



PERSONNEL AND
READINESS

FOUO

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

OFFICE OF THE
SECRETARY OF DEFENSE

7004 NOV 23 PM 6:30



ACTION MEMO

November 22, 2004

FOR: SECRETARY OF DEFENSE

DepSec Action _____

FROM: Dr. David Chu, ~~USD~~ (PERSONNEL AND READINESS)

SUBJECT: MEASURING BOOTS ON GROUND (BOG)--Snowflake

- The attached paper (Tab A) addresses your snowflake (Tab B) concerning "Army deployment length to Iraq and Afghanistan."
- We have worked with the Joint Staff, Joint Forces Command and the Army (tab C) to craft a truthful and simple deployment measure.
- We believe that this measure will allow the troops and their families to form realistic expectations of deployment duration for tours in support of the Global War on Terrorism.
- If you agree we will ensure this measure is promulgated as policy in the deployment process.

RECOMMENDATION: Review and approve the attached measure of "Boots on the Ground."

Approved _____ Disapproved _____ Other _____

COORDINATION: Joint Staff (Tab C)

Attachments:

As Stated



Prepared by: Dr. Paul Mayberry, 693-0466



OSD 18889-04

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22 NOV 04

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DRAFT

“Boots on Ground (BOG)”

SecDef Guidance:

- Truthful, simple policy
- A goal, not a promise
- Be precise; above all, be honest

Concept:

- Boots on Ground is a unit management metric based on time in theater, defined as the CENTCOM AOR in support of OIF/OEF.
- Individual expectations are set based on unit's BOG date.
- BOG is measured from the date the center of mass of the unit main body arrives in theater until the center of mass of the unit main body departs theater as reported by the service component command.

Refinements:

- Exact unit arrival date as reported by unit commanders to the service component command and validated by CENTCOM.
- Combat units report BOG at the Brigade/Regiment level.
 - All tasked subordinate units will have the same BOG date-unless a subordinate unit is moving independently of the brigade or regiment.
- Supporting or separate units will report BOG at the battalion, squadron, company, or detachment as defined by UIC/DUIC/UTC.
- Deployments are not to exceed 365 days, to include all turn-over and coordination time between rotating units.
- SecDef approval required for any BOG extension of Army units beyond 365 days.
 - For other Services, SecDef approval required for any BOG extension beyond prior approved Service rotation policy on which deployment was based.

Process Changes:

- CENTCOM will:
 - Submit all BOG extension requests through Joint Staff for SecDef approval.
 - Receive, validate, and publish BOG dates for units on SIPRNET website.
- CENTCOM Service Component Commands will:
 - Track BOG and return dates for allocated units to support sourcing decisions.
 - Ensure BOG policy is disseminated, understood, and enforced throughout their units and arbitrate all discrepancies concerning BOG for their units.
- The Joint Staff will monitor BOG policy implementation.
- If the Combatant Commander determines the requirement for a unit is no longer needed, that unit may redeploy prior to 365 days and a back fill unit will not be deployed.



OCT 27 2004

October 27, 2004
OFFICE OF THE
SECRETARY OF DEFENSE

2004 NOV 23 PM 6:30

TO: David Chu

CC: Gen Dick Myers
Paul Wolfowitz
Gen Pete Pace

FROM: Donald Rumsfeld

D.R.

SUBJECT: Army Deployment Length Policy

Please write down a truthful, simple policy that can govern Army deployment length to Iraq and Afghanistan. It should make clear that whatever we decide upon is a goal, not a promise; and that many variables over which we exercise little control may cause perturbations.

Be precise and, above all, honest in laying it out.

Thanks.

DHR:ss
102704-6

.....
Please respond by 11/12/04





THE JOINT STAFF
WASHINGTON, DC

Reply ZIP Code:
20318-0300

MEMORANDUM FOR THE UNDER SECRETARY OF DEFENSE FOR
PERSONNEL AND READINESS

Subject: OIF/OEF Boots on the Ground/Army Deployment Length Policy

SIC,

1. Thank you for the opportunity to review the proposed OSD (P&R) draft Boots on the Ground (BOG) policy. The Joint Staff has reviewed and coordinated with J-1, OCJCS/LC, USJFCOM, USA, USAF, USMC and USN. Recommended changes and comments are enclosed.
2. The Joint Staff point of contact is Lieutenant Colonel Wallin, USAF; J-3; 703-695-2538.

ve
NASchwartz
NORTON A. SCHWARTZ
Lieutenant General, USA
Director, Joint Staff

Enclosure

Reference:

- 1 USD(P&R) memorandum, 12 November 2004, "OIF/OEF Boots on the Ground/ Army Deployment Length Policy"

Dr Cho / Mr Abell,

*This is a formal consolidated response.
As we have discussed, we'd prefer "12 months"
vice "365" but understand your position.*

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Norty



ENCLOSURE

COMMENTS ON OIF/OEF BOOTS ON THE GROUND/ARMY DEPLOYMENT LENGTH POLICY DRAFT

1. General Comment: All occurrences of “365 days” should be replaced with “12 months,” for the following reasons:

a. Aligns policy guidance with Department of the Army max Boots on the Ground (BOG) definition of 12 months.

b. Standardizes understanding of BOG policy within Joint Staff, combatant commands and Services.

c. Maintains current flexibility for force deployment/ redeployment planning and execution.

d. Is a more realistic, albeit less accurate, expectation for US forces deploying to the USCENTCOM AOR.

2. Page 1, “Concept” paragraph, 1st bullet. Change as follows: “Boots on Ground (BOG) is a unit management metric defined as “date main body of the unit has reported in theater as reported by the service component command based on time in theater, defined as the USCENTCOM AOR in support of OIF/OEF.”

REASON: Paragraph deals with BOG metric. Provides clarification and specificity of the BOG metric, a unit’s BOG begins as soon as the unit arrives in the USCENTCOM AOR .

3. Page 1, “Concept” paragraph, 2nd bullet. Change as follows: “Individuals; expectations are set...”

REASON: Correct punctuation.

4. Page 1, “Concept” paragraph, 3rd bullet. “BOG is measured based on time in theater, defined as the USCENTCOM AOR in support of OIF/OEF from the date the center of mass of the unit main body arrives in theater until the center of mass of the unit main body departs the theater; a unit’s BOG will not exceed 12 months.”

REASON: Paragraph deals with the BOG definition and how BOG is measured. Provides specificity and standardization on start date and end date for determining BOG, supported by US Army.

5. Page 1, “Refinements” paragraph, 2nd bullet. Change as follows: “Army combat units report BOG at the Brigade/Regiment level. USMC combat units report BOG at the Battalion! Squadron level.”



Enclosure

REASON: USMC combat units report BOG at the battalion and squadron level. USMC battalion and squadron level units deploy for 7-months in accordance with approved Service rotation policy. Regimental headquarters and above deploy for approximately 12 months. Different deployment lengths require USMC units to report BOG at battalion and squadron level.

6. Page 1, “Refinements” paragraph, 2nd bullet, sub-bullet. Change as follows: “All tasked subordinate units will have the same BOG date unless a subordinate unit is moving independently of the brigade/regiment or battalion/squadron.”

REASON: Provides guidance and clarification for determining BOG for subordinate units that are independent of their higher echelon. The deployment flow plan is normally in phases and it is unrealistic to expect all units to have the same BOG.

7. Page 1, “Refinements” paragraph, 3rd bullet. Change as follows: “Supporting or separate units will report BOG at the battalion, squadron, company, or detachment level as defined by UIC/DUIC (UTC for Air Force units).”

REASON: Clarifies that not all Services use UIC/DUIC for reporting BOG. The US Air Force uses UTCs.

8. Page 1, “Refinements” paragraph, 5th bullet. Change as follows: “SecDef approval required for any BOG extension of ~~Army~~ units beyond ~~365~~12 months.

REASON: The 12 months BOG is the maximum established BOG regardless of Service.

9. Page 1, “Refinements” paragraph, 5th bullet, sub-bullet. Change as follows: “~~For other Services, SecDef approval required for any BOG extension beyond standard Service rotation policy on which deployment was based.~~ USMC and Naval units executing GNFPP/GMFP schedule in support of the CENTCOM AOR will continue to follow the GNFPP/GMFP process unless otherwise directed in a CJCS EXORD Modification and subsequent GNFPP/GMFP change.”

REASON: Service deployment rotation policy is well defined and there is a rigorous system in place to manage deployments that exceed established standards. Service standard rotation policy can and should be managed by the Services. Additionally, the SecDef is briefed on duration of non-standard Service contributions during the normal



SecDef Orders Book process. The addition of GNFPP/GMFP wording acknowledges USMC and US Navy concerns. Changes to these Service programs are briefed annually and whenever operational changes occur using the SecDef Orders Book process.

10. Page 1, “Refinements” paragraph. Add ~~sixth~~ bullet to read: “Selected individuals from a unit may exceed the 12 months BOG due to operational circumstances.”

REASON: The operational situation may require that specific individuals within a unit may be required to exceed BOG in order to fill a critical skill requirement.

11. Page 2, “Process Changes:” paragraph, 1st bullet, 2nd sub-bullet. Change as follows: “Receive, validate, and publish BOG dates for all units on a SIPRNET accessible website. This website shall be accessible by all Force Providers (Joint and Service) to ensure proper planning, mobilization and training to support required rotations.”

REASON: Provides guidance to ensure dissemination of critical BOG information in a timely manner to all force providers through a universal secure manner.



OCT 27 2004

October 27, 2004

OCT 23 PM 4:30

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