

15 September 1983

MEMORANDUM FOR: JMRTC Reservists
 FROM: Commander, JMRTC
 SUBJECT: Task Force Participation

1. Last year the Office of Personnel asked the Executive Committee to consider the status of Agency employees who were also active members of a US military reserve unit and to consider whether a special unit made up entirely of Agency reservists and recognized by the Department of Defense as having a special relationship (i.e., JMRTC) should be continued. Related to this question is the issue of what impact a reserve mobilization would have on Agency employees who belonged to an active reserve unit. [REDACTED]

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2. In response to these questions, the JMRTC produced a report summarizing its inactive duty program and assessing the value of the JMRTC to the Defense Department, the Agency, and the individual reservist. This report also commented on the Planning Staff proposal to reorganize the JMRTC along the lines of US unified and specified commands. [REDACTED]

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3. The Executive Committee meeting on this subject was indefinitely postponed, and the issue of providing [REDACTED] for all Agency reservists who belong to JMRTC (one of the concerns that prompted the Executive Committee review) now appears to be resolved. Nonetheless, the viability and value of the JMRTC has been called into question, and the feasibility of reorganizing the JMRTC has not been thoroughly examined. For these reasons, I have decided to establish five task forces to investigate a number of important issues affecting the JMRTC and to recommend whatever measures are required to strengthen the JMRTC program and revalidate its worth. [REDACTED]

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4. The task forces are concerned with:

- A. Recruitment
- B. Data Base
- C. Reorganization
- D. Special Projects
- E. Special Events

The terms of reference for each task force are at Attachments A through E. The organization of each task force is shown at Attachment F. Each task force will submit a report on its findings and recommendations by 18 November 1983. The report itself or its executive summary should be no longer than three to five pages and should reflect the coordination among task forces and, if applicable, with Agency components, military units, or other Defense organizations. The reports will be reviewed by the JMRTC staff and follow-on action will be taken after consultation with OP and ARPERCEN. The results of these studies will be shared with all unit members, and some further task force activity may be required.

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5. Points will be awarded to task force members on the basis of one point for each two hours of work performed outside of regular Agency work schedules. Task force chiefs will certify each activity request on DA Form 1380 or AF Form 40a.

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6. There are other issues that may merit task force consideration, but the five topics listed above are the current major areas of concern. If you have not been selected to serve on a task force and would like to participate, please call and arrangements will be made for your participation. The success of the 1984-1985 program year and indeed the future direction of JMRTC activities are likely to be largely determined by your efforts. I am confident that you will be equal to the challenge.

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for

 Colonel USAFR
 Commander, JMRTC

Attachments:
 As Stated

TASK FORCE A

RECRUITMENT

SECRET

15 September 1983

Terms of Reference
for
JMRTC Task Force A
Recruitment

Scope

The Joint Military Reserve Training Command is now composed of some [] officers of the US Army [] US Air Force [] and US Marine Corps [] [] [] The size of the unit has steadily decreased over the past several years so that the membership is now 85 percent of what it was in 1980, although Agency strength has increased by about 10 percent over the same period. The objective of this task force is to:

- Determine the principal causes of the decline in membership.
- Identify the pool of prospective new members in the Agency.
- Outline a program to attract and recruit current and future Agency employees, both reservists and non-reservists, into the JMRTC. []

Background

The steady decline in JMRTC membership is commonly ascribed to the proscription of [] from belonging to the Agency unit. Other contributing factors are assumed to be:

- Non-pay status of the unit for inactive duty training.
- Lack of clear definition of unit objectives and relationship to Agency mission.
- Lack of publicity about the program particularly in the information provided new employees. []

While the chief purpose of Task Force A is to propose solutions rather than to define more accurately the nature of the problem, it is important to ensure that the current situation is clearly defined and understood. Unless the present trend in membership is reversed, or at least stabilized, the JMRTC is headed toward extinction. []

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Prospective New Members

The task force will identify the number of available slots in the JMRTC TDA and determine how many vacant billets we now have.

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What are the current requirements for membership?

Service requirements?

Agency policy?

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How many Agency employees who are now reservists belonging to some other unit are interested in joining the JMRTC as it is presently constituted? What differences would it make if the JMRTC could offer pay for special projects?

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What are prospects for obtaining direct commissions for Agency employees?

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The current JMRTC is limited to officers. What adjustments, if any, in our present procedures would be required to enable us to incorporate enlisted personnel. (Presumably, the first step is to determine whether our TDA can accommodate such a change).

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A Recruitment Program

What steps need to be taken to ensure that the JMRTC program is made know to potential new members?

What is the role of OP especially SMB?

What can JMRTC do as a unit?

What about individual JMRTC members?

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What changes in JMRTC organization or procedures would make a recruiting effort more effective?

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(This effort has a number of issues that overlap concerns of Task Force B (JMRTC Data Base) and Task Force D (Special Projects), and the chiefs of those three task forces are directed to coordinate their activities as appropriate).

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TASK FORCE B

DATA BASE

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Terms of Reference
for
JMRTC Task Force B
Data Base

Scope

The Joint Military Reserve Training Commands now includes some [redacted] officers of the US Army [redacted] US Air Force [redacted] and US Marine Corps [redacted]. The location, availability, and special skills of each member is not currently summarized and, indeed, there are indications that certain key elements of data are not current for many JMRTC members.

The objectives of this task force are to:

- Identify the data elements that ought to be included in the personnel record of each JMRTC member.
- Propose a system that will provide the data on JMRTC personnel in a timely and cost-effective manner.
- Recommend procedures for ensuring the integrity, security, and currency of data in the system. [redacted]

Background

When the JMRTC was asked to prepare last fall a paper summarizing its current status and activities, it became quickly apparent that the Agency qualifications file did not have accurate information about many JMRTC members. Data concerning the current rank, civilian grade, job assignments, military skills, and other particulars of a complete personnel profile are requirements for the JMRTC staff to make well-grounded evaluations of the current and potential capabilities of the unit. [redacted]

(Such data are also pertinent to the concerns of Task Force A (Recruitment), C (Reorganization) and D (Special Projects), and the chiefs of all four task forces should coordinate their activities as appropriate).

Identifying Data Elements

What are the essential elements of information that are required for each JMRTC member?

What are the recommended means for collecting and maintaining these data?

What data are currently available in files about each unit member? [redacted]

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Designing a System

What are the Privacy Act implications, if any, of creating and maintaining a JMRTC personnel data base?

Who will be the system control?

How will the data be validated and entered into the system?

What will be the procedures for data base maintenance?

What will be the procedures for access to the data base?

What types of standard reports will be available?

Presuming that the data base is automated, on what Agency system will it be located?

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(The Staff Military Branch has the most complete files on JMRTC personnel and would be a major user of an enhanced data base. We suggest that the Chief/SMB and serve as advisors to Task Force B).

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TASK FORCE C
REORGANIZATION

Terms of Reference
for
JMRTC Task Force C
Reorganization

Scope

The Joint Military Training Command is composed of about [] Army, Air Force, and Marine Corp officers. A series of some 35 meetings based on a specific theme is scheduled in the Headquarters auditorium for each Monday from September to June. Internal and external speakers present their program and address questions posed by the reservists. This format for inactive duty training has been followed for a number of years. The objectives of this task force are:

- Evaluate the current procedure for inactive duty training.
- Review the plan of reorganization proposed by the Executive Director's Planning Staff.
- Consider alternative plans of reorganization.
- And propose a plan to implement any proposed reorganization. []

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Background

For some time the JMRTC Staff has felt a need to update the unit's inactive duty training program so that reservists might be better prepared to meet the wartime requirements of the Agency. During the past year, senior management became actively interested in what, if any, role the unit plays to meet Agency needs. Prior understanding have become obsolete, and there was no clear understanding of what that role would be. []

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The Executive Director's Planning Staff proposed a plan of reorganization which would organize JMRTC into subelements each of which would develop expertise in support of a specific military command. []

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Reorganization

The task force will examine our present program, the reorganization proposed by the Planning Staff and any other proposal for reorganization which seems suited to meet Agency requirements. The task force will then recommend a preferred organization and propose a plan for implementation to become effective in September 1984. []

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(This task force has many issues in common with Task Forces B, (Data Base), and D (Special Projects), and the chief should assure that he coordinates with those task forces chiefs.) []

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TASK FORCE D
SPECIAL PROJECTS

Terms of Reference
for
JMRTC Task Force D
Special Projects

Scope

The Joint Military Reserve Training Command now includes some [redacted] officers of the US Army [redacted] US Air Force [redacted] and US Marine Corps [redacted]. In addition to the Auditorium program, work on special projects provides an opportunity to acquire points for inactive duty training and benefits the sponsoring component, the individual reservist, and the Agency. [redacted]

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The objectives of this Task Force are to:

- Determine the total resources the unit has available to work on special projects.
- Identify the number and type of special projects that are candidates for JMRTC application.
- Recommend a program for making the special projects an integral part of the JMRTC training. [redacted]

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Background

The special projects program has been in operation for eight years, and the level of individual participation has varied widely over that interval. There has been little activity over the past few years, and our list of candidate projects has shrunk. It is likely that the level of participation would increase if pay were provided for project work as the Air Force has arranged through Detachment 28. It is not clear, however, whether more could be accomplished if the program were more highly focused and became an intrinsic part of the JMRTC training schedule. These are issues that require reexamination as the status of the unit appears to be changing as the cover problem is being resolved. [redacted]

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Resource Pool

How many manhours of time are available for special project work over the next year--say October 1983 through September 1984?

What special skills are included?

What sort of turnaround time can be guaranteed for a project?

What security classifications can be accommodated?

Are there any requirements for special equipment (e.g., work in Building [redacted] or specified times for work (e.g., normal work hours for access to data bases)? [redacted]

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Candidate Special Topics

What military organizations are willing to sponsor special projects? (In the past, DIA, INSCOM, and ACSI have been the principal sources of projects; however, some of the service schools have expressed an interest in establishing a special relationship with Agency reservists.)

Would a special review mechanism--either by the sponsoring agency or JMRTC--be required?

Would it be feasible--or even desirable--for the JMRTC to propose special topics? If so, how would the list of suggested topics be compiled?

Program Procedures

Are the present production procedures and security control practices adequate and efficient?

Is the file of special projects complete? (Is SMB the logical component of record for JMRTC special projects?)

What are the possibilities of obtaining pay for special project work? If so, would any additional special accounting procedures be required?

The Chief of this Task Force ought to coordinate closely with Task Force A (Recruitment), Task Force B (Data Base), and Task Force C (Reorganization)

TASK FORCE E
SPECIAL EVENTS

Terms of Reference
for
JMRTC Task Force E
Special Events

Scope

25X1 The Joint Military Reserve Training Command has declined steadily in
25X1 size over the past ten years and now numbers only [] officers [] Army,
[] Air Force, and [] Marine Corps). In an effort to retain the officers
currently in the unit and to attract new members, the units needs to examine
its training activities to ensure that they are useful, career-enhancing,
and appropriate to its mission. Until now the special events program of the
unit has consisted of an annual range firing, periodic two-week courses on
military topics, and an occassional site visit. The objective of this task
force is to:

- Determine the adequacy of the current special events program.
- Identify other activities that might be useful to unit members.
- Poll members of the JMRTC to determine their interest in this type
of program.
- Assess the impact that an expanded special events program might have
on attracting new members.
- Recommend what steps the unit should take to strengthen or
revitalize this program. []

Background:

Agency employees with military experience join the JMRTC for a variety
of reasons, personal and professional. One common reason is a desire to
retain association with a military organization because of a rewarding
experience that the individual had while on active duty. Related to this
general interest in the military is the desire to retain proficiency in
certain military skills and to keep abreast of developments in one's
military service or specialty. The JMRTC has for many years sponsored
activities intended to meet these needs through an annual range firing and
occasional courses on military topics. These types of events usually have
been well attended and enthusiastically received by the participants, but
have always been a minor part of the JMRTC's training program. The Task
Force needs to determine if this program is meeting the needs of its members
and if the program should be expanded. It also needs to explore what level
of these activities can be sustained and how they will be funded. []

Your findings will be relevant to the work of Task Force A: Recruitment
and you should coordinate your efforts with this group so that it will have
the benefit of your research and ideas. []

Current Program of Speical Activities:

The Task Force will determine the current level of participation in these activities and which people participate.

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Are the same people attending these events? Or do they appeal to a broad element of the membership depending on the type of activity?

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What activities would attract the interest and participation of other members of the unit.

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Should the JMRTC sponsor events that appeal to the interests of the members of specific services? Or should it attempt to broaden their appeal to employees outside the unit as well?

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To answer these questions, it may be necessary to conduct a survey of the unit or to interview a cross section of unit members. You should also determine the cost to the unit and the Agency in terms of time required to organize these events and any monetary costs or transportation requirements. You should evaluate who should conduct these programs, the J-3 staff, or some other group.

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New Programs:

The Task Force should attempt to identify other types of programs and events that would appeal to the JMRTC membership and also contribute to the general military education of its members. A survey of unit members or a series of interviews probably will be required to answer the following questions:

- Should there be more than one range firing each year?
- Should the JMRTC sponsor a program (possibly seminars or mini courses), refresh other military skills, such as first aid, tactics, map reading, etc.?
- What types of activities are conducted by other mobilization designation detachments in the area?
- Can the unit better take advantage of programs sponsored by active military or reserve units?
- If the JMRTC expands these programs, who will pay for transportation and other related costs?
- Should there be more programs of general military interest such as the visit to Aberdeen Proving Ground that was sponsored last fall?

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Two-Week Training Courses

The JMRTC has successfully conducted two-week courses for active duty training of its members. The most recent was a course on emergency planning in the Federal government that was attended by about 25 members of the unit. The JMRTC needs to know:

- If this type of training is really beneficial to our membership?
- What other programs might be conducted?
- How many people are likely to participate in two-week training programs that would satisfy a member's annual active duty requirement?
- Who should run these programs?
- Should they be conducted for points only?
- Where should they be held?
- What programs are likely to appeal to non-JMRTC reservists?

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The Staff and Military Personnel Branch has some files on past special activities. Other information on past programs can be obtained from who developed the JMRTC course on emergency planning and from whose J-3 staff has organized the annual range firing and the trip to Aberdeen Proving Ground.

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TASK FORCE

MEMBERS

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