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# THE RESERVE COMPONENTS OF THE UNITED STATES ARMED FORCES



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OFFICE OF THE ASSISTANT SECRETARY  
OF DEFENSE FOR RESERVE AFFAIRS

JUNE 1996



RESERVE AFFAIRS

## ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1500

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### FOREWORD

The idea of citizen-soldiers is as old as the nation itself; however, it was only twenty-five years ago the concept of a fully-integrated Total Force was introduced by then-Secretary of Defense Melvin Laird. With the implementation of the Total Force policy several years later, the Reserve components were brought into the mainstream of defense plans and operations.

The Guard and Reserve are no longer considered as forces of last resort; rather, they are recognized as indispensable to the nation's defense from the earliest days of a conflict. And, as we look to a future in which budgets will likely remain tight and the tempo of day-to-day military operations will remain high, the cost-effectiveness of the Total Force takes on increased importance for the next twenty-five years of Total Force planning.

With a post Cold War world requirement for fewer Active and Reserve component forces, fewer military bases and fewer forces stationed overseas, this has been a period of tremendous turbulence and change for both Active and Reserve forces -- with significant changes in roles and missions and size and structure. For the National Guard and Reserve, this has meant there are more opportunities for missions that draw on their strengths. Although the wartime role of the guard and Reserve forces has been and will remain critical, peacetime support to the Active forces has taken on increased importance. Through the use of "Compensating Leverage" the Reserve components are helping to control peacetime cost and to reduce the risks associated with smaller active forces.

This Handbook has been prepared for the purpose of providing a general understanding of our Reserve forces and is re-issued under the authority of Department of Defense Directive 1215.15, "Reserve Officers Foreign Exchange Program," September 8, 1987. It will be distributed to our NATO allies and to their Reserve forces and it may, therefore, be translated into the French and German languages. Department of Defense components may obtain copies of this publication through their own publication channels. Approved for public release; distribution unlimited. Authorized, registered users may obtain copies of this Manual from the Defense Technical Information Center, 8725 John J. Kingman Road, STE0944, Fort Belvoir, Virginia 22060-6218. Other Federal Agencies and the public may obtain copies from the U.S. Department of Commerce, National Technical Information Service, 5285 Port Royal Road, Springfield, Virginia 22161.

  
Deborah R. Lee

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## CHAPTER ONE

### THE RESERVE COMPONENTS IN THE NATIONAL MILITARY STRATEGY

#### A New Strategy for a New World

The end of the Cold War has fundamentally altered America's security imperatives and the central security challenge of the past -- the threat of communist expansion -- is gone. It was this threat that shaped American defense decision making for over four and a half decades and determined the strategy and tactics, doctrine, size and shape of forces, design of weapons and size of defense budgets. Today the dangers which our nation faces around the globe are more diverse. Ethnic conflict is spreading and rogue states pose a serious danger to regional stability in many corners of the globe. The proliferation of nuclear weapons and other weapons of mass destruction represent a serious challenge to our security. There also remain substantial threats to democratization and reform in the states of the former Soviet Union. Finally, large scale environmental degradation, exacerbated by rapid population growth, poses significant threats to political stability in many countries and regions.

This is a period of great promise, but also great uncertainty. The United States stands as the world's preeminent power. The concept of freedom, America's core value, has served as an inspiration and is gaining ground around the globe. Hundreds of millions of people have liberated themselves from communism, dictatorship or apartheid. Many of our former adversaries now cooperate with us in diplomacy and global problem solving. The expansion and

transformation of the world economy is expanding commerce, culture and world politics and promises even greater prosperity for America. These revolutionary changes in our security environment have caused a fundamental reexamination of our national security strategy and a restructuring of our Armed Forces.

In 1995, President Clinton presented a new national security strategy entitled "A National Security Strategy of Engagement and Enlargement." The strategy is based on enlarging the community of market democracies while deterring and containing a range of threats to our nation, our allies and our interests. The three central tenants of this new strategy include enhancing our security by maintaining a strong defense capability and promoting cooperative security measures, working to open foreign markets and spurring global economic growth, and promoting democracy abroad.

Much of the work upon which this new strategy is based was conducted as part of the Secretary of Defense's 1993 report entitled "Bottom-Up Review." This was a comprehensive review of the nation's defense strategy, force structure, modernization, infrastructure and foundations. It was based on the fundamental assessment that the U.S. must field forces that are capable, in concert with its allies, of fighting and winning two major regional conflicts (MRCs) that occur nearly simultaneously. By sizing our forces to fight and win two major regional conflicts, our nation will also be prepared against the possibility that a

future adversary might one day confront us with a larger-than-expected threat. In addition to the warfighting capability of our forces in regional conflicts, the new strategy emphasizes the need for strong capabilities to conduct smaller scale intervention operations like peace enforcement, peacekeeping, humanitarian assistance and disaster relief to further support U.S. interests and objectives.

### **The Total Force Policy -- Twenty-five Years of Partnership in National Defense**

In August 1970, Secretary of Defense Melvin R. Laird directed the military departments to apply a Total Force concept to all aspects of planning, programming, manning, equipping and employing National Guard and Reserve forces. Then, as now, the U.S. Armed Forces were restructuring to meet the threat of a dynamic security environment while dealing with the economic realities of decreasing defense budgets. Secretary Laird reached the inescapable conclusion that increased reliance on National Guard and Reserve forces was a prerequisite to a cost-effective force structure.

In 1973, the Department adopted the concept as the Total Force policy, which recognized that all of America's military -- Active, Guard and Reserve -- should be readily available to provide for the common defense. Each succeeding Administration has emphasized this approach. The nation has benefited from the lower peacetime sustaining costs of reserve forces, compared to similar active units, that result in a more capable force structure for a smaller defense budget. Today, after 25 years, the Total Force concept has proven to be a clear and continuing success.

The Persian Gulf War (1990-1991) required the largest mobilization and deployment of the Reserve components since the Korean Conflict and was an important test of the integration of Active and Reserve components under the Total Force Policy. While regional dangers and other threats have replaced the global Soviet threat, the Total Force Policy remains the key to our nation's defense strategy.

Today, Selected Reserve units and individuals are prepared to deploy anywhere on the globe and rapidly integrate with active force operations as they did during the Persian Gulf War. Today the Guard and Reserve provide approximately 35 percent of the armed forces' capability, while costing only eight percent of the Department's budget. The Guard and Reserve are an excellent value.

### **The Future Starts Now**

The Reserve components will continue to be a strong partner, performing key missions within the Total Force. By being accessible and mission-ready, they will enable the Department to reduce the risk associated with a smaller active force. The National Military Strategy will continue the requirement for highly trained and equipped combat-ready Reserve forces to ensure the nation's ability to fight and win. As resources continue to decline and the tempo of day-to-day military operations remains high, Reserve forces will continue to be a significant force multiplier.

The National Defense Authorization Act for Fiscal Year 1995 continued the downward trend in defense spending. As the Active components are downsized, the Reserve components are modifying their roles, changing missions and reducing their

forces as well. The capability, accessibility, affordability, and relevance of the Reserve components will be key to determining their functions, roles and missions and force structure. Also key will be our National Military Objectives.

### **The Reserve Components and National Military Objectives**

Current National Military Strategy envisions flexible and selective engagement, involving a broad range of activities and capabilities to address and help shape the evolving international environment. Guarding against threats to the interests of the United States requires the appropriate use of military capabilities in concert with the economic, diplomatic, and informational elements of our national power. Our Armed Forces are engaged worldwide on a continual basis to accomplish two national military objectives: thwarting aggression and promoting stability.

Should war occur, our forces, in concert with those of our allies and friends, must be capable of defeating any potential adversary and establishing the decisive conditions which lead to long-term solutions. Substantial Reserve forces will be committed to combat and combat support missions early in any major regional contingency. To backfill Active forces elsewhere and to prepare for unforeseen contingencies, some Reserve component forces can expect to be mobilized immediately and to remain on active duty throughout the conflict, even though they are not directly involved in operations.

### **Promoting Stability in the Post-Cold War World**

Under our strategy, we intend to use the daily, peacetime activities of the U.S. Armed Forces to help establish the conditions under which democracy can take hold and expand around the world.

Reserve forces can play an important role in the range of *non-combat* activities now undertaken by our Armed Forces to help promote stability. These activities demonstrate commitment, improve collective military capabilities, promote democratic ideals, relieve suffering, and in many other ways enhance regional stability. They include:

- Military-to-Military Contacts
- Nation Assistance
- Humanitarian Operations
- Counterdrug Operations
- Peacekeeping and Peace Enforcement

### **Reserve Component Overview**

Each of the seven Reserve components has experienced extensive restructuring in light of the changes required to meet the challenges of the post-Cold War era. A detailed report on each component can be found in Chapter Six. Here is an overview of the Army, Naval, Air and Coast Guard Reserve forces.

#### Army Reserve Forces

In the wake of the Bottom-Up Review in 1993, the Secretary of Defense announced a new plan to reduce, restructure and realign functions in the Army National Guard and Army Reserve, the nation's largest Reserve components.



Known as the Army Off-Site Agreement, it placed virtually all of the combat forces in the National Guard which maintained the principal mission of being prepared to provide a balanced force. That force is to provide combat and support forces trained for wartime, and capable of providing peacetime domestic emergency assistance. Today, the principal mission of the Army Reserve is to provide wartime combat service support (CSS) and a portion of the Army's combat support (CS).

The Off-Site Agreement recognized the core competencies of each of the Army Reserve components. This restructuring plan became an important aspect of the concept of "Compensating Leverage" or the use and shaping of the Reserve components to offset Active component reductions. This plan is important because it constitutes a five-year program designed to restructure the Army National Guard and Army Reserve in order to meet the dangers of the post Cold War world. The mix of combat, combat support and combat service support has been settled and the Army can move forward to "right-size" its total force in the post Cold War period.

As the new Reserve structure is realigned, end-strength in the Army's Reserve components will decline from 700,000 to about 575,000 by 1999.

#### Naval Reserve Forces

With the significant decline in the requirements posed by a large Soviet Navy, the Naval Reserve had many units that were no longer needed for regional contingencies. The restructured Naval Reserve will be smaller, more specialized, and more immediately effective in responding to a

wide range of potential operations. A demanding peacetime tempo of naval forces requires that most ships are manned by active duty crews. Ships placed in the Naval Reserve will be assigned roles and missions which will not require a high peacetime tempo of operations. For example, the Naval Reserve's role in mine warfare will be increased. Secondly, an aircraft carrier has been placed in Reserve status with a full-time crew to conduct training missions for Active and Reserve aviators and to be available for limited overseas deployments. Finally, a single Reserve carrier wing composed of Navy and Marine Corps squadrons has been created.

#### Marine Reserve Forces

The Marine Corps Reserve has long been designed and structured to augment and reinforce expeditionary operations in distant regions. It is well suited to the challenges of the post-Cold War era and will not undergo significant change.

#### Air Reserve Forces

Necessary reductions have been, and still must be made by the Air National Guard and Air Force Reserve. But new and expanded roles and missions have also been assigned. For example, with the elimination of the Soviet long range bomber threat, the total number of interceptor squadrons and aircraft will be reduced. There have also been reductions in Air Reserve component fighter wings.

The Air National Guard has assumed responsibility for air defense of the United States. Air National Guard and Air Force Reserve units have assumed an increased

share of aerial refueling and airlift operations. B-52 bombers have been transferred to the Air Force Reserve and B-1 bombers have been transferred to the Air National Guard.

Both the Air National Guard and Air Force Reserve aggressively perform short-duration peacetime deployments overseas for purposes of training or to help reduce personnel demands on the Active force.

### Coast Guard Reserve Forces

In 1995 the Commandant of the Coast Guard announced eight major goals for the Service. The Coast Guard Reserve's business plans are now based upon these goals and the Reserve has begun implementing the changes they require.

By the end of 1995, the Coast Guard Reserve had transitioned approximately 90% of its Selected Reserve from a Reserve unit command structure to an integrated field organization. This involves transfer of Reserve units personnel and equipment to Active commands. District Reserve staff support organizations were disestablished and their functions integrated into the Coast Guard's district administrative support staffs.

Also during 1995, three new Port Security Units (PSUs) were established. They replaced what were previously notional units that were only activated during exercises or a call-up. Two of the three units were moved to new sites to achieve better geographic balance and to take advantage of local training opportunities. PSUs are among the few remaining units that are commanded and staffed by Reservists and which both train and deploy as a unit. One is located on the West Coast,

one on the East Coast and the other on the Great Lakes.

All Coast Guard training, both Active and Reserve, has been consolidated into one simplified and cost-effective structure. A flag-level "Office of Reserve" at Coast Guard Headquarters was retained to be an advocate for both the Reserve component and the Reservist.

These changes are already paying readiness benefits. In recent emergency call-ups, the Coast Guard Reserve has surged rapidly. During non-surge periods, the Coast Guard Selected Reserve increased the rate of its direct support to Coast Guard operations from 66% in 1993 to nearly 97% in 1996.

## CHAPTER TWO

### THE "CITIZEN SOLDIER"

The Reserve components of the Armed Forces of the United States trace their history to the 13 original English colonies in North America. The colonists brought with them the English militia tradition, which held that every free, able-bodied male had the obligation to furnish his own weapons and turn out under local leaders to defend the realm. Under the feudal system of the Middle Ages, economic and political institutions are arranged around the need for military manpower, and knights and their retainers provided the monarch with a trained pool of military manpower. As the feudal system waned, the need for military manpower did not, and during the 16th century a system separating the militia into two categories evolved. Most men would serve only in a crisis, while select others were grouped into "trained bands" which gathered regularly to practice military skills. This tradition was carried to the North American colonies, where there was no full-time Army, and every man was expected to provide his own weapons and be prepared for militia duty. In 1636, the Massachusetts Bay Colony formed the first permanent militia regiments in the colonies. Immediately prior to the Revolution, certain members of the Massachusetts militia were designated "Minutemen" ready for duty at a minute's notice. It was these Massachusetts militiamen who fired the first shots of the Revolutionary War.

Before the Revolutionary War, the militia provided America's sole source of defense. Later, during the Revolution, mili-

tiamen fought in every battle, providing support to the Continental Army. Motivated primarily by a strong sense of patriotism, these early National Guardsmen began the tradition of military service that reflected a basic attitude of all free people. America's first President, George Washington, was himself a colonel in the Virginia Militia from 1752 through 1758. President Washington holds the distinction of being the first of eighteen former members of the militia or National Guard to later become President of the United States. Since the colonial era, citizen-soldiers have made significant contributions to the national defense and have served in every major conflict involving the United States. This tradition has served the country well. In peacetime, Americans have historically been unwilling to finance a large standing Active military force. Major conflicts have been fought by an Active force nucleus substantially augmented by trained and experienced individuals and units from mobilized Reserve forces, around which volunteers and conscripts could be formed into effective military members.

The history and traditions of the United States led to the creation of armed forces that were true reflections and extensions of civilian society. The defense of our Nation has been based in large part on the concept of the civilian who prepares for active service during peacetime and becomes a soldier-at-arms in times of national emergency. The fundamental principle of civilian control of the military is an important aspect of this concept which is firmly embedded in the Constitution of the

United States. It directs that all military forces are ultimately responsible to civilian authority in a chain-of-command that reports to the President acting as Commander-in-Chief of the Armed Forces.

Over the years, the organized militia -- the National Guard -- and the Federal Reserve components became an integral part of community life. The militia meeting halls and Reserve centers of many towns became the center of not only military, but also civic and social activities. Following World War II, National Guard and Air Force Reserve air bases were established in local airports near small towns throughout America. As communities and industries grew, leaders in American business began encouraging employees to participate in National Guard and Reserve activities as citizen-soldiers. Employer support has grown substantially during this century and it continues today.

At the beginning of World War II, Reserve units lacked equipment and required extensive training before entering combat. Despite these shortcomings, Mobilized and volunteer reservists helped the Active Army expand from 264,118 on June 30, 1940 to 1,455,565 one year later. About 400,000 of this increase came from the National Guard and Reserve. Once fully trained and equipped, Reservists made outstanding contributions to the victory.

During the Korean War, the nation mobilized nearly one million National Guardsmen and Reservists. They required less post-mobilization training since most were veterans of World War II, but many had received little or no training subsequent to 1945. The first Reservists and Guardsmen called for Korea went into combat as individual fillers assigned for duty with Active units. At the start of the Korean

conflict, as in World War II, National Guard and Reserve units lacked adequate equipment and training for employment as units. The lessons learned from the Korean War led to renewed Congressional interest in the Reserve components, the result being the Armed Forces Reserve Act of 1952. This statute brought together in one place many of the existing laws related to the Reserve components, and it established in greater detail the composition, responsibilities and regulation of the Reserves. It also provided that each of the seven Reserve components would have a Ready Reserve, a Standby Reserve and a Retired Reserve.

During the Berlin Crisis of 1961 and 1962, 148,000 National Guardsmen and Reservists were once again called to active duty. The Cuban Missile Crisis of October 1962 involved 14,000 Air Force Reservists who reported from their civilian homes and work places to their units in as few as nine hours. The *Pueblo* Crisis and the Vietnam War in the 1960s resulted in mobilization of 37,000 individual and unit members of the National Guard and Reserve.

Since the early 1970s, there has been a dramatic increase in the nation's reliance on Reserve component forces to fill peacetime and combat operational responsibilities. In 1983, Air Force Reserve crews airlifted students out of Grenada. They also inserted U.S. troops and equipment, including an Army Reserve Civil Affairs unit, to help restore order to that small island country. Air Force Reserve and Air National Guard crews flew refueling missions, and Naval Reserve crews provided combat search and rescue for bomber aircraft missions against Libya in 1986. In recent years, Air National Guard and Air Force Reserve crews airlifted relief supplies to Central America, Bosnia,

Somalia, and Northern Iraq. Army Guard and Reserve units provided road building and medical assistance to Honduras. Marine Corps Reserve air refueling tanker aircraft regularly support Active force tactical aircraft. Many Coast Guard Reservists volunteered to aid the cleanup following the major oil spill at Valdez, Alaska.

A rapidly expanding area of participation by all Reserve components of the U.S. Armed Forces is the counter-drug program of the Department of Defense. National Guard and Reserve personnel continue to participate in the nation's war on drugs on a daily basis. During Fiscal Year 1995, the National Guard and Army Reserve assisted numerous law enforcement agencies, primarily the U.S. Customs Service, in the seizure of more than 265,000 pounds of cocaine, 2,400 pounds of heroin, and over 800,000 pounds of marijuana. Additionally, more than 8,500 vehicles (including air and water craft), nearly 20,000 weapons, and \$236 million in cash were seized by National Guard counter-drug personnel during Fiscal Year 1995. The National Guard supported more than 7,000 counter-drug operations, resulting in 96,000 arrests during Fiscal 1995. The Army Reserve performed data and imagery analysis, security and surveillance operations in support of the counterdrug mission. Naval Reserve counterdrug efforts continued to expand during FY 95, to include flying over 3,200 hours of detection and monitoring missions. Naval Reserve ships spent 375 steaming days patrolling ocean drug routes and searching drug vessels. Mobile Inshore Undersea Warfare units spent 707 mandays providing support and conducting surveillance operations for the U.S. Border Patrol and Customs and Immigration agencies.

In late 1989 Reserve component forces made substantial contributions to Operation JUST CAUSE in the liberation of the Republic of Panama. U.S. Army National Guard and Army Reserve individuals and units provided critical support in such areas as security, public affairs and civil affairs. Air National Guard and Air Force Reserve crews flew hundreds of missions ranging from strategic and tactical airlift to close air support. Army National Guardsmen and Army Reservists assumed a leading role in the process of restoring order and essential services to Panama in the aftermath of the military operations.

On August 2, 1990 the military forces of Iraq invaded and illegally annexed Kuwait. In the months that followed, the United States deployed over 545,000 men and women to the Southwest Asia theater of operations. On August 22, 1990, President George Bush authorized the first involuntary call to active duty of the Selected Reserve under the Total Force Policy. By the end of the Gulf War, some six months after mobilization began, nearly 250,000 Reservists had been called to active duty. Over 106,000 Reservists (42%) deployed to Southwest Asia. More than 16,000 served in other areas outside the United States. The remaining Reservists backfilled key positions in the continental U.S. and other locations, such as Europe and Okinawa, and provided needed augmentation to various organizations charged with support responsibilities. In testimony before Congress on February 9, 1991, the Chairman of the Joint Chiefs of Staff described the contributions of Reserve forces as "magnificent."

Soon after the temporary unilateral cease fire was announced on February 27, 1991, a humanitarian effort, Operation

PROVIDE COMFORT, commenced in Northern Iraq and Turkey to care for Kurdish refugees. Both Active and Reserve personnel were involved in the care, feeding, and eventual return of these people to their homes.

In 1992 and 1993, the Reserve components continued to operate closely with their Active components in operational missions and exercises, including Operations PROVIDE HOPE (former Soviet Union), PROVIDE PROMISE (Sarajevo), and RESTORE HOPE (Somalia). Additionally, Guard units and personnel responded to 322 state emergency missions in 51 of our 54 states and territories. Over 27,000 Guardsmen were activated in response to such events as Hurricane Andrew, Typhoon Omar, and Hurricane Iniki. Reinforcing the importance of these missions, a Congressional Budget Office study, released in September 1992, recommended that domestic missions be included in force structuring decisions.

During 1993, the DoD completed the Bottom-Up Review in order to help develop an appropriate post-Cold War national security strategy. The resulting force structure reflected a shift in our traditional focus on the global Warsaw Pact threat. New emphasis was placed on handling regional conflicts, resisting the proliferation of weapons of mass destruction, monitoring the progress of democratic reform in nations of the former Soviet Union, and being more vigilant to threats to U.S. economic security. The Bottom-Up Review directed that greater reliance be placed on National Guard and Reserve units to help carry out the new military strategy. The 1990s have brought force structure adjustments, unit inactivations and downsizing. But U.S. Reserve forces will retain the capability to

help meet domestic security challenges as well as international ones.

During the fall of 1995, several hundred Guard and Reserve units and individuals were alerted for possible mobilization under the Presidential Selected Reserve Call-up (PSRC) authority for Operation JOINT ENDEAVOR in Bosnia-Herzegovina. PSRC authority permits call-ups of up to 270 days. Ready Reservists were identified for call up in November 1995 and ordered to active duty in December 1995. As of February 1996, 3,475 Army National Guard, Army, Navy and Marine Reservists, had been ordered to active duty. Several Reserve units reported directly to Bosnia for duty, while other Reserve units and individuals were assigned to Europe to support active Army units deployed to Bosnia from Germany. More than 880 Air National Guard and Air Force Reserve personnel volunteered for Operation JOINT ENDEAVOR under the Air Force's DECISIVE EDGE volunteer program. U.S. participation in Operation JOINT ENDEAVOR will continue through December 1996. The call-up for many Reserve personnel for Operation JOINT ENDEAVOR will expire in August 1996 under the statutory 270-day call-up authority. Therefore a number of additional Reserve units and individuals were identified during the spring of 1996 for call-up in the summer months. They will travel to Europe and Bosnia to complete the security and support missions assigned to the Reserve component units and personnel. The short-notice alert and successful call-up of Reserve component units and individuals for Operation JOINT ENDEAVOR vividly demonstrate the increased reliance and responsibility being placed on America's Reserve forces.

In February 1996, additional Reserve component deactivations were announced for completion during Fiscal Year 1996. These changes will eliminate 15,222 force structure positions and 48,300 endstrength positions. Reserve component endstrength will be 931,000 at the end of Fiscal Year 1996. The post-Cold War draw-down is now about 90 percent complete. By the end of Fiscal Year 1997 Reserve endstrength is projected to be 901,000. At the end of Fiscal Year 1998 endstrength is projected to be 893,000. The Reserve Component Transition Assistance Program was instituted to assist Reserve units and individuals affected by manpower reductions and force structure changes. A qualified Reservist being involuntarily separated may receive special separation pay, early qualification for retired pay, continued commissary and exchange privileges, and extension of Montgomery GI Bill educational assistance.

Today, members of the Reserve components keep alive the honorable tradition of taking on responsibilities greater than those required of most citizens. They willingly sacrifice many weeknights, weekends, and vacation periods to learn, train, and prepare for the day when the country might need to call upon them. This tradition of dedicated service continues. As a vital partner of the Total Force, reservists are a reflection of society, centered on enduring values and core competencies. The days when our Nation's defense could be provided by citizens who put aside their tools and pick up their firearms are long past. Modern warfare and weapons require continuous training and preparation. The commitment of the Reserve components must therefore be focused and powerful. Reservists willingly sacrifice to perform service on their Nation's behalf. As in the

past, they form the vital link between the government, the armed forces and the people. The citizen soldier is, in the final analysis, the glue that holds the nation together in time of crisis.

## CHAPTER THREE

### TOTAL FORCE

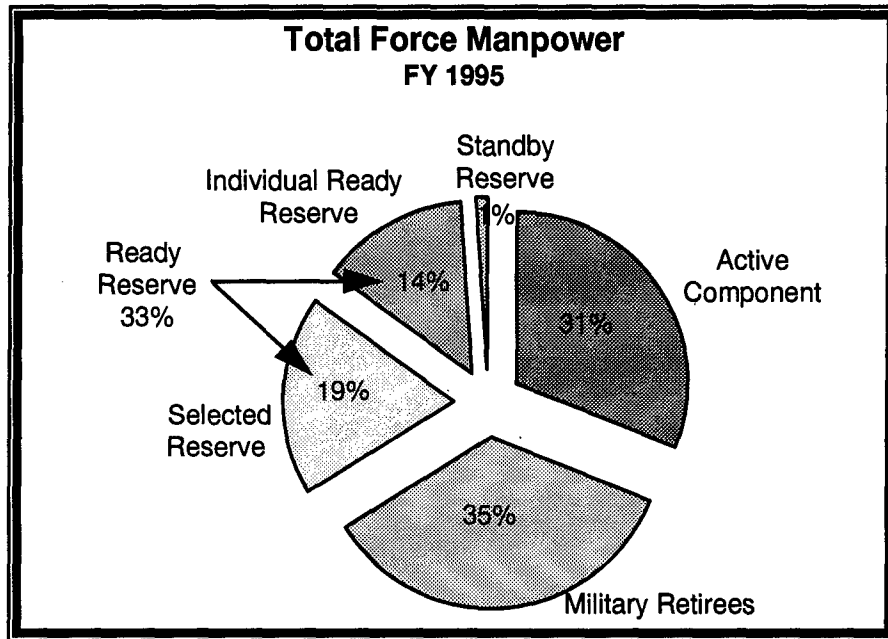


Figure 1

The DoD Total Force Policy, which evolved during the early 1970s, remains the basis for the composition of U.S. military forces in the new post-Cold War era. The objective of the Total Force Policy is to integrate the capabilities and strengths of Active and Reserve forces in the most cost-effective manner possible, and to maintain as small an Active peacetime force as national security policy, military strategy and overseas commitments permit. Required military forces are maintained in that component of the Total Force--Active or Reserve--in which they can most effectively and most economically accomplish required objectives at an acceptable level of risk. Members of the National Guard and Reserve constitute the initial and primary augmentation of Active military forces.

The Armed Forces of the United States are the Army, Navy, Air Force, Marine Corps and Coast Guard\*. Seven Reserve components of these five armed forces are established in law. They include: the Army National Guard (ARNG), the Army Reserve (USAR), the Naval Reserve (USNR), the Marine Corps Reserve (USMCR), the Air National Guard (ANG), the Air Force Reserve (USAFR), and the Coast Guard Reserve (USCGR)\*. National Guard and Reserve manpower comprises a Selected Reserve of over 900,000, and an Individual Ready Reserve/Inactive National Guard of nearly 800,000 by the end of FY

\* The Coast Guard normally operates as a Service in the Department of Transportation. During time of war or when directed by the President, it can be transferred as a Service to the Department of the Navy.



96. In addition, over 1.5 million military retirees are available for mobilization in an

components have continued to emphasize the recruitment of quality personnel. Over

| <b><u>Selected Reserve</u></b> (000)                                      | <b><u>FY 1989</u></b> | <b><u>FY 1993</u></b> | <b><u>FY 1995</u></b> |
|---|-----------------------|-----------------------|-----------------------|
| Army National Guard   | 457.0                 | 409.9                 | 374.9                 |
| Army Reserve  | 319.2                 | 275.9                 | 241.3                 |
| Naval Reserve   | 151.5                 | 132.4                 | 100.6                 |
| Marine Corps Reserve  | 43.6                  | 41.7                  | 40.9                  |
| Air National Guard  | 116.1                 | 117.2                 | 109.8                 |
| Air Force Reserve   | 83.2                  | 80.6                  | 78.3                  |
| Coast Guard Reserve   | <u>12.0</u>           | <u>9.3</u>            | <u>7.3</u>            |
| <b>Total:</b>   | <b>1,182.6</b>        | <b>1,067.0</b>        | <b>953.2</b>          |
| <br>  |                       |                       |                       |
| <b><u>Individual Ready Reserve/<br/>Inactive National Guard</u></b> (000) | <b><u>FY 1989</u></b> | <b><u>FY 1993</u></b> | <b><u>FY 1995</u></b> |
| Army National Guard   | 10.1                  | 6.9                   | 6.4                   |
| Army Reserve  | 274.6                 | 438.0                 | 376.8                 |
| Naval Reserve   | 86.6                  | 156.3                 | 166.8                 |
| Marine Corps Reserve  | 36.6                  | 69.5                  | 62.7                  |
| Air Force Reserve   | 53.1                  | 112.2                 | 74.9                  |
| Coast Guard Reserve   | <u>5.2</u>            | <u>8.1</u>            | <u>7.6</u>            |
| <b>Total:</b>   | <b>466.1</b>          | <b>791.1</b>          | <b>695.2</b>          |

Table 1

emergency. Figure 1 at the top of the last page illustrates the relative mix of Total Force manpower.

The Selected Reserve is approximately 20 percent smaller than at its peak strength in 1989. Today, however, the Selected Reserve comprises nearly 40 percent of the immediately accessible military manpower, which is a higher percentage than in 1989. As a result, the Department is placing increased reliance on the contributions of the Reserve components for peacetime operations, operations other than war, contingencies, and other augmentation requirements to help compensate for a smaller total force.

During the expansion of forces in the 1980s and the "right-sizing" that has characterized the early 1990s, the Reserve

90 percent of enlisted accessions into the Reserve components without prior service are high school graduates, and more than two-thirds scored "above average" on the standardized Armed Forces Qualification Test. These represent a continuation of the trends begun in the late 1970s to improve the quality of personnel serving in the Reserve components.

Table 1 above illustrates the trend in strength of the Reserve components. Reserve categories are defined later in Chapter Four of this Handbook.

### **Reserve Equipment**

In keeping with the Total Force Policy, the quality of National Guard and Reserve equipment has significantly improved. If Reserve components are to

play a credible role in the force structure, it is imperative they be provided with modern equipment. This equipment must be compatible with the Active component, and be supportable by the current logistics base.

Since 1980, the Reserve components have been the beneficiaries of a significant modernization program, guided by two principles the Secretary of Defense gave to the Joint Chiefs of Staff and the Services in June 1982. First, "the long range ... goal of the Department is to equip all Active, Guard and Reserve units to full wartime requirements ... units that fight first shall be equipped first regardless of component." Second, "... early deploying Guard and Reserve units must have equipment to perform their missions. Active and Reserve units deploying at the same time should have equal claim on modern equipment inventories."

These two principles have been codified in DoD Directive 1225.6, "Equipping the Reserve Forces," dated November 2, 1992. The revised directive specifically states: "The priority for the distribution of new and combat-serviceable equipment, with associated support and test equipment, should be given to units scheduled to be deployed and/or employed first, irrespective of component. Equipment priorities for the Ready Reserve units will be established using the same methodology as regular units having the same mobilization mission or deployment requirements."

During Fiscal Year 1995, the Services allocated \$1.3 billion to the Reserve components for procurement of new equipment and upgrades. Congress provided an additional \$764 million in procurement funding for new equipment

such as C-130 aircraft, heavy tactical trucks, and aircraft system enhancements and modifications. However, the primary method for providing Reserve forces with modern equipment is the redistribution of major weapons systems from Active forces. The value of equipment redistributed to the Reserve components in Fiscal Year 1995 was approximately \$7.5 billion.

The Reserve components continually strive to improve compatibility and interoperability with the Active components in the tactical, logistical, support and communications areas. For example, Army Reserve and National Guard units possess tactical radios that include both older models and the latest frequency-hopping secure voice Single Channel Ground and Airborne Radio System (SINCGARS). In 1995 over 7,000 SINCGARS radio sets were fielded. Several hundred Army Reserve tactical wheeled vehicles, some over 25 years old, were refurbished through the Extended Service Program, a cost-effective method of enhancing operational readiness. Marine Corps Reserve helicopters are scheduled to be replaced with CH-53D/E helicopters, identical to Active component models. The Naval Reserve continues to modernize with Coastal Minehunter (MHC) and Mine Countermeasures (MCM) ships. The Air Force is upgrading the Air Force Reserve and Air National Guard with digital communications equipment.

### **Cost Effectiveness**

Although the manpower of the Ready Reserve comprises over one-third of the total military force of the United States, Reserve forces with their high percentage of part-time manning and lower peacetime operating tempo are relatively less expensive than Active forces representing only

approximately eight percent of the total budget. With shrinking defense budgets, the nation must make the fullest use of the cost-effective contributions offered by the Reserve components. The three principal elements of the U.S. defense budget that affect the Reserve components are: operations and maintenance (O&M); procurement, consisting of new weapons systems, modification programs and ammunition; and National Guard and Reserve personnel. Table 2 below depicts the amounts in these categories for Reserve components as a percentage of the total DoD budget authorized for Fiscal Year 1995.

within shorter time constraints than planned for in the Cold War era.

The Bottom-Up Review, a comprehensive DoD analysis of defense needs in the post-Cold War world, outlined the major new dangers to U.S. interests while establishing Reserve component forces as an integral part of our armed forces and essential to the implementation of our new defense strategy. The contributions of the Reserve components will provide leverage to compensate for the smaller size of the Active component forces. This leveraging role does not mean maintaining

**FY 1995 Reserve Component Total Obligational Authority  
(in Billions of Dollars) (Table 2)**

| <b>Category</b> | <b>Reserve</b> | <b>Total Defense</b> | <b>Percentage</b> |
|-----------------|----------------|----------------------|-------------------|
| O&M             | 8.8            | 94.3                 | 9.3%              |
| Procurement     | 2.0            | 44.8                 | 4.5%              |
| Personnel       | 9.4            | 70.1                 | 13.4%             |
| <b>Total</b>    | <b>20.2</b>    | <b>209.2</b>         | <b>9.6%</b>       |

Note: Not included in the Defense total is money expended for other major budget items such as facilities construction, and research, development and evaluation.

**The Bottom-Up Review and  
Compensating Leverage**

During the mid-1980s, the Reserve components grew in size and capability to respond to the global Soviet threat. With the end of the Cold War, the challenge is to re-configure the National Guard and Reserve to meet the challenges of new threats and major regional conflicts. In addition, the Guard and Reserve will be called upon for peacekeeping and humanitarian assistance activities both abroad and at home. They must be ready to meet new challenges, often

larger Guard and Reserve forces. The Reserve components are also being reduced in size, but not at the same rate as the Active forces. The Total Force will be sized and shaped to ensure success of the Department's strategy to win two nearly simultaneous major regional contingencies. Compensating leverage means enhancing the overall effectiveness of the Total Force by efficiently using a part time force to overcome the shortfalls of a smaller full time force.

During a major regional contingency, Guard and Reserve forces will provide significant number of units or individual members, many to deploy in the early days

of a conflict. Reserve component forces will both augment and reinforce deployed Active forces and backfill for Active forces deployed to a contingency from other critical regions. Guard and Reserve forces will also help promote international stability and security during peacekeeping, peace enforcement, and humanitarian assistance operations. During prolonged operations, Reserve forces will be available to provide rotation or replacement forces. Finally, the Army National Guard and the Air National Guard will continue to serve as the primary respondents for domestic emergencies.

The Department of Defense remains committed to maintaining the high quality of Reserve component personnel while re-sizing and re-shaping Reserve forces to meet new world challenges. The increased reliance placed on the Reserve components requires that we focus on improving the readiness of the Reserve forces. It is important to treat members fairly and equitably, while maintaining the readiness levels required to support national defense. Recent quality of life initiatives by DoD will ensure this objective happens.

## CHAPTER FOUR

### RESERVE CATEGORIES

There are three Reserve categories: Ready Reserve, Standby Reserve and Retired Reserve. All members of the Army National Guard and Air National Guard are in the Ready Reserve or Retired Reserve. Each of the other Reserve components has members in each category. Manpower categories within each of the Reserve components are based on training, pay, status, and priority for mobilization. Appendix A at the back of this Handbook contains Reserve component personnel strengths by category.

#### **Ready Reserve**

The Ready Reserve is made up of three subgroups: the Selected Reserve, the Individual Ready Reserve and the Inactive National Guard. Thus, the Ready Reserve consists of units and individuals subject to order to active duty to augment the Active forces in time of war or national emergency.

#### Selected Reserve

The Selected Reserve is composed of units and individuals designated by their Service and approved by the Chairman, Joint Chiefs of Staff, as essential to wartime missions. They have priority for training, equipment and personnel over other Reserve elements. The Selected Reserve consists of soldiers assigned to troop program units (TPU), Individual Mobilization Augmentation Program (IMA), and the Active Guard Reserve (AGR) Program. The TPU consists of soldiers assigned to Tables of Organization and Equipment or Tables of

Distribution and Allowances who normally perform 48 inactive duty training assemblies and 14 days of annual training per year. IMAs are members of the Selected Reserve not attached to an organized Reserve unit. IMAs are assigned to Active component organizations, the Selective Service System, or the Federal Emergency Management Agency. They fill individual billets required shortly after mobilization. The AGR Program consists of soldiers serving on active duty for 180 days or more for the purpose of organizing, administering, recruiting, instructing, or training the Reserves.

#### Individual Ready Reserve (IRR)

The Individual Ready Reserve (IRR) consists of soldiers assigned to one of the following Ready Reserve Control Groups: Annual Training, Reinforcement, or Officer Active Duty. The IRR is a manpower pool of pre-trained individuals who have already served in Active component units or in the Selected Reserve and have some part of their Military Service Obligation (MSO) remaining. IRR members are liable for involuntary active duty and fulfillment of mobilization requirements.

#### Inactive National Guard (ING)

The ING consists of Army National Guard personnel who are in an inactive status (The Air National Guard does not maintain members in the ING). Members of the ING are attached to National Guard units but do not participate in training activities.

Upon mobilization under the required authority, they would report to their units. Members of the ING must also report annually.

### Standby Reserve

Personnel assigned to the Standby Reserve have completed all obligated or required service or have been removed from the Ready Reserve due to circumstances of

retired pay but have not reached age 60, and who have not elected discharge and are not voluntary members of the Ready or Standby Reserve.

### Selected Reserve End Strengths

While all segments of the Reserve components are subject to mobilization during war or national emergency declared by Congress, the Selected Reserve is the

**Table 3**  
**Selected Reserve Strength**  
**(In Thousands)**

| Component    | 1980 (Actual) | 1989 (Actual)   | 1995 (Actual) | 1996 (Requested) |
|--------------|---------------|-----------------|---------------|------------------|
| ARNG         | 366.6         | 457.0           | 379.9         | 373.0            |
| USAR         | 213.2         | 319.2           | 241.3         | 230.0            |
| USNR         | 87.1          | 151.5           | 100.5         | 98.9             |
| USMCR        | 35.7          | 43.6            | 40.9          | 42.3             |
| ANG          | 96.3          | 116.1           | 109.8         | 112.7            |
| USAFR        | 59.8          | 83.2            | 78.2          | 74.0             |
| USCGR        | 11.9          | 12.0            | 7.3           | 8.0              |
| <b>Total</b> | <b>880.2</b>  | <b>1,182.6*</b> | <b>953.1</b>  | <b>938.8</b>     |

\* FY89 represents the largest ever Selected Reserve End Strength

civilian employment, temporary hardship, or disability. Standby Reservists maintain affiliation, but are not normally assigned to a unit; however, Standby Reservists in an active status may affiliate with a unit for training. The Standby Reserve is a pool of trained individuals who could be mobilized if necessary.

### Retired Reserve

The Retired Reserve is comprised of all Reserve officers and enlisted personnel who receive retired pay on the basis of active duty and/or Reserve service. Also included are all Reserve officers and enlisted personnel who are otherwise eligible for

most highly trained and ready category of the Reserve Force. Most Selected Reservists are assigned to units which conduct monthly and annual training. Selected Reservists will usually be the first to mobilize. As the primary source of timely augmentation of the Active force, the Selected Reserve receives the highest priority within each Service component. The Selected Reserve end strength for selected years is shown in Table 3 below.

### Individual Ready Reserve Growth

The Individual Ready Reserve (IRR) is the principal source of trained individuals for military manpower shortages in the

Active and Reserve components in the event of a major or protracted operational contingency. Individual Ready Reservists bring both Active and Reserve units to wartime strength, replace unskilled personnel in critical positions, and provide an initial source of replacements. The IRR reached a peak strength of over 1.5 million in the early 1970s during the Vietnam conflict. Beginning in 1973, the IRR experienced declining strength which lasted until 1978. Increases in both Active and Reserve strength levels during the 1980s fostered parallel growth in the IRR. The increase in the military service obligation from six to eight years, enacted in 1984, along with IRR bonuses, more intensive management efforts, and the drawdown of both the Active force and the Selected Reserve generated significant increases in IRR strength in the early 1990s. Periodic IRR strength levels over the past two decades have been as follows:

- FY 1971 - 1,593,000 (peak strength)
- FY 1978 - 356,000 (low point)
- FY 1980 - 413,000
- FY 1989 - 466,000\*
- FY 1993 - 791,000\*
- FY 1995 - 695,000\* (Actual)
- FY 1996 - 810,000\* (Estimate)

\* Includes Coast Guard IRR

## CHAPTER FIVE

### MANAGEMENT AND ORGANIZATION

#### **Establishment, Management and Oversight of the Reserve Components**

The U.S. Constitution establishes that the Congress shall provide for the common defense of the United States, raise and support armies, provide and maintain a navy, and provide for organizing, arming and disciplining the military. The Constitution also designates the President of the United States as Commander-in-Chief of U.S. Armed Forces. The President, in turn, appoints a Secretary of Defense, with the advice and consent of the U.S. Senate. The Secretary directs the military establishment on a day-to-day basis. The Assistant Secretary of Defense for Reserve Affairs (ASD/RA) is also appointed by the President with the advice and consent of the Senate. This individual serves as the Secretary of Defense's principal advisor on Reserve issues, and is responsible for exercising overall supervision of Reserve component matters within the Department of Defense. Figure 2 (at top of next page) depicts the organization of the Office of the ASD/RA.

Reporting through the ASD/RA, the Reserve Forces Policy Board is an independent adviser to the Secretary of Defense on policy relating to the Reserve components.

The Secretaries of the Military Departments and the Secretary of Transportation are responsible for the seven Reserve components. The Secretary of the Army oversees the Army National Guard and the Army Reserve. The Secretary of the

Navy oversees the Naval Reserve and the Marine Corps Reserve. In time of war or when directed by the President, the Secretary of the Navy also oversees the Coast Guard Reserve. The Secretary of the Air Force oversees the Air National Guard and the Air Force Reserve. The Secretary of Transportation oversees the Coast Guard Reserve, when it is not under the Secretary of the Navy.

The President recommends and the Congress approves personnel strengths and budgets for the Reserve components. In recent years Congress has taken a strong interest in overseeing the Reserve components to ensure their integration into the nation's total military force.

#### **The National Guard**

The Army National Guard and Air National Guard are unique among the world's military forces as they fill both Federal and state missions. Each state's National Guard is both a military force under the command of the respective state or territorial Governor and part of the Federal Reserve components. Therefore, each member has dual status as a member of the National Guard of his or her state and as a member of the Reserve component of either the Army or Air Force. This dual state and Federal mission comes from the U.S. Constitution and the U.S. Code of laws.

The Federal mission of the National Guard is to provide properly trained and equipped units for prompt mobilization for



**OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE  
FOR RESERVE AFFAIRS**

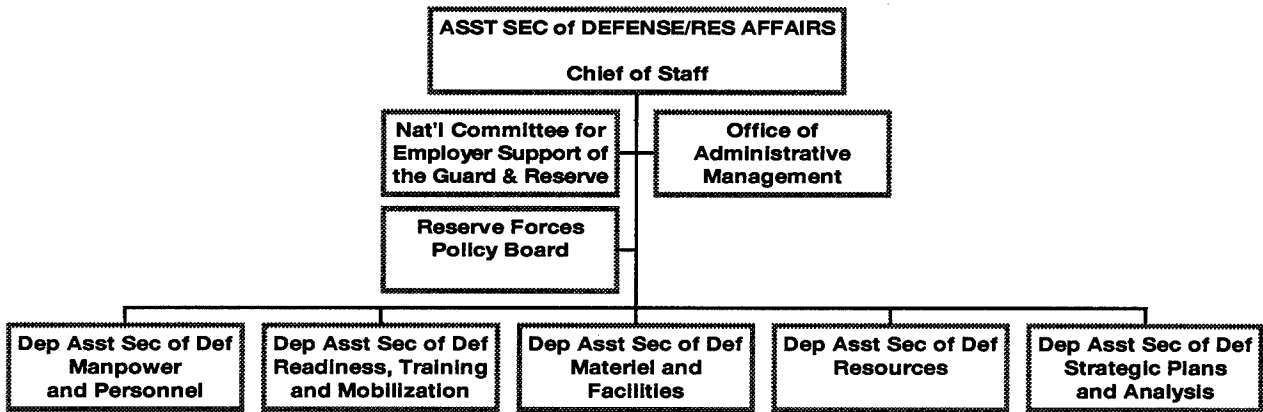


Figure 2

war, national emergency or as otherwise needed. The Guard's state mission is to provide trained and disciplined forces for domestic emergencies or as otherwise directed by state law. Those Army and Air National Guard units not mobilized or under Federal control report to the Governors of the fifty states, the Commonwealth of Puerto Rico and the Territories of Guam, and the Virgin Islands; or to the Commanding General of the District of Columbia, respectively. Individual state Adjutants General supervise the 54 National Guard organizations. These officers, usually major generals, are state officials. States routinely call National Guard units to active duty each year for emergency relief from natural disasters, for search and rescue operations, for protection of life, for preservation of order, for maintenance of vital public services, and for counterdrug operations.

The National Guard Bureau

The National Guard Bureau (NGB) administers the Federal functions of the

Army National Guard and Air National Guard. The NGB is a joint bureau of the Departments of the Army and Air Force, functioning both in a staff and operating capacity for each component. The Bureau develops, coordinates and administers the National Guard's Federal policies, plans and programs. It is the channel of communication between the Army and Air Force and the states. It further assists the states in organization, maintenance, and operation of National Guard units.

The President appoints the Chief of the NGB with the advice and consent of the U.S. Senate. In recent years, this officer has served in the grade of Lieutenant General. The Chief, who may be either an Army or Air National Guard officer, serves a four year term and is eligible for a second term. The Chief of the NGB reports to both the Army and Air Force Chiefs of Staff and serves as their principal staff advisor to the Secretary of the Air Force and Secretary of the Army on National Guard affairs. Reporting to the Chief of the NGB are: the Vice Chief; the NGB Joint Staff, the

Director, Army National Guard; and the Director, Air National Guard. The NGB Joint Staff provides liaison and coordination between the Army and Air Guard.

### **Mission and Structure of the U.S. Army Reserve**

There are three main elements to the U.S. Army Reserve (USAR): The Office of the Chief, Army Reserve (OCAR); the United States Army Reserve Command (USARC); and a field operating agency, the Army Reserve Personnel Center (ARPERCEN). Each element has a specialized mission.

The Office of the Chief, Army Reserve is established by law and is part of the Army Staff located in the Pentagon. The primary function of OCAR is to advise the Army Chief of Staff on Army Reserve matters. OCAR also monitors and executes Army Reserve plans, policies and programs; appropriates funds for personnel, construction, operations and maintenance; and provides coordination for Reserve missions between the USARC and other agencies.

The President appoints the Chief, Army Reserve (CAR) in the grade of Major General with the advice and consent of the U.S. Senate. The CAR serves for a four year term. In addition to being the Chief of the Army Reserve, the CAR is also the Deputy Commanding General, Forces Command (FORSCOM) and Commanding General, U.S. Army Reserve Command (USARC).

At the direction of Congress, the U.S. Army Reserve Command (USARC) was established in 1991. It is a major subordinate command of Forces Command, located in Atlanta, Georgia. All USAR

forces in the continental United States except USAR Psychological Operations and Civil Affairs units, are assigned to the USARC. This arrangement provides more efficient command and control of USAR troop units and has streamlined most USAR operations.

The United States Army Reserve Personnel Center (ARPERCEN), located in St. Louis, Missouri, is a multi-function agency providing personnel management and services to more than 1.2 million soldiers. ARPERCEN supports 2.9 million veterans and 600,000 retirees from all components. This agency is under the operational control of the Chief, Army Reserve. (In FY 97 ARPERCEN will become known as US Army Reserve Personnel Command.)

### **Structure of the Naval Reserve**

The Chief of Naval Operations (CNO) is responsible to the Secretary of the Navy for organizing, administering, training, and equipping the Naval Reserve. He is also responsible for mobilization planning to reinforce and augment the Active forces. The Director of Strategy and Policy Division, N51, serves as the Total Force Advocate. The Total Force Advocate formulates policy regarding optimum force mix to achieve peacetime and wartime Total Force objectives. This individual monitors the Navy's overall Total Force planning and programming process and directs analytical studies to optimize Total Force personnel and hardware mix. The Naval Reserve command structure is headed by a rear admiral, either Active or Reserve, who serves as Director of Naval Reserve and Commander, Naval Reserve Force. This officer also holds the title of Chief of Naval Reserve. The incumbent is based in Wash-

ington, D.C., and serves as principal advisor to the CNO on matters of policy, plans, programming, and budgeting for the USNR.

Commander, Naval Reserve Force, is a field command headquartered in New Orleans, La. This command is responsible for the operations, training, administration, and readiness of Naval Reservists. Two subordinate commands are also located in New Orleans. The Commander, Naval Surface Reserve Force and the Commander, Naval Air Reserve Force are commanded by Full-time Support (FTS) Reserve flag officers.

### **Structure of the Marine Corps Reserve**

The principal advisor to the Commandant of the Marine Corps concerning Reserve matters is the Deputy Chief of Staff for Manpower and Reserve Affairs (D/CS for M&RA). Subordinate to the D/CS for M&RA, a lieutenant general, is the Assistant Deputy Chief of Staff for Manpower and Reserve Affairs for Reserve Affairs. The Assistant, normally a major general, oversees the daily activities of the Headquarters, U.S. Marine Corps (HQMC) Reserve Affairs Division.

### **Marine Forces Reserve (MARFORRES)**

The majority of the Selected Marine Corps Reserve is resident in the warfighting units of MARFORRES, headquartered in New Orleans, La. and commanded by a regular component major general. Major Subordinate Commands (MSC) of MARFORRES are the 4th Marine Division, 4th Marine Aircraft Wing and 4th Force Service Support Group. The Marine Corps Reserve Support Command, though not a warfighting command, is also a MARFORRES MSC.

MARFORRES warfighting assets, based in the United States, include one communications battalion, two force reconnaissance companies, three air-naval gunfire liaison companies (ANGLICO), two civil affairs groups (CAG), and various intelligence collection and analysis units.

### **4th Marine Division (4th MarDiv)**

The 4th MarDiv, headquartered in New Orleans, La. and commanded by a Reserve component major general, is the ground combat element (GCE) of the Marine Corps Reserve. The 4th MarDiv includes a headquarters battalion, three infantry regiments, one artillery regiment, two tank battalions, one light armored reconnaissance battalion, one engineer battalion, and one reconnaissance battalion.

### **4th Marine Aircraft Wing (4th MAW)**

The 4th MAW, also headquartered in New Orleans and commanded by a Reserve component major general, is the air combat element of the Marine Corps Reserve. The 4th MAW is comprised of a headquarters squadron, three flying groups, one control group, and one support group.

### **4th Force Service Support Group (4th FSSG)**

The 4th FSSG, headquartered at New Orleans and commanded by a Reserve component brigadier general, is the combat service support element of the Marine Corps Reserve. The eight battalions of the 4th FSSG provide maintenance, medical, dental, supply, engineer, motor transport, and landing support services.

### Marine Corps Reserve Support Command (MCRSC)

The MCRSC, headquartered in Kansas City, Mo. and commanded by a Reserve component brigadier general, administers and prepares Marine Corps Reserve manpower for mobilization. The MCRSC recruits prior service Marines for the Marine Corps Reserve and conducts annual screening of the Marine Reserve Individual Ready Reserve.

### Marine Expeditionary Force Augmentation Command Elements (MACE)

Formally known as Reserve Marine Air-Ground Task Force Command Elements, the two MACEs are commanded by Reserve component brigadier generals and are under the operational control of their respective Marine Expeditionary Force (MEF). I MACE, based at Camp Pendleton, Ca. is integrated into I MEF. II MACE, based at Camp Lejuene, N.C. is integrated into II MEF.

### **Structure of the Air National Guard**

ANG units in peacetime are commanded by their state/territorial Governors. When on Federal active duty, the units are assigned to gaining Air Force Commands. Upon mobilization, they are immediately deployable to support Air Force requirements.

The ANG constitutes a significant percentage of the Air Force structure with approximately 112,500 members and 1,234 aircraft organized into 88 wing headquarters, 100 flying squadrons and 1,614 mission support units. The ANG is organized in accordance with the Air Force objective wing concept. This structure allows the

ANG to train the way the Air Force fights and incorporates wartime structure during contingencies. The ANG plays an equally significant role in support of the Active Air Force, providing about 34% of its total force structure.

### **Structure of the Air Force Reserve**

The Air Force Reserve is a Federal force and is structured the same as the Air Force. It is made up of a Headquarters USAF element, two field operating agencies (Headquarters Air Force Reserve and the Air Reserve Personnel Center) and three numbered air forces (4th, 10th, and 22nd Air Forces).

### Chief of Air Force Reserve

Since its establishment in 1948, the Air Force Reserve has been manned, managed and led by Reservists. Leadership positions from the Chief of Air Force Reserve down to squadron and flight level are filled by Reservists.

The Chief of Air Force Reserve is a Reserve major general on a tour of extended active duty. From his office in the Pentagon, the Chief of Air Force Reserve is the principal advisor to the Chief of Staff and Secretary of the Air Force on Reserve matters. This officer develops Reserve policy and oversees the Headquarters Air Force Reserve, Robins Air Force Base, Ga., and the Air Reserve Personnel Center, Denver, Co. The Chief also coordinates with and assists other Air Staff agencies in developing policies, plans and programs specific to the Air Force Reserve.

### Commander, Air Force Reserve

The Chief of Air Force Reserve is also Commander, Air Force Reserve, responsible for the day-to-day operation and mission readiness of Air Force Reserve units and people at home and around the world. As commander, the Chief of Air Force Reserve works through the staff at Headquarters Air Force Reserve to ensure Reserve units meet mission and training standards, and are ready and available when needed. The commander is assisted by the Vice Commander, a Reserve major general on extended active duty at Air Force Reserve Headquarters.

### Air Reserve Personnel Center

The Air Reserve Personnel Center is located in Denver and provides personnel services to all members of the Air Force Reserve and Air National Guard. Services include assignments, promotions, career counseling and development, and separation actions. ARPC also manages individual programs for the Ready Reserve and maintains master personnel records for all Guard and Reserve members not on extended active duty. When required, such as during Operation Desert Storm, the center can mobilize individual Reservists and certain categories of Air Force retirees.

### Headquarters Air Force Reserve

Headquarters Air Force Reserve oversees the day-to-day mission activities of Reserve units. It also supervises unit training programs, provides logistics support, reviews unit training and ensures combat readiness. Within the headquarters element are divisions for operations, logistics, comptroller, information management, personnel support and public

affairs. Headquarters Air Force Reserve works through the Reserve numbered air forces: 4th Air Force at McClellan Air Force Base, Ca; 10th AF at Joint Reserve Base, Naval Air Station Ft Worth, Texas; and 22nd AF at Dobbins Air Reserve Base, Ga. These numbered air forces act as operational headquarters for their subordinate units, providing operations, logistics and safety support.

### Structure of the Coast Guard Reserve

The Commandant of the Coast Guard is responsible for the Coast Guard Reserve, subject to regulations prescribed by the Secretary of Transportation and agreed to by the Secretary of the Navy when the Coast Guard is operating as a specialized Service within the Navy. The Director of Reserve and Training, an active duty rear admiral, formulates plans, programs and policies of the Coast Guard Reserve, and monitors and reviews the effectiveness of the Coast Guard Reserve program.

The chain of military command for both operational and administrative control of Coast Guard Reserve training programs extends first from the Commandant to each of four major, flag-level command organizations: areas, maintenance and logistics, districts, and headquarters-controlled field commands. From there, control is passed to the Commanders or Commanding Officers of active duty units, field-level commands, Port Security Units (PSUs), Combined Naval Coastal Warfare Groups (CNCWGRUs), Combined Naval Coastal Warfare Units (CNCWUs), or Harbor Defense Commands.

On November 30, 1995, there were 7,308 Coast Guard Selected Reservists filling 8,000 Selected Reserve positions. Of

these, there were 1,002 commissioned officers filling 1,050 positions and 157 commissioned warrant officers filling 160 positions. There were also 8,281 Coast Guard Reservists assigned to the Individual Ready Reserve. Total Coast Guard Ready Reserve strength to 15,589.

By the end of 1995, implementation of the 1994 "Team Coast Guard" initiative was well underway. Approximately 90% of Coast Guard Selected Reservists are now assigned directly to the Active component unit where they train. Active component commanders exercise operational control over assigned reservists. Reserve and Active pay and personnel systems have been merged, and most Reserve units have been disestablished to eliminate redundant organizations. Reserve organizations at the district level have been disestablished with their divisions integrated into other district office areas.

Exceptions to Reserve integration exist at the field level involving units where specialized military training is required that is not available at active Coast Guard commands. They include three PSUs, two CNCWGRUs, eight CNCWUs, and one Unified Command/Coast Guard Cell at the U.S. Transportation Command at Scott Air Force Base, IL. The excepted activities involve approximately 10% of the Coast Guard Selected Reserve.

## CHAPTER SIX

### THE RESERVE COMPONENTS

The seven Reserve components of the United States Armed Forces augment the Active components in the performance of their missions. The Army and the Air Force have components in both the National Guard and the Reserve. The Navy, Marine Corps, and the Coast Guard each have a single component. A description of each of the seven Reserve components follows.

|      |                         |           |
|------|-------------------------|-----------|
| 1775 | Revolutionary War       | 164,000   |
| 1812 | War of 1812             | 489,000   |
| 1846 | Mexican War             | 78,300    |
| 1861 | Civil War               | 1,900,000 |
| 1898 | Spanish-American War    | 165,000   |
| 1899 | Philippine Insurrection | 13,000    |
| 1916 | World War I             | 379,000   |
| 1940 | World War II            | 297,000   |
| 1948 | Berlin Crisis           | 45,000    |
| 1950 | Korean War              | 139,000   |
| 1968 | Vietnam War             | 12,000    |
| 1991 | Persian Gulf War        | 62,000    |

### THE ARMY NATIONAL GUARD

#### Mission of the Army National Guard

The Army National Guard's (ARNG) Federal mission is to maintain properly trained and equipped units to be available for prompt mobilization for war, national emergency, or as otherwise needed. The state mission is to provide trained and disciplined forces for domestic emergencies or as otherwise directed by State law.

#### History of the Army National Guard

The National Guard predates the founding of the nation and a national military by almost a century and a half. America's first permanent militia regiments, among the oldest continuing units in history, were organized by the Massachusetts Bay Colony in 1636. Since that time, the Guard has participated in every U.S. conflict from the Pequot War of 1637 to Operation Desert Storm in 1991. A summary of the involvement of the militia/National Guard is shown below:

A subject of extensive debate and compromise during the Constitutional Convention of 1787, today's dual state-Federal National Guard has its origins in explicit provisions of the United States Constitution, including the Bill of Rights. Throughout the nation's history, the Guard has been an integral component of the defense and domestic emergency-response networks of the states and the United States. The term "National Guard" was first used by a militia unit to honor the Marquis de Lafayette on his visit to New York in 1824. National Guard became the official name with the passage of the National Defense Act of 1916.

Just as the Federal Government's relationship to the wide range of state activities and responsibilities has evolved over the years, so too have the Federal and state roles of the National Guard changed in order to meet the national interest as well as the particular needs and circumstances of each state and territory. By virtue of their intertwined constitutional, statutory, and military responsibilities, the National Guard

and the Active Army are closely linked; yet, the Army National Guard remains partly independent as well. The Guard's unique status is exemplified by the fact that Guard members, unlike their counterparts in the Active Army or Army Reserve, take an oath both to the United States Constitution and to their state constitution.

The role of the Army National Guard during the 1990-1991 Persian Gulf War highlighted the Guard's place in the national defense structure when 62,411 Army Guard personnel, in 398 units, were mobilized. Equally important, however, is the Guard's role in domestic affairs under the command of the Governors. Because the Guard is the only military force immediately available to a Governor, it plays a vital role in responding to natural disasters, civil disorders, and other emergencies. The Guard can also be called into Federal service when necessary to ensure protection to citizens under the laws of the United States.

### **A Changing Force**

Stabilizing the Army Guard's force structure is essential to maintaining readiness. Current plans will reduce the Army Guard from 420,000 force structure spaces with 387,000 soldiers in Fiscal Year 1995 to 405,000 force structure spaces and 367,000 soldiers in Fiscal Year 1998 and thereafter. During Fiscal Year 1995, 145 units and 17,700 force structure spaces, were deactivated.

By 1999, the Army Guard will stabilize its balanced land force of combat, combat support (CS) and combat service support (CSS) units. The Guard will have the capability to perform its Federal mission across a wide spectrum. The spectrum extends from early deployment during major

regional contingencies, to peace enforcement, peace keeping and humanitarian assistance. The current force structure plan includes 186 early deploying Force Support Package (FSP) units, fifteen early deploying "enhanced readiness" combat brigades (including one armored cavalry regiment), two Special Forces Groups, and eight fully structured combat divisions, two separate brigades and a scout group, in Alaska, in strategic reserve, as well as other support forces and a mobilization/training base.

### **Enhanced Readiness Brigades**

The Department of Defense's (DOD) Bottom-Up Review and, subsequently, the National Military Strategy identified the need for highly trained and equipped, combat-ready reserve forces which would ensure our nation's ability to win two nearly simultaneous major regional conflicts. Ten active component divisions and fifteen Army National Guard enhanced readiness brigades are that combat force and will be organized and resourced to mobilize, train and deploy within ninety days after call-up.

The fifteen enhanced readiness brigades, scheduled to be fully operational by Fiscal Year 1999, are currently training and undergoing modernization in order to be compatible with Active Army divisions. They will be capable of employment in the fast-evolving regional conflicts expected in the future, or to reinforce Active units in a crisis. The brigades are configured as seven heavy (armored and mechanized) brigades, seven light (infantry) brigades and one armored cavalry regiment.



## Contributions to America's Army

The ARNG provided soldiers to support operations in Haiti during Operation Uphold Democracy. ARNG military police, special forces, aviation, and aviation maintenance units provided approximately 868 soldiers, equating to more than 81,900 mandays under Presidential Selected Reserve Call-up Status.

Nearly 400 soldiers from 24 states deployed in January 1995 to the Sinai Desert, Egypt and performed the U.S. Battalion, Multi-national Force, Observation (MFO) mission. The U.S. Battalion occupied the southern sector adjacent to the Gulf of Aqaba. Seventy-one percent of the U.S. Battalion were ARNG soldiers with the leadership positions divided, fifty percent Active component -- fifty percent Reserve component.

In Fiscal Year 1995, 22,661 ARNG soldiers trained overseas, participated in exercises, provided mission support to the overseas combatant commands and United Nations peacekeeping forces, and provided units in support of strategies for nation assistance.

The ARNG deployed 29 platoon-size military police units to Panama during Fiscal Year 1995, performing security and patrolling on U.S. installations. Five ARNG public affairs detachments provided coverage of U.S. Southern Command (USSOUTHCOM) exercises and initiatives. The Alabama ARNG also provided twelve groups of 32-soldier equipment maintenance teams to USSOUTHCOM, and 22 units of sixty soldiers each for other vital logistical activities in support of ARNG and Joint Chiefs of Staff-directed exercises.

During Fiscal Year 1995, ARNG specialized and general purpose maintenance companies conducted annual training at the U.S. Army's Equipment Maintenance Center in Europe. Over 3,300 ARNG soldiers deployed to Europe to help rebuild and refurbish equipment for redistribution elsewhere in the Army. And 812 ARNG members supported Army Reserve maintenance operations at Camp Darby, Italy.

Also in Fiscal Year 1995 approximately 650 ARNG soldiers deployed to Panama to train at the Jungle Operations Training Center. Nearly 125 medical personnel deployed to USSOUTHCOM and U.S. Atlantic Command, providing medical and dental care and preventative medicine education to local populations. Approximately 6,260 ARNG soldiers conducted other overseas humanitarian and civic assistance actions. These efforts resulted in the construction or rehabilitation of 24 schools, six clinics, one hospital, two community centers, 27 wells, 41 kilometers of "farm-to-market" road, 50 kilometers of secondary road, three concrete vehicle bridges and three steel suspension footbridges.

In Fiscal Year 1996 the ARNG plans to deploy 22,540 soldiers to the overseas theaters. They will perform Joint Chiefs of Staff directed exercises, command-sponsored exercises, humanitarian and civic assistance, medical readiness training, engineer readiness and training exercises, Special Operations Forces exercises, and other support missions to overseas commands.

## **State Partnership Program**

In Fiscal Year 1995, approximately 220 ARNG soldiers participated in Joint Contact Teams of the U.S. European Command and the Army National Guard's State Partnership programs. These programs employ National Guardsmen as members of traveling contact teams and seminar participants in Central European and Former Soviet Union nations (CE/FSU). The nations include Albania, Belarus, Bulgaria, Czech Republic, Estonia, Hungary, Kazakhstan, Latvia, Lithuania, Macedonia, Moldavia, Poland, Republic of Georgia, Romania, Slovakia, and Slovenia.

The Guards members also hosted numerous return familiarization tours for their partner CE/FSU nations in the United States. The National Guard was selected to participate in the Joint Contact Team program because it is the model for a military force subject to civilian authority. The ARNG provided instruction in military support to civil authorities and planning, and in responding to civil emergencies and natural disasters. Other areas of special interest for the CE/FSU countries were recruiting, retention, reserve training, and mobilization to support Active component Army forces.

For Fiscal Year 1996, the Joint Contact Team program has been budgeted for \$17.3 million for State Partnership events. The ARNG plans to support 10 - 12 Military Liaison Team positions and approximately 100 events in Europe with approximately 250 National Guard members supporting the Joint Contact program. The State Partnership program will support approximately 150 familiarization tours and contact team visits during Fiscal Year 1996.

## **Unit and Individual Exchanges**

The Army National Guard participated in three company-size reciprocal unit exchanges with the United Kingdom and Germany. The Minnesota ARNG has established a formal unit exchange with the Norwegian National Guard. This company-size exchange focuses on winter warfare operations. Thirteen officers from the ARNG were exchanged with 13 officers in the United Kingdom and Germany for their two week annual training. The Puerto Rico ARNG participated in the Latin American Coop Exchange Program in the Caribbean basin. Each year over 500 Puerto Rico National Guard soldiers deploy to the Dominican Republic, Jamaica, and Barbados.

In Fiscal Year 1996 approximately 1,000 ARNG soldiers will participate in Individual and Small Unit Exchanges with the armed forces of the United Kingdom, Germany, France, the Netherlands, Norway, Dominican Republic, Barbados, and Jamaica.

## **Special Forces**

The ARNG has two Special Forces Groups. ARNG Special Forces soldiers train in every theater in support of national strategic objectives. ARNG Special Forces soldiers are assisting the Active component by completing missions above those sustained by the Active component Special Forces. In Fiscal Year 1995 eight ARNG Special Forces medics deployed to Southeast Asia in support of the Central Identification Laboratory, Hawaii to identify remains of Missing-in-Action personnel. Similar deployments are expected in Fiscal Year 1996.

## ARNG Contributions to the Total Army

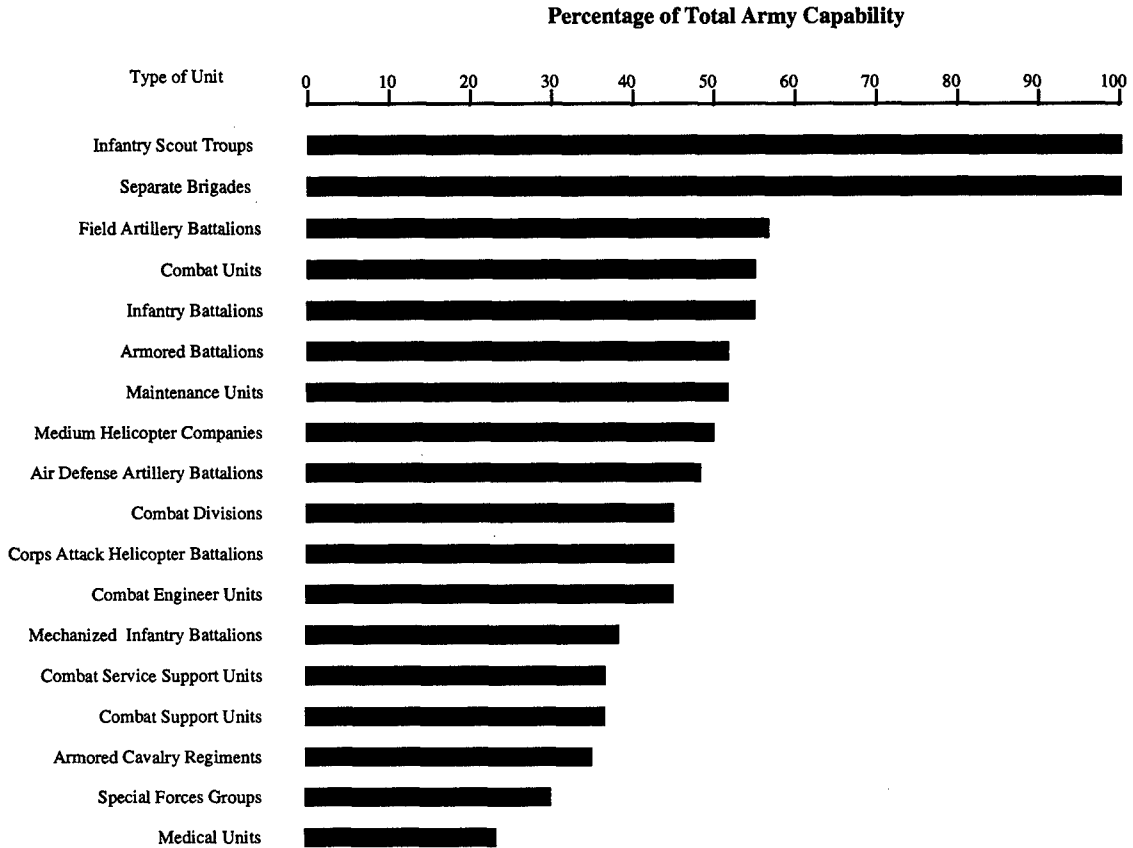


Chart 1

### Force Modernization

The ARNG continues to modernize. The Army's Aviation Restructure Initiative (ARI) is forcing the retirement of older helicopters such as the OH-58A, AH-1F and UH-1H. Fiscal Year 1995 inventory of ARNG modernized helicopters was:

|                      |     |
|----------------------|-----|
| AH-64A Apache        | 146 |
| CH-47D Chinook       | 105 |
| OH-58D Kiowa Warrior | 15  |
| UH-60A/L Blackhawk   | 220 |

The ARI will continue for the ARNG through Fiscal Year 1999.

Modernization of ARNG ground forces also continues. The inventory includes over 1,707 M1 tanks, 1,210 Bradley Fighting Vehicles, and 141 Multiple Launch Rocket Systems. Army Guard units have also received additional M-198 howitzers, Avenger air defense systems, Heavy Expandable Mobility Tactical Trucks, and Commercial Utility Cargo Vehicles.

Equipment modification programs in Fiscal Year 1995 resulted in the following

major equipment conversions in the Army National Guard:

- Three battalions from M1 to M1A1 tanks
- Six battalions from M60A3 to M1 tanks
- Four battalions from M60A3 to M1IP tanks
- Two battalions from M110 howitzers to Multiple Launch Rocket Systems (MLRS)
- Two battalions from M102 (105mm) howitzers to M119 (105mm) towed howitzers
- Four battalions from M113A2 to M3 Bradleys
- Three battalions from M113A2 to M2 Bradleys

### **Domestic Support**

The National Guard is ideally equipped to assist civil authorities in a wide variety of missions such as disaster assistance, environmental assistance, law enforcement support, and community assistance. The Federal role of the National Guard supports U.S. military objectives by providing a trained and equipped force prepared for immediate mobilization. The combat readiness of the National Guard enables it to successfully accomplish domestic relief operations. During Fiscal Year 1995, 46 states and territories reported involvement in emergency response missions. A total of 460 call-ups were initiated in response to these civil emergencies. These amounted to more than 17,209 men and women of the Army and Air National Guard aiding their communities in relief efforts. As a result, over 209,332 mandays were performed by these Guardsmen on state duty during Fiscal Year 1995.

The major disasters to which the National Guard provided emergency assistance included Hurricane Erin (Alabama and Florida), Hurricane Marilyn (Puerto Rico and Virgin Islands), flooding in the states of Missouri and California, and the terrorist bombing of the Alfred P. Murrah Federal Building in Oklahoma City. A stubborn wild fire in Long Island, New York drew national attention and required the deployment of the Air National Guard's C-130 Modular Airborne Fire Fighting System (MAFFS). In Puerto Rico the Guard performed over 139,000 mandays supporting local law enforcement combating crime in metropolitan areas. The Guard also accomplished medical evacuations, search and rescue, emergency power and communication, damage assessment, road and debris clearance, security and patrolling, ground and surface transportation, emergency shelter, and provided potable water and general aviation support.

### **Military Construction**

One hundred thirty-three major construction projects were awarded in Fiscal Year 1995 for a total of \$248 million, of which 36 (45 percent) were awarded in the first year of appropriation. An additional 87 projects are scheduled to be awarded in Fiscal Year 1996. The Fiscal Year 1995 appropriation of \$188 million for 68 projects included \$175 million for major construction, \$5.9 million for planning and design, \$5 million for unspecified minor construction, and \$800,000 separately for armory unit storage and indoor range rehabilitation.

Congress appropriated \$137 million for 32 projects in Fiscal Year 1996, including \$124 million for major construction, \$7.4 million for planning and

design, and \$5.3 million for unspecified minor construction.

### **Army National Guard Facilities**

The Army National Guard operates over 3,300 owned and 141 leased armories in 2,700 communities in all fifty States, Puerto Rico, the Virgin Islands, Guam, and the District of Columbia. In addition the Army National Guard federally supports the operation and maintenance of over 15,000 Federal training, aviation, and logistical facilities located throughout the nation. These facilities support the administration and training of troops and shelter assigned equipment, aircraft, and maintenance personnel. Adequate facilities are required to enhance unit readiness and meet mission objectives.

## **THE ARMY RESERVE**

### **The Mission of the Army Reserve**

The Army Reserve (USAR) provides trained units and qualified individuals who are available for active duty in the Army in time of war or national emergency and at such other times as the national security requires.

### **The History of the Army Reserve**

The modern Army Reserve began with 364 officers when the Medical Reserve Corps was established on April 23, 1908. From 1908 through World War I, the USAR primarily consisted of individual officers. After World I, the USAR consisted of 26 divisions, all lacking personnel and equipment. As a result, call ups in the early stages of World War II were of individual Reservists and not units. The U.S. Army

ended World War II with a total of 89 combat divisions on active duty. By 1946, the force structure had been reduced to 63 divisions: 10 Active, 27 National Guard, and 26 Army Reserve.

Since 1917, the USAR has been a significant participant in our nation's international commitments.

World War I: over 160,000 Reservists served.

World War II: over 200,000 Reservists served.

Korean War: 244,000 Reservists served.

Berlin Crisis: 40,000 Reservists served.

Vietnam War: 5,181 mobilized with 3,500 deployed to Vietnam.

Persian Gulf War: 85,276 Reservists served.

### **Today's Army Reserve -- Restructuring**

As a result of the reshaping of America's Army, the USAR's primary focus is to provide critical Combat Support (CS) and Combat Service Support (CSS) to the Active Component. The USAR accounts for only twenty percent of the total Army structure. However, the USAR provides thirty percent of the CS and 45% of the CSS resulting in 43% of the total of the Army's CS/CSS forces. All contingency operations require USAR CS/CSS support. Future Defense Planning Guidance Scenarios also depend on this support.

During Fiscal Year 1995, the Army Reserve activations and conversions affected

a net change of approximately 5,900 positions (approximately two percent of the USAR force), and deactivated 327 units with approximately 31,000 positions. The net change was a reduction of approximately 25,000 soldier positions. These changes were the results of: draw-down of obsolete medical units no longer required; continuation of the Medical Force 2000 reorganization; reorganization of USAR training units; and transfer of combat structure to the Army National Guard.

In Fiscal Year 1996, net reductions and conversions will affect 915 positions and 93 units, consisting of approximately 12,000 positions (approximately five percent of the USAR force). Additional programmed reductions will reduce Army Reserve endstrength from 230,000 to 215,000 by Fiscal Year 1997. The National Performance Review and the Bottom Up Review required reduction of overhead and redefined the mission of the USAR. This mandate is exemplified by the U.S. Army Reserve Command's internal reorganization of the existing continental Reserve force structure. This action eliminates the previous structure of twenty U.S.-based Army Reserve Commands (ARCOMs) and replaces them with ten Regional Support Commands which continue to report directly to the USARC.

### **Training the Force**

Training is the highest priority for the USAR. The training focus of the USAR is to support future wars by mobilizing and deploying cohesive, intact units, trained to a "One Army" standard, in a timely manner. Many essential support components are now unique to the USAR. USAR training is based on a foundation of individual and collective training directed at the core

competencies of Combat Support/Combat Service Support (CS/CSS); CS/CSS Command and Control at Echelons Above Division and Echelons Above Corps; Rapid Deployment; and Reconstitution.

The USAR "first to fight" units have been reshaped from the Contingency Force Pool program to the Force Support Package (FSP). The FSP provides CS/CSS units for early deployment. Tiered readiness has been applied to the FSP units insuring necessary resources are available, given budget limits. Overseas Deployment Training continues to be a valuable training tool for the USAR. Annually thousands of USAR troops are deployed worldwide to conduct mission training, while simultaneously playing a crucial role in Nation Assistance. The training focus remains clear: *provide quality trained units and individuals when needed in support of the National Military Strategy now and for the future.*

The USAR has assumed an additional share of the Army's sustainment and training mission in the continental U. S. The new Total Army School System relies on the USAR for teaching Officer Education, Combat Support and Combat Service Support and Health Service programs. The USAR Division's Institutional Training (DIVIT) program has assumed a greater role in supporting Initial Entry Training, offsetting Active component infrastructure. DIVIT is also providing support to U.S. Military Academy and Reserve Officer Training Corps.

### **Contributions to America's Army**

The USAR provides trained units and qualified individuals for active duty in time of war or national emergency and at such other times as the national security

requires. The USAR is uniquely positioned to provide enabling support forces to the Active Army in wartime as well as actively participating in domestic support when needed.

major regional contingencies. The USAR will also assume an additional share of the Army's sustainment and training missions in the continental U.S.

### USAR Contributions to the Total Army

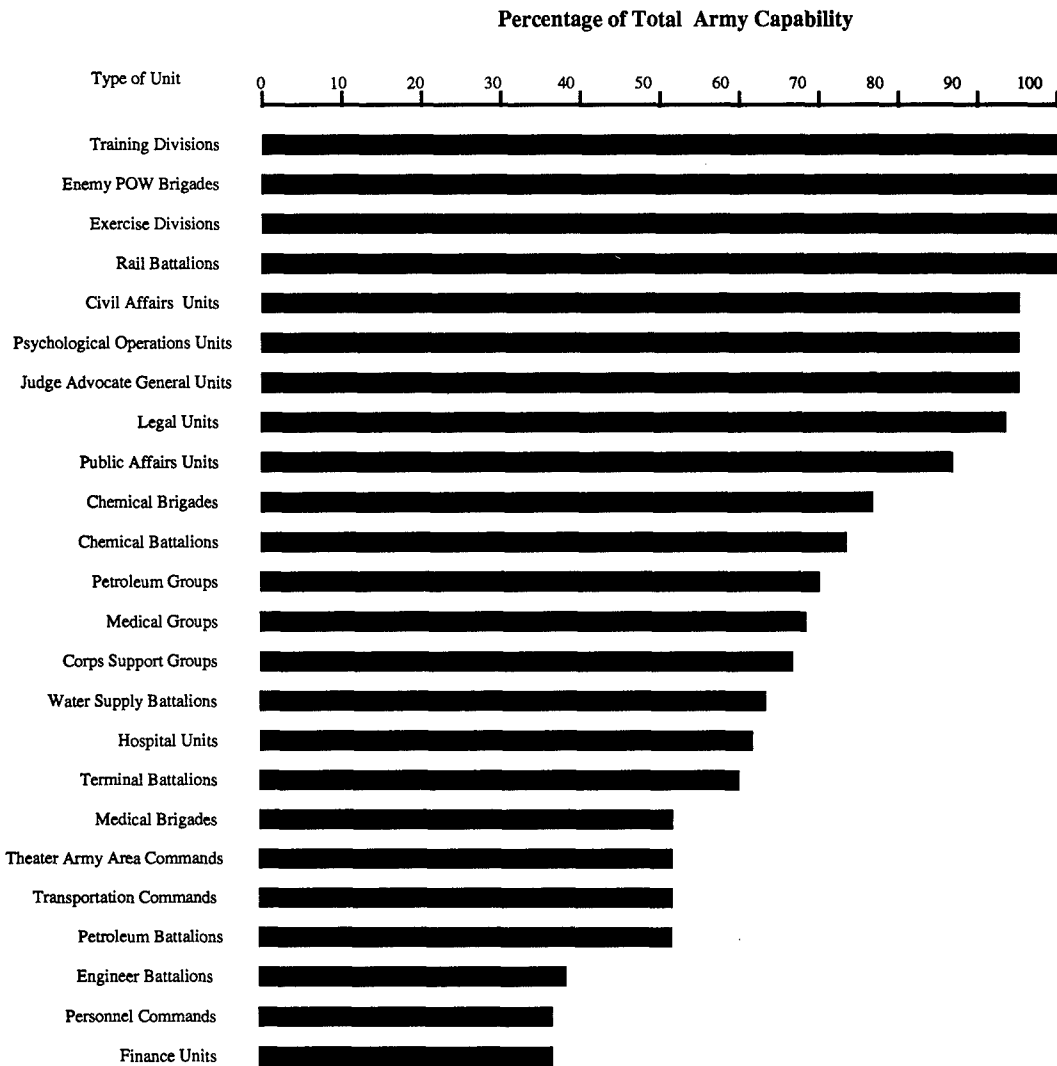


Chart 2

The USAR continues to provide a substantial portion of the combat support and combat service support to enable the Army to respond to two nearly simultaneous

The USAR's capability in its primary support role is further enhanced by soldiers possessing the experience and unique skills not found in the other components. These Ready Reserve soldiers serve in a number of categories: Troop Program Units, Individual

Mobilization Augmentees, Individual Ready Reservists, and Retired Reservists.

As of the end of Fiscal Year 1995, there were approximately 2,000 Troop Program Units in the USAR. The following is a sample listing of units that make up the USAR.

### **Combat**

- 1 Infantry Battalion
- 2 Attack Helicopter Battalions

### **Combat Support/Combat Service Support**

- 2 Theater Army Area Commands
- 7 Medical Groups
- 3 Area Support Groups
- 2 Corps Support Commands
- 10 Corps Support Groups
- 9 Training Divisions
- 9 Medical Brigades
- 3 Chemical Brigades
- 2 Training Brigades
- 1 Enemy Prisoner of War Brigade
- 13 Military Police Battalions (EPW)
- 15 Engineer Battalion (Cbt Hvy)
- 5 Maintenance Battalion
- 12 Motor Battalions
- 12 Military Intelligence Battalions
- 6 Petroleum Battalions
- 5 Signal Battalions
- 2 Water Supply Battalions
- 2 Ordnance Battalions
- 44 Hospitals
- 17 Legal Units
- 53 Deployable Medical System sets to Hospitals
- 30 Psychological Operations Units
- 35 Civil Affairs Units
- 28 Public Affairs Units

### **Force Modernization**

Major items of force modernization equipment fielded to the USAR during Fiscal Years 1994 and 1995 include:

- High Mobility Multipurpose Wheeled Vehicles (HMMWV)
- Heavy Equipment Transporters (HET)
- Heavy Equipment Transporters Semi Trailers
- Palletized Load System (PLS) w/supporting trailers and Flat Racks
- Truck Tractors
- 34-Ton Semi-trailers
- Heavy Expanded Mobility Tactical Trucks (HEMTT)
- Tactical Quiet Generators
- 4,000-lb. Rough Terrain Forklifts
- AH 64 Apache Helicopters
- SINCGARS Communication Systems
- Night Vision Goggles

During Fiscal Years 1996 and 1997, the following equipment is expected to be fielded to the USAR:

- High Mobility Multipurpose Wheeled Vehicles
- Family Medium Tactical Vehicles
- 2 1/2 Ton ESP - Extended Service Program Trucks
- 5-Ton Yard Tractors
- Palletized Load Systems
- HEMMT Vehicles
- 20-ton Dump Trucks
- Line Haul Tractors
- 5,000-gallon Tanker Trucks
- Palletized Loading System Trailers
- SINCGARS
- Night Vision Goggles
- Tactical Quiet Generators

### **The USAR Imperatives**

As the Army is reshaped, so is the USAR. The foundation that supports the



Army Reserve has been clearly articulated by the Army's senior leadership. This foundation is comprised of six imperatives that, when properly resourced and balanced, coalesce to provide a trained and ready force. The Army Reserve leadership supports these imperatives by combining dynamic, imaginative planning and executing limited resource in a priority manner through Tiered Readiness. These imperatives are:

- Quality Soldiers; trained, motivated and challenged.
- Competent leaders; clear in their vision of the future, with fully developed tactical skills.
- Training; challenging, focused on realistic scenarios, and oriented toward joint and coalition operations and contingency missions.
- Modern equipment; providing soldiers with the maximum available lethality and best available technology.
- Force mix; a proper mix of heavy, light and special operations forces.
- Doctrine; forward-looking, to accommodate joint, coalition, maneuver-oriented and high-tempo operations which take full advantage of high-technology capabilities.

## **THE NAVAL RESERVE**

### **The Mission of the Naval Reserve**

The traditional role of the Naval Reserve focused on meeting global threats with little or no notice. Today, the National

Military Strategy calls for the integration of Active and Reserve components into a Total Force capable of meeting peacetime commitments and short notice contingencies, while maintaining the capability to mobilize fully. The mission of the U.S. Naval Reserve is to provide trained units and qualified personnel available for active duty in time of war or national emergency and at such other times as the national security requires. Today, the Naval Reserve, in cooperation with Fleet Commanders, participates in many peacetime duties including forward presence operations. Providing both realistic training opportunities and compensating leverage for a smaller active Navy, the Naval Reserve contributed over one and a half million days of peacetime support in Fiscal Year 95.

### **The History of the Naval Reserve**

Thomas Jefferson suggested creation of a national naval militia as early as 1805. At about the same time, various states established their own Naval Militias or similar "citizen-sailor" organizations. Some of these units augmented the Navy during the Civil War. In May 1888, Massachusetts established a naval battalion within the state militia. By 1897, sixteen other states had a naval militia. A year later during the Spanish-American War, these trained units proved valuable as the militia furnished 4,216 men to the Navy. In 1914, the Division of Militia Affairs was established in the Navy Department. It was not until March 1915, however, that Congress formally established a "Federal Naval Reserve," the forerunner of today's Naval Reserve.

The contributions of Naval Reservists in conflicts during this century have been significant:

World War I: 330,000 Reservists served.

World War II: over 2,000,000 Reservists served. (Most were inductees assigned to the Reserve.)

Korea: over 130,000 Reservists served.

Vietnam: One out of seven on active duty was a Reservist.

Persian Gulf War - 21,109 Reservists mobilized.

About 30,000 officers and 300,000 enlisted personnel of the Naval Reserve served on active duty during World War I. These figures included 12,000 women "yeomanettes" who supported Navy and Marine Corps forces during the conflict. Four out of every five persons who served in the Navy in World War II were Reservists, including former President George Bush, who was a Naval Reserve pilot.

After World War II ended, approximately 130,000 Reservists who had been on active duty became drilling Reservists. Many were recalled to active duty again during the Korean War, where Reservists flew 75 percent of the Navy's combat sorties. In 1967, during the war in Vietnam, nearly one of seven Navy personnel on active duty was a Reservist. The following year, as the conflict deepened, the Nation mobilized two Reserve Construction Battalions (Seabees) and several aviation squadrons.

In recent years, the USNR has taken on many significant operational responsibilities. In 1986, the USNR ship, U.S.S. *Preserver*, spearheaded the salvage operation of the space shuttle *Challenger*,

with a Reservist diver locating the crew compartment. During 1987, when hostilities intensified in the Persian Gulf, USNR minesweepers and two Reserve guided missile frigates deployed to the area. In addition, USNR special boat units and volunteer personnel also deployed to the Gulf to support Navy operations.

More recently, during Operations DESERT SHIELD and DESERT STORM, Naval Reservists again answered the call to duty. Over half were medical specialists. Others included logistics and sealift specialists, air-naval gunfire liaison officers, cargo handling personnel, Seabee battalions, helicopter search and rescue detachments, and port security experts. Reservists served in the Gulf theater as well as in other Active commands around the world.

Naval Reservists have continued to support operations all over the world. Reservists have served in Croatia, Somalia, and on a continuing basis in the Persian Gulf. During 1995, VAQ-209 was the first Naval Reserve fixed-wing squadron to make an overseas deployment with a carrier battle group since the Vietnam war. Squadron Reservists were seamlessly integrated with their Active counterparts during combat operations over Bosnia. VAQ-209's success in this deployment validated the Navy's investment in training and hardware for the Air Reserve. Over 100 Reservists from construction units assisted in the building and maintenance of the refugee camp in Guantanamo Bay, Cuba. To support Operation Restore Democracy in Haiti, 152 Reservists from Mobile Inshore Warfare Units and logistics units were called up by the President. Eight Naval Reserve Force ships have deployed for periods from two to six months from the Baltic to Southwest Asia.

As of September 30, 1995, with the recent force draw down nearly complete, there were 483,557 members of the Naval Reserve, 100,710 of whom were in the Selected Reserve. Members of the Selected Reserve serve in either commissioned units or augment units.

Commissioned units are complete operational entities and comprise about 30 percent of the Selected Reserve. These units, which have their own equipment and hardware, include ships, aircraft squadrons, construction battalions, cargo handling battalions, mobile inshore undersea warfare units, and special boat units. They are structured and equipped to come on active duty and function independently or alongside active units.

*As of October 1, 1995 commissioned units of the Naval Reserve included:*

### Ships

- 14 frigates (FFG)
- 2 landing ship tanks (LSTs)
- 2 mine countermeasures (MCMs)
- 1 operational reserve carrier (ORC)
- 1 mine control ship (MCS)

### Shore and Support Forces

- 12 cargo handling battalions
- 12 mobile construction battalions
- 28 mobile inshore undersea warfare units
- 11 inshore boat units
- 4 mine search detachments
- 2 special boat units

- 1 cargo handling training battalion
- 5 explosive ordnance disposal units
- 6 naval construction regiments
- 2 naval construction battalion maintenance units
- 3 naval construction force support units
- 4 fleet hospitals

### Aircraft Squadrons

- 1 carrier air wing
  - 1 fighter squadron
  - 2 strike fighter squadrons
  - 1 airborne early warning squadron
  - 1 airborne early warning squadron (counter narcotics)
  - 1 tactical electronic warfare squadron
  - 2 composite fighter squadrons
- 2 patrol air wings
  - 9 maritime patrol squadrons
- 1 helicopter air wing
  - 2 helicopter combat support special squadrons
  - 1 helicopter ASW squadron
  - 2 light airborne multipurpose system ASW squadrons
  - 1 helicopter support squadron
- 1 fleet logistics support wing
  - 12 fleet logistic support squadrons
  - 3 fleet logistics support detachments

The remaining 70% of the Selected Reserve includes over 1,822 augmentation units. These units consist of professionals in more than 30 fields, including intelligence, medicine and law. They provide personnel for virtually every type of Active Navy organization. Planned reductions in Active

strength and the recent Persian Gulf War experience have shown the importance of maintaining a variety of skills in augmentation units. These personnel and the unique skills they provide would be immediately available for active duty both as individuals and as members of units upon activation.

### **Contributions to the Total Navy**

The Navy for the 21st Century is being reshaped to provide flexible forces for the coastal areas of the world. The National Military Strategy focus has shifted from the global threat to emerging regional challenges. This shift in focus requires a Navy that will be smaller but more efficient through greater reliance on the compensating leverage provided by the Naval Reserve components. The "Total Force" concept provides a Navy team fully capable of melding with Joint and combined forces to provide presence, strategic deterrence, control of the seas, extended and continuous on-scene crisis response, power projection and strategic sealift capability. The goal of the Navy's Total Force policy is complete integration of the Active, Reserve, and civilian components into an effective fighting force capable of responding across the spectrum of conflict. Active duty forces meet the preponderance of peacetime forward presence missions and crisis response while the Reserve component provides crisis response, sustainment, and global war surge capabilities. Additionally, the Reserve's role in "peacetime support" is expanding to meet CINC requirements. From Fiscal Year 1993 until the end of Fiscal Year 1995, Naval Reserve contributory support mandays rose nearly 50 percent. Recent examples include continuous world-wide logistical support with C-9B, C-130T and C-20G squadrons; continuous Reserve P-3 detachments around

the globe including operations in the Adriatic, Haiti, Puerto Rico, South America and the Western Pacific; Helicopter Combat Support detachments to Thailand and the Adriatic in direct support of the fleet; combat adversary and Command and Control Warfare Group (CCWG) support provided by Reserve Carrier Air Wing squadrons in direct response to fleet requirements. See Chart 3, for USNR contributions to the total Navy.

The Naval Surface Reserve Force has provided the greatest share of peacetime support with over 60% (1,034,500 mandays) to the active Navy. The range of support has been as broad as the spectrum of elements in the Naval Surface Reserve Force, from logistics to ship deployments, from construction to writing doctrine with Joint and Fleet Commanders. Naval Reserve Force ships deployed to the Baltic, South America, Southwest Asia, India, and the Great Lakes, and in counterdrug operations to the Caribbean. In addition the Force manned detachments in Bari and Sigonella, Italy, moving goods to Navy ships deployed in the Adriatic Sea off the coast of Bosnia. Other detachments moved cargo through Bahrain and Saudi Arabia in support of ships in the Persian Gulf. Forward presence operations with Naval Reservists included the deployment of Mobile Inshore Undersea Warfare surveillance vans to Korea and the Persian Gulf in response to changing political conditions. The addition of two LSTs to the Naval Reserve Force will expand an already vigorous program in support of the U.S. Marine Corps by the Force's Surface Reserve Force, as well as capitalize on the Surface Reserve's previous LST experience.

### **Force Modernization**

The Navy's Total Force policy provides the cornerstone for the process of "right-sizing" the force structure, consolidating manning, and developing a synergistic melding of active duty operational requirements with Reserve capabilities. The Navy is reshaping and fine tuning the force structure and functions of the Naval Reserve through on-going force studies and threat assessments. For example, the Total Force Seminar Wargame Series produced a Reserve unit category data base that allows the identification of force laydown requirements, by phase, for various Major Regional Contingencies (MRC). These games successfully focused the expertise, energies and resources of many Reserve units on peacetime training and support for the Active components, thereby reducing costs and manpower requirements.

Programs for the continuous modernization of Reserve equipment have guaranteed interoperability and horizontal integration with front line units. In the Naval Air Reserve, two new C-130T and one new C-20G squadrons will augment the fleet C-9B and C-130T transport aircraft. Reserve Maritime Patrol Squadrons (VP) will finish transition to the P-3C Update II/II.5 aircraft, and continue with equipment upgrades to provide seamless integration with fleet VP squadrons. Reserve helicopter

force modernization includes procurement of the MH-53E and SH-2G aircraft, as well as, equipment upgrades to the HH-60H aircraft. Reserve TACAIR squadrons continue with equipment upgrades to the F/A-18 and F-14 aircraft.

Already on a par with the Active force regarding equipment, the Surface Reserve Force's latest modernization efforts are focused on enhancing the capabilities of units in missions predominately in the Naval Reserve. Mobile Inshore Undersea Warfare surveillance vans are undergoing an upgrade which will greatly improve each van's ability to monitor underwater activity in ports and harbors and communicate with all components of the area commander, including units from other services in a Joint environment. New boats are being procured for Inshore Boat Units to expand the Navy's ability to interdict questionable surface craft in the main waterways and channels, out several more miles than today. Upgraded communications equipment is also being planned for the Naval Reserve's Embarked Advisory Teams (NEAT) to allow these elements, when deployed on merchant ships, to communicate with all services and pass critical information to the ships' masters on a real time basis.

## USNR Contributions to the Total Navy

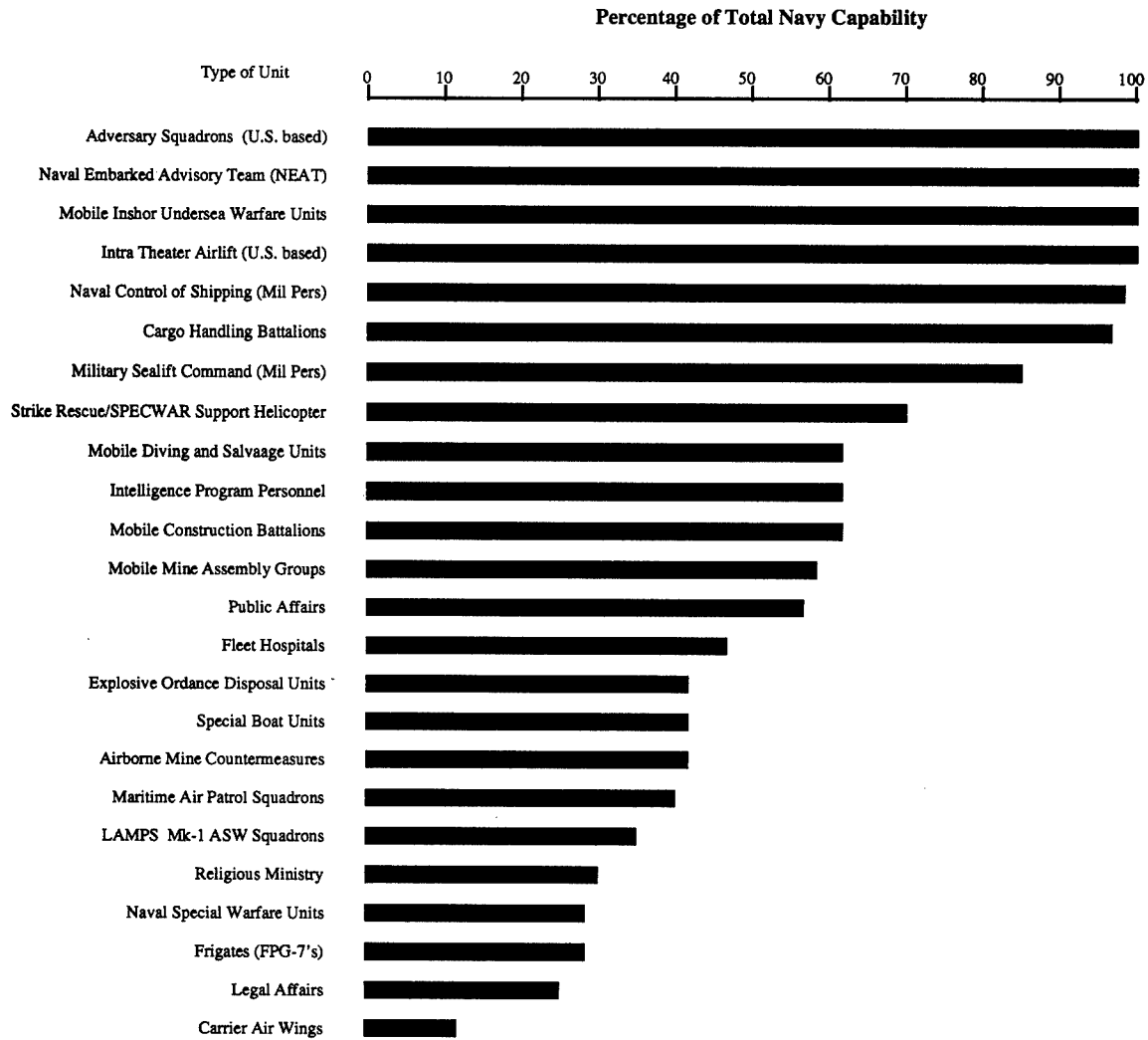


Chart 3

### THE MARINE CORPS RESERVE

#### The Mission of the Marine Corps Reserve

The mission of the Marine Reserve is to augment and reinforce the active force seamlessly by providing qualified units and individuals in time of war or other national emergency. In the augmentation role, the Marine Reserve provides trained and equipped units, detachments or individuals to active commands to bring their force structure to the level required for war or other national emergency. In the reinforcing

role, the Marine Reserve provides similar assets to provide depth, replacements or capabilities not readily available in the active force.

#### The History of the Marine Corps Reserve

The Marine Corps Reserve was established by law in 1916. Activated in 1917 for World War I, the Marine Reserve consisted of three officers and 32 enlisted men. After World War I, the Marine Reserve was slated to be disestablished. The Reserve survived due to the forward-looking

efforts of a few. By the 1930s, the Reserve program was officially revitalized and expanded.

In November 1940, all 23 Marine Organized Reserve battalions and thirteen air squadrons were called to active duty. During World War II, Marine Reserves participated in every campaign from Wake Island to the seizure of Okinawa. Following World War II the Marine Corps, with the other services, was haphazardly downsized.

In June 1950 North Korea invaded South Korea. Marine Corps active duty strength was about 74,000. In July 1950, 33,000 Marines of the Organized Marine Reserve were called to active duty and 50,000 Marines of the Volunteer Reserve were notified for recall. In September 1950, the 1st Marine Division landed at Inchon. Some of its units were manned to full strength using recently recalled Reservists. By the end of the Korean War, over 85,000 Marine Reservists had been called to active duty.

There was no mobilization of the Marine Reserve during the Vietnam War, however many individual Marine Reservists volunteered for active duty and served in Vietnam.

In 1990 and 1991, Marine Reserve units and individuals were mobilized for Operations Desert Shield and Desert Storm. In addition to serving in the United States and in Southwest Asia, some Reservists also filled other important operational requirements abroad. In total, about 31,000 Marine Reservists were mobilized.

Today the Marine Corps Selected Reserve contributes 26% percent of the force structure and 37% of the trained manpower

in the Total Force Marine Corps. Specific contributions are depicted in chart 4.

### **Warfighting**

In preparation for warfighting, the Marine Reserve participates in numerous training exercises. As part of the Marine Air-Ground Task Force (MAGTF), some units participate in the two Reserve Combined Arms Exercises (CAX) held annually at the Marine Corps Air-Ground Combat Center in Twentynine Palms, Ca. The CAX challenges the entire MAGTF from the infantryman to the mechanic and staff officer. Reserve units also participate in amphibious training at Camp Pendleton and Camp Lejuene, jungle training at Fort Sherman in Panama, and mountain warfare/cold weather training at the Marine Corps Mountain Training Center in Bridgeport, California.

### **Making Marines**

In Marine Corps boot camp, recruit platoons are comprised of both Active and Reserve component recruits. Each must meet the same high standards. Throughout their careers, both regular and Selected Marine Corps Reservists must maintain the same high level of proficiency in both individual Marine and military occupational skills. Virtually all Selected Marine Corps Reserve officers have at least three years of active duty experience.

### **Education and Training**

Newly commissioned Marine officers attend The Basic School (TBS), a five month program of instruction across the spectrum of military topics, with special focus on infantry tactics at the platoon and company level. Marines of all ranks

participate in formal military schools lasting from two weeks to nine months, correspondence courses, unit military education programs, group discussions and self study.

The Total Force Marine Corps seeks to train the way it will fight. Fundamental training objectives are based upon the Marine Corps Combat Readiness Evaluation System which evaluates certain tasks. These tasks are universal throughout the Marine Corps. The Selected Marine Corps Reserve trains to the same standards as its active duty counterparts. This common standard helps to achieve seamless integration of Active and Reserve component operations.

### Force Modernization

Selected Marine Corps Reserve units of the MARFORRES are equipped to the same level as active force units. Equipping the Active and Reserve forces equally is an additional important element in achieving seamless integration. The single acquisition

objective process addresses both initial equipment issues and planned sustainability needs. Horizontal fielding of Active units seeks to distribute equipment consistent with Total Force interoperability. These measures provide Marines with quality, state of the art warfighting equipment that enhances battlefield survivability and effectiveness.

### The Future

On July 1, 1995, the Commandant of the Marine Corps published planning guidance providing a common vision to take the Total Force Marine Corps into the 21st Century. Setting milestones for change, the guidance provides an opportunity to examine Total Force personnel, training and equipment programs and policies. The goal is to prepare Marine Corps operating forces, along with Navy fleets, to project power from the sea and be ready to fight and win in any situation.

USMCR Contributions to the Total Marine Corps

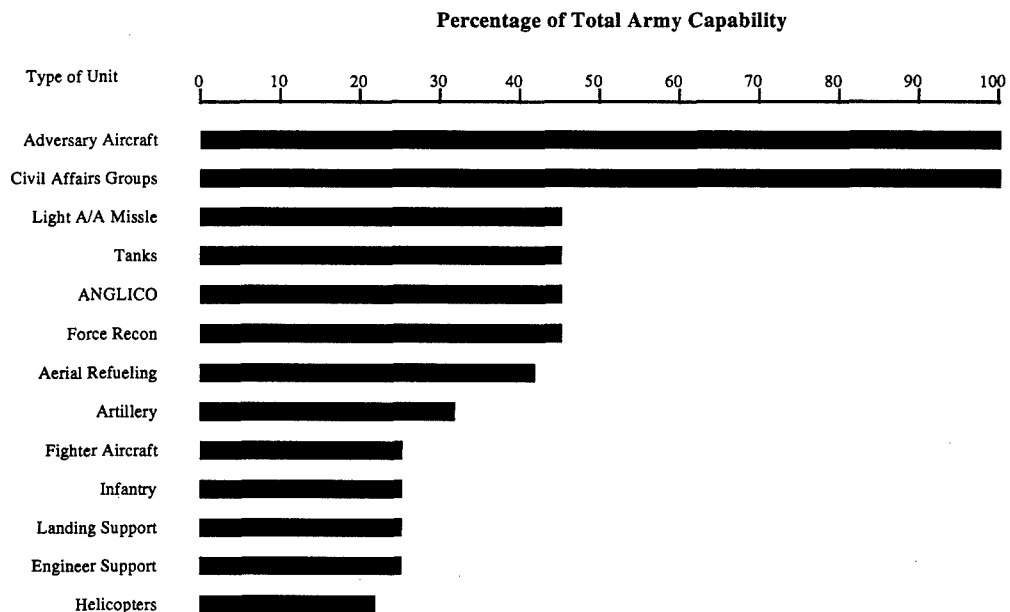


Chart 4



## **THE AIR NATIONAL GUARD**

### **Mission of the Air National Guard**

The Air National Guard's (ANG) federal mission is to maintain properly trained and equipped units to be available for prompt mobilization for war, national emergency or as otherwise needed. The state mission is to provide trained and disciplined forces for domestic emergencies or as otherwise directed by state law.

### **History of the Air National Guard**

The National Guard's involvement in aviation began in August 1908 when members of the First Company, Signal Corps, New York National Guard organized an aeronautical corps to learn ballooning. Over the next few years individuals in several states struggled to establish flying units. It was not until 1915, however, that the 1st Aero Company of New York became the first real National Guard aviation unit. A year later, the First Aero Company along with the rest of the National Guard was ordered to active duty. It trained in New York while the rest of the Guard patrolled the Mexican border.

Coincident with the establishment of the Department of the Air Force, the Air National Guard was officially established on September 18, 1947. The 120th Fighter Squadron of Colorado was the first ANG unit to receive Federal recognition on June 30, 1946.

Since its establishment, the ANG has been involved in almost every U.S. war and contingency. Approximately 45,000 ANG members served in the Korean War (1950-53) During the Persian Gulf War (1990-91) over 12,000 ANG members served.

### **Contribution to the Total Air Force**

As the U.S. military has downsized due to the end of the Cold War and subsequent budget reductions, the Air National Guard's contribution to the Total Air Force has significantly increased in many mission areas. The ANG now maintains almost half of the Air Force capability in tactical airlift, combat communications, aeromedical evacuation and aerial refueling. The entire U.S. air defense interceptor mission is flown by the ANG. During 1994 and 1995, the ANG also initiated operations in strategic bombers, intelligence and space support. More information on ANG contributions is contained in Chart 5.

As a by-product of its primary mission of training for mobilization, the ANG performs peacetime missions compatible with training and mobilization readiness requirements. In addition, the Air Force increasingly relies on the ANG for support during peacetime contingency operations. During 1994 and 1995, volunteers from units around the country augmented active duty units in Bosnia, Somalia, Iraq, Turkey, and South America. These missions help to promote the Total Force by validating the readiness and effectiveness of ANG personnel and equipment as they work side-by-side with their active duty counterparts.

As the Air Force has come to rely more heavily on the ANG, the issue of accessibility has come to the forefront. While volunteerism has been, and will continue to be the primary method of access for peacetime operational requirements,

## ANG Contribution to the Total Air Force

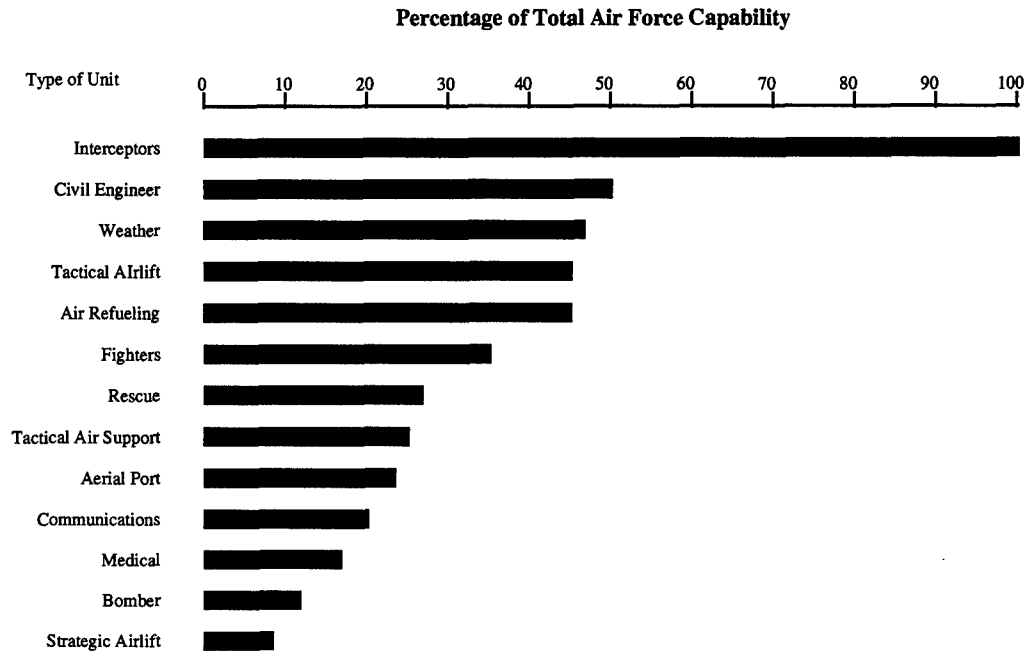


Chart 5

Active and ANG planners are working together to ensure requirements for access continue to be met within the constraints inherent in the traditional National Guard part-time citizen soldier system.

### Force Modernization

In recent years, the ANG rate of modernization in combat and combat support units has increased dramatically. Since 1988, almost all ANG units have experienced some form of equipment upgrade or conversion. As the Air Force continues to reduce in size, the availability of even more modern equipment should allow this trend to continue.

The ANG has completed its conversion from older, almost obsolete aircraft such as the A-7, F-4C/D/E, and OA-37 to the much more capable F-16, F-15 and

A-10 aircraft. Although these conversions are completed, the pace of modernization has not slowed. Older versions of the F-16A/B have already been replaced with new, state-of-the-art F-16C/Ds. In addition ANG F-15s are receiving upgraded radar and computer systems to increase their combat capability. Other initiatives include the ANG's new role in the strategic bomber mission with conventionally equipped B-1s and a Combat Communications unit conversion to a Space Support role in mobile ground systems operations.

### Outlook for Fiscal Year 1996

In accordance with the National Military Strategy of the United States, the Air National Guard will continue to serve this country as an integral part of the first line of defense. The focus is to continue to provide the country with a community-based force that is accessible to Federal, state and local authorities; capable of maintaining

high levels of training, personnel and equipment readiness; and that is affordable as it carries out the National Military Strategy in the post Cold War world.

Downsizing of the Total Force has already had an impact on ANG force structure and will continue to do so during 1996. The ANG recognizes the importance of balancing defense needs with other national concerns -- and the changing world situation. The overall goal of the force structure plan is to enhance the ANG's ability to execute assigned military missions and also fulfill the nation's domestic needs. In to accomplish these tasks better, the ANG is examining force structure and organization in three areas: personnel, units and headquarters.

In the personnel area, 1994 and 1995 were transitional years. Military end-strength was under-executed due to reorganization, limitations on training dollars, force structure changes and because of the belief that restrictions in end-strength were the right thing to do. Air Guard programmed end-strength for Fiscal Year 1996 is approximately 112,500. The ANG continues to emphasize flying and technical career fields as it attracts, develops and retains highly qualified recruits. ANG membership is becoming more diverse through recruitment of more minorities and females. This allows ANG units to more accurately reflect the communities from which they recruit.

As the Total Air Force downsizes, the ANG will continue to undergo some restructuring at the unit level. The goal of restructuring is to minimize the elimination of units. Retaining units will not only maintain community-based forces in as many areas as possible, it will also facilitate

reconstitution of forces should it be required in the future. This is because it is much easier and faster to expand existing units than it is to create entirely new units. To accomplish the goal of not closing units, the ANG has reduced the number of aircraft assigned per unit and/or assigned new missions to units. The ANG has reduced the number of aircraft assigned to most of the fighter units from 24 or 18 to 15. The number of aircraft assigned to airlift and tanker units has also decreased, losing one or two aircraft per unit. These airlift and tanker aircraft have been used to re-mission other ANG units. Modernization efforts continue as more fighter units convert from older aircraft into the newer, more capable F-16C/D aircraft. The ANG will also convert another squadron to the strategic bomber mission in conventionally equipped B-1B bombers.

As the information age continues to advance, the ability to communicate effectively and rapidly across great distances becomes an even greater military requirement. With a program called CyberGuard, the ANG hopes to lead the way in military communications in the 21st century. All ANG locations are being fitted with fiber-optic cabling, and with base-wide/Guard-wide networking capabilities. This will allow the ANG to take full advantage of Air Force and Department of Defense distance-learning initiatives, communications upgrades and other enhancements.

## **THE AIR FORCE RESERVE**

### **Mission of the Air Force Reserve**

The Air Force Reserve supports the Air Force mission to defend the United States through control and exploitation of air

and space by providing Global Reach and Global Power to America. The Air Force Reserve plays an integral role in the day-to-day Air Force Mission and should be viewed as a force in being as well as one held in reserve for possible war or contingency operations.

### **History of the Air Force Reserve**

The National Defense Act of 1916 authorized 296 officers and 2,000 enlisted men to serve in the Aviation Section, Signal Reserve Corps. During World War I, the First Aero Reserve Squadron was formed in New York State. It was mobilized in 1917 and was sent overseas to France. After World War I, there were two decades of austere budgets and manning limitations. During this time, the Army Air Corps used Reservists not charged against manpower ceilings to "keep 'em flying." At the start of World War II, about 1,500 Reserve pilots helped the Army Air Corps during the very critical days following Pearl Harbor.

As a result of the Air Force attaining separate status in September 1947, the U.S. Air Force Reserve (USAFR) was created on April 14, 1948. (In 1946, 430,000 veterans accepted appointment or enlistment into the Army Air Forces Reserve. They received no pay or benefits.)

USAFR members have participated in every major military conflict or crisis.

During the Korean War (1950-53), 147,000 USAFR members were activated. For the Berlin Crisis (1948), over 15,000 were mobilized. Nearly 14,000 were called up for the Cuban Missile Crisis (1962). Over 5,600 USAFR members were activated in 1968 during the Vietnam War era. And

nearly 24,000 USAFR members were activated for the Persian Gulf War (1990-91).

### **Mission of the Air Force Reserve**

The mission of the Air Force Reserve is to ensure that its units and individual members are prepared to accomplish their assigned tasks and duties in support of the total Air Force and national objectives. The Air Force Reserve supports the Air Force mission to defend the United States through control and exploitation of air and space by contributing to Global Reach and Global Power. The Air Force Reserve is an integral and important part of Air Force response to national requirements during times of peace and war and during contingency operations. Equipped with the same aircraft as the Active force and trained to the same standards, Air Force Reserve units can respond anywhere in the world in 72 hours, fully trained and combat ready.

### **Air Force Reserve Programs**

More than 60,000 unit-assigned Reservists are assigned to 62 flying squadrons and more than 620 support units. More than 12,000 individual mobilization augmentees support mobility augmentation requirements at active duty units around the world. The Air Force Reserve is equipped with nearly 500 modern, mission-ready aircraft including several models of the C-130, and C-141s, C-5s, KC-10s, KC-135s, HH-60s, A/OA-10s, F-16s and B-52s.

### **The Reserve Unit Program**

More than 60,000 Reservists are assigned to Air Force Reserve units located around the country. These people train regularly to maintain high levels of mission

readiness and can deploy anywhere in the world in 72 hours.

Trained, equipped, and evaluated to the same standards as the Active Air Force, Reserve units frequently operate side by side with their active duty counterparts as a team within a team. Nearly all Reservists have prior military service and bring a wealth of valuable experience and training to their units. Unit-assigned Reservists are highly motivated, patriotic, and most importantly, are volunteers who feel strongly about serving their country. Experienced flight crews fly the same aircraft and missions as the Active Air Force and can operate effectively as a unit or be integrated seamlessly into active duty units.

In addition to the Reserve flying mission, more than 620 mission-support units provide a wide range of services, including medical and aeromedical evacuation, aerial port operations, civil engineering, security police, intelligence, communications, mobility support, logistics, transportation support, and a number of others.

#### Air Force Reserve Associate Program

The Associate Program is unique to the Air Force Reserve and is an important and cost effective force multiplier for the Air Force. The associate program pairs a Reserve unit with an Active Air Force unit to share active duty aircraft and equipment. It currently provides trained aircrews and maintenance personnel for some 300 active-duty aircraft and a space operations unit in Colorado. Reserve associate crews fly regularly scheduled strategic airlift and aeromedical airlift missions, reducing AMC's personnel requirements and overhead costs. Associate unit maintenance

personnel provide AMC a surge capability that permits increased flying necessary during contingencies or in wartime. The result is a more cost-effective way to meet increasing mission requirements. Associate crews fly and maintain C-5 Galaxies, C-17 Globemaster IIIs, C-141 Starlifters, C-9 Nightingales, KC-10 Extenders, and KC-135 Stratotankers.

#### Individual Mobilization Augmentees

Some 12,000 individual mobilization augmentees are assigned to active duty units in specific wartime positions and train on an individual basis. Their mission is to augment active duty manning by filling wartime surge requirements. Many IMAs fill senior leadership positions and bring a wealth of knowledge and experience to their units.

#### Other Reservists

About 75,000 Reservists are part of the Individual Ready Reserve. Members of the IRR are fulfilling a service obligation, but do not participate in unit training and are not paid. They are subject to recall if needed. Another 11,500 Reservists serve in the Standby Reserve. They are Reservists whose civilian jobs are considered key to national defense, or who have a temporary disability or personal hardship. They do not participate and are not paid.

#### **Contributions to the Total Air Force**

Shrinking defense budgets and force reductions cause the active force to turn more often to the Air Force Reserve to help meet its mission requirements. As a result, the Air Force continues to transfer some of its missions to the Reserve. Within the last five years, the Air Force Reserve has

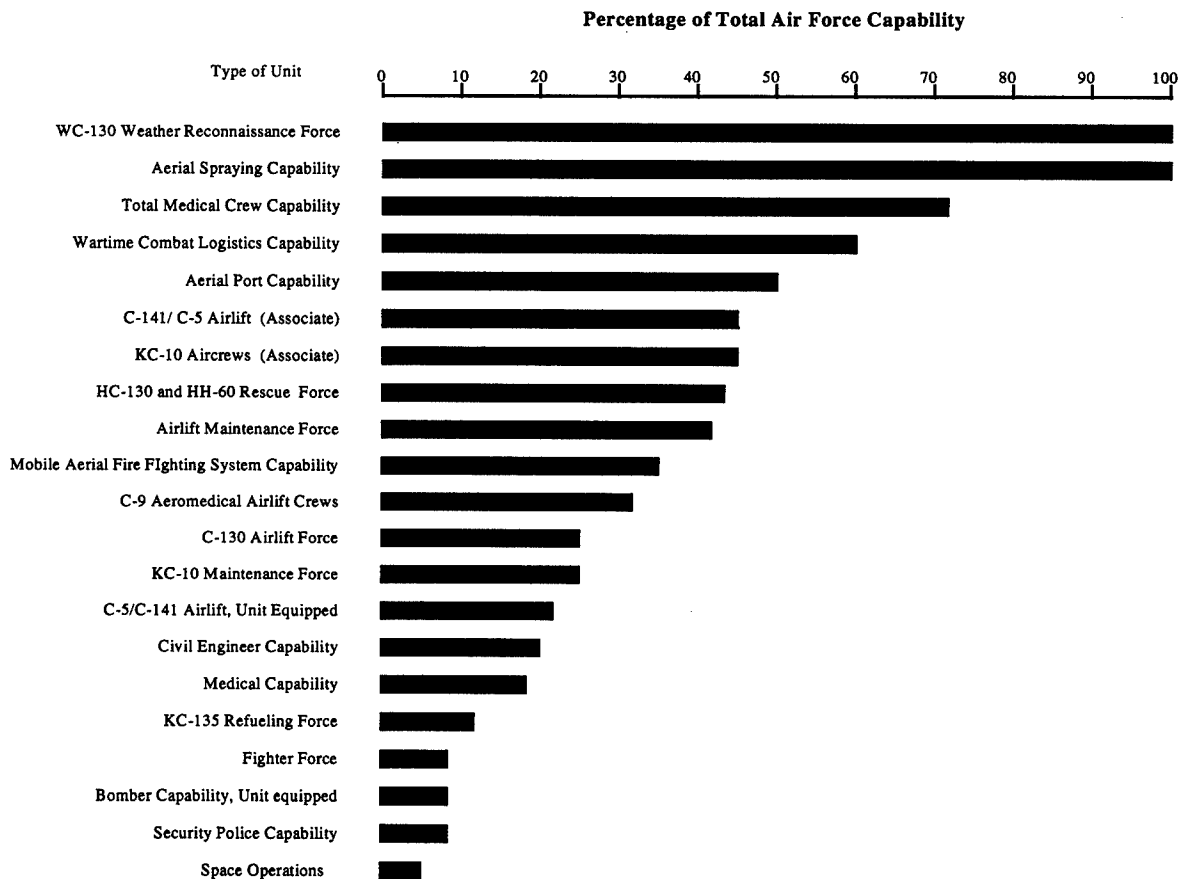
assumed sole responsibility for the weather reconnaissance mission and space shuttle launch support, activated two C-17 squadrons, a space operations squadron, a B-52 squadron, and a KC-135 associate unit. Other missions are under consideration for Reserve involvement, as well.

As the missions assigned to the Air Force Reserve have become more complex, the aircraft assigned to the Air Force Reserve have become more capable. For example, the Reserve has tested and demonstrated a low-cost, night vision compatible lighting modification for F-16s and established a configuration for an integrated electronic warfare suite for F-16s, A-10s and C-130s. These modernization

efforts greatly improve self-defense and night-flying capability.

Air Force Reserve units and individual Reservists regularly go overseas to support and augment Air Force contingency operations. In addition to daily airlift missions across both oceans, the Air Force Reserve continues to participate in long-term contingencies such as Deny Flight, Southern Watch, Coronet Oak, Uphold Democracy, and a number of others. In the 38 years between 1953 and 1990, the Air Force Reserve participated in 10 contingency operations. Between 1991 and 1995, the Reserve supported 30 contingency or humanitarian support missions. All Reserve manpower requirements since Desert Storm have been met with volunteers.

**USAFR Contributions to the Total Air Force**



**Chart 6**

## THE COAST GUARD RESERVE

### Mission of the Coast Guard Reserve

The primary mission of the U.S. Coast Guard Reserve is to provide trained personnel for active duty in times of war and national emergency or when active component commands require additional personnel for surge operations. In addition, the Coast Guard Reserve has proved itself as a valuable force leveler/multiplier in contributing to the everyday operations of the U.S. Coast Guard.

The Coast Guard is a unique military service with diverse national security capabilities. Its four roles are maritime safety, maritime law enforcement, marine environmental protection and national defense. In the post-Cold War era, all Coast Guard role-supporting missions contribute directly to the economic, social, environmental and military security of the United States. While the other branches of the Armed Forces concentrate on their national defense role at all times, the Coast Guard has major national security peacetime roles in addition to its national defense role. Drawing upon all of its assets, the Coast Guard, with its integrated Reserve component, provides unique capabilities for national security that are not duplicated by the other military services.

Many of the Coast Guard's national defense responsibilities are organized in joint Navy/Coast Guard Maritime Defense Zone (MDZ) commands. By agreement between the Secretary of Transportation and the Secretary of Defense, Coast Guard Atlantic and Pacific Commanders are responsible to the Fleet Commanders for preparing, coordinating, and conducting operations in support of the coastal defense

of both the United States and in-theater ports of debarkation.

National security is much broader than military capability and includes economic factors as well. Realistically, everything the Coast Guard does in day to day operations to protect the national economy contributes to national security, including search and rescue, aids to navigation, environmental protection, marine pollution response, vessel and waterfront facility inspections, and maritime law enforcement. While the Coast Guard's Reserve component directly supports the national military strategy by providing a trained cadre of readily deployable personnel and units for foreign theaters of operation, it also directly augments the Active component during routine operations to ensure that U.S. harbors, ports and waterways, vital to the our economy, remain secure and safe.

Like its DoD Reserve component counterparts, the Coast Guard Reserve is subject to involuntary recall for military contingencies. However, under 14 U.S.C. 712, the Secretary of Transportation may also involuntarily recall members of the Coast Guard Ready Reserve to assist in man-made and natural disaster relief. This unique capability has been exercised with increasing frequency. From 1980 to 1990, Reservists were recalled under this authority only twice. Since 1990, however, there have been eight involuntary recalls under this authority, five in 1995 alone.

In addition to direct military support, the Coast Guard Reserve participates in DoD sponsored Civil-Military Cooperation Programs (CMCP). During Fiscal Year 1994, the Coast Guard embarked on a unique public education program entitled,

Sea Partners. Under this program, Coast Guard Reservists speak to civic groups, school children, recreational boaters, environmental organizations, and the marine industry concerning marine pollution. The Coast Guard has always dealt with marine pollution on a regulatory basis. This program promotes public awareness in an effort to prevent pollution before it becomes a regulatory issue.

Since its introduction in June 1994, Sea Partners has been expanded nationwide and has reached approximately 780,000 people in over 4,000 separate events.

### **History of the Coast Guard Reserve**

The first Coast Guard Reserve organization was formed in 1939 as a civilian auxiliary to assist the regular Coast Guard. On February 19, 1941 this organization became the Coast Guard Auxiliary and a new military Reserve force was established based upon the structure and organization of the other armed forces Reserve components.

During World War Two, nearly 144,000 Coast Guard Reservists served in all major theaters of the war. Reservists crewed merchant ships carrying critical war goods to England during the early dark days of the war. They also served aboard Coast Guard cutters which were recruited and quickly converted into escort vessels to counter Germany's U-Boat threat in the North Atlantic. Coast Guard Reservists served as landing craft operators during the Normandy invasion and in all major Pacific campaigns.

Following the draw-down at the end of the war, there were no organized Reserve activities. In the late forties, Reserve

personnel began meeting and training informally without compensation. In 1950, the passage of the Magnuson Act significantly increased the Coast Guard's port security responsibility. This, along with a growing national realization that a strong military Reserve force was necessary for national security, led Congress to establish a paid drilling Reserve force. During the fifties and sixties, the program expanded. Reserve units were established in all major port areas. During this period, Reservists initiated their own training programs with little assistance from the Active component.

In an effort to guarantee a better trained and more capable contingency military force, the Coast Guard Reserve in the early 1970's completely overhauled its training philosophy and established its present program of training alongside Regular component members at active duty commands. Partially as a result of the augmentation training program, the service has enforced a "One Coast Guard" concept to promote cooperation and equality among all members.

### **Contributions to the Total Force**

Today, members of the Coast Guard Reserve are assigned to almost all program areas of the Active component including Search and Rescue, Marine Safety, Maritime Law Enforcement, Port Safety and Security, and Marine Environmental Protection. Reserve personnel have served in every major conflict since World War Two including the Desert Shield/Desert Storm conflict.

In March 1996, all Coast Guard training, both Active duty and Reserve, was consolidated in a new organization, the Readiness and Training Directorate. Some



Reserve administration processes were also shifted to the Coast Guard Personnel Center in Washington, D.C. and the Coast Guard Pay and Personnel Center in Topeka, Kansas. Readiness planning and exercises were transferred to the Coast Guard's new Operations Directorate. Coast Guard Reservists still have a flag-level advocate in Washington and an identifiable Coast Guard Reserve organization within Headquarters.

The organization emerging from these changes is Team Coast Guard with:

- One set of missions,
- One command structure, and
- One administrative structure.

Operationally in 1994, the Coast Guard Reserve continued its traditional support to the Active force. In Operation Uphold Democracy in Haiti, two Reserve-manned Port Security Units were deployed with support elements to the joint U.S. Navy/U.S. Coast Guard Harbor Defense Command. They provided port safety and security in Port-au-Prince and Cap Hatien harbors.

Throughout most of 1994, Reservists also supported Haitian and Cuban migrant interdiction operations. During one three-month period, Reserve and Active force members assisted in the rescue of 56,000 people. On July 4, 1994 alone, 3,247 lives were saved.

In October, 1994, major flooding with resulting water pollution and fires in southeast Texas required a voluntary callup of 65 Reservists. Since the last quarter of Fiscal Year 1994, Coast Guard Reservists experienced eight involuntary recalls for domestic emergency response. In the Fall of 1995 alone, Reservists responded to a record five hurricane callups. Such frequency in the use of Reservists is expected to continue.

**USCGR Contributions to the Total Coast Guard**

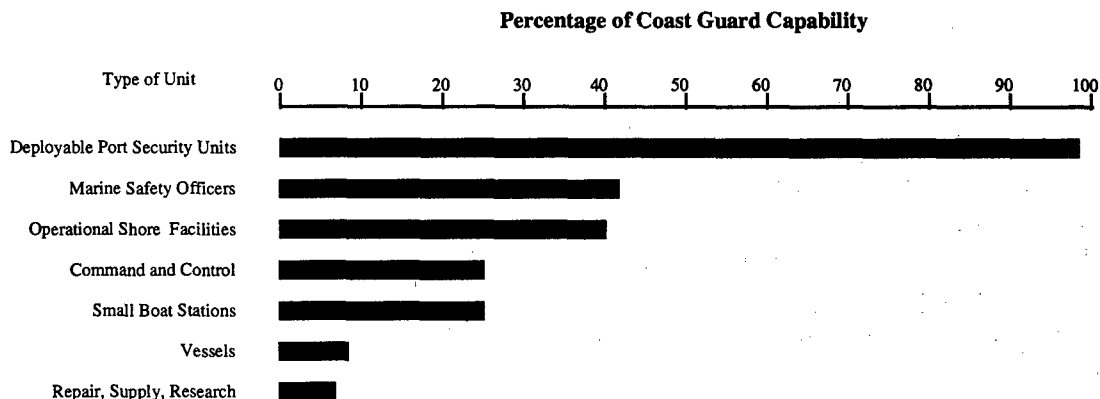


Chart 7

## CHAPTER SEVEN

### RESERVE COMPONENT PAY, BENEFITS, AND ENTITLEMENTS

#### Pay

Reserve component pay is based on the active duty pay scale for the member's grade and length of service. Members of the Selected Reserve typically receive one day's basic pay (plus any special pay to which entitled) for each Unit Training Assembly (UTA) or Inactive Duty Training (IDT) period attended. An example of special pay is flight pay for aircrew members. A UTA or IDT is at least four hours in duration, normally performed on a weekend. During Annual Training, Active Duty for Training, and Active Duty for Special Work (ADSW) periods, members receive essentially the same compensation (basic pay, special pay, reimbursement for quarters and subsistence) as their Active component counterparts--one day's pay and allowances for each day of duty performed. For tours of active duty in excess of thirty days duration, Reservists receive other entitlements such as paid leave, medical, and dental care.

Based upon pay tables effective January 1, 1996, annual earnings for a lieutenant colonel or commander with eighteen years of service are more than \$9,600 for forty-eight unit training assemblies ("drills") and two weeks of annual training. A typical junior enlisted member with three years of service would be paid approximately \$2,300 for attending forty-eight unit training assemblies and two weeks annual training. Reservists with dependents receive an additional allowance for quarters during annual training. See

appendix B for a full listing of annual pay rates for Reservists.

#### Bonuses

In addition to drill pay and two weeks annual active duty pay, many enlisted Reservists may be eligible for a variety of bonuses. Cash bonuses are paid to enlisted members in the Selected Reserve who possess critically needed skills. Qualified non-prior service enlistees can also earn bonuses of up to \$5,000 for a six year commitment to the Selected Reserve. For those members leaving active duty who still have an unfulfilled Military Service Obligation (MSO), a cash bonus may be paid (up to 50 dollars per month) for each month remaining on the MSO, provided the member agrees to join a unit or individual program in the Selected Reserve. A bonus is also available for prior service members who have fulfilled their MSO of up to \$5,000 for a six-year commitment and up to \$2,500 for a three-year commitment. A re-enlistment bonus of up to \$5,000 for a six-year commitment and up to \$2,500 for a three-year commitment is offered to help recruit and retain members with critically needed specialties.

#### Educational Assistance

The Montgomery GI Bill for the Selected Reserve offers educational assistance towards a baccalaureate or postgraduate degree and for vocational/technical training for officers and enlisted personnel who agree to serve in the Selected Reserve for six years. Reservists

must complete their initial period of training and meet other eligibility criteria before they can receive benefits. Eligible members are entitled to a maximum of 36 months of educational assistance based on full-time training or studies, or the equivalent part-time training. The monthly maximum benefit for full-time study is \$190. Benefits end ten years from the date of eligibility, provided the member remains in the Selected Reserve. Benefits are continued beyond separation from the Selected Reserve only for members who are entitled to transition assistance due to actions related to the draw-down, and for those who separate due to a disability which was not a result of misconduct.

### **Benefits**

Members of the Ready Reserve have unlimited use of the military exchange and morale, welfare and recreation activities and have limited access to the military commissaries. Reserve component personnel may also use military clothing stores, service libraries, and some service clubs. Reservists who perform at least twelve drills yearly and participate in annual training also may elect Servicemen's Group Life Insurance coverage up to \$200,000 coverage for \$18.00 per month.

### **Entitlements**

Members of the Reserve components who complete twenty years of qualifying Federal service are entitled to receive retired pay commencing at age sixty. Pay is based on the pay scale in effect when the Reservist reaches age sixty for the member's rank and years of service. Qualifying years and points can be earned on active duty, inactive duty, or a combination of both, but the last eight qualifying years must be served in a Reserve

component. A qualifying year is one in which a Reservist accumulates fifty or more retirement points. Points are awarded on the basis of one point for each four-hour unit training assembly (UTA) or Inactive Duty Training (IDT) period, each day of active duty, or each three credits of military correspondence studies completed. Fifteen points are awarded annually for membership in the Reserve program. Not more than sixty points for inactive duty training and membership may be credited for retirement purposes during any one year.

For most Reservists, retired pay is computed by totaling all retirement points accumulated and dividing by 360. The quotient is then multiplied by 2-1/2 percent and the resulting percentage applied to the active duty basic pay rate for the grade and number of years of service, using the pay schedule in effect at the time the Reservist commences to draw retired pay (typically at age sixty). Based upon the 1996 pay schedule, a lieutenant colonel or equivalent, retired with three years of active Federal service and twenty years of Reserve component service (about 2,200 retirement points), would receive approximately \$735 per month retired pay beginning at age sixty. Reservists may elect a survivor benefit program providing an eligible spouse, parent, or children with a survivor benefit in event of the member's death. Upon receipt of retired pay, Reservists and their eligible family members receive the same healthcare benefits as Active component retirees. Reserve retirees are also eligible to use facilities such as military commissaries, post exchanges, clothing sales stores, theaters, recreation facilities, clubs, guest house accommodations and more. World-wide space-available air travel on military aircraft is also authorized for retired Reservists and their spouses.

## CHAPTER EIGHT

### CIVIL-MILITARY COOPERATION

#### **Innovative Readiness Training Conducted in Communities and Support for Specific Youth Programs**

Every day, citizen-soldiers, sailors, airmen and marines provide a critical link between the military and civilian communities. DoD's involvement in providing support and services for eligible organizations and activities outside DoD -- initially implemented under the 1993 Defense Authorization Act and continued under the 1996 Defense Authorization Act -- has been particularly beneficial in strengthening that relationship and in improving readiness. Readiness training is conducted by combat support units and individuals -- especially from the Guard and Reserve -- off base and within communities throughout the U.S., its territories and possessions. These units and individuals hone their wartime skills while working in partnership with the community in a manner that does not compete with the private sector or other governmental agencies. Combat support units and individuals benefit by training in a more realistic hands-on setting, and the community benefits by receiving needed health care, engineering, or infrastructure support, thus providing taxpayers an added value.

#### **Innovative Readiness Training Initiatives**

More than twenty engineering/infrastructure and seven health care programs have been conducted in 24 states. Following is a sample:

- Winslow Indian Health Clinic -- Army and Air Force Reserve personnel (doctors, nurses, and technicians) provided excess medical equipment and health care support to over 15,000 Native Americans in Winslow, Arizona, while also receiving realistic hands-on training.
- Kotzebue Care 95 -- Alaska National Guard personnel and Navy and Marine Corps Reservists conducted medical and engineering training in six remote Eskimo villages.
- GuardCare -- National Guard units and personnel conducted readiness training exercises in communities in twenty states (Alabama, Arizona, Colorado, Iowa, Kentucky, Louisiana, Michigan, Mississippi, Missouri, Montana, Nevada, New Jersey, North Carolina, Ohio, Pennsylvania, South Carolina, Tennessee, Texas, Washington and Wisconsin). Readiness training for medical personnel included disease and nonbattlefield injuries and preventable health care, while underserved communities received medical services such as inoculations, medical screenings, and health care education.
- Careforce -- National Guard personnel received hands-on medical readiness training working with civilians in inner-city trauma centers. The program executed in five states (Alaska, California, Tennessee, Missouri, and South Carolina) integrated new tech-

nology to provide military trauma personnel with vital experience, while also supporting underserved Americans with medical/public health services.

- TRANSAM (Transfer of DoD Excess Medical and Other Supplies to Native Americans) Project -- This program transfers excess DoD medical and other supplies to Native American communities. Army Reserve, Air Force Reserve, and Marine Corps Reserve personnel received training in air and ground transportation, loading and movement. Supplies and equipment in the amount of \$6 million were delivered to 126 Native American urban health facilities around the country.
- Reef-Ex -- Army and Naval Reservists and Army National Guard personnel used surplus tanks to construct artificial reefs in U.S. coastal waters in eight states (Alabama, Delaware, Florida, Georgia, Louisiana, Maryland, New Jersey and New York). Military training was accomplished in hazardous material handling, rail loading, port operations, and barge loading and movement.

### **Specific Youth Programs**

DoD has traditionally supported specific residential youth training programs which provide National Guard and Reserve personnel the opportunity to enhance their leadership, communication, and management skills. These efforts are provided in addition to regular training and focus upon at-risk youth. Examples include:

- ChalleNGe -- A National Guard-run 22-week residential program for 16-18 year-old high school dropouts who are unemployed, drug-free and currently not

involved with the criminal justice system. The program currently operates in 15 states (Alaska, Arkansas, Arizona, Georgia, Hawaii, Illinois, Louisiana, Maryland, Mississippi, North Carolina, New Jersey, New York, Oklahoma, Virginia, and West Virginia). Core components of the program include citizenship, GED/high school diploma attainment, life-coping skills, community involvement/projects, health and hygiene, skills training, leadership, and physical training.

- STARBASE --National Guard, Navy, Air Force Reserve nonresidential inner city school program operating in 15 states and territories (California, Florida, Iowa, Kansas, Michigan, Minnesota, North Carolina, Oklahoma, Oregon, South Dakota, Texas, Vermont, Virginia, Wyoming, and Puerto Rico) that exposes inner city students in grades K-12 to real-world applications of math and science through experiential teaming, simulations, and experiments in aviation and space-related fields.

## CHAPTER NINE

### ACCESSIBILITY

#### Today's Increased Reliance on Accessibility

Accessibility is the term describing the degree to which Reservists are available to deploy when called up -- voluntarily or involuntarily -- to fill the manpower needs of the Military Services. Until recent years, access to the Reserve components was governed strictly by laws and policies set in place during the Cold War. Accessibility has taken on increased importance in recent years because the Services have placed increased reliance on their Reserve components for both wartime and peacetime requirements. Cold War-era laws and policies related to accessibility are under review to ensure that they are sufficiently flexible to meet the national security needs of the post-Cold War world.

Before describing what's needed for that post-Cold War world, it is helpful to review the policies in place in terms of accessibility until the early 1990s. Reserve component forces were mainly designed to expand U.S. active duty forces to help defeat a global threat from the Soviet Union and its allies. The primary scenario included defending NATO against a Warsaw Pact attack. Against an attack, NATO intended to defend with conventional weapons as far forward as possible, but if necessary, to resort to the use of nuclear weapons to prevent possible conventional defeat. Under these difficult circumstances U.S. Reserve component combat and support forces were to mobilize and deploy as quickly as possible.

#### Mobilization Authorities

Three provisions of U.S. Federal law would have provided access to large numbers of Reservists:

- "Full Mobilization" provided access to all Reserve units, individual reservists and retired military personnel, but required a declaration of war or national emergency by the Congress and action by the President.
- "Partial Mobilization" provided not more than one million members of the Ready Reserve, but required a declaration of war or national emergency by the Congress or the President.
- "Presidential Selected Reserve Call-Up (PSRC)" provided up to 200,000 members of the Selected Reserve upon Presidential notification of the Congress.

After the Korean War (1950-53) ended, the U.S. maintained large numbers of active duty forces deployed worldwide to deter the Soviet Union and other potential aggressors. These forces were considered adequate to handle regional conflicts such as the Vietnam War (1963-1975). U.S. Reserve forces had been mobilized for Korea but were not mobilized for Vietnam.

Because of concerns about accessibility to Reserve forces, Congress in 1976 provided the President authority to order Reservists to active duty without their consent for other than a national emergency. This authority, already noted above as the

Presidential Selected Reserve Call-Up (PSRC), is now codified as Section 12304 of Title 10, U.S. Code. President Bush used PSRC authority in August 1990 in response to the Iraqi invasion of Kuwait. President Clinton used PSRC in September 1994 for Operation Uphold Democracy in Haiti and again in December 1995 for Operation Joint Endeavor in Bosnia.

### **Impact of the Total Force Policy and All-Volunteer Force**

In 1973 the Department of Defense adopted the Total Force Policy which recognized that all of America's military -- Active and Reserve -- should be readily available to provide for the common defense. Greater reliance on Reserve forces, with their lower peacetime sustaining costs compared to similar Active forces, could help provide a more capable force structure for a smaller Defense budget.

Also in the early 1970s, the U.S. ceased to rely on military conscription for meeting the manpower needs of some of the Active components. Henceforth, all members of all components -- both Active and Reserve -- would be volunteers.

The Total Force Policy and All-Volunteer Force produced major changes in the structure and capabilities of the Reserve components. In general they received a significant upgrade in the quality of their personnel, training, equipment and facilities. These changes allowed the nation to place much greater reliance upon Reserve component units and individuals, as trained, ready and accessible partners in the total force structure.

### **New Challenges for a New World**

The end of the Cold War-era led to new dangers: regional instability; proliferation of nuclear and other weapons of mass destruction; threats to democratization and reform in the Soviet Union, Eastern Europe and elsewhere; and the danger to national security which could result if the U.S. failed to ensure a strong, competitive and growing economy.

To respond to these dangers, while meeting the continuing challenge of domestic emergencies, the Reserve components were given broad responsibilities in a full range of situations.

Gaining access to Reserve component personnel for any mission is a sensitive matter. It has the potential to disrupt the lives of reservists, their families, their employers and customers. Reservists have been called up only eight times for non-domestic emergencies since World War II. These occasions included the Korean War and Gulf War -- situations where vital U.S. national interests were perceived to be at stake.

In July 1995 the Department of Defense issued policy intended to streamline the Reserve accession process.

- For major regional conflicts and national emergencies, access to Reserve component units and individuals through an order to active duty without their consent will be assumed.
- For lesser regional conflicts, domestic emergencies, and other missions, where Reserve component capabilities could be required, maximum consideration will be given to accessing volunteer Reserve

component units and individuals before seeking authority to order members of the Reserve components to active duty without their consent. (A *volunteer unit* consists of one or more individual volunteers, organized to perform a function, whether or not such a unit is part of a larger group.)

## **War and Contingency Operations**

The Reserve component role, as stated in the Department's Bottom-up Review is quite broad:

"During regional contingencies, Guard and Reserve Forces will continue to provide -- as they have in the past -- significant support forces, many of which would deploy in the early days of a conflict. Reserve component combat forces will both augment and reinforce deployed Active forces and backfill for Active forces deployed to a contingency from other critical regions."

In case of a major unambiguous threat to vital U.S. interests, there is little question that Reserve component units and individuals would be ordered to active duty using an involuntary activation authority.

Guard and Reserve forces will be indispensable to a U.S. response to any major regional conflict (MRC). Not only will some Guard and Reserve forces be needed to support even one MRC, but they will also be particularly critical in deterring or responding to an additional threat to U.S. interests in another area.

A problem in providing involuntary access authority for Reserve component forces might occur early in the first such a

crisis, if the full nature of the threat is uncertain, yet mobilization of some Reserve component forces might still be prudent. The President may need time to decide whether or not to exercise one of the statutory mobilization authorities (a situation faced by President Bush in the first weeks of August 1990 after Iraq invaded Kuwait). As in August 1990, in a future crisis small but significant numbers of Reservists may be quickly needed on active duty to help Active forces prepare the mobilization base and for deployment of forces. These tasks could include establishing mobilization stations, opening seaports of embarkation, supporting aerial ports of embarkation, flying airlift missions and operating Crisis Action Teams.

## **Domestic Emergencies**

A state governor is empowered by the U.S. Constitution to execute the laws of the state and to command the state's Army and Air National Guard when it is serving in state status. The Governor can order his/her National Guard to state active duty during times of domestic emergencies and/or disasters. Subsequently, units and members of the National Guard have in the past, and will in the future, provide the Governor the first line of military response during domestic emergencies.

## **Access to Guard Forces Across State Lines**

The National Guard Bureau has long emphasized the need for a single national compact that would allow states to provide mutual support during natural or man-made disasters. The purpose of a national compact for mutual assistance is to resolve legal and fiscal issues that would facilitate response between states in times of disasters or emergencies.



The Southern Regional Emergency Management Assistance Compact (SREMAC) adopted by the Southern Governors' Association (SGA) in August 1993 is an instrument the Guard Bureau believes has the potential to make this happen. On January 1, 1995, during its winter meeting in Washington, the SGA unanimously approved a resolution adopting a series of amendments to the SREMAC. Foremost among the changes are amendments that restrict National Guard interstate law enforcement and expand membership availability to all U.S. states and territories which were previously restricted to the 19 SGA member states. Other significant resolutions are requirements for state ratification or enabling legislation and federal ratification.

The National Guard Bureau, the Federal Emergency Management Agency (FEMA) and the Southern Governor's Association view this compact as potentially becoming the first fully functioning national interstate emergency response compact in the history of the United States. In addition, the Southwestern Caucus states of Arizona, California, Colorado, Nevada, New Mexico and Utah have completed a draft National Guard amendment to their existing regional interstate compact. This amendment prescribes operating limitations and legal consideration much the same as the Southern Governor's Compact.

## **Peace Operations**

Peace operations comprise a wide variety of missions. The status in which

Reservists are accessed for these missions may depend upon the nature of the operation, Reserve component capabilities needed, other military operations underway, and additional factors. The challenge for accessibility is to create a policy that will enable the tailoring of the right force to accomplish the mission. An issue for the Department is deciding which operations are suitable for calling Reservists ordered to active duty without their consent.

Reservists have unique skills which are relevant for conduct of peace operations. Humanitarian assistance, peacekeeping, nation building, or other peaceful operations involve a broad and substantial interaction between U.S. military forces and the people or government of another country. A successful peace operation often is measured by the ability to create a stable environment, to achieve support for that process by the local population or government, and to assist that population or government to assume control of its own future. Needed are Reservists who serve in civilian life as city managers, public works professionals, banking, commerce and agriculture experts, health systems and disease prevention specialists, and in other specialties not normally found in the Active forces. Reservists can fill the gap between initial stability/security operations by conventional military forces and the assumption of longer term civil government and other operations by public and private organizations, including local, regional and international groups.

Reservists have traditionally supported Active forces in executing a broad range of peace operations. While on active duty for training, Guard and Reserve units have supplemented Active forces assigned to the Unified Combatant Commands,

provided medical and engineering assistance in U.S. Southern Command, and supported humanitarian operations in Sub-Saharan Africa. Reservists made (and are making) critical contributions in post-hostility operations (Panama, Kuwait, Bosnia), disaster relief (Bangladesh), and humanitarian assistance (displaced Haitians, Cameroon epidemic and Kurdish relief).

Other Guard and Reserve forces have performed contributory support operations. This support may be provided as a by-product of Reserve component training (weekend or annual) or as additional voluntary support by Reservists while on Active Duty for Special Work. Current examples include supplementing U.S. Army Europe's maintenance force, augmenting Air Mobility Command flight and maintenance crews, and providing airlift support for the Navy.

In the future, peace enforcement, peacekeeping and humanitarian operations will stress the capabilities of U.S. forces. Current defense planning anticipates a large Reserve component role in support of these operations.

Historically, peace operations have been prolonged engagements that often required personnel (and unit) rotations and a significant amount of logistical and lift support. These operations frequently include handling large numbers of refugees, coordinating and distributing humanitarian aid, serving as liaison with local officials, and assisting non-governmental and private volunteer organizations. Where insufficient infrastructure exists for public needs, Reservists have disseminated public information to local populations to counter psychological activities impeding friendly operations, and to restore internal stability.

## **Access to Needed Capability in Peace Operations Takes Innovation**

As the roles and missions of the Reserve components expand, the Reserves become a greater asset than just a force held in readiness for wartime. Consequently, accessing Reserve component forces for active duty support using various access authorities, other than during war and contingencies, is a recurring theme in the Department's planning because of the need to rely on Reserve capabilities for certain peace operations.

The Department's concept for implementing the new strategy includes:

- Looking to Active forces to service lesser regional conflicts with few exceptions (such as some specialized assets, especially combat service support, Psychological Operations and Civil Affairs units).
- Looking to Active forces as the primary initial responder for peace enforcement, peacekeeping, humanitarian and disaster relief operations overseas, with civil affairs, civil engineers, medical, and logistics support units.
- Looking to Reserve forces to provide expanded support to non-traditional missions (e.g. individual volunteer specialists and units to provide a rotational base for Active forces deployed abroad). Many of the specialties for peace operations require training and experience found predominately within the Reserve components.

## **Air Operations Rely on Extensive use of Reserve Components**

Several key Air Force and Navy capabilities are heavily dependent on Reserve component forces.

- Weather, Aerial Spray and Tactical Reconnaissance Squadrons -- *One hundred percent of these capabilities are in the Air Reserve components.*
- Aerial Refueling provides enroute and theater capabilities. *Fifty-four per cent of the KC-135 tankers and 43 percent of the KC-10s are in the Reserve components.*
- Theater Airlift provides intertheater airlift support. *Sixty-five percent of the theater airlift capabilities are in the Reserve components.*
- Strategic Airlift. *Fifty-eight percent of the strategic airlift crews are in the Reserve components .*
- Naval Airlift. *Nearly 100 percent of the U.S.-based intra-theater airlift is in the Reserve.*

## **Special Operations Forces (SOF) are an Additional Area of Concern**

- Special Forces (SF) activities include direct action, security missions, tactical civil affairs and psychological operations conducting special reconnaissance and assessments, and rudimentary stability or Foreign Internal Defense measures. *Forty percent of SF assets are in the Reserve components.*
- Civil Affairs (CA) activities include civil-military operations, host nation coordination activities, refugee operations, humanitarian aid coordination and distribution, liaison with local and United Nations officials, restoration activities, post-hostility

operations, and support of civil-military matters (i.e. coordination with private volunteer organizations, non-governmental organizations and officials, etc.). *Ninety-eight percent of the CA force is in the Reserve components.*

- Psychological Operations (PSYOP) includes the means for dissemination of public information to the populace, public diplomacy efforts, and influencing the behavior of foreign target audiences up to and including Psychological Warfare. In war and in operations other than war, countering hostile propaganda and disseminating friendly force campaign objectives are viable missions. *Seventy-five percent of the PSYOP force is in the Reserve components.*
- Special Boat Units (SBU) conduct riverine and patrolling activities. *Fifty percent of SBU personnel are in the Reserve.*

## **Mobilization**

Public law permits access to Reserve component forces in a number of ways. Most of the laws dealing with access to Reserve forces are found in Title 10, U.S. Code:

Volunteers. Activation of Reserve forces to meet war fighting requirements and domestic emergencies is generally well understood. The Reserve components also have significant, non-crisis, peacetime missions primarily met through volunteerism. Sections of Title 10 dealing with volunteers now have added significance as the U.S. moves further away from the Cold War era. On any given day, worldwide, as many as 7,500 volunteers from the Reserve components are on active duty. The

missions of these volunteers often take them in harm's way and, because of that, the role of volunteers has received new focus both within the Department and within Congress. Volunteerism comprised of individual volunteers and volunteers organized into provisional units is authorized by section 12301(d) of Title 10.

Selective Mobilization. Under section 12301(b) of Title 10, members of the Reserve components may be ordered to active duty without their consent by the Secretaries of the Military Departments for not more than fifteen days a year. With respect to the National Guard, the Governor must also grant consent. Further, section 10147 establishes annual training requirements for the Ready Reserve. Most members of the Selected Reserve within the Ready Reserve are required to participate in forty-eight scheduled drills or training periods per year and to serve on active duty for not less than fourteen days but not more than thirty days per year. In the case of the National Guard, a minimum of forty-eight drills and fifteen days of annual training are required. Although of limited utility, the aforementioned authorities are, nonetheless, available to access Reserve forces without their consent and might be used to call up needed Reserve forces for short predictable missions.

Presidential Selected Reserve Call-Up (PSRC). The President may order up to 200,000 members of the Selected Reserve to active duty without their consent for not more than 270 days for operations other than domestic disasters, accidents or catastrophes. This authority is commonly referred to by the acronym PSRC, for Presidential Selected Reserve Call-Up. The Selected Reserve is comprised of units and individual members designated as essential

to operational, war fighting missions which have priority for training, equipment, and personnel over other Reserve elements. Reserve component members may not be ordered to active duty under this authority to perform any of the functions authorized by sections 331-333 (Insurrection), or section 12406 ("to repel the invasion, suppress the rebellion or execute those laws"). Further, the Reserve components, other than the National Guard, may not provide assistance to either the Federal government or a state in time of serious natural or man-made disaster, accident or catastrophe under section 12304. There is no access to the Individual Ready Reserve (IRR) under 12304.

In event PSRC is used, *Stop-Loss* (the suspension of certain laws relating to promotion, retirement and separation) may be invoked. Stop-Loss is authorized under section 12305 of Title 10.

Similarly, under section 688 of Title 10, selected retired members of the armed forces may be ordered to active duty.

Partial Mobilization. After a Presidential or Congressional Declaration of National Emergency or a Congressional Declaration of War, the President may order up to one million members of the Ready Reserve to active duty for up to twenty-four months. Commonly known as Partial Mobilization, this provision is authorized under 10 U.S.C. 12302. This activation of one million Reservists may be in addition to the 200,000 ordered to active duty under PSRC for a total of 1.2 million mobilized Reservists. This authority grants access to the IRR.

During Operations Desert Shield and Desert Storm in 1990-91, both PSRC and

Partial Mobilization were authorized, resulting in the order to active duty of nearly 250,000 Reservists who served with distinction for many months.

Full Mobilization. Should circumstances warrant a Congressional Declaration of National Emergency or War, the Secretary of Defense (the Secretary of Transportation with respect to the Coast Guard when it is not operating as a service of the Navy) or his designee may order to active duty all members of the Reserve components for the duration of the crisis plus six months. Members in inactive status or retired status may also be so activated if there are not enough qualified Reservists in active status or in the inactive National Guard. Such an order is Full Mobilization and is authorized under Title 10, Section 12301. Similarly, under sections 12307 and 688, both members of the Retired Reserve and retired members of the armed forces, respectively, may be ordered to active duty.

Total Mobilization. Total Mobilization refers to expansion beyond the total authorized end strength of the Total Force and would require Presidential and Congressional action in the form of conscription and the resources needed for its support. There is no significant difference between the level of Reserve component mobilization authorized by Full Mobilization and any additional national mobilization actions authorized under Total Mobilization.

### **Special Note About Mobilization**

The statutes above are listed in order of magnitude and increasing complexity from volunteerism through Total Mobilization. This listing does not imply that one is a prerequisite to the other. In

fact, each can be used separately without invoking any of the others.

### **Demobilization**

Upon demobilization, DoD policy requires that the Reserve components (both units and individual members) which are ordered to active duty without their consent in support of an operational mission, contingency operation, or during a national emergency or time of war will be retained on active duty no longer than absolutely necessary and will be released from active duty as expeditiously as possible, consistent with operational requirements. Upon conclusion of the operational mission, contingency operation, national emergency, or war for which they were ordered to active duty, and when consistent with operational requirements, Reserve members will receive priority for redeployment from the area of operations.

## CHAPTER TEN

### EMPLOYER SUPPORT

#### **National Committee for Employer Support of the Guard and Reserve**

The National Committee for Employer Support of the Guard and Reserve (NCESGR), an agency within the Office of the Assistant Secretary of Defense for Reserve Affairs, was established in 1972 to promote cooperation and understanding between Reserve component members and their civilian employers and to assist in the resolution of conflicts arising from an employee's military commitment. Today NCESGR operates through a network of more than 4,500 volunteers throughout 55 committees located in each state, commonwealth, territory, and the District of Columbia.

The reality of today's post-Cold War environment is that the Nation's Ready Reserve components now comprise approximately 52 percent of our total available military manpower, excluding retirees. The current national defense strategy indicates the National Guard and Reserve, while decreasing in size, will continue to be full partners in success stories like the Gulf War, where Active and Reserve components joined together in a cohesive team that executed a massive deployment halfway around the globe and, with coalition forces, waged and quickly won a war with minimal casualties.

As full partners in the Total Force concept, our Reserve forces will spend more time away from the workplace defending the Nation and training to ensure they maintain their mission readiness.

Key to the success of the Reserve components is America's employers. Because they need to be fully cognizant of the criticality of the Reserve components and fully supportive of membership in the National Guard and Reserve, the Assistant Secretary of Defense for Reserve Affairs directed NCESGR to perform an overall assessment of its programs. The result of that assessment was the development of a new strategy, "Strength in Partnership," designed to ensure a win/win outcome for America's Reserve forces and America's employers.

The "Strength in Partnership" strategy stresses the importance of the employer and/or supervisor, the military chain of command, and the National Guard or Reserve member to achieve a sense of partnership. As a result of the assessment, NCESGR developed pro-active initiatives to extend and improve existing programs. These include increased efforts to publish recurring articles in military publications, to develop new publications providing information and assistance, and to expand the role of personnel involved in family support and recruitment and/or retention in local Employer Support of the Guard and Reserve (ESGR) committees. NCESGR also implemented new programs designed to expand the reach of the committees and improve communications with its partners. All NCESGR programs now emphasize the criticality of this partnership for a strong and flexible Reserve force.

**Programs include:**

- Bosslifts. Bosslifts provide employers the opportunity to visit National Guard and Reserve training sites and observe military activities of their Reservist-employees. Many employers do not have an understanding of the military tasks required of their Reservist-employees when they are away from the workplace. Bosslifts provide an opportunity to increase employer awareness and appreciation of Reservist's military responsibilities.
- Mission One. Mission One's goal is to provide a dedicated, trained volunteer at every National Guard and Reserve training site nationwide. The purpose is to extend the grassroots effort to National Guard and Reserve communities; provide information about ESGR services and programs directly to unit members; and gain knowledge about local employment policies. During this past year, NCESGR placed renewed emphasis on the Mission One program to ensure Reservists received information on new legislation and other programs and services offered by NCESGR.
- Breakfast with the Boss. Breakfast with the Boss, a program initiated in mid-1994, brings together the employer and/or supervisor, local military leaders, and local ESGR members in a business-style meeting to provide information and discuss employer and Reservist issues. The goal is open and honest communication among employers and/or supervisors and military leaders about the participation of Reservists in military training, overseas contingencies, and domestic emergencies.
- Employer Action Council (EAC). The EAC provides the feedback NCESGR needs for Department of Defense leaders. Through the council, composed of leaders in the business community and select state chairs, the EAC articulates employer concerns and perceptions on specific issues and makes recommendations on how the military can better explain its missions and policies to employers and the general public. NCESGR conducted the first EAC meeting in March 1995, in Washington D.C. Issues addressed included: changing roles and missions of the National Guard and Reserve; increased volunteerism; accessibility; and possible employer incentives.
- National Public Service Advertising Program. NCESGR works closely with The Advertising Council, Inc., and Ross Roy Advertising to produce a public service advertising campaign. NCESGR's advertisements stress the growing role of the National Guard and Reserve in promoting the national interest and the benefits of employing individuals who are members of the National Guard and Reserve. The 1995 theme of "Be a hero, give your employees the freedom to protect ours," focuses on the fact that because the National Guard and Reserve comprise a major portion of the country's Armed Forces, employer support is critical to training, preparedness, and deployment of those forces. This multimedia campaign is directed toward TV, radio, print publications, billboards, and bus shelters.

**Additional Public Affairs Programs include:**

- Media Tour. To augment and synergize public service advertising, NCESGR, in partnership with the state committees, began a media tour targeted at twelve major markets nationwide to gain audience awareness of the importance of the National Guard and Reserve to our Nation's defense and increase employer support.
- "The ESGRam." This bimonthly publication provides official and professional information to the state committees, Reserve leadership, public affairs officers, and others with a "need to know" on matters relating to NCESGR programs. The newsletter creates understanding among Reserve component commanders concerning the goals and objectives of the ESGR effort.
- Public Affairs "Outreach." NCESGR public affairs reaches other Reserve public affairs officers to ensure an open flow of communication with the public affairs community and provide positive outlets for NCESGR information through Reserve publications.
- The Statement of Support (SOS). The SOS allows the employer or supervisor to show visible support of his/her National Guard and Reserve employees. The SOS certificate is signed by the Secretary of Defense and countersigned by the employer. A further expansion of the program occurs when public officials, mayors, governors, and the like, sign the certificate to highlight the importance of the commitment to America's Reserve forces.

**Recognition Program**

NCESGR's recognition program includes an extensive awards program to recognize employers, volunteers, and others who provide support to National Guard and Reserve members and units. The most prestigious award presented annually on behalf of the Secretary of Defense is the PRO PATRIA. Each state committee may nominate only one employer for a PRO PATRIA per year.

Other awards include: the State Chair's award for supportive employers; the 7-Seals award, a multipurpose award generally used to show appreciation to an individual or organization for support rendered to a state committee; and the "My Boss is a Patriot" certificate of appreciation (with a lapel pin). The "My Boss is a Patriot" award is considered the backbone of the awards program because individual National Guard and Reserve members nominate their employers for special recognition and those receiving the award are then eligible for higher recognition. During 1995, NCESGR processed more than 6,000 "My Boss is a Patriot" awards.

**Ombudsman Program**

Perhaps one of the most important pieces of legislation for Reservists and their employers in recent years was signed into law on October 13, 1994, and became fully effective December 12, 1994. The Uniformed Services Employment and Reemployment Rights Act (USERRA), an amendment to Title 38 U.S.C., clarifies and strengthens the previous law, the Veterans' Reemployment Rights (VRR) by:

- expanding coverage to specifically include the Public Health



Service, the Coast Guard, and other categories designated by the President in time of war or emergency;

- placing a 5-year limit (previous limit was four years) on the cumulative length of time a person may serve in military service and remain eligible for reemployment rights with the preservice employer;
- requiring an individual to give advance written or verbal notice to their employer prior to departure for military service;
- establishing time limits for reporting back to work, based on the length of time in the uniformed service, rather than on the type of service, and requiring documentation of such service, if available;
- providing for the continuation of employer provided health insurance at the service member's request for an 18-month period, with payment of 100 percent of the full premium by the service member;
- requiring a service member's service not be considered a break in employment for pension benefit purposes, and providing that the person's service shall be protected for vesting and benefit accrual purposes; and
- providing that the U.S. Department of Labor's Veterans' Employment and Training Service (VETS) will assist all employees including federal government workers. Additionally, VETS will

formally investigate complaints filed by employees of the federal executive branch. (Previously, VETS did not provide formal assistance to federal employees.)

The purpose of reemployment rights legislation is to ensure members of the uniformed service on completion of their service are entitled to return to their civilian employment. They will be reinstated with the seniority, status, and rate of pay they would have attained, if they had remained continuously employed with their civilian employer. The law also protects individuals against discrimination in hiring, promotion, and retention on the basis of present and future membership in the uniformed service.

The National Ombudsman, through a toll-free hotline, provides information, informal mediation, and referral service to resolve employer conflicts. NCESGR is not an enforcement agency and does not offer legal counsel or advice; however, many employer-employee conflicts can be resolved at lower levels, without referral to the Department of Labor. In 1995, ombudsmen received 3,446 calls, the preponderance of which were requests for information.

### **The USERRA Outreach Program**

The Secretaries of Labor, Defense, and Veterans' Affairs have been directed under the law to conduct an outreach program to inform individuals protected under USERRA of their rights and benefits. NCESGR, through its Ombudsman and Mission One programs, plays a key role in informing the public of the new statute. The National Ombudsman also provided a briefing for all Services' Judge Advocate

Corps communities to afford additional support to Reservists in need of assistance.

## CHAPTER ELEVEN

### READINESS

#### Introduction

In the emerging era, following nearly five decades of Cold War, the Department of Defense has designated the readiness of U.S. Military forces as its number one priority.

The demise of the Soviet Union and the Warsaw Pact has ironically intensified our nation's role as a stabilizing influence in a contentious and increasingly volatile multi-polar world. The foundation for our continued international credibility is a military arsenal manned, trained, and equipped to fight anywhere on the globe.

The Department's innovative approach to size and shape the Reserve components by implementing the concept of "compensating leverage" is a critical element of the overall readiness of the Total Force. By using the Reserve components to reduce the risks and control the costs of smaller Active forces, we are adapting the Reserve forces to new requirements, assigning them missions that properly utilize their strengths, and we are funding them at a level necessary to maintain combat effectiveness. The key to success of this policy is vigilant maintenance of Reserve readiness.

#### Security Investment

Adapting to a wide variety of potential threats to our national security is difficult. It is imperative we preserve the capability and versatility of the most potent

military force ever fielded to preserve peace as opposed to waging war.

Two compelling reasons support the decision to make Readiness DoD's number one priority, even at the expense of other important uses for the Department's resources.

First, readiness is essential if the United States is to have successful foreign and security policies. In the post-Cold War world, there will no doubt be occasions where the country collectively will wish to consider using military instruments to further its interests, for everything from turning back aggression of regional powers to humanitarian overseas assistance for those less fortunate overseas.

If, in considering such options, U. S. Forces were incapable of executing their missions, policy choices would be seriously circumscribed. The American people would lose confidence in their military's competence, and adversaries would be tempted to pursue aggressive paths.

Readiness is also a very important factor in the morale and job satisfaction of the men and women of America's Reserve components. A ready force is one that offers men and women a challenge which enhances recruiting and retention of high quality personnel.

## Readiness Challenges

The post-Cold War environment has required fewer and fewer Active and Reserve component forces, fewer military bases and fewer forces overseas. These right-sizing initiatives have resulted in significant changes in the roles, missions, size and structure for both the Active and Reserve forces.

With these changes, DoD readiness and sustainability goals have become most challenging. The emerging emphasis on Total Force capability to respond to the nation's security interest has brought increased opportunity for the National Guard and Reserve to assume expanded responsibilities. Use of "compensating leverage" to meet these challenges dictates that the Reserve components not be reduced in the same proportion as the Active forces, but regardless of retained structure comparisons, we must not repeat the pattern of the past, wherein force hollowness became a simultaneous development accompanying the process of force reduction.

As if these structural challenges were not enough, added complexities sprang from the changed geo-strategic environment. For example, in the Cold War, readiness planning focused on deterring or stopping Warsaw Pact attacks. Now U.S. Forces must be ready to engage almost anywhere, anytime, for any purpose.

In the Cold War, a large force to counter the Warsaw Pact gave decision makers a huge reserve to draw upon for regional conflicts. Now DoD plans for situations where almost all U.S. Forces might be engaged in two nearly simultaneous MRCs. With virtually no

slack in the force structure, U.S. readiness posture must be rebalanced across the force every time some element of the force engages in even the least demanding tasks (for example, relatively modest but complex missions for humanitarian assistance or disaster relief).

## Challenge Management

To have forces ready to fight in the climate of these challenges and to succeed requires the creation and implementation of a new approach that breaks the readiness business-as-usual mold. The Department's approach to meeting the challenge follows three guiding principles.

Understand It: Planning for sufficient readiness is, to begin with, a matter of ensuring that DoD allocates the proper amount of resources to give U.S. Forces the requisite ability to carry out their assigned missions. This is simple in concept: input dollars, output readiness to execute U.S. defense strategy. It masks, however, immense complexity in application. To this end, the Department has launched an intense effort to develop and apply analytical tools that translate readiness funding inputs into estimated output of future readiness of forces.

Organize Around It: Within DoD, the military departments are responsible for ensuring the readiness of units (Active and Reserve) provided by the individual Services. The Chairman of the Joint Chiefs of Staff and the CINCs are in turn responsible for making sure sufficient readiness assets exist to pull these units together into an effective joint fighting force. The Office of the Secretary of Defense (OSD) is charged with ensuring the right policies and allocation of resources are

in place for these military organizations to carry out their responsibilities.

Under past DoD structure all organizational pieces were in place for readiness. Within OSD, however, there was no central focal point, someone to whom the Secretary could turn to ensure that the Department's overall program for readiness was sound. To correct this shortcoming, DoD initiated several important organizational changes: The position of Under Secretary of Defense for Personnel and Readiness was created to serve as a focal point for all facets of readiness. (The Assistant Secretary of Defense for Reserve Affairs falls within this new organizational structure). The position of Deputy Under Secretary for Readiness was created to assist the Under Secretary in carrying out his readiness duties. The Readiness Working Group was organized as a DoD-wide forum to coordinate readiness policies. A Senior Readiness Council was established to ensure direct communication among senior DoD military and civilian leaders.

Stay Ahead of It: Along with sound understanding and solid organization, the Secretary of Defense also recognized DoD needed advice on how to stay ahead of readiness. Thus he established the Readiness Task Force, a panel of experts to help the Department ensure it can spot readiness problems well in advance and take corrective action before hollowness can invade the force.

### **Execution**

Because our highest priority is the emphasis and implementation of appropriate actions to achieve optimum readiness of the Reserve components, we include all aspects of readiness within our scope of attention.

These are people, training, equipment, and facilities.

Readiness does not mean all Reserve forces should be or can be ready on the first day of a conflict. Instead, we are focusing our resources on those units most likely to be called up first in a conflict, or "mission readiness." Our emphasis is on keeping those units ready first.

### Personnel Readiness

The projected Reserve component personnel end strengths directly relate to the conclusions of the Bottom-Up Review. The manning levels provide for significant reliance on Reserve forces. Under the Active and Selected Reserve end strengths which we have proposed for Fiscal Year 1998, the Selected Reserve will comprise 38 percent of the Total Force. We believe this proposed allocation will achieve a more affordable force still capable of meeting foreseeable threats.

### Training Readiness

The Reserve components are ready today to perform a wider range of missions than ever before. However, despite the Reserves' success in Operations Desert Shield/Storm, internal and General Accounting Office studies of Reserve readiness revealed the continuing need for selected individual and unit readiness improvements, particularly in the Army National Guard ground combat maneuver units. As a result of those assessments, several readiness programs have been initiated, including provisions of the Army National Guard Combat Reform Act (Title XI). The Army, in continuing consultation with the Army National Guard and Army

Reserve, will continue to work through this area.

Further enhancements of institutional and collective training readiness include expanding the use of simulators and advanced training devices and technologies, such as Distance Learning, to increase training opportunities for the Reserve components.

Finally, we are developing policy that will make certain provisions of the 1986 Goldwater-Nichols DoD Reorganization Act applicable to officers of the Reserve components. The act established a personnel management and military educational system designed to produce Active component officers who are trained in and oriented toward joint matters. With the increasing presence of Reservists in all joint commands, organizations and agencies, it is essential that our officers be as prepared and qualified as their Active counterparts. Although policy development in this area is still underway, we have already taken steps to increase substantially the number of National Guard and Reserve flag and general officers who attend the joint Capstone course taught by National Defense University.

#### Equipment Readiness

The National Military Strategy places more reliance on the Reserve components in the two MRC scenario and in peacetime deployments. As reliance on the Guard and Reserve increases, we must ensure that the Department provides sufficient resources to fund Reserve component equipment modernization and repair. The Department's equipment goal is to provide Reserve component units with modern, compatible equipment to enable

them to do their job side-by-side with the Active components. The Department's equipping strategy for the Reserve components capitalizes on equipment redistribution, modification, and smart business practices, using new procurement only when necessary.

In keeping with the philosophy of "first to fight, first to equip" regardless of component, progress has been made in the past twenty-five years in improving Reserve component equipment readiness. The new and modern equipment provided to the Reserve components enhances unit readiness and availability, reduces cost for repair and parts stockage for older, non-supportable equipment, and allows Reserve component personnel to train with and maintain equipment comparable to Active component units.

#### Facilities Readiness

The Reserve components work and train at major military installations, joint Reserve bases, airfields, armories, and Reserve centers located in over 4,600 communities across the Nation and in U.S. possessions. They manage more than 36,000 buildings and structures used for storage and maintenance of equipment, administration, training, and mobilization of the Reserve components. Drawdowns, mission changes, and the assignment of new missions directly affect Reserve component facility requirements. Inadequate facilities can adversely impact unit readiness.

Some efficiencies are gained through use of joint Reserve facilities. More is being done in this area particularly with the advent of Reserve enclaves at closing installations. One of the ways the Reserve components and Office of the Secretary of Defense

encourage joint facility use is through the Joint Service Reserve Component Facility Board in each state. These boards evaluate proposed military construction projects to ensure joint use is considered. Because of the benefits of joint use, more than 900 joint facilities, bases, enclaves and installations are being used by the Reserve components. Use of joint Reserve bases and facilities is the wave of the future.

Each of the Reserve components participated at the Service level in the 1995 Base Realignment and Closure (BRAC) process, and submitted their recommendations for establishing enclaves at closing installations. Numerous Reserve component enclaves are to remain at closing installations. Most of the enclaves were directed by the BRAC; however, some may result from Reserve component actions to acquire excess DoD property resulting from the closures.

Funds for repair and maintenance of existing and proposed facilities come from operation and maintenance accounts. Inadequate funding below Real Property and Maintenance (RPM) requirements is universal throughout DoD. Reduced RPM funding, aging facilities, increasing plant replacement and repair cost and not filling military construction requirements are increasing the backlog of maintenance and repair. This causes a negative impact on training, readiness, and quality of life. The combination of low funding for replacement facilities and inadequate repair of existing infrastructure provides a Guard and Reserve physical plant with expensive to operate, sometimes unsafe and frequently obsolete facilities which often do not enhance readiness or quality of life.

#### Environmental Readiness

Reserve environmentalists are on the leading edge of the Department's effort to bring over 4,600 Reserve component locations into compliance with the existing environmental regulations and laws. Each of the Reserve components supports this effort and has designated environmental compliance, pollution prevention, and education as major goals. The Reserve components have indicated that inadequate funds to comply with environmental requirements is the most significant limiting factor for Fiscal Year 1996 and beyond.

Compliance (and restoration) are the most expensive problems and pose the greatest challenge. Hazardous waste remains a significant problem, particularly at sites being transferred between components or closed for future public use. Though most of the sites have had initial inspections and many clean-up programs have begun, funding shortfalls throughout the Reserve components will continue to create a backlog. The sites requiring remediation could inhibit compliance efforts and have an impact on operations, training and readiness.

Each Reserve component has also established a comprehensive training program to ensure compliance with existing regulations and laws, good conservation practices and environmental awareness.

#### **Conclusion**

The readiness of the Reserve components has been and will remain one of the Department's top priorities. The Reserve components are seamlessly integrated into the Total Force and are ready to perform the missions assigned them and more. More readiness related dollars are being spent per soldier, sailor, airman and

marine now than ever before. The Department will effectively maintain and preserve the focused goal of our number one priority, Strength through Readiness.



## CHAPTER TWELVE

### LEGISLATION

#### **Title XI Initiatives**

The nineteen provisions of Title XI of the FY 1993 National Defense Authorization Act (also called the Army National Guard Combat Readiness Reform Act of 1992) are in the third year of implementation. Several major Army initiatives respond directly to Title XI requirements. Among these initiatives are the establishment of fifteen Enhanced Readiness Brigades to replace the former round-out brigades. The new brigades are now the nation's principal reserve ground combat maneuver force. Other initiatives include training associations with Active component counterpart units, a non-deployable personnel account, readiness reporting changes, systems and equipment compatibility requirements, improved inspections and increased use of simulators.

Title XI also mandated the addition of 5,000 Active component soldiers to support Reserve component training. This initiative was sixty percent completed in FY 1995 and will be completed by FY 1997. Many Active component members will serve as resident full-time advisors in high-priority units. Others will form the new Reserve component training support structure (Ground Forces Readiness Enhancements) providing turn-key training during both weekend and annual training.

#### **Reserve Officer Personnel Management Act (ROPMA)**

ROPMA, enacted in the Fiscal Year 1995 Defense Authorization Act, becomes effective on October 1, 1996. ROPMA constitutes the first comprehensive overhaul of Reserve officer personnel management statutes since the Reserve Officer Personnel Management Act of 1954. ROPMA involves over 200 changes to existing law and will affect approximately 250,000 officers not on the active duty list.

ROPMA was developed to parallel the Defense Officer Personnel Management Act (DOPMA), which was enacted in 1980 to improve management of Active force officers. ROPMA revises the laws governing Reserve officer appointments, promotions, separations, and transfers to the Retired Reserve. It is designed to provide the framework for Reserve officer management before, during and after periods of mobilization. It provides the flexibility necessary in the management of the Reserve officer force while providing visible career opportunities to individuals.

Specific restructuring effects of ROPMA include:

- Revision of the structure of Title 10 United States Code to consolidate the provisions relating to Reserve components.
- Establishment of a Reserve Active Status List (RASL) for each service which lists all officers by relative seniority.

- Officers remain on RASL for 24 months after recall or mobilization.
- Officers date of rank is not adjusted upon recall or mobilization.
- Provision for a uniform law for awarding constructive credit for the appointment of officers.
- Provision for uniform law for promotion procedures across Services.
- Uniform minimum and maximum years service required for each grade.
- Best qualified as the promotion standard versus fully qualified.
- Allows promotion eligible to compete within specific competitive categories which Services designate.
- Allows the Naval Reserve and Marine Corps Reserve to use their "running mate" system.
- Allows officers to delay promotion effective date for up to three years having been selected.
- Provides for uniform mandatory separation and retirement points based on years of service and age.
- Provides for the selective retention of officers beyond these points based on Service needs.
- Provides for selective early removal of officers based on Service needs.

The Department established a ROPMA implementation working group consisting of representatives from the Office

of the Secretary of Defense and each of the Services. The working group met regularly to develop policy guidance for inclusion in existing DoD Directives and Instructions in preparation for implementation of the ROPMA personnel policy provisions on October 1, 1996. This guidance will then provide the basis for revising appropriate Service regulations.

### **Uniformed Services Employment and Reemployment Rights Act (USERRA)**

USERRA was signed into law by the President on October 13, 1994 and became effective on December 12, 1994. USERRA clarifies and strengthens the employment and reemployment rights, obligations, and responsibilities of members and former members of the uniformed services. USERRA applies to individuals returning to civilian employment after military duty or training, as well as individuals applying for initial employment. The new law, which codifies over 50 years of case law, continues to ensure protection against discrimination, retention in employment promotions, or other benefits of employment. It supports the premise that upon completion of a period military service, returning service members are to be reinstated to their civilian jobs without loss of seniority, status or pay.

DoD Instruction 1205.12, issued April 4, 1996, establishes procedures to ensure, to the greatest extent possible, that service members, former service members and applicants for service are provided all the rights and benefits established in law. To ensure Reserve component members are aware of their rights, benefits, and obligations under the law, the military services are required to conduct a USERRA briefing at least annually for Selected Reserve members or when a Reserve

component member is involuntarily called to active duty. The services are also required to establish a point of contact that Guard or Reserve members may contact for assistance, and a point of contact that an employers may contact for information or possible assistance on USERRA related issues.

Anyone desiring additional information should get in touch with the point of contact established by the service.

Under USERRA, an individual is required to give advance notice, either verbally or in writing, when he or she will be absent from a position of civilian employment to perform military service. One of the few ways an individual can lose his or her right to reemployment is by not providing advance notice. Because of the criticality of complying with this requirement, the Department of Defense strongly recommends that service members always give advance notice in writing, thus documenting that this requirement was fulfilled.

While not intended to be all inclusive, some of the major features of USERRA are described below:

- Scope of Coverage: USERRA provides protection to anyone absent from a position of civilian employment because of uniformed service if: (1) advance written or verbal notice was given to the civilian employer; (2) the cumulative length of absence(s) does not exceed 5 years; (3) the person's character of service was not adverse; and (4) the individual reports to, or submits an application for reemployment, within a specified period based on the length of uniformed service.
- When reemployment is not required: (1) The civilian employment was for a brief, non-recurrent period and there was no reasonable expectation that the employment would continue indefinitely or for a significant period of time; (2) the employer's circumstances have so changed as to make reemployment impossible or unreasonable, or reemployment imposes an undue hardship on the employer; (3) the reemployment of a individual imposes an undue hardship on the employer; (4) the service member received a dishonorable or bad conduct discharge, or was separated under other than honorable conditions; or (5) an officer was dismissed or dropped from the rolls of any armed force.
- Reemployment Position: Generally, service members have the right to return to their job in the position they would have attained if not absent because of military service. The exact position to which they are entitled upon return is determined by the length of absence from the civilian employer to perform military service.
- Benefits: Service members are entitled to seniority and all the benefits of seniority with their civilian employer as if continuously employed. They are also entitled to any non seniority benefits that are generally provided by the employer to other employees having similar seniority, status, and pay who are on furlough or leave of absence. Individuals may be required to pay the employees' cost, if any, of any funded benefits continued, but only to the same extent other employees on furlough or leave of absence are required to pay those costs.

- Health Care: Service members may elect to continue the health care coverage provided by their civilian employer for up to eighteen months. If the period of coverage exceeds 30 days, the employer can require the employee to pay 102% of the insurance costs. For periods of 30 days or less, the employer may require the employee to pay only the employee's share of the coverage, if any.
- Employee pension benefit plans: Employees are to be treated as if no absence in employment occurred and may make up contributions to an employee pension benefit plan. Employers are also required to fund any obligation attributable to the employer of the employee's benefit pension plan.
- Claims Assistance: A person experiencing problems with civilian employment or reemployment may contact the National Committee for Employer Support for the Guard and Reserve at 1-800-336-4590 for assistance. A individual protected by USERRA may also file a complaint with the Assistant Secretary for Veterans' Employment and Training at the Department of Labor.

### **Accessibility**

The Fiscal Year 1995 National Defense Authorization Act also increased the length of time under section 12304 of Title 10 U.S.C. for which the President may order members of the Selected Reserve to active duty without their consent. Formerly under a Presidential Selected Reserve Call-Up (PSRC), Reservists could be called to active duty for 90 days with a possible extension of 90 days for operational

missions. Under the new authority the President can order, up to 200,000 Selected Reservists to active duty for 270 days. This new authority will both improve accessibility and reduce some of the previous planning uncertainties associated with mobilizing Reserve forces for shorter periods.

### **Quality of Life and Mobilization Readiness**

Finally, the Fiscal Year 1996 National Defense Authorization Act, signed into law by the President on February 10, 1996, includes three legislative initiatives which will enhance the quality of life for Reservists and their mobilization readiness. These initiatives are:

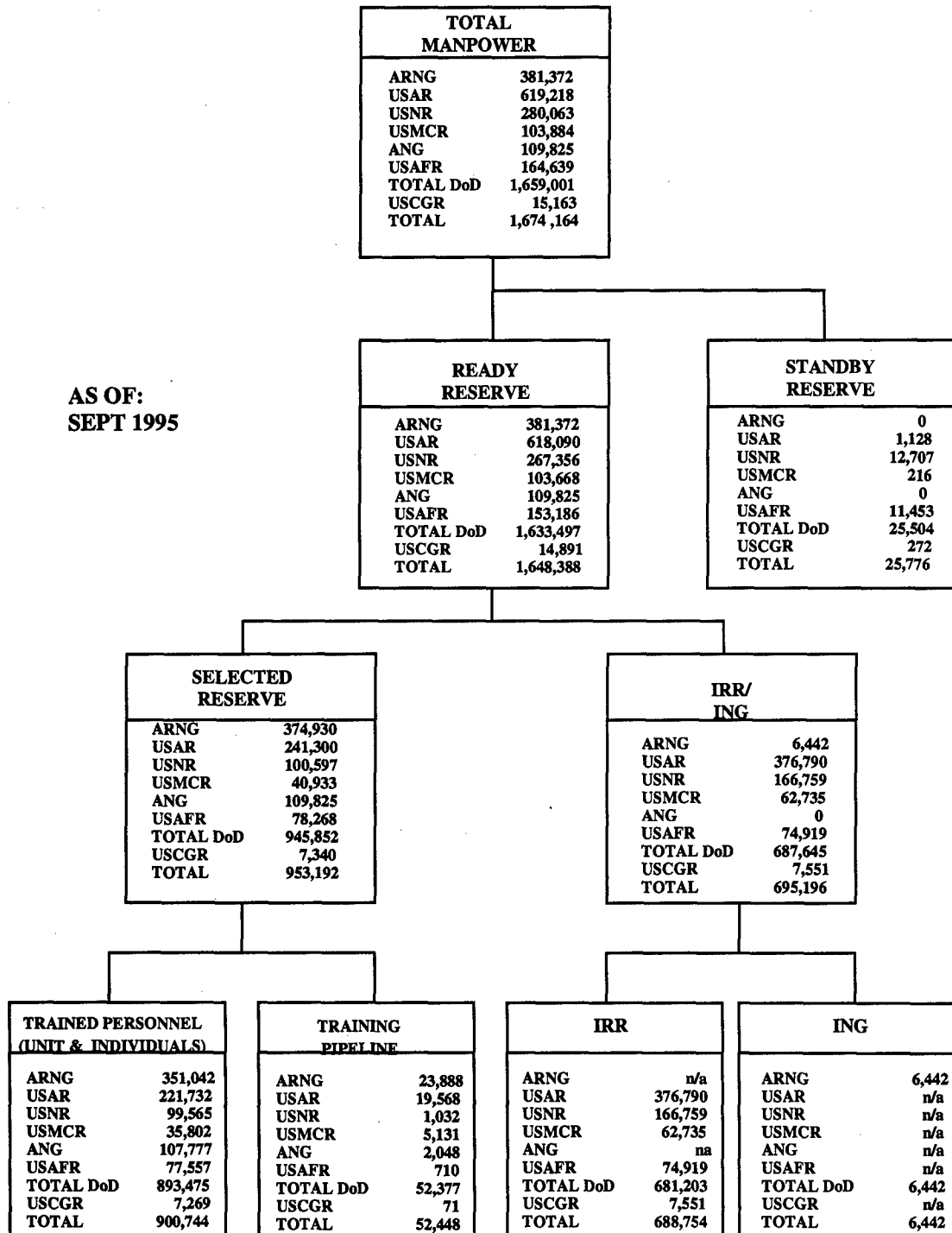
- a Mobilization Income Insurance Program for members of the Ready Reserve who wish to participate. The program provides insurance protection of \$1,000 per month in increments of \$500 up to \$5,000 against loss of income as a result of an involuntary mobilization. This program should help Reservists who are involuntarily called to active duty avoid serious income loss due to their military income being less than civilian income (including Reserve income). Participation is voluntary and financed by premiums paid by participants.
- a Dental Insurance Program for members of the Selected Reserve to begin in Fiscal Year 1997. The program will provide voluntary enrollment with premium sharing between the Department of Defense and the member. The member contribution will not exceed \$25.00. The benefit will provide basic dental care and treatment,

including diagnostic services, preventative services, basic restorative services, and emergency oral examinations.

- medical and dental care to members of early deploying units of the Army Selected Reserve. Members of the Selected Reserve of the Army assigned to units scheduled for deployment within 75 days after mobilization, will, at no cost to the member, receive an annual medical and dental screening and dental care required to ensure that the member meets the dental standards required for deployment. In addition members who are over 40 years of age will receive a full physical examination at least every two years.

**TOTAL RESERVE STRENGTH**  
**TOTAL FISCAL YEAR 1995 RESERVE MANPOWER**

AS OF:  
 SEPT 1995



## APPENDIX B

### RESERVE FORCES ANNUAL PAY RATES

| Pay Grade  | 2 or Less | Over 2 | Over 3 | Over 4 | Over 6 | Over 8 | Over 10 | Over 12 | Over 14 | Over 16 | Over 18 | Over 20 | Over 22 | Over 24 | Over 26 |
|--|-----------|--------|--------|--------|--------|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>COMMISSIONED OFFICERS*</b>  |           |        |        |        |        |        |         |         |         |         |         |         |         |         |         |
| O-8  | 11,854    | 12,210 | 12,500 | 12,500 | 13,431 | 13,431 | 14,066  | 14,066  | 14,651  | 15,287  | 15,874  | 15,874  | 16,266  | 16,266  | 16,266  |
| O-7  | 9,850     | 10,520 | 10,520 | 10,520 | 10,992 | 10,992 | 11,629  | 11,629  | 12,210  | 13,431  | 14,355  | 14,355  | 14,355  | 14,355  | 14,355  |
| O-6  | 7,301     | 8,021  | 8,547  | 8,547  | 8,547  | 8,547  | 8,547   | 8,547   | 8,837   | 10,235  | 10,757  | 10,992  | 11,629  | 12,022  | 12,612  |
| O-5  | 5,839     | 6,856  | 7,330  | 7,330  | 7,330  | 7,330  | 7,552   | 7,959   | 8,492   | 9,128   | 9,650   | 9,944   | 10,291  | 10,291  | 10,291  |
| O-4  | 4,922     | 5,994  | 6,393  | 6,393  | 6,512  | 6,799  | 7,263   | 7,671   | 8,021   | 8,374   | 8,604   | 8,604   | 8,604   | 8,604   | 8,604   |
| O-3  | 4,574     | 5,114  | 5,467  | 6,049  | 6,338  | 6,565  | 6,921   | 7,263   | 7,441   | 7,441   | 7,441   | 7,441   | 7,441   | 7,441   | 7,441   |
| O-2  | 3,988     | 4,356  | 5,233  | 5,409  | 5,521  | 5,521  | 5,521   | 5,521   | 5,521   | 5,521   | 5,521   | 5,521   | 5,521   | 5,521   | 5,521   |
| O-1  | 3,463     | 3,604  | 4,356  | 4,356  | 4,356  | 4,356  | 4,356   | 4,356   | 4,356   | 4,356   | 4,356   | 4,356   | 4,356   | 4,356   | 4,356   |
| <b>COMMISSIONED OFFICERS WITH OVER FOUR YEARS ACTIVE ENLISTED SERVICE*</b> |           |        |        |        |        |        |         |         |         |         |         |         |         |         |         |
| O-3E   | 0         | 0      | 0      | 6,049  | 6,338  | 6,565  | 6,921   | 7,263   | 7,552   | 7,552   | 7,552   | 7,552   | 7,552   | 7,552   | 7,552   |
| O-2E   | 0         | 0      | 0      | 5,409  | 5,521  | 5,696  | 5,994   | 6,223   | 6,393   | 7,552   | 7,552   | 7,552   | 7,552   | 7,552   | 7,552   |
| O-1E   | 0         | 0      | 0      | 4,356  | 4,654  | 5,000  | 5,173   | 5,409   | 5,409   | 5,409   | 5,409   | 5,409   | 5,409   | 5,409   | 5,409   |
| <b>WARRANT OFFICERS*</b>   |           |        |        |        |        |        |         |         |         |         |         |         |         |         |         |
| W-5  | 0         | 0      | 0      | 0      | 0      | 0      | 0       | 0       | 0       | 0       | 0       | 7,953   | 8,254   | 8,493   | 8451    |
| W-4  | 4,660     | 5,000  | 5,000  | 5,114  | 5,346  | 5,582  | 5,816   | 6,223   | 6,512   | 6,741   | 6,921   | 7,144   | 7,384   | 7,614   | 7,959   |
| W-3  | 4,235     | 4,594  | 4,594  | 4,654  | 4,708  | 5,052  | 5,346   | 5,521   | 5,696   | 5,866   | 6,049   | 6,285   | 6,512   | 6,512   | 6,741   |
| W-2  | 3,709     | 4,013  | 4,013  | 4,130  | 4,356  | 4,594  | 4,768   | 4,943   | 5,114   | 5,294   | 5,467   | 5,639   | 5,866   | 5,866   | 5,866   |
| W-1  | 3,090     | 3,543  | 3,543  | 3,839  | 4,013  | 4,185  | 4,356   | 4,535   | 4,708   | 4,883   | 5,052   | 5,233   | 5,233   | 5,233   | 5,233   |
| <b>ENLISTED MEMBERS*</b>   |           |        |        |        |        |        |         |         |         |         |         |         |         |         |         |
| E-9  | 0         | 0      | 0      | 0      | 0      | 0      | 5,421   | 5,543   | 5,668   | 5,798   | 5,928   | 6,043   | 6,360   | 6,608   | 6,979   |
| E-8  | 0         | 0      | 0      | 0      | 0      | 4,546  | 4,677   | 4,799   | 4,924   | 5,054   | 5,170   | 5,297   | 5,608   | 5,858   | 6,233   |
| E-7  | 3,174     | 3,427  | 3,553  | 3,678  | 3,803  | 3,924  | 4,050   | 4,176   | 4,365   | 4,489   | 4,613   | 4,674   | 4,987   | 5,235   | 5,608   |
| E-6  | 2,730     | 2,977  | 3,100  | 3,232  | 3,354  | 3,474  | 3,602   | 3,787   | 3,906   | 4,032   | 4,093   | 4,093   | 4,093   | 4,093   | 4,093   |
| E-5  | 2,396     | 2,608  | 2,735  | 2,854  | 3,042  | 3,166  | 3,290   | 3,412   | 3,474   | 3,474   | 3,474   | 3,474   | 3,474   | 3,474   | 3,474   |
| E-4  | 2,234     | 2,360  | 2,499  | 2,692  | 2,799  | 2,799  | 2,799   | 2,799   | 2,799   | 2,799   | 2,799   | 2,799   | 2,799   | 2,799   | 2,799   |
| E-3  | 2,106     | 2,221  | 2,310  | 2,401  | 2,401  | 2,401  | 2,401   | 2,401   | 2,401   | 2,401   | 2,401   | 2,401   | 2,401   | 2,401   | 2,401   |
| E-2  | 2,027     | 2,027  | 2,027  | 2,027  | 2,027  | 2,027  | 2,027   | 2,027   | 2,027   | 2,027   | 2,027   | 2,027   | 2,027   | 2,027   | 2,027   |
| E-1  | 1,808     | 1,808  | 1,808  | 1,808  | 1,808  | 1,808  | 1,808   | 1,808   | 1,808   | 1,808   | 1,808   | 1,808   | 1,808   | 1,808   | 1,808   |

\* Based on pay received for 48 drill periods (12 weekends) and 14 days of annual active duty for training.

Pay rates effective as of January 1, 1996.

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## RESERVE COMPONENT ADDRESSES



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(Reserve Affairs)  
1500 Defense Pentagon  
Washington, DC 20301-1500



Chief, National Guard Bureau  
2500 Army Pentagon  
Washington, DC 20310-2500



Director, Army National Guard  
2500 Army Pentagon  
Washington, DC 20310-2500



Chief, Army Reserve  
2400 Army Pentagon  
Washington, DC 20310-2400



Director, Naval Reserve  
2000 Navy Pentagon  
Washington, DC 20350-2000



Assistant Deputy Chief of Staff for M&RA  
for Reserve Affairs  
2 Navy Annex  
Washington, DC 20380-1775



Director, Air National Guard  
2500 Army Pentagon  
Washington, DC 20310-2500



Chief, Air Force Reserve  
1150 Air Force Pentagon  
Washington, DC 20330-1150



Director of Reserve & Training  
Headquarters, U.S. Coast Guard  
2100 2nd Street, S.W., Room 5100  
Washington, DC 20593-0001