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Original title on 712 A/B: Retaining Capabilities While Drastically Reducing the Workforce

Revised title: Retaining Capabilities While Drastically Reducing the Workforce

Presented in (input and Bold one): (WG_20, CG, Special Session, Poster, Demo, or Tutorial):

This presentation is believed to be: UNCLASSIFIED AND APPROVED FOR PUBLIC RELEASE
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<td>HQ USAREUR G3-GR2 CMR 420 Box 1607 APO AE 09063</td>
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| unclassified       | unclassified      | unclassified      |

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| 19a. NAME OF RESPONSIBLE PERSON |
Retaining Capabilities While Drastically Reducing the Workforce

MAJ William Farmer
United States Army Europe
G3-GR2 Division
Global Rebasining and Restructuring Division
DSN 314-370-3715
✓ Overview of USAREUR Transformation
✓ Defining the Problem
✓ Facts & Assumptions
✓ Internal USAREUR Portion (Part 1)
✓ Non-USAREUR Portion (Part 2)
✓ Standardizing
✓ Questions/Comments
Why Transform in USAREUR

National Guidance
- “The world has changed a great deal and our posture must change with it…”
- Redistribute forces from “where the wars of the last century ended”
- Threat has changed
- Strengthen alliances and build new partnerships around the world
- Reduce stress on military people and their families

President Bush – 16 Aug 04
National Convention of the VFW

Army Transformation:
- Changing Force Structure Mix – AC/RC Rebalancing
- Modularize
- Command and Control Structure Changes

Bottom Line: An opportunity to create a lean and lethal fighting force that is properly sized and stationed to meet the Nation’s needs
Proposed New USAREUR Organization

Current (62,000 Soldiers)
- United States Army Europe HQ
- 3-Star Corps Headquarters
- 1-Star Corps Support Command
- 1-Star Army Training Center
- 2-Star Theater Support Command
- 1-Star Signal Command
- 9 Corps Separate Brigades
- Mechanized Infantry Division
- Armored Division
- 2-Star Tailored Task Force (SETAF)
- Airborne Brigade

Future (About 1/3 Current Size) Accompanied
- United States Army Europe HQ and Task Force 5
- 1-Star Theater Support Command
- Expeditionary Training Center
- 7 Task Force Separate Brigades/Battalions
- Stryker Brigade Combat Team
- 2-Star Tailored Task Force (SETAF)
- Airborne Brigade
- 2-Star Tailored Task Force (EETAF)?

No Hard Time Lines
No Plan Survives the LD
Will Happen Over Next 10 Years -- Through 2014
A Look at the Future USAREUR

Lean, Agile, Capable Force

- 2 or 3 Joint Task Force Headquarters
  - Task Force 5 to handle larger contingencies
  - SETAF (and possibly a second TF HQs) to handle small-scale contingencies and conduct Theater Security Cooperation activities

- Return 2 Divisions to CONUS
- Return corps-level enabling forces to CONUS
- Bring Stryker Brigade to Europe
- Fully Structure 173rd Airborne Brigade UA
AN ARMY FORWARD ANY MISSION, ANYWHERE!

**EUCOM CURRENT = 107 K**

**ARMY**
- 62K
- 58% of EUCOM

**AIR FORCE**
- 29K
- 27% of EUCOM

**NAVY**
- 15K
- 13% of EUCOM

**MARINES**
- 150 (<1% of EUCOM)
- SPECIAL OPS 2.5K (2%)

**EUCOM FUTURE**
- 38% Reduction

**ARMY**
- 2/3 Reduction
- 36% of EUCOM

**AIR FORCE**
- 42% of EUCOM

**NAVY**
- 17% of EUCOM

**SPECIAL OPS**
- 4% of EUCOM

**UNITED STATES ARMY IN EUROPE**
- Merge USAREUR and V Corps HQs
- 2-3 x JTF capable HQs for theater contingencies
- 3 Maneuver Bdes - Expeditionary force mix
  - Initially, one Brigade rotational
  - Expand 173rd to full Abn BCT UA

**UNITED STATES AIR FORCE IN EUROPE**
- Merges HQs creating JTF capable HQs and standing JFACC
- Retain 7 Fighter Sqd, C-130 Sdr and 1 Tanker Sdr

**UNITED STATES NAVY IN EUROPE**
- Combine NAVEUR HQs and 6th Fleet into JTF capable HQs
- Limited Carrier Strike Group presence

**UNITED STATES MARINE CORPS IN EUROPE**
- Limited Expeditionary Strike Group presence

**SPECIAL OPERATIONS FORCES IN EUROPE**
- JSOTF HQ
- 2 SOF BNs, 2 SEAL Co and 1 SOF Air GP
- Consolidate SOF units at one location
### Some of the Transformation Blocks

<table>
<thead>
<tr>
<th>MTOE Changes</th>
<th>Return of Forces</th>
<th>Combining Of HQs</th>
<th>BRAC Changes</th>
<th>Activations Re-flagging</th>
<th>Stationing Issues</th>
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<tbody>
<tr>
<td>Modularization</td>
<td>Inter-Theater Moves</td>
<td>Stove-pipe Unit Changes</td>
<td>In-Activations</td>
<td>SBCT To Europe</td>
<td>Defense Agency Support</td>
</tr>
<tr>
<td>Theater Enabling Commands</td>
<td>TDA Changes</td>
<td>Return Divisions To CONUS</td>
<td>Civilian Staffing</td>
<td>Force Structure Changes</td>
<td>EUCOM &amp; DA Requirements</td>
</tr>
</tbody>
</table>

Blocks this brief discusses
Define the Problem

- Develop a plan for the reduction of the TDA and civilian workforce
  - Need to show a civilian reduction commensurate with military reduction
  - Less geographically disbursed and more consolidated at endstate – implies less redundancy in capabilities
  - Supports the changing modularized force and provides sanctuary or reach-back capabilities
- Two Part Problem
  - Internal USAREUR Portion
  - Non-USAREUR agency Portion

Overall Process
Step 1 – Determine the Endstate requirements
  - NSS, NDS, OSD guidance, EUCOM directives, DA guidance, Title X responsibilities, etc.
Step 2 – Determine which requirements will be filled by organic MTOE
Step 3 – Choice for the remainder
  - Commander can assume risk
  - TDA augmentation
  - Contract for services
CG USAREUR directed the development of a plan that reduces the civilian workforce commensurate with the military reduction

USAREUR White Papers did NOT address TDA endstate workforce

Non-USAREUR agency military numbers count against USAREUR military cap

Community support personnel not MTOE are last to depart installations

DA requires TDA workforce estimates – TAA in August
DA will resource Modularized MTOE to full authorization strength
If mission departs then resources depart ($ and manpower)
TDA requirements are 100% resourced at endstate requirements = authorizations
No significant increase in outsourcing (contracting)
No change in USAREUR support to EUCOM or NATO/SHAPE
USAREUR continues to be the Executive Agent in Theater
Extremely difficult to get authorization back from HQDA once returned
HQDA will support ‘out of cycle’ documents as required
<table>
<thead>
<tr>
<th><strong>Part 1 – Internal USAREUR</strong></th>
<th><strong>Part 2 – Non-USAREUR</strong></th>
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<tbody>
<tr>
<td>✓ USAREUR G8 develops TDA end-state ‘Straw-man’</td>
<td>✓ Initiate a working group to discuss transformation</td>
</tr>
<tr>
<td>✓ Staff ‘Straw-man’ with staff sections and MSEs</td>
<td>✓ Determine end-state manpower &amp; stationing requirements</td>
</tr>
<tr>
<td>✓ Refine ‘Straw-man’ with changes/recommendations</td>
<td>✓ Approve those requirements (USAREUR G3 level)</td>
</tr>
<tr>
<td>✓ Develop the phase plan for implementation</td>
<td>✓ Develop the phase plan for implementation</td>
</tr>
<tr>
<td>✓ Coordinate for overall change/adjustment proposal with DA</td>
<td>✓ Incorporate with Part 1</td>
</tr>
<tr>
<td>✓ Incorporate with Part 2 to form one plan</td>
<td>✓ Brief USARUER CG and organizational command channels for approval</td>
</tr>
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<td>✓ Brief USAREUR CG for his approval</td>
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AN ARMY FORWARD ➤ ANY MISSION, ANYWHERE!
Systematic Approach to Develop ‘Straw-man’

- Para/line scrub of all USAREUR TDAs by G8 & GR2 focusing on:
  - Location
  - Changes based on projected workload
  - Centralized management/decentralized operations
  - Economies of scale
  - Supervisory layers
  - Right size workforce to meet new mission requirements

- Essential capabilities retained
- Will consolidate TDAs when MTOEs are finalized and located in end-state installations
Hurdles to Jump

- Time!!!
  - DA wants the spaces & dollars already
  - Extended timelines for RIF of host nation employees
- Finalizing MTOEs to clarify the need for TDA augmentation
- Breaking ‘Rice Bowls’
- Works council issues
- Host nation employees from Germany, Italy, Belgium, Netherlands, and the United Kingdom
- Foreign National Separation Pay Account (who’s in and who isn’t? How much?)
- Many other transformation issues that compete for senior leadership attention
Civilian Personnel Timeline

US Citizen

Public Announcement
Communicate with Workforce
Stop Permanent Backfills
Offer VERA/VSIP
Consider incentives
Set RIF ground rules
Approve VERA/VSIP
Conduct RIF process
Deliver RIF notices
Conduct mandatory PPP Registration
Consider incentives
Consider Early PPP registration
Set RIF ground rules
Deliver RIF notices
Conduct mandatory PPP Registration

Local National

Public Announcement
Mail Social Questionnaires
Record Social Data
Complete Social Selection
Start WC Cooperation on personnel actions
Works Council Cooperation Completed
Issue Notices

Continuous RIF Avoidance Planning

NOTES

*Based on Standard Army Timelines
Part 2 – Methodology

- Establish a Non-USAREUR working group to examine manpower requirements at end-state
- Define overarching assumptions
- Define end-state installations and levels of support expected
- **Work independently to determine their specific manpower needs**
- Initiate the iterative process of refining estimates for service-based organizations
- Brief and gain approval from parent organizations
- Integrate requirements into overall USAREUR plan
Get representatives to come and participate from all these agencies. Oh by the way, none of them work for you!

Each agency has their own agenda, unique requirements and chain of command.
Goal – standardize as much as possible
- Following big Army lead
- Ease in knowing how to augment

Brigade augmentation TDA (EO, Retention, career counselors, Safety, FRSA, IT, Admin, and Budget)

OCP staffing
- Maximize reachback & minimize staffing
- TDA will be tailoring tool

Airfield/heliport support
- ATC, fuel handlers, hours of operations,

Hiring policy
Hiring Policy Flow Chart

Position available for at least the next 36 months

Yes or No

Yes
Higher under current policy

No

Position available for less than the next 12 months

Yes or No

Yes

Position goes vacant

No

Yes
Hire temporary or short term contract

No
US “Givens” Before, During RIF

- Attempt to convert overseas limited appointees (OSL) to career conditional now
- Identify key employees needed for closure early
- Use TCS, TDY and management directed reassignments to keep key positions filled
- Use Voluntary Early Retirement Authority and Voluntary Separation Incentive Pay to maximum extent to reduce workforce (subject to available allocations and dollars)
- Impose hiring freezes (allowing for some exceptions) early
- Use temporary employees to fill holes; establish lower graded positions to match available skills
- Use vacancies for placement opportunities
Identify key positions needed for closure early
Continue to use annulment contracts where possible
Use temporary appointments and details of current employees to fill holes (in compliance with German law)
Work with Laender officials for placement and retraining assistance
### Some of the Transformation Blocks

<table>
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<th>Blocks this brief discusses</th>
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**AN ARMY FORWARD ➤ ANY MISSION, ANYWHERE!**

Unclassified 21 June 2005
Theater ORSA Manning (Army)

Note: (#) is personnel positions available/authorized

HQ USAREUR
- 1 x LTC 49 (1)
- 2 x MAJ 49 (2)
- 1 x Civilian ORSA Analyst (1)
- 2 x Rotational ORSA Analysts (6)

7th ATC
- 1 x LTC 49 (1) *
- 1 x MAJ 49 (1)
- 2 x Civilian ORSA Analysts (2)

HQ V Corps
- 1 x LTC 49 (1)
- 0 x Rotational ORSA Analysts (2)

Warrior Prep Center
- 0 x LTC 49 (-1)
- 1 x MAJ 49 (1)
- 2 x Civilian Analysts (7)
  4 recoded, 1 assigned out

EUCOM
- 1 x GS-15 (1)
- 1 x LTC 49 (1)
JASP Contract Support

Kaiserslautern
Heidelberg
Stuttgart
Grafenwoehr

AN ARMY FORWARD ➤ ANY MISSION, ANYWHERE!
State-side organization gets...
• “Greened” analysts
• Field liaison
• ORSA value-added upon return

USAREUR gets...
• Analytical support
• ORSA research / products
• Varied ORSA experience
Rotational Analyst Program

• MOA between DUSA/OR and CG, USAREUR
• CONUS based GS-9 thru GS-14 ORSA or related fields
• 2-Year PCS and return
• USAREUR pays PCS and LQA costs
• “Loaning” organization continues to pay salary
• Returns a “greened” experienced analyst to parent organization with a broader perspective
• USAREUR applies ORSA talents
• Recent participants: ARL, ALMC, ATEC, AMSAA and TRAC-FLV
• Questions? -> Ms. Kerry Gallagher, DSN (314) 370-6167, kerry.gallagher@us.army.mil
Summary and Conclusion

- Overview of USAREUR Transformation
- Defined the Problem with Facts & Assumptions
- Internal USAREUR Portion
- Non-USAREUR Portion
- Standardizing as much as possible
- Overall our project is proceeding IAW command emphasis
- TDA finalization and especially civilian manpower are extremely sensitive topics

Huge long-term projects with many details to be finalized

Great ORSA work being done in Europe
Questions or Comments?

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DSN: 314-370-3715

The End