

CHAPTER 7

RESERVE COMPONENTS

“We are The Army—totally integrated into a oneness of purpose—no longer the Total Army, no longer the One Army. We are The Army, and we will march into the 21st Century as The Army. We acknowledge the components and their varying organizational strengths. We will work to structure The Army accordingly.”

General Eric K. Shinseki, CSA, Intent of the Chief of Staff, Army, 23 June 1999

SECTION I INTRODUCTION

7-1. Chapter content

Traditionally, demands upon the Army to accomplish its missions have been accomplished using either Active Army (AA) or Reserve Component (RC) forces. The power-projection force of today is different; we can only accomplish those missions using a mix of AA and RC forces. The RC are vital to mission accomplishment.

7-2. Reserve Components

The reserve forces of the Army consist of two components: the Army National Guard (ARNG) and the United States Army Reserve (USAR).

SECTION II THE NATIONAL GUARD

7-3. An American tradition

The National Guard is an important link in a unique American tradition tracing its origin back to the militia in 1636. Many ARNG units in the eastern U.S. can trace their lineage back to the local militia organizations that fought on the side of the British during the French and Indian War and later against the British in the Battle for Independence. The term “National Guard” was first used to honor the Marquis de Lafayette. On his visit to New York in 1824, the American honor guard was renamed the “Battalion of National Guards” in tribute to Lafayette’s command of the Garde Nationale of the French Army in Paris during 1789.

7-4. National Defense Act of 1916

With the *National Defense Act of 1916 (NDA-1916)*, the term “National Guard” became the official name. The NDA-1916 also expanded the role of the National Guard in national defense. Though the Guard remained a State force, a direct result of the act was increased Federal oversight and assistance. NDA-1916 increased the number of times a National Guard unit was brought together for training called drills. These four-hour drill periods increased from twenty-four to forty-eight periods. Additionally, it authorized National Guard units to perform fifteen

consecutive days of paid annual training (AT), paid for the drill periods, and increased overall Federal funding. NDA-1916 also required National Guard units to be organized like AA units, established Federal standards for commissioning officers in the Guard, and gave the President authority to mobilize the National Guard in case of war or national emergency.

7-5. World War I

Following World War I, questions arose over the National Guard's status and existence that were ultimately resolved in the *National Defense Act of 1933*. The 1933 Act created a new Army component, the National Guard of the United States, identical in personnel and units to the States' National Guard. This new component was part of the Army, and could be ordered into Federal service by the President when Congress declared a national emergency. The National Guard by statute is the primary reserve force for the AA. At the same time, the Guard provided the State Governors a force for disaster relief, maintaining public peace, and when in a State Status, a force for utilization during State and local emergencies. The National Guard has made significant contributions to the Army's combat power throughout this century. The National Guard provided 17 of the 43 divisions in the American Expeditionary Force (AEF) in World War I. The 30th Division, from North Carolina, South Carolina, and Tennessee, received the highest number of Medals of Honor in the AEF.

7-6. World War II

In World War II, total mobilization was ordered. New Mexico's 200th Coast Artillery and two newly created tank battalions helped in the defense of the Philippines. They soldiered on with their Regular Army counterparts as prisoners of war after U.S. forces surrendered on the Bataan Peninsula and Corregidor. Eighteen National Guard divisions fought in World War II, equally divided between the European and Pacific theaters. The first division to deploy overseas, the 34th Division, was a National Guard division. National Guard divisions were an instrumental part of General MacArthur's island hopping campaign in the Pacific theater. In the European theater, National Guard divisions participated in all campaigns from North Africa, to Sicily and Italy, to the Normandy Invasion and subsequent breakout, the race across France, the Battle of the Bulge, and the final campaign to conquer Germany. Following World War II, the Air National Guard was formed and remains part of the National Guard.

7-7. Korean War

The Korean War caused a partial mobilization of the National Guard. A total of 138,600 soldiers were mobilized, including eight infantry divisions and three regimental combat teams. Two of these divisions served in Korea, two went to Europe, and four remained in the U.S. to help reconstitute the strategic reserve.

7-8. Vietnam War

During the Vietnam War the National Guard played a much smaller role than in the past. This was primarily a political decision not to mobilize the country's RC. After the Tet Offensive of January 1968, a small number of RC units mobilized, including 34 Guard units. Most were support units.

7-9. Desert Shield/Desert Storm

During Operation Desert Shield/ Desert Storm, RC units were on active duty within days after the invasion of Kuwait. The majority of the Army's combat support (CS) and combat service support (CSS) units were in the RC. The first Guard units mobilized were transportation, quartermaster, and military police. Later two ARNG field artillery brigades deployed to

Southwest Asia providing essential fire support capabilities. In total, 62,411 ARNG personnel were ordered to active Federal service of which 37,848 deployed to Southwest Asia.

7-10. Current Force

Today the ARNG contains over half of the combat force structure. The ARNG is currently structured with eight combat divisions and fifteen separate combat brigades. These fifteen brigades, referred to as enhanced separate brigades (eSB), are apportioned to warfighting in support of the AA. The ARNG has the only two RC Special Forces Groups, which are part of Special Operations Command (SOCOM). The ARNG is also structured with CS and CSS units. Many of these units are considered high priority and apportioned to support active forces. Today's ARNG provides 56 percent of the combat, 40 percent of the CS, and 34 percent of CSS units (Figure 7-1).

SECTION III THE ARMY RESERVE

7-11. Federal control

Whereas the National Guard evolved from the tradition of the decentralized colonial or State controlled militia system, the USAR evolved from the reality that a significant portion of the nation's military reserve must be centrally controlled in times of peace and war, like the AA, by the Federal Government.

7-12. The formative years

The concept for an American Federal reserve force was first proposed by General George Washington, Generals Frederick von Stueben, Henry Knox, and Alexander Hamilton during the formative years of the United States military establishment (1783-92). Due to the lack of a visible threat to national security, combined with the young republic's regional focus, only a paramilitary structure for Army reserve officer training materialized during the nineteenth century. Today, the private military academy, Norwich University, founded in 1819 by Captain Alden Partridge for training citizen-soldiers as officers, is considered the origin of the Reserve Officers' Training Corps (ROTC). Following this precedent and model, many other State and private military schools were founded, and the provisions of the *Morrill Act* (1862) for military instruction at State universities further supplemented this movement. Thousands of Army officers who served in the Civil War (1861-65), on both sides, and World War I (1917-18) received their military education in the reserve officer training programs of these institutions. Problems faced in mobilizing the Army for the Spanish-American War (1898-99) and the emergence of the United States as a world power at the beginning of the 20th century, with international commitments, pressured American political and military leaders to finally establish the Federal reserve force proposed by Washington and Hamilton. Initially, in 1908, Congress established the Medical Reserve Corps. Then, using its constitutional authority "to raise and support armies," Congress passed legislation in 1916 and 1920 creating the Organized Reserve Corps, which included the Officers Reserve Corps and the ROTC.

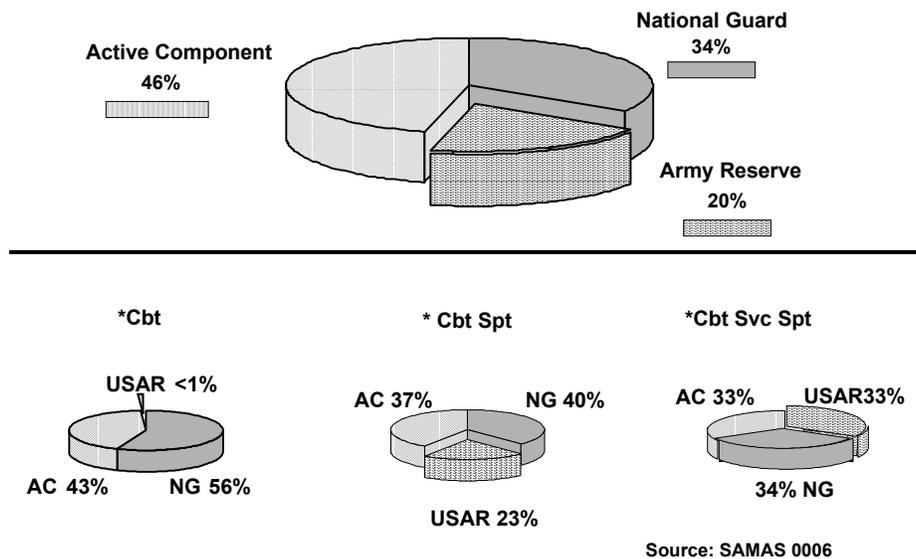


Figure 7-1. FY 00 Total Army Composition

7-13. World War I

More than 160,000 reservists served on active duty in World War I. During the interwar period, the Army planned for thirty-three divisions at cadre status, and from 1933 to 1939, approximately 30,000 reserve officers served active duty assignments as commanders and staff members of the Civilian Conservation Corps camps. Twenty-six reserve divisions mobilized for World War II (1941-45), and roughly a quarter of all Army officers who served were reservists, of which over 100,000 were ROTC graduates.

7-14. Korean War

About 200,000 reservists mobilized for the Korean War (1950-53), comprising 64 percent of the total reserve component mobilization and involving 971 reserve units. In the 1950s, under the patronage of Presidents Truman and Eisenhower, the Organized Reserve Corps was reformed into the present USAR structure and revitalized in order to play a more prominent role in supporting the AA.

7-15. Changing role

As a result, in the decades that followed the USAR force structure evolved away from a combat role to CS and CSS roles. By the end of 1996, the USAR troop unit composition was 68 percent CSS, 31 percent CS, 22 percent mobility base expansion, and only 1 percent combat. This change in mission necessitated a command and control reorganization in order to regulate the thousands of company and detachment-sized CS and CSS units. Reorganization led to the establishment of: (1) regional support commands (RSC) and direct reporting commands (DRC) (2) U.S. Army Reserve Command (USARC) to command and control continental U.S. (CONUS) based USAR units (less U.S. Army Special Operations Command (USASOC)), (3) Army Reserve Personnel Command (AR-PERSCOM) to administer the nonaligned force, and (4) the Office of the Chief, Army Reserve (OCAR) to advise the Army Chief of Staff on USAR matters.

7-16. Operations Just Cause to Joint Endeavor/Guard

The USAR participated in Operation Just Cause (1989) and 85,276 reservists served in Operation Desert Shield/Storm (1990-91), using 647 reserve units to accomplish both CONUS and overseas missions. More than 70 percent of all reserve forces mobilized for Operation Uphold Democracy in Haiti came from the USAR; and as of December 1997, more than 73 percent of all reserve forces mobilized for Operation Joint Endeavor/Guard in Bosnia are Army Reserve.

7-17. Current force

Today's restructured USAR provides 33 percent of the Army CSS units, 23 percent of the CS, 100 percent of the railway units and enemy prisoner of war brigades, 100 percent of the training and exercise divisions, and 98 percent of its civil affairs units (Figure 7-1).

SECTION IV

TITLE 10 U.S.CODE

7-18. United States Code (USC)

Title 10, U.S. Code, contains the general and permanent laws governing the Armed Forces. Various sections of Title 10 establish and govern the RC. Specific provisions of the Code pertaining to the Army and Air National Guard are contained in Title 32, U.S. Code.

7-19. Title 10 and Title 32

The role of the RC as stated in section 10101, title 10, USC is to provide trained units and qualified persons available for active duty in time of war, national emergency, or when national security requires. Title 32 further states that ARNG units shall be ordered to Federal active duty and retained as long as necessary whenever Congress determines they are needed. Policy statements further define these basic roles. The RC role clearly has expanded from one of wartime augmentation to being an integral part of the force. The Army can meet no major contingency without the RC. The totally integrated Army is no longer just a concept; it is a guiding principle (Figure 7-1).

SECTION V

RESERVE SERVICE

7-20. The categories

There are three major categories of reserve service: the Ready Reserve, the Standby Reserve, and the Retired Reserve (Figure 7-2).

- Ready Reserve (ARNG/USAR)
 - Selected Reserve
 - Troop Program Units
 - Active Guard Reserve (AGR)
 - Individual Mobilization Augmentees (IMA)
 - Individual Ready Reserve (IRR) (USAR Only)
 - Inactive National Guard (ING) (ARNG Only)
- Standby Reserve (USAR)
- Retired Reserve (USAR)

Figure 7-2. Reserve Service Categories

7-21. The Ready Reserve

The Ready Reserve has three subcategories:

a. The Selected Reserve.

(1) The Selected Reserve consists of ARNG and USAR unit members, Active Guard Reserve (AGR) members, and Individual Mobilization Augmentees (IMAs) (USAR only). Normally, members of ARNG and USAR units attend forty-eight paid unit training assemblies (UTA), each of which is a minimum of four hours duration, and perform two weeks of AT each year (USAR: 14 days, ARNG: 15 days). Officers, noncommissioned officers, and members of high-priority units have increased AT and inactive duty training (IDT) requirements. The prevalent system in most units is to conduct multiple unit training assemblies (MUTAs) consisting of four consecutive assemblies (MUTA-4), the equivalent of one weekend per month. Individuals are also eligible for active duty for special work (ADSW), or active duty for training (ADT) to accomplish military training and schooling. The minimum peacetime training objective is that each unit attains proficiency at platoon level in combat arms units and company level in CS/CSS units.

(2) USAR soldiers are acquired primarily through USAR AGR recruiters working for the U.S. Army Recruiting Command (USAREC), and with RC career counselors who move soldiers from the AA to RC at transition points. ARNG soldiers are acquired primarily by ARNG AGR recruiters working for State ARNG recruiting organizations and, like USAR soldiers, with the assistance of RC career counselors at transition points. Both ARNG and USAR units have military technicians who serve as Federal civil service employees during the week and as members of the unit during training assemblies or periods of active duty. RC personnel serving on active duty in an AGR status and members of the AA attached directly to the units, provide full-time support.

(3) The AR-PERSCOM makes officers' assignments from the Individual Ready Reserve (IRR) in coordination with the RSC and gaining troop program units (TPU). The vast majority of officers are assigned to USAR TPUs based on voluntary assignments.

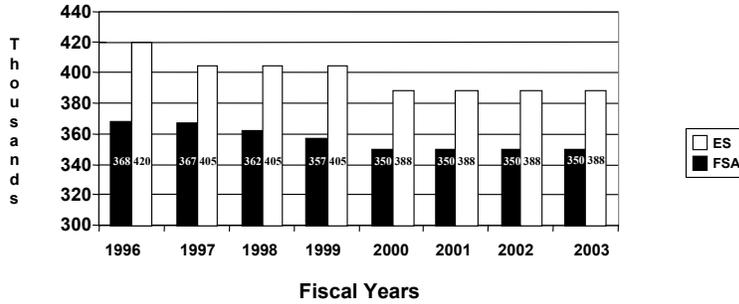
(4) The charts at Figures 7-3 and 7-4 show the historical and projected decline in the strength of the Selected Reserve. Current plans reduce the ARNG from 405,000 force structure allowance (FSA) spaces to 388,000 FSA spaces in Fiscal Year (FY) 2000 with a 350,000 programmed end strength (ES). For the USAR, FSA traditionally equaled the programmed end

strength with the Fiscal Year 1998 allowance of 208,000 spaces, decreased to 205,000 in Fiscal Year 2000. However, during Total Army Analysis 2007, HQDA granted the USAR the same FSA to ES ratio as the ARNG. Additionally, the 1997 RC Quadrennial Defense Review (QDR) reduction of 25,000 spaces was deferred pending the outcome of QDR 2001.

(5) Included in the Selected Reserve are IMAs (USAR only). IMAs are assigned to AA wartime-required positions not authorized in peacetime. They are also assigned to Department of Defense (DOD), Federal Emergency Management Agency (FEMA), and Selective Service positions. As members of the Selected Reserve, IMA are subject to the Presidential 200,000 call-up. The IMA program provides for a mandatory 12 days of AT.

b. Individual Ready Reserve (IRR) (USAR only).

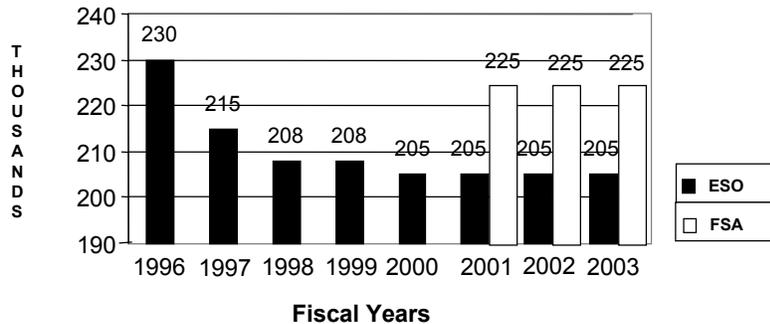
(1) AR-PERSCOM exercises command and control over IRR, the Standby Reserve, and the Retired Reserve. For strength accountability purposes, the IRR consists of pre-trained individual soldiers assigned to various control groups for control and administration available for mobilization in time of war or national emergency declared by Congress. The control group “Annual Training” consists of nonunit Ready Reserve members with a training obligation, who may be mandatorily assigned to a unit by the Commander, AR-PERSCOM. The control group “Reinforcement” consists of obligated members who do not have a mandatory training requirement and those nonobligated members interested in nonunit programs which provide retirement point credit. This includes USAR, ARNG, and discharged AA soldiers that have met their training requirement but have not completed their eight year service obligation. The *Reserve Officer Personnel Management Act* (ROPMA) replaced the Officer Personnel Management System USAR (OPMS-USAR) and defines the training requirements and opportunities for IRR and unit officers. The Enlisted Personnel Management System—USAR (EPMS-USAR) focuses on training and management of IRR enlisted members.



| | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 |
|-----|------|------|------|------|------|------|------|------|
| ES | 368 | 367 | 362 | 357 | 350 | 350 | 350 | 350 |
| FSA | 420 | 405 | 405 | 405 | 388 | 388 | 388 | 388 |

As of: JUL 00

Figure 7-3. ARNG End Strength and Force Structure Allowance

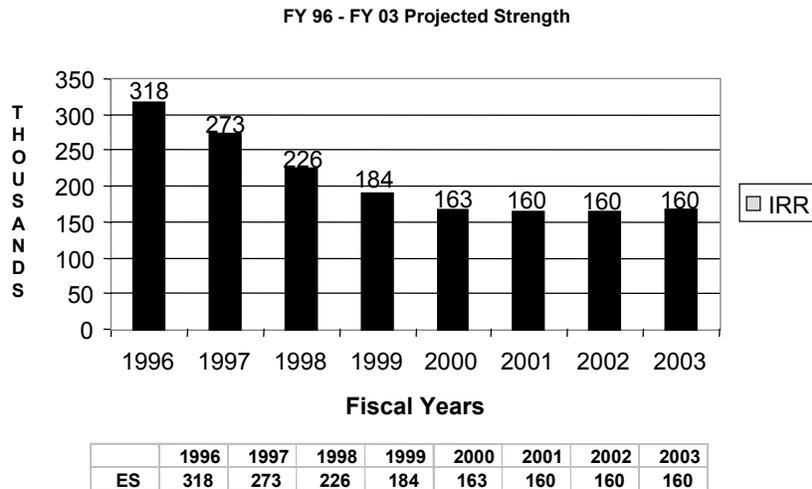


| | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 |
|-----|------|------|------|------|------|------|------|------|
| ESO | 230 | 215 | 208 | 208 | 205 | 205 | 205 | 205 |
| FSA | 230 | 215 | 208 | 208 | 205 | 225 | 225 | 225 |

As of: JUL 00

Figure 7-4. USAR End Strength and Force Structure

(2) The IRR constitutes the largest of the pretrained individual manpower categories. These personnel provide the majority of fillers required to bring both the AA and Selected Reserve units to the wartime required personnel strength in the event of mobilization, and initial casualty replacement/fillers in fighting theaters. Figure 7-5 shows the projected IRR strength of 160,000 by the end of FY 2003.



As of: JUL 00

Figure 7-5. Individual Ready Reserve

c. Inactive Army National Guard (ING).

(1) The ING provides a means for individuals unable to participate actively to continue in a military status in the ARNG. While in the ING, individuals retain their Federal recognition and Reserve of the Army status as members of ARNG units. Subject to immediate involuntary mobilization with their assigned units in time of Federal or State emergency, personnel transferred to the ING normally are attached to their former ARNG units and encouraged to participate in AT with their parent unit.

(2) Individuals assigned to the ING are accounted for in the Ready Reserve strength of the Army. ARNG units schedule an annual muster day assembly for their ING personnel each fiscal year. The muster serves to:

- Screen soldiers for mobilization.
- Inform soldiers of unit training plans and objectives.
- Conduct lay-down inspections of clothing and/or equipment.
- Update personnel records.
- Determine requirements for immunization and physical examination.
- Discuss transfer back to active status (especially with those individuals who possess a critical skill).

7-22. Standby Reserve (USAR only)

a. Individuals in the Standby Reserve are those soldiers who have completed all active duty and reserve training requirements and have either requested reassignment to the Standby Reserve to maintain an affiliation with the military, or who have been screened from RC unit or IRR roles for one of several cogent reasons. Key employees of the Federal Government (for example, members of Congress or the Federal judiciary), whose positions cannot be vacated during a mobilization without seriously impairing their agency's capability to function effectively, are examples of Standby Reservists. Other reasons for a Standby Reserve assignment include

graduate study, temporary (one year or less) medical disqualification, or temporary extreme hardship.

b. Standby Reservists may not be ordered to active duty except during a declared national emergency. Those assigned in an active status are authorized to participate in Ready Reserve training at no expense to the Government. Such participation includes training to earn retirement points or to qualify for promotion. Those assigned in an inactive status are normally not authorized to participate in reserve duty training. In recent years, the Standby Reserve has consisted of less than 500 individuals.

7-23. Retired Reserve (USAR only)

a. Individuals who are eligible for and have requested transfer to the Retired Reserve are in this third category. Included are those individuals who are entitled to retiree pay from the Armed Forces because of prior military service or who have completed twenty or more qualifying years of reserve (ARNG or USAR) and/or active service for which retirement benefits are not payable until age sixty. In addition, ARNG/USAR officers and warrant officers who are drawing retired pay after completing twenty or more years of active Federal service are, by statute, members of the Retired Reserve. Regular Army enlisted personnel, retired after twenty, but less than thirty years of active service, are transferred to the Retired Reserve until they have completed thirty years of service.

b. Members of the Retired Reserve and those with less than twenty years of active service are not provided any form of training and are not available for military service except in time of war or a Congressionally declared national emergency. However, Secretaries of the military services may recall retired personnel with twenty or more years of active service to active duty at any time in the interests of national defense. Additionally, anyone over thirty-seven years of age with a minimum of eight years of service is eligible for transfer to the Retired Reserve.

SECTION VI RESERVE COMPONENT MANAGEMENT

7-24. Structure

As with the AA, the ARNG and the USAR are governed by Congress, and affected by the Office of the Secretary of Defense (OSD), and the Department of the Army (DA).

7-25. Congress

The Senate and House Armed Services Committees propose strength authorizations and other matters concerning the ARNG and USAR. Certain areas such as pay and allowances and officer promotions are closely controlled. The most significant congressional action may be establishing and approving the annual paid end strength authorizations. Each year minimum paid end strength floors are authorized to support appropriations for reserve pay and allowances. Although floors are established, Congress has been known to appropriate less money than needed to fund the authorized strength. The Committees of both Houses propose strength authorizations and other matters concerning the ARNG and USAR. The Defense Subcommittees of both the House and Senate Appropriations Committees prepare the appropriation acts that allow funding.

a. Uniform Services Employment and Reemployment Rights Act (USERRA). This congressional action is significant in the protection of RC soldiers' rights for employment and reemployment after military service or training. This act does not replace the *Soldiers' and*

Sailors' Civil Relief Act, but further codifies and clarifies 50 years of case law and court decisions.

b. Civilian employment. The USERRA entitles Reserve soldiers to return to their civilian employment with the seniority, status, and pay they would have attained had they been continuously employed. Among other protections, it expands health care and employee benefit pension plan coverage.

7-26. Office of the Secretary of Defense (OSD)

a. Assistant Secretary of Defense (Reserve Affairs) (ASD(RA)). Overall responsibility for all RC at OSD level is vested in the Office of the Assistant Secretary of Defense (Reserve Affairs) (ASD(RA)).

b. Reserve Forces Policy Board (RFPB). Also at OSD level, the RFPB, acting through the ASD(RA), is by statute the principal policy adviser to the Secretary of Defense (SecDef) on matters relating to the RC. The RFPB includes a civilian chairman, Guard and Reserve general officers, the Assistant Secretaries (Manpower and Reserve Affairs) of each Service, and one active duty general or flag officer from each Military Department. A RC general officer is also designated as the executive officer. The SecDef is formally associated with the RC community through the RFPB. The RFPB is required by statute to prepare and submit an annual report to the President and Congress on the status of the RC. That report normally reviews the progress made by the DOD and the Services in improving readiness and areas where, in the Board's judgment, further improvements are required to make the Reserve Forces more effective.

c. National Committee for Employer Support of the Guard and Reserve. This OSD-level committee, in operation since 1972, improves relations between civilian employers and local ARNG and USAR units. The committee has successfully resolved many employer/employee misunderstandings arising from RC service. It operates on an informal basis with the goal of ensuring that individuals have the freedom to participate in training without job impediment or loss of earned vacations. In FY 1979, State chairmen were appointed to work with the national chairman. The use of State committees provides more widespread support for the program.

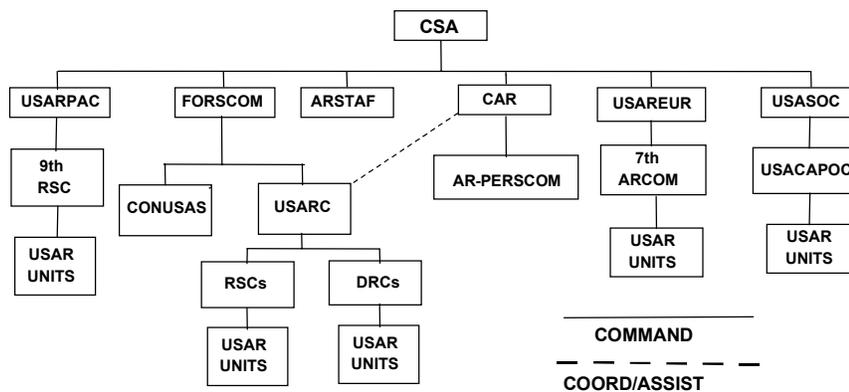
7-27. Office of the Chairman, Joint Chiefs of Staff (CJCS)

The 1998 DOD Authorization Bill created two new two-star positions at the JCS, the Assistant to the CJCS for National Guard Matters, and the Assistant to the CJCS for Reserve Matters. They assist the CJCS in assuring that NG and Reserve Forces are fully integrated in the Joint arena and reach full potential in executing the National Military Strategy.

7-28. Headquarters, DA

The management structure for the USAR is shown in Figure 7-6. Almost all USAR TPU's are commanded by the USARC which is subordinate to U.S. Army Forces Command (FORSCOM); except for designated special operations force (SOF) units that are commanded by the SOCOM and OCONUS units commanded by U.S. Army Europe (USAREUR) and U.S. Army Pacific (USARPAC). State Governors command their respective ARNG units until the units are federalized by Presidential Executive order.

Figure 7-6. USAR Command Relationships



NOTE: CAR is also CG, USARC, and Deputy CG for Reserve Affairs, FORSCOM

a. Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA(M&RA)). Within DA, overall responsibility for RC is vested in the Office of the ASA(M&RA).

b. Reserve Component Coordination Council (RCCC). The RCCC, established in 1976, reviews progress on RC matters related to readiness improvement, examines problem areas and issues, coordinates the tasking of issues to the Army Staff (ARSTAFF), and reviews staff efforts. The Council, chaired by the VCSA, includes selected general officers from the ARSTAFF, Chief of the National Guard Bureau and the Army Reserve, Director of the Army National Guard, the FORSCOM Chief of Staff, and the Deputy Assistant Secretary of the Army (Manpower and Reserve Affairs).

c. Army Reserve Forces Policy Committee (ARFPC). The ARFPC reviews and comments to the Secretary of the Army and the Chief of Staff, U.S. Army (CSA) on major policy matters directly affecting the RC and the mobilization preparedness of the Army. Membership of the committee consists of five AA general officers on duty with the ARSTAFF, five ARNG general officers, and five USAR general officers. There are also five alternate members appointed from the ARNG and the USAR. ASA(M&RA), ARNG, OCAR, U.S. Army Training and Doctrine Command (TRADOC), and FORSCOM provide liaison representatives. The Director of the ARSTAFF serves as adviser to the committee. The committee chairman is selected from among the RC members, and serves a two-year term. The committee normally meets in March, June, September, and December. The Secretary of the Army appoints committee members. RC principal members are appointed for a three-year term and RC alternate members are appointed for a one-year term, and AA members are appointed for the duration of their assignment to the ARSTAFF. The *Goldwater-Nichols Department of Defense Reorganization Act of 1986* did affect the operation of the ARFPC. The act reassigned the committee from the Office of the CSA to the Office of the Secretary of the Army. The Chairman of the ARFPC now reports directly to the Secretary of the Army. The act also modified the nomination procedures.

7-29. The National Guard Bureau (NGB)

a. The NGB is the legally designated peacetime channel of communication between the Departments of the Army and Air Force and the National Guard as established by section 10501, title 10, USC. It is both a staff and an operating agency. The Chief, NGB (CNGB) reports to the Secretaries of the Army and Air Force through the respective Chiefs of Staff and is their principal staff adviser on National Guard affairs.

b. As an operating agency, the NGB is the channel of communication between the States and the Departments of the Army and Air Force. This means that the CNGB must work directly with the State Governors and the adjutants generals (TAGs) (Figure 7-7). Although the CNGB has no command authority in these dealings, cooperation is facilitated through control of funds, end strength, equipment, force structure programs, and by authority to develop and publish regulations pertaining to the ARNG when not federally mobilized.

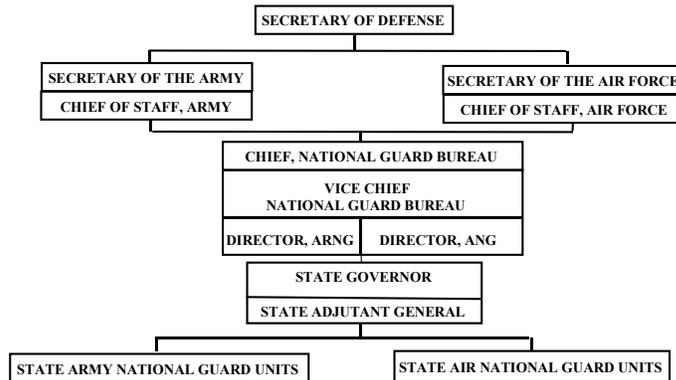


Figure 7-7. ARNG Management Structure

c. The CNGB is appointed for a four-year term by the President, with the advice and consent of the Senate from a list of National Guard officers recommended by the State Governors. The CNGB may succeed himself. The grade authorized for this position is lieutenant general.

d. The function of the NGB is to formulate and administer a program for the development and maintenance of the National Guard units in accordance with Army and Air Force policies. The NGB is a joint bureau of the Departments of the Army and Air Force.

e. The CNGB is the director of six appropriations: three ARNG and three Air National Guard (pay and allowance, operations and maintenance, and construction). The CNGB delegates administration through the Vice Chief, NGB (a major general of the opposite Service of the CNGB) to the Directors of the Air National Guard and ARNG.

f. The Director of the Army National Guard (DARNG) is a federally recognized major general who directs resources to provide combat-ready units. In support of the Federal mission, the DARNG formulates the ARNG long-range plan, program, and budget for input to the ARSTAFF. The DARNG administers the resources for force structure, personnel, facilities, training, and equipment. The Army Directorate assists the DARNG in these efforts.

(1) The Army Directorate, National Guard Bureau serves as the Chief, National Guard Bureau's primary channel of communications between DA and the States and the Territories. (Figure 7-8.) The Army Directorate functions as part of the ARSTAFF and as a major Army command (MACOM). Its mission is to acquire, manage and distribute resources to meet the ARNG priorities and influence the development of policies in order to support the commanders in chief (CINCs), Services, and States. The Director, Army National Guard serves as the head of the Army Directorate. The Army Directorate is the program manager for the following functional areas:

- Personnel.
- Operations, training, and readiness.
- Force management.

- Installations, logistics, and environment.
- Aviation and safety.
- Comptroller.
- Information systems.
- Operational support airlift.

(2) Figure 7-8 shows the organization of the Army Directorate, NGB. As part of the ARSTAF, the Army Directorate assists HQDA in identifying resource requirements and determining the allocation to ARNG units (including: funding, personnel, force structure, equipment, and supplies) To accomplish this, the Army Directorate coordinates with HQDA to ensure proposed policies are conducive and responsive to ARNG unique requirements. While functioning as a MACOM, the Army Directorate assists the Chief, NGB and Director, ARNG in the execution and implementation of ARNG policies and programs, prepares detailed instructions for the execution of approved plans, and supervises execution of plans and instructions. Also, the Army Directorate serves as the Chief, NGB's executive agent for policy, procedures, and execution of the military support to civil authorities (MSCA) program.

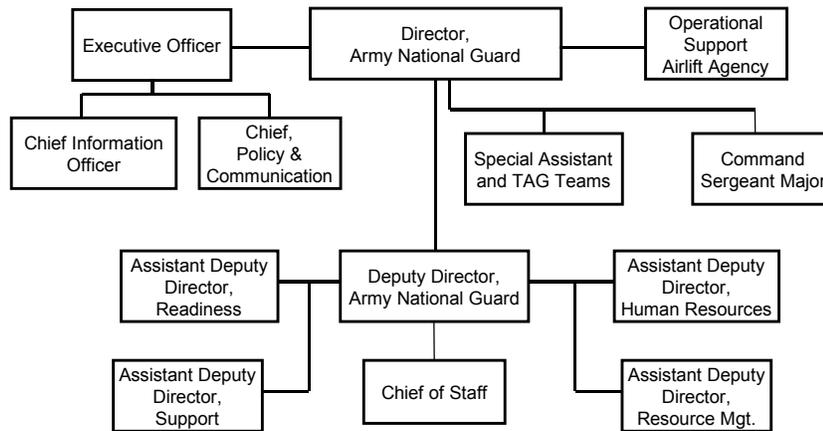
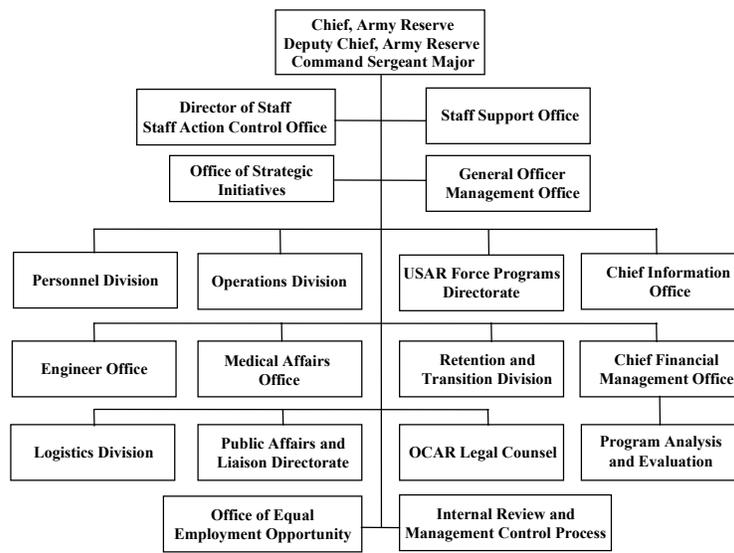


Figure 7-8. Army Directorate, NGB

7-30. Office of the Chief, Army Reserve (OCAR)

a. The OCAR provides direction for USAR planning to accomplish the mission of providing trained units and individuals to support Army mobilization plans. The Chief, Army Reserve (CAR) is appointed by the President with the advice and consent of the Senate and holds office for four years. The CAR may succeed himself one time, and holds the rank of Major



General, Army of the United States, for the duration of the appointment. The CAR performs additional duties as Commanding General, USARC and Deputy Commanding General for Reserve Affairs, FORSCOM. Figure 7-9 shows the organization of the OCAR.

Figure 7-9. Office of the Chief, Army Reserve

b. The duties of the CAR are—

- (1) Adviser to the CSA on USAR matters.
- (2) Directly responsible to the CSA for matters pertaining to the development, readiness, and maintenance of the USAR.
- (3) Responsible for implementation and execution of approved Army plans and programs.
- (4) USAR representative in relations with governmental agencies and the public.
- (5) Adviser to ARSTAFF agencies in formulating and developing DA policies affecting the USAR.
- (6) Assists in development of policy and plans for mobilization of the USAR.
- (7) In coordination with other appropriate ARSTAFF agencies, develops, recommends, establishes, and promulgates DA policy for training the USAR.
- (8) Director for three USAR appropriations (pay and allowances, operations and maintenance, and construction).
- (9) Member of DA and OSD committees as required.

c. The Army Reserve Personnel Center was reorganized and redesignated. AR-PERSCOM In 1997 and was established as a field operating agency of the OCAR with the mission of providing personnel life cycle management to all members of the active, inactive, and retired reserve. This redesignation was more than a name change and represents a significant step towards the establishment of a truly integrated personnel system for the AA and RC

(1) The current structure and mission of AR-PERSCOM is very similar to that of the Total Army Personnel Command that provides like services to the AA. Critical responsibilities for AR-PERSCOM include—

- Maintenance of the Official Military Personnel File using the Personnel Electronics Records Systems (PERMS).
- Conduct of officer and enlisted selection boards required by law and policy.
- Management of the officer and enlisted forces, including full-time support personnel (AGR Force)
- Management of the life cycle personnel systems to optimize utilization of human resource assets
- Synchronizing personnel activities across USAR for peacetime, mobilization, and wartime
- Administering the branch and functional area proponency and training requirements

(2) AR-PERSCOM provides services necessary for maintaining high individual morale and esprit de corps by administering to those individuals who are veterans or retirees. In this capacity, AR-PERSCOM provides information to various government agencies to be used as a basis for obtaining entitlements or benefits. AR-PERSCOM corrects records, replaces essential

documents, verifies status and service, and accomplishes many other functions involving the individual military personnel record. In addition, AR-PERSCOM provides administrative support for many DOD programs involving records in its custody, as well as records of discharged personnel in the custody of the National Archives and Records Administration.

7-31. Major Army commands

a. U.S. Army Forces Command (FORSCOM).

(1) The missions of the Commanding General, FORSCOM, include command of all assigned USAR TPUs in CONUS (less USAR SOF), and evaluation and support of training of the ARNG. The commanding general is responsible for organizing, equipping, stationing, training, and maintaining the combat readiness of assigned units. The CG, FORSCOM also manages the RC advisory structure and exercises command of the USAR units through the CG, USARC.

(2) The USARC, established as a major subordinate command of FORSCOM on 18 October 1991, became fully operational on 1 October 1992. The USARC commands and controls all USAR TPUs assigned to FORSCOM. The CAR fills three roles: CAR; CG, USARC; and Deputy CG FORSCOM for Reserve Affairs.

(3) The USARC commands and controls assigned units through RSCs, DRCs, and echelon above division /echelon above corps (EAD/EAC) commands. The twelve USAR RSCs provide support to all units located within their area of responsibility. Their responsibilities include operations, mobilization and deployment activities, training assistance, and support of the RC within their geographical area of responsibility. The RSCs are based in California (63d RSC), Puerto Rico (65th RSC), New York (77th RSC), Alabama (81st RSC), Minnesota (88th RSC), Kansas (89th RSC), Arkansas (90th RSC), Massachusetts (94th RSC), Utah (96th RSC), Pennsylvania (99th RSC), Hawaii (9th RSC), and Washington State (70th RSC). Command and control of USAR units may flow through the RSC or through other DRCs. Examples of DRCs are Divisions (Institutional Training) and Divisions (Exercise) that provide regional training support to Army individuals and units. The RSCs also assume operational control of volunteer units serving as MSCA for natural or manmade disasters where a Presidential Selective Reserve Call-up has not been declared, and assume command and control of mobilized USAR units. Three regional support groups (RSG) support those RSCs with large unit populations. One Army Reserve command (ARCOM) is located outside CONUS in Germany (7th ARCOM).

(4) The USARC also established garrison support units (GSU) and reorganized port/terminal units, medical augmentation hospitals, movement control units, and replacement battalions/companies to provide the Army with a robust power-projection capability. These units, ready on the first day of any contingency, are essential to the successful deployment of AA heavy divisions. The GSUs backfill AA base operations activities vacated by deploying AA units. In addition, the GSUs provide peacetime support to their respective AA counterparts.

(5) Among USAR units are such diverse organizations as CS, and CSS units; training divisions with a mission to provide tri-component individual and collective unit lanes and simulation training; Army garrisons with a mobilization mission of staffing a post; special courses, and Command and General Staff Officer's Course (CGSOC) courses for AA, ARNG, and USAR soldiers. The USAR, in addition to maintaining units, has individuals in nonunit control groups as described in the section on the IRR. In addition to the major USAR organizations, there are almost 2,000 company/detachment-sized units.

b. Training and Doctrine Command (TRADOC). TRADOC is responsible for initial entry training for RC members. All nonprior service enlistees under the Reserve Enlistment Program of 1963 (REP-63) perform initial active duty for training (IADT). This includes basic training (BT) and advanced individual training (AIT) or one station unit training (OSUT) under AA auspices. An alternative method of conducting this training is the “split-option training” concept whereby an RC member may do BT during one year and AIT the following year.

7-32. State adjutants general (Army National Guard)

a. Army National Guard units are located in each of the fifty States, the District of Columbia, Guam, Puerto Rico, and the Virgin Islands. The ARNG resources more than 4,464 units that are located in over 2,600 communities. Command of the ARNG when not in active Federal service is vested with the Governors of the States. The Governors exercise command through TAG. The TAG is a State official whose authority is recognized by Federal law. The TAG is normally appointed by the Governor but in certain instances is elected or appointed by the President. The grade authorized is normally major general.

b. TAGs of the several States manage Federal resources to build combat-ready units. Their management staffs include both State and Federal employees. ARNG commanders under the TAG lead their combat-ready units in training during peacetime. A State area command (STARC) is organized within each state. Upon full mobilization the STARC assumes command and control of ARNG units during pre-mobilization, is charged with initial post-mobilization, and command and control of mobilized ARNG units until the units arrive at their mobilization station. The STARC also provides installation support, family support, and mobilization support to other RC within the State upon declaration of a national emergency.

c. The U.S Property and Fiscal Officer (USPFO) is an officer (Colonel) of the National Guard of the United States (Army or Air) ordered to active duty under the provisions of Title 10, USC and is normally collocated with the STARC. The USPFO receives and accounts for all Federal funds and property and provides financial and logistical resources for the maintenance of Federal property provided to the state. The USPFO manages the Federal logistics support systems (Army and Air Force) for the State and, upon mobilization of a supported unit, provides that support necessary for the transition of the mobilized entity to active duty status. Additionally, the USPFO functions as a Federal contracting officer responsible for Federal procurement activities within the state. The USPFO is also the payroll certifying officer responsible for certifying the accuracy of Federal payrolls.

d. Title 10, United States Code, Chapter 18203, provides for Federal support of construction of ARNG facilities. This law permits construction of facilities on sites furnished by States at no cost to the Federal Government, or on Federal property licensed to the State specifically for ARNG purposes. Funding for approved armory construction is normally 75 percent Federal funds and 25 percent state funds, with 100 percent Federal support for other construction such as administrative, logistics support, and training facilities in direct support to sole Federal functions. Operations and maintenance costs for these facilities are funded via cooperative agreements between the Federal Government and the State military departments. The Federal Government provides all funding for construction and maintenance of facilities for the USAR.

SECTION VII TRAINING

7-33. Goals

The training goals of the ARNG and the USAR are the same as the AA. Plans to achieve objectives are accomplished during IDT, commonly referred to as UTAs, MUTAs, drills, or assembly periods; and during a fifteen-day period known as AT. The same training standards apply to ARNG/USAR units as that of their AA counterparts.

7-34. Challenges

A key factor to understanding reserve training challenges is to comprehend the distinct differences between RC and AA training. Unlike AA units, which have MOS qualified soldiers assigned to them by PERSCOM, RC units usually recruit soldiers from the local market area. Whether initial entry or prior service, these soldiers are assigned to the unit and then must attend qualification training. Qualification training, sustainment training, training for additional duties, and professional development education are often conducted in lieu of scheduled UTAs and AT, and in some cases require more than a year to complete. Even though these soldiers are counted against the unit's assigned strength they are generally not available to participate in collective training. Another impact on training is that RC soldiers and units must meet the same standards for training as AA units in a fraction of the time. Non-mission essential task list (METL) training and other events, such as Army physical fitness tests (APFT), weapons qualification, mandatory training, inventories, physicals, etc., have a greater impact because they take the same time as AA units from fewer available days.

7-35. Unit training assemblies

ARNG and USAR units, as elements of the Selected Reserve, are normally authorized forty-eight drills and a two-week (14-17 days) AT period during the training year, which starts on 1 October and terminates on 30 September of the following year. The general trend is to consolidate these unit training assemblies (UTAs) during the year so that four UTAs (sixteen hours minimum) are accomplished during a single weekend. This MUTA-4 configuration provides continuity for individual and crew training, qualification firing, field training, and refresher training.

7-36. Collective tasks

AT is primarily directed to collective pre-mobilization tasks. Individual training and weapons qualification are typically performed during IDT. Soldiers and units train to established pre-mobilization levels of proficiency. Combat maneuver units generally train to an individual/crew/platoon levels of proficiency. CS/CSS units are generally required to train to company level proficiency.

SECTION VIII EQUIPMENT

7-37. Policy

DA policy distributes equipment to units in first-to-fight/ first-to-support sequence. The component to which a unit belongs (active or reserve), with the exception of specified programs (for example, National Guard Reserve Equipment Appropriation (NGREA) formerly known as Dedicated Procurement Program (DPP), is not a factor in equipment distribution. This policy

ensures the adequate equipping of units employed first in time of crisis. Under this policy, the RC have received substantial amounts of modern equipment in recent years. Army procurement distributes new equipment. Excess AA equipment is redistributed in priority sequence known as “cascading”. Later deploying units are provided the minimum-essential equipment required for training and to achieve minimum acceptable readiness levels.

7-38. National Guard and Reserve Equipment Appropriation (NGREA)

The NGREA is a special appropriation designated for the acquisition of equipment by the RC to improve readiness. Congress may further fence these funds for the purchase of specific items of equipment. NGREA funds complement the Service appropriations, which primarily fund force modernization, thereby improving training and readiness in the RC.

7-39. Withdrawal

Procedures are in place to ensure that new and/or serviceable equipment is not withdrawn from the RC without justification. Requests for withdrawal of NGREA appropriated equipment must be coordinated with the SecDef. Waiver of this provision during a crisis allows the Secretary of Defense to delegate that authority to the Assistant Secretary of the Army.

SECTION IX READINESS/MOBILIZATION ASSISTANCE

7-40. Background

In 1973, the Army leadership recognized the potential of many types of RC units for early deployment. Accordingly, the affiliation program was conceived to improve the mobilization and deployment readiness of selected RC units and provide added combat power earlier in the execution of contingency plans. As part of this program, RC combat battalions and brigades were selected to “round out” AA divisions that were understructured.

7-41. Roundout/roundup

a. Additionally, some RC combat battalions and brigades were selected to “round up” AA divisions, as additional force structure to existing AA structure. Roundout units were accorded the same resourcing priority as the parent unit, were scheduled to deploy with the parent unit, or as soon as possible thereafter, and entered into close planning and training associations with the parent unit to improve readiness. Other categories of the original affiliation program were given resources to foster close training associations between like AA and RC units to help upgrade the readiness and capabilities of certain other RC units.

b. As more structure and missions were added to the RC in the mid-to-late 1970s, the Army instituted several other programs to facilitate achievement of higher training readiness levels for the RC. These included the AA/RC partnership program which aligned selected major combat and special forces units, the counterpart program which aligned ARNG attack helicopter units with AA counterparts, and the Corps and Division Training Coordination Program (CORTRAIN) which associated AA/RC combat units with a CONUS corps for command post exercises. Together these programs provided resources and opportunities for RC unit leaders and soldiers to work closely with and learn from their AA colleagues who shared with them a common goal of improving unit capability for wartime mission accomplishment.

SECTION X WARTRACE

7-42. Wartime organization

In 1979, HQDA approved a FORSCOM initiative called CAPSTONE (not an acronym), subsequently changed to WARTRACE (not an acronym) in 1994. This program established an organizational structure for managing the Force by placing all AA and RC units into a wartime organization designed to meet the enemy threat in a European, Southwest Asian, or Pacific contingency. A later update of the structure also included the units assigned to operate the CONUS sustaining base.

7-43. Association

WARTRACE provides the basis for establishing planning and training associations to enable units to focus planning on specific wartime missions and, where feasible, to train in peacetime with the organization they will operate with in wartime. Under WARTRACE, RC units concentrate their limited training time on tasks bearing directly on their wartime mission. Units slated for more than one theater are assigned a priority theater and directed to focus training on that contingency.

7-44. Management

Army Regulation 11-30, published first in 1983, expanded the CAPSTONE Program to provide a better framework for managing the existing affiliation, partnership, counterpart, and CORTRAIN programs. CAPSTONE also provided a more rational basis for participating in the Mutual Support Program (which allows AA and RC units to conduct mutually beneficial activities on their own volition), overseas deployment training, and joint exercises. WARTRACE planning alignments and missions provide a basis on which to establish a METL, develop effective training programs, and for participating in various collective training activities.

7-45. Defense Planning Guidance (DPG)

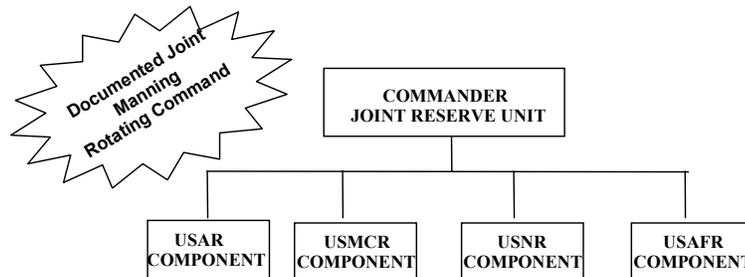
While WARTRACE is useful in establishing reliable training and planning associations based upon validated CINC operation plan (OPLAN) requirements, it is not fully integrated with the current DPG. The DPG directs the Army to organize, train, and equip to defeat two aggressors in two nearly-simultaneous major theater wars (MTW). Based on this combat structure, FORSCOM designed a support force structure capable of providing support to a total of 5 1/3 divisions.

7-46. Force support packages (FSP)

The USAR support forces, shown at Figure 7-10, are designated as FSP units, consisting of AA/RC early deploying CS and CSS type units. These FSP 1-2 units support the MTW-1 initial forces. These early deploying units organize and train based more upon their MTW/FSP relationships than upon WARTRACE alignments. Later required units, non-FSP, and the ARNG divisions use WARTRACE to develop unit training programs with National Guard eSBs apportioned to the warfight. Although the goal is to align units with a MTW, units may find themselves mobilized with a different WARTRACE based upon the needs of the warfighting CINCs.

7-47. Joint reserve units (JRU)

The 1995 Zero Base Review (ZBR) conducted by the JCS J-1 resulted in new requirements for IMA support to the warfighting CINCs. CINC augmentation units called JRUs have been established as shown at Figure 7-11 for Joint Forces Command and U.S. Transportation Command (USTRANSCOM). This concept incorporates soldiers into a joint unit with RC manpower administration in one place. The component billets are then assigned to staff directorates where soldiers work in functional areas of personnel, intelligence, operations, training, and logistics.



Mission Statement

To provide trained Reserve Component (RC) personnel to augment and fully integrate into CINC's staff, leveraging military experience, civilian skills, and availability to meet peacetime, crisis and wartime requirements on a timely basis.

Figure 7-10. Force Support Package Units and Tiered Resourcing

| | Tier I | Tier II | Tier III | Tier IV | TIER V | |
|--|--|---|--|--|--|--|
| Note: Tiered Resource depictions include all USAR active and programmed units | Force Support Packages (FSP) <i>C-3 OR BETTER</i> 397 Units (MTOE) 115% Manning | MTW Follow-On Forces <i>C-3 OR BETTER</i> 336 Units (MTOE) 100% Manning | Non-MTW Very Early, Early, and Intermediate Deployers <i>C-3 OR BETTER</i> 10 Units (MTOE) 100% Manning | HQ USAR and RSCs <i>C-3 OR BETTER</i> 33 Units (TDA) 100% Manning | Inactivating Units - FY 99, 00 & 01 <i>C-5</i> 105 Units (MTOE/TDA) Minimal Manning | Note: FY99 End Strength Equals 208K (difference between 208K and 221K (below) is due to programmed activations and FY99/00 inactivations) |
| | SOCOM Support Packages (SSP) <i>C-3 OR BETTER</i> 69 Units (MTOE) 115% Manning | Divisions (Institutional Training), Installation Support, and Divisions (Exercise)/ Training Support Divisions <i>C-3 OR BETTER</i> 474 Units (TDA) 100% Manning | Non-MTW Follow-On Forces <i>C-3 OR BETTER</i> 5 Units (MTOE) 100% Manning | Remaining Division (IT) Units and Other Units <i>C-3 OR BETTER</i> 11 Units (TDA) 100% Manning | Considered Separately | |
| | CONUS Support Packages (CSP) <i>C-3 OR BETTER</i> 59 Units (TDA) 115% Manning | AMSAs, ECSs & ASFs <i>Readiness: N/A</i> 173 Units (Derivative TDA) Civilians & Mil Techs only | Planned Units <i>C-3 OR BETTER</i> 78 Units (MTOE) 100% Manning | OCAR/ARPERCEN - 710 Auth'd USAREC - 1780 Auth'd 7th & 9th RSC - 110 Auth'd DMA - 6150 Auth'd TOTAL - 8750 Auth'd | | |
| | Very Early Deployers (VED) <i>C-3 OR BETTER</i> 112 Units (MTOE) 115% Manning | Non-MTW A Follow-on Forces <i>C-3 OR BETTER</i> 217 Units (MTOE) 100% Manning | | | | |
| | Early & Intermediate Deployers <i>C-3 OR BETTER</i> 357 Units-MTOE 100% Manning | | | | | |
| Units: | 994 | 1,027 | 188 | 122 | 105 | 2,436 |
| Soldiers Auth'd: | 97,149 | 103,712 | 689 | 10,048 | 9,376 | 220,974 |
| % of USAR (soldiers): | 44% | 47% | 1% | 4% | 4% | 100% |

Figure 7-11. Joint Reserve Unit

7-48. Overseas deployment training (ODT)

The ODT program provides RC units the opportunity to train their skills in a realistic environment with the added benefit of reducing operating tempo (OPTEMPO). Selected units normally train up to twenty-two days in JCS exercises and in non-exercise mission training

enhancing their awareness of mobilization/ deployment processing. The ODT program also deploys larger units providing an increasing number of companies/battalions the opportunity for this training. ODT programs allow the RC to conduct realistic mobilization mission training in peacetime, in many cases with the organization with which they will be associated when mobilized. This training increases awareness of mobilization mission requirements, allows training to be conducted in an overseas environment that reinforces a sense of belonging, and increases units' abilities to mobilize and deploy.

7-49. Drug interdiction and counter drug activities

a. The *Posse Comitatus Act of 1878*, and subsequent legislation, directly affects the extent to which military forces (including RC) can participate in law enforcement activities. The *Posse Comitatus Act* prohibits the use of Federal military forces to perform internal police functions. The Act does not pertain to the ARNG when in State status.

b. Public Law 97-86, passed in 1982, amended the *Posse Comitatus Act*. The law, as amended, now authorizes indirect military involvement such as equipment loan, personnel support, training, and sharing information. Indirect support must be incidental to the military mission, or provide substantially equivalent military training. Further, it cannot degrade combat readiness or the capacity of the DOD to fulfill its defense mission. The law does not limit the National Guard in State status (on State active duty or under Title 32, USC) from performing law enforcement functions authorized by the States concerned.

(1) While the National Guard has supported law enforcement agencies counterdrug and drug interdiction activities since 1978, Federal funding for that participation did not begin until the 1989 National Defense Authorization and Appropriations Acts. The SecDef distributed funds to the Governors of States who submitted plans specifying how they proposed to use the National Guard. Such operations were required to be duty served in addition to normally scheduled (weekend drill (IDT) and (AT)) training requirements.

(2) In 1988, National Guard military policy was used in a pilot/test program to assist U.S. Customs agents in searching commercial cargo entering various land and sea border-entry points. This very successful program was expanded in 1989 to nearly every major seaport and many major airports throughout the United States, increasing the U.S. Customs Service capability to inspect cargo. Other examples of missions for State interdiction and eradication efforts are: helicopter transport of law enforcement personnel and confiscated illegal drugs; special operations forces identification of ground and air traffic; loan of equipment and training of law enforcement agencies; aircraft photo reconnaissance; and monitoring air traffic with organic radar.

(3) The ARNG and USAR counterdrug programs are applicable to all drug supply reduction operations in CONUS and OCONUS. They include all resources (personnel, logistics, funding, and facilities) and activities employed in the planning, resourcing, development, dissemination, distribution, and management of information related to counterdrug support operations. Both RC counterdrug programs respond to DOD and CINC taskings for operational and non-operational support.

(4) Operational support includes personnel units in support of drug law enforcement agencies (DLEA), law enforcement agencies (LEA), and host countries. Non-operational support is a broad category that can include facilities, formal military school training opportunities, intelligence, equipment loans, counterdrug funding, and personnel support to non-DOD agencies.

(5) Federal, state, and local LEAs originate requests for DOD counterdrug operational support in CONUS and submit them to either Joint Task Force Six (JTF-6) or the CONUS Army (CONUSA) with geographical responsibility. The approval process for the use of USAR forces is retained at the highest level. Current authority for the employment of USAR soldiers and assets in counterdrug related support activities rests with the Commander, FORSCOM, or a CINC. For CONUS based operations, FORSCOM further delegated this authority to the Commander, JTF-6. Either FORSCOM or the appropriate geographical CINC approves all OCONUS operations.

(6) USAR units and individuals have supported the Army's counterdrug effort since 1989. The USAR support to CINCs, DLEAs, and LEAs includes, but is not limited to, the following:

- Ground reconnaissance.
- Detection monitoring and communication about land trafficking.
- Aerial reconnaissance.
- Counterdrug related training of DLEA and LEA personnel.
- Nonherbicidal cannabis eradication.
- Linguist support.
- Transportation, both aerial and ground.
- Intelligence analysis.
- Tunnel detection.
- Diver support for subsurface hull inspections.
- Engineering support (vertical and horizontal construction and crack house demolition) and training.
- Use of military vessels for bases of operations for DLEAs.
- Maintenance support.

7-50. Military support to civil authorities (MSCA)

a. MSCA is the employment of military resources (personnel and equipment) in support of civil authorities during periods of emergency. In most cases this includes Army and Air National Guard units. Civil authorities have primary responsibility for emergency planning, response, and recovery during emergency situations. Emergencies that potentially requiring military support are as follows:

(1) *Civil.* Any man-caused emergency or threat that causes or may cause substantial property damage or loss.

(2) *Natural.* Any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, earthquake, volcanic eruption, landslide, mud-slide, snowstorm, drought, fire, or other catastrophic event.

(3) *Other.* An emergency in any part of the United States which requires assistance to supplement local or State efforts to save lives and protect property, public health and safety, or to avert or lessen the threat of a disaster.

b. MSCA missions are authorized by executive order of the Governor of a State, using his or her National Guard in a State active duty status. In this status, the Governor utilizes State funds for pay and allowances. The State also reimburses payment for utilization of Federal equipment and facilities in State status to the Federal Government. MSCA missions are of a

temporary nature and will be terminated as soon as possible after civil authorities are capable of handling the emergency. Employment of National Guard assets by the Governor will be in accordance with State laws and constitutions. In addition, deployment of National Guard forces and equipment between State is expected, in accordance with Federal guidelines and legal agreements between the State.

c. If the scope of a civil emergency exceeds the capabilities of the civilian response agencies, military assistance may be requested. The National Guard in State status is the primary responder during most U.S. natural or man-made disasters and other emergencies. When catastrophic events escalate to such a magnitude to warrant a declaration of national emergency, then a Federal response is usually required.

d. The FEMA is the proponent for the Federal response plan and is charged with the responsibility of coordinating disaster assistance provided by all agencies of the Federal Government in the continental United States and its territories. FEMA coordinates public assistance to State and local governments and works with volunteer agencies providing aid for disaster victims. FEMA is the validating authority for all support and assistance in a declared national emergency. The USAR has invested in military support to civilian authorities with over 100 State emergency preparedness liaison officers and 80 regional emergency preparedness liaison officers in addition to full time planning cells at each CONUSA. The mission is to liaise with FEMA and coordinate response to a domestic crisis.

7-51. Full time support (FTS)

a. The FTS program was directed by Congress to increase the readiness of ARNG and USAR units by providing full-time support personnel. The FTS program exists for the purpose of organizing, administering, recruiting, instructing, or training the ARNG and USAR. The majority of FTS personnel work in ARNG and USAR TPUs. The FTS staff performs all the day-to-day support functions for the unit to function, including personnel, administration, training, operations, maintenance, and supply. The FTS staff enables the unit's drilling reservists to use their limited training time (generally 39 days annually) to concentrate on their wartime tasks instead of sustainment functions.

b. The FTS program consists AGR soldiers, military technicians, DA civilians, and AA soldiers. AGR soldiers are reservists who are on active duty. Military technicians and DA civilians are both full-time civilian employees; Military technicians have the distinction of also being reservists, who must maintain their reserve status as a condition of employment. The AA assigns soldiers to support ARNG and USAR units; these soldiers are considered part of the FTS program.

(1) ARNG and USAR technicians provide full-time, day-to-day assistance and support and act as the representative for their commanders during nondrill periods. Technicians ensure continuity in administration, supply, maintenance, and training, and their services are critical to mobilization preparedness.

(2) Both ARNG and USAR technicians are Federal Civil Service employees. The USAR technicians are governed by the provisions of the Civil Service System. ARNG technicians are governed by the same provisions except as modified by Public Law 90-486 (*National Guard Technician Act of 1968*) as well as Title 32, USC, Section 709, and regulations prescribed by the NGB. As a provision of employment in the military technician program (civil service), technicians must also be members of the ARNG or USAR. Many technicians are employed in the same unit they are assigned to.

(3) AGR soldiers serve on full-time military duty in support of the RC. Title 10, United States Code personnel are available for worldwide assignment, whereas Title 32, United States Code personnel (unique to the National Guard) receive assignments within the state.

7-52. The Total Army School System (TASS)

a. The TASS initiative is a TRADOC program designed to leverage existing school resources. Organized into seven regions that unites TRADOC schools, USAR school brigades and battalions, and ARNG academies; courseware and standards are the same throughout the system, and students are chosen from all three components depending on the situation. During mobilization, the TASS school battalions have the mission to assist TRADOC in recertifying or reclassifying IRR and recalled retiree filler personnel.

b. The USAR has an institutional training division (DIV(IT)) to provide instruction in each of the seven TASS regions. The DIV(IT) mission is to teach reclassification training for CS, CSS, health services education, and the officer education system (OES) (Combined Arms and Services Staff School and the General Staff Officers Course). Each DIV(IT) has four brigades with each responsible for one of these subject areas. Additionally, three TASS regions have USAR non-commissioned officer academies (NCOAs) and USAR non-commissioned officer education system (NCOES) battalions structured in two of these TASS regions.

c. The ARNG has faculty and support personnel executing the ARNG TASS mission in fifty-four State and territories. The ARNG mission is to conduct leadership, combat arms, and selected CS/CSS training in each region. There are seven Guard Leadership Training Brigades that each have an officer candidate school (OCS) and NCOA. The Combat Arms Training Brigades conduct training in the career management fields (CMF) of armor, field artillery, infantry, air defense artillery, and aviation. Additionally, in four of seven regions, the ARNG is responsible for the ordnance training battalion, and provides assistance to the USAR in the remaining three regions.

SECTION XI

RESERVE COMPONENT PAY, BENEFITS, AND ENTITLEMENTS

7-53. Individual status

In general, RC pay and allowances are determined on the basis of the individual reservist's status. During IDT periods, members of the Selected Reserve receive one day of basic pay (based upon years of service and grade) for each attended UTA. During ADT periods, members receive the same compensation (basic pay, quarters, and subsistence allowances) as their AA counterparts. Depending upon assignment, some reservists may be eligible for additional special pay for aviation duty, medical or dental service or hazardous duty pay, all on a pro rata basis.

7-54. Benefits

Eligibility for other service-associated benefits also depend upon the status of the service member. For example, members of the Army's RC are entitled to full use of the exchange system. Unaccompanied spouses with proper identification are authorized to use the post exchange (PX) at all times. Qualified Reserve soldiers and their families may shop in the commissaries, on days of their choosing, up to twelve days a year. This entitlement is based on the number of days served during the previous calendar year. In addition, during IDT, Reservists may use military clothing stores, official library services, and some clubs. Ready Reservists assigned or attached to units that schedule at least twelve drills yearly and ADT also are entitled to receive full-time Servicemen's Group Life Insurance and dental insurance. While on ADSW

or ADT, Reservists receive the same benefits and privileges as AA members. However, they do not receive TRICARE coverage or dental care unless the training period exceeds thirty days. Members of the Retired Reserve under age sixty, known as “Gray Area Retirees,” are entitled to use the PX, military clothing stores, official library services, and receive a burial flag. (Note: Although retired AA enlisted soldiers with less than thirty years service are part of the Retired Reserve, their benefits differ.) Upon reaching age sixty, members of the Retired Reserve receive basically the same benefits as retired active counterparts except for military burial assistance and a military death gratuity.

7-55. Retirement

Members of the RC who accumulate twenty years of creditable service and reach age sixty are entitled to retired pay computed on the basis of accumulated retirement points. In general, a creditable year is one during which a Reservist accumulates fifty or more retirement points. Points are awarded on the basis of one point for each four-hour assembly, each day of active duty, and each three credits of completed correspondence courses. Additionally, fifteen points are awarded for membership. However, no more than seventy-five points per year may be awarded for IDT activities. Retirement pay is computed by totaling all retirement points accumulated and dividing by 360. The quotient is then multiplied by 2.5 percent. The resulting percentage is then applied to active duty basic pay of an individual with the same grade and number of years of service.

7-56. Uniform Code of Military Justice (UCMJ)

The UCMJ was extended to RC members as of 14 November 1986, when President Reagan signed into law the “*Military Justice Amendment of 1986*” as part of the *National Defense Authorization Act for Fiscal Year 1987*. Under these changes, USAR soldiers are subject to the UCMJ while in an IDT (that is, drill) status. The military can now recall a soldier to active duty for trial for crimes committed while performing ADT or IDT. The decision to activate a soldier for trial must be approved through the Reserve chain of command to the Secretary of the Army if confinement is contemplated. In other cases, the AA general court-martial convening authority (GCMCA) is the final decision authority.

SECTION XII

RESERVE COMPONENT TRANSFORMATION CAMPAIGN PLAN

7-57. Division XXI design

For the first time, RC spaces are embedded in the new heavy division design. This fully digitized and modernized division represents the spearhead of America’s land combat power and the prototype for the heavy legacy force. By fully integrating reserve component soldiers into an AA division, this will serve as proof of principle for other “one team, one fight, one future” initiatives.

7-58. Enhanced separate brigades

The fifteen eSBs of the ARNG are the principal RC ground combat maneuver force of the Army. The eSBs achieve enhanced readiness levels of personnel, equipment on hand, equipment serviceability, and training. During transformation selected eSBs are in a ready pool status for a 2-year period filling the CINC’s MTW force requirement shortfall created by AA brigades transforming.

7-59. ARNG Division Redesign Study (ADRS)

In response to a long-standing shortfall in CS and CSS assets, the Army conducted the ADRS to determine how best to use ARNG divisions to alleviate these shortfalls. The ADRS recommended converting a portion of the ARNG's combat structure to a CS and CSS structure. The ARNG will convert two mechanized infantry brigades, three armor brigades, and one light infantry brigade to resource approximately 20K of CS/CSS between FY00-07. The majority of the structure to be resourced are transportation and quartermaster units. The ARNG will convert additional 28K spaces by FY09. One division will convert between FY06-07 and another division will convert between FY08-09. The division and brigade headquarters will form composite command and control headquarters for the CS/CSS structure. All conversions will be validated in subsequent TAAs.

7-60. Integrated divisions

In October 1999, the Army established two new divisions whose design feature an AA division headquarters company and three eSBs from the ARNG. The 24th Infantry Division (ID) is located at Ft. Riley, KS, with a forward element at Ft. Jackson, SC. The 7th ID is located at Ft. Carson, CO. AA major generals command these divisions. The heavy division is located at Ft. Riley with a forward element at Ft. Jackson commanded by a brigadier general. The light division is located at Ft. Carson. The eSBs selected for the 24th ID at Ft Riley are the 30th Infantry Brigade (Mech) (NC), the 218th Infantry Brigade (Mech)(SC), and the 48th Infantry Brigade (Mech)(GA). The associated eSBs for the 7th ID at Ft Carson are the 45th Infantry Brigade (Lt)(OK), the 39th Infantry Brigade (Lt)(AR), and the 41st Infantry Brigade (Lt)(OR).

7-61. Multi-component units

Multiple component units combine personnel and/or equipment from more than one component on a single authorization document. The objectives of this initiative are: maximize the integration of AA and RC resources, improve readiness and resource posture, optimize unique capabilities of each component, and improve documentation. Phase One of the initiative established 36 "initial" multi-compo units with activation dates FY99--01. The goal for phase two is to make multiple component a routine part of the Army culture. In phase two, MACOMs may propose the component mix for units identified for activation beyond FY 01. The documents for these units will be developed in applicable documentation windows. MACOMs may nominate units not selected by the TAA process through their command plan. This phase extends indefinitely. Multi-compo is a resourcing initiative: it does not change a unit's doctrinal requirements for personnel and equipment. All Army MTOE units are technically eligible for multi-compo resourcing. However, the decision to do so must consider readiness implications, mission requirements, efficiencies to be gained, unique component capabilities and limitations, and willingness of each component to contribute the necessary resources. Training and operation of multi-compo units are facilitated when AA/RC elements are located within the same geographical area.

SECTION XIII

SUMMARY AND REFERENCES

7-62. Summary

Over half of the Army's total deployable forces are in the ARNG and the USAR. The management of these forces is of paramount importance as the Army transforms. The structure for RC management includes Congress, DOD, HQDA, MACOMs, State, and units. Two key managers at HQDA are the NGB and the OCAR. At the MACOM level, FORSCOM and its

subordinate CONUS armies and USARC have a leading role in preparing RC forces for mobilization and deployment.

7-63. References

- a.** Title 10 United States Code, Vol. 2.
- b.** Title 32 United States Code Vol. 8.
- c.** Public Law 90-486, *The National Guard Technician Act of 1968*.
- d.** Public Law 90-168, *The Reserve Forces Bill of Rights and Vitalization Act*, 1968.
- e.** Office of the Secretary of the Army, *Army Reserve Forces Policy Committee Annual Report 1989*, 31 December 1989.
- f.** Office of the Assistant Secretary of the Army (Financial Management and Comptroller), *The Army Budget, 1996/1997 President's Budget*, April 1995.
- g.** Army Regulation 11-30, *Army WARTRACE Program*.
- h.** Army Regulation 140-1, *Army Reserve: Mission, Organization, and Training*.
- i.** Army Regulation 140-10, *Army Reserve: Assignments, Attachments, Details, and Transfer*.
- j.** Army Regulation 140-145, *Individual Mobilization Augmentation Program*.