



REPLY TO  
ATTENTION OF:

DEPARTMENT OF THE ARMY  
HEADQUARTERS, UNITED STATES ARMY RESERVE COMMAND  
1401 DESHLER STREET SW  
FORT MCPHERSON, GA 30330-2000

JUN 02 2003

AFRC-CX

MEMORANDUM FOR All Full-time Unit Support, US Army Reserve Civilian and Military Personnel

Subject: Transforming the Army Reserve While at War

1. These are difficult times but we must transform the Army Reserve while we are mobilizing, deploying, and demobilizing simultaneously. Yes, that is correct. We are engaging in all these challenges at the same time. Our priorities have changed. We must and will win the War on Terrorism. But the nature of this war dictates that major changes are required to practices, procedures, and policies relating to the use of the Army Reserve.
2. The critical missions of the Army Reserve could not be accomplished if it were not for the full-time support personnel in this command. As we travel around the command, visiting units at the mobilization stations and home stations, we sense your stress and concerns about the impact of the current mobilization and the Army Reserve Transformation initiatives. We know that stress has been especially hard on our Unit Administrators, who have been the backbone of our full-time workforce for decades. You ask about rumors you have heard like more systems, more reports, more inactivations and reorganizations, more jobs lost, and more demands on your time away from your families. We understand the need for some relief, particularly, in the lower priority units under the past tiered resourcing strategy. We also believe that there is going to be enough work to keep everyone employed as we transform although some flexibility may be necessary. To address some of your concerns and needs and to be able to improve readiness in our units, our top priority for fiscal year 2004 is to provide more Military Technicians and AGR soldiers in units in the field.
3. Now, the rumors need to be dispelled. Transforming while at war is like eating and breathing. We don't have a choice. We must do both. We're transforming to meet the challenges of a changing environment and it is nothing new for the Army Reserve. What is different now is the greater sense of urgency. We are at war! And because of the integral and essential nature of our role in the success of The Army missions, our new vision for Transformation matches up with the anticipated needs of The Army. Our Transformation Vision is "The Army Reserve is the essential provider of support and critical expansion capability to enable The Army to sustain itself over any duration across the full spectrum of military operations."

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SUBJECT: Transforming the Army Reserve While at War

4. Our Transformation process consists of three essential pillars: People - the heart of the Army Reserve, Readiness - key to supporting the warfighter, and Accessibility - so we remain relevant. We are already undertaking bold and aggressive initiatives to increase readiness and availability by establishing imperatives to guide us. Our six new imperatives are: re-engineer the mobilization process; transform Army Reserve command and control; remove unready units; implement Human Resources Life Cycle management; build a rotational base in our force; and re-engineer individual capabilities. They will result in efficiencies, make us more capable for the same amount of money, increase readiness, and accelerate mobilization time lines. We must continue our role as a support force provider to "make the Army whole." To transform to meet the needs of "precision and speed," we will move toward the paradigm of "Train-Alert-Deploy" versus the old paradigm of "Alert-Mobilize-Train-Deploy."

5. Change cannot depend upon just one person; everyone will have to participate. If we are going to transform, everyone will have to take a leadership role and participate as a "change agent." Each leader and every full-time member of our workforce is considered a leader and is responsible for transformation.

6. Let me leave you with these final points:

- a. We provide invaluable capabilities combined from civilian and military training.
- b. We are an accessible and integral full partner of The Army.
- c. We are transforming to do our mission better.
- d. Everyone is empowered to be an agent of change.

7. We have a non-negotiable contract with the American people to defend our Nation's interests. We are transforming because we have the experience to know that we can and we must.

*Our FTRD focus, military and civilian are  
the essential ingredients for more  
ready, flexible units any Reserve!*

*Thank you and your families for all you do for  
our Army and Nation.*

  
JAMES R. HELMLY  
Lieutenant General, US Army  
Commanding

*For 13*