperability and effectiveness as the force transforms. Reserve Component force structure changes to increase unit modularity enable RC assets to be tailored to the mission requirements dictated by the combatant commander.

The RC has new types of units and specialized capabilities in the areas of information operations and network security, model, simulations, and experimentation; and Joint, interagency and coalition operations. The Army National Guard’s four Multi-functional Divisions with their Mobile Light Brigades enhance the Army’s ability to conduct missions across the spectrum of operations abroad, as well as, at home. They are well suited to support homeland security operations and other civil support operations. Their design also postures them for evolution to the UA/UE design.

The role of Reserve Component intelligence forces has expanded beyond contemporary roles of linguists, interrogators, interpreters, and analysts. The RC

provide direct support to forward forces, support Homeland Security/defense, and academic, industrial and intelligence Knowledge Centers. Among the organizations receiving RC Soldiers are the National Security Agency, the Defense Intelligence Agency, the National Imagery and Mapping Agency, the Federal Bureau of Investigation, and other non-governmental organizations. Additionally, advances in technology allow Reserve Component intelligence forces to train and operate as part of the global intelligence network from their Home Station Operations Centers.

The Enterprise Human Resources System has improved the management of capability and skills at the individual level. Soldiers in the RC bring a deep and diverse pool of civilian acquired technical skills directly linked to America's industrial and global information age workforce providing the Army the valuable option of having direct access to these sophisticated skills. Increased visibility of individual skills enables these assets to be employed to meet the mission's requirements. The Sponsored Reserve is another program implemented in this system that focuses on individual skills. Through partnerships with industry and individuals, contractors providing vital skills are deployed with units as Soldiers in the reserves. As such, they are afforded like protections as combatants in the battlespace.

Personnel life cycle management policies allow all Soldiers to share flexibility in career management. The concept of "continuum of service" implemented in the Enterprise Human Resources System gives all Soldiers the option of continuing service throughout a career in the Army but in different components or statuses; from new recruit, to AC, to RC, to retiree, Department of the Army Civilian, or contractor. This ability to move from AC to RC status and back allows trained and experienced Soldiers to serve continuously, retaining valuable trained and ready assets. To facilitate this flexibility, personnel benefits apply equally across all components; including health care, housing, and retirement.

The Army's resources, active and reserve, have been organized to enable the Army to maximize the use of all of its resources, in a demanding global environment for our national security interest, minimizing undue demand on those resources. The RC are fully resourced and prepared to support those requirements, capable of functioning in joint, interagency, and multinational operations with the capability to fight and support both traditional & nontraditional missions as a major contributor to the joint war fight. The Reserve Components have proven that they are invaluable by providing capabilities that empower the Army.