

The National Guard In Combat Operations

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Introduction

The role of training and mobilizing the National Guard (NG) for combat in defense of our nation is incredibly diverse. This paper will dissect the command challenges, mission and effects, both positive and negative on the active force, states, local communities, and families of NG Soldiers. To simplify this process, the first two chapters will discuss the actions and effects of training NG Soldiers prior to mobilization, while the next two will discuss actions and effects after mobilization.

Our NG dates back to well before revolutionary time when the first English settlers brought their cultural influences and English military ideas with them to this continent. One of their ideas included the reliance on a militia of citizen-soldiers who had the obligation to assist in national defense. The basis for the present day NG is the organized militia as described in our Constitution. The President controls all military forces as Commander-in-Chief, and Congress has the sole power to impose the taxes to pay for military forces and the right to declare war. In the militia, power is divided between the individual states and the Federal government. The Constitution gave the states the right to appoint officers and supervise training, and the Federal government was granted the authority to impose standards. In the final analysis, the Constitution established the legal basis for the foundation of a dual military system comprised of citizen-soldiers within the state militias, and a professional federal military force.

The name, "National Guard" was first adopted before the Civil War by New York State's militia in honor of the Marquis de Lafayette, hero of the American Revolution, who commanded the "Garde Nationale" in the early days of the French Revolution. By the close of the century, the need for military reform led to compromise between politicians and Army officers who wanted a much larger full-time Army, and a country which had never tolerated a large regular

Army in peacetime and was unwilling to pay for it. Further, states-rights advocates in Congress defeated plans for a totally Federal reserve force in favor of reforming the militia, or NG. As a result of problems incurred in utilization of the Guardsmen during World War I, further legislation in 1933 created a dual legal status for Guardsmen in federal service. Essentially, Guardsmen would carry two appointments, one in the armed forces of the United States and one in the state. From this period forward, the NG continued to make contributions to the defense of the nation despite marginal funding, limited and marginal equipment acquired from the active component forces, and contending with a second class status which often resulted in a bias towards the reserve component forces.

Today, the NG is very active both at home and abroad. In the recent years, the NG deployed soldiers to more than 70 countries for missions and training while supporting more than 300 domestic emergency call-ups annually. The NG and Reserves comprise almost half of our total military capability today and participate in every region of the world and contingency over the most recent decade. The traditional, most often thought of role for the NG, is likely based in their use during the civil unrest of the sixties when many Governors depended on the NG to maintain domestic order during the civil rights marches and anti-Vietnam protests. The NG's more recent use of assets to assist in natural disasters, hurricanes, riots, demonstrations, and drug interdiction and eradication efforts all drawn attention to their current role in local communities.

The collapse of the Soviet Union and Global War on Terrorism forced the United States to change the basis for planning the size and content of U.S. forces. The National Security Strategy of the Cold War years was one of containment and deterrence, which depended on a large military force capability of countering the Soviet threat and communist expansion. With the end of the Cold War, the growing military assistance to fledgling democracies, and increasing

participation in a peacekeepers' role under the policy of engagement, the active duty military force found itself shorthanded in terms of both manpower and funding. Consequently, as a result of Active Component (AC) downsizing, and U.S. National Security Strategy (NSS), the Pentagon has once again started to depend on the NG to help fill the gaps. Current plans and thoughts are for future increased roles and participation in a variety of capacities.

The Guard Bureau, International Affairs Divisional, describes one such role involving relations with other nations below:

...The National Guard goal is to demonstrate, through the example of the citizen-soldier, the role of the military in a democratic society... By utilizing National Guardsmen in their dual roles as citizen-soldiers, the partner nation's military leaders are encountering highly trained and cost-effective members of the United States Armed Forces. Guardsmen serve as role models in making a compelling case for the ideals of democracy, professionalism, and deference to civilian authority. They also demonstrate the necessity and economy of Reserve Components with the ability to react immediately to civil and military emergencies... The purpose of this program is to build long-standing institutional affiliations and people-to-people relationships with nations while establishing democratic military organizations. (Guard Bureau)

Another key role in defense of our nation is the NGs manning and operation of the missile defense site at Ft. Greeley, AK. Given the rapid advancement of foreign governments such as North Korea's technology and ability to deliver rockets armed with weapons of mass destruction, this mission, more than any other demonstrates the importance of our NG and their commitment to the defense of our nation.

Chapter 1

Pre-Mobilization Training Contrasting View

Limited training time, resources, outdated equipment and personal challenges severely limit the NG Soldier's ability to sustain proficiency during combat operations. The misuse and abuse of NG soldiers should stop. The Army failed to provide NG Soldiers the quantity and quality of training needed to sustain themselves in combat operations. Other basic training and advanced individual training is conducted in increments, by correspondence, or web based. NG Soldier's training is considered average or below when compared to Active Competent (AC) standards. Because of the increments in training, the NG continually remains in the training refresher stage and never advances to the sustain phase, which doesn't encompass a trained and ready force. Also, after years of training in their primary military occupation specialty (MOS), many Soldiers must deploy and work in unrelated MOSs. For example, 27 NG units were retrained as military police from other specificities such as field artillery.

Readiness

AC Soldiers are thoroughly screened for medical fitness prior to deployments. Numerous forms and multiple questions are generated to ensure the highly level of fitness. On the other hand, many NG soldiers are shipped off to battle with little attention paid to their medical histories. Those histories included ailments such as asthma, diabetes, recent surgery and hearing loss. Once in Iraq, the Soldiers faced severe conditions that aggravated their medical problems, and the medical care available to them was limited. For example, David Lloyd, a 44-year-old mechanic with the Tennessee National Guard, died of a heart attack in Iraq last August. An autopsy showed three blockages in Lloyd's coronary arteries.

Homeland security is also at state due to the mobilization and deployment of 52 percent of the NG. Jesse Ventura, Governor of Minnesota, adamantly believes the president blatantly misused the NG and valiantly spoke out against the multiple deployments. He believes, “The real scandal about Bush and the National Guard is not what he did – or avoided doing –during Vietnam; it is the damage Bush is doing to the National Guard today through his utter mismanagement of the war in Iraq” (Englin). Continued deployments reduce the NG’s preparedness and availability for its homeland security and natural disaster missions.

Personal Implications

The United States Army Reserve (USAR) senior enlisted advisor, CSM Michelle Jones, continues to fight for increased and substantial benefits for NG Soldiers. Since the war began in Iraq in March 2003, NG Soldiers fought and many died; yet they do not have the same benefits as AC Soldiers. Many benefits are given to appease NG Soldiers. “In May, the Senate overwhelmingly voted to open TRICARE to National Guard and Reserve members on a cost-share basis. While strongly supported by the NGAUS and The Military Coalition, the secretary of defense opposes the initiative”(Haggart). The secretary of defense’s opposition is quite applauding. Below are statistics regarding the health care coverage of NG Soldiers:

- More than 20 percent do not have health coverage
- 40 percent of junior enlisted personnel do not have health coverage
- 90 percent maintain their civilian health coverage during mobilization

Salary

While many Soldiers’ salary increased when they mobilized, numerous of others decreased. Many civilian organizations are supportive when their employees mobilize and provide employment upon demobilization. For example, some Soldiers receive differential pay for six

months to a year. Soldiers who are self-employed do not get that employment security. The Army should provide gap pay when the employer discontinues differential pay to ensure Soldiers are able to maintain a least a partial standard of living.

Service support

When AC Soldiers deploy they have complete military and organizational support to include: Army Community Service, well structured Family Readiness Groups, commissary and Post Exchange. Most families of deployed NG Soldiers do not have those luxuries or conveniences.

Depleting the force

The blood from the US military is heaviest among part-timers, who have been dragged en masse out of civilian life to serve their country with unprecedented sacrifice. For the first time in a decade, "Thanks to the new reality, the Army National Guard missed its recruitment target this year. Instead of signing up 56,000 people, it found 51,000." (Englin) Deployed NG Soldiers' families have the same issues, concern, and challenges as AC Soldiers and deserve the same level of support.

Chapter 2

Pre-Mobilization Training Protagonist View

NG Soldiers' are able to sustain themselves during combat operations regardless of limited training time, resources, and outdated equipment. NG combat forces consist of 8 divisions, 15 enhanced brigades, and 3 separate combat units. Their train up prior to deployment thoroughly prepares them for combat (Grissmer and Nogami pgs 236& 237).

The Army National Guard and Army Reserve consistently train at the joint training facilities around the world. They train at the National Training Center, Fort Irwin, California and the Joint

Readiness Training Center (JRTC) at Ft. Polk, LA in the states. They train at the Combat Maneuver Training Center, Hohenfels, Germany and other overseas commands around the world. (Reserve Component Program).

Personal Influences

Generally, membership in the NG has a positive influence on civilian jobs. Many employers seek the skills and leadership acquired in military service. Some soldiers find their civilian and military jobs complement each other, while others seek to add diversity to their lives and skills by serving in a capacity quite different than their civilian occupation. Regardless, membership within the NG should not have a negative impact on civilian employment. Federal laws also prevent employers from discriminating against an employee due to his or her membership in the NG. In addition, if called to active service, employers are required by law to allow employees to return to the same job they had when they left. (Frequently Asked Questions).

Equipment

The NG took delivery of many major equipment items during Fiscal Year 1998. The following items were delivered through Department of the Army funding: Family of Medium Tactical Vehicles (FMTV), multiple-launch rocket system (MLRS), Avenger rockets, M1A1 tanks, Single-Channel Ground and Airborne Radio System (SINCGARS) radios, Heavy Equipment Transporters (HET), Palletized Load Systems (PLS), M16A3 rifles, and the Volcano scatter able mine system. Also the NG used the National Guard and Reserve Equipment Appropriation (NGREA) funds to purchase night-vision equipment, UH-60Q helicopter modification kits, Reverse Osmosis Water Purification units, dump trucks, Engagement Skills Trainers, five-ton tractors, AH-1F Helicopter Bore sight Equipment Integrated Simulation Trainer (AFIST). (Reserve Component Programs).

The Army Guard uses advanced technology Training Aid Devices, Simulations and Simulators (TADSS) to enhance the maneuver and gunnery training of armored units. The equipment they use is as follows: the Engagement Skills Trainer (EST)- a marksmanship trainer, the Abrams Full Crew Interactive Simulator Trainer (A-FIST)- a full-crew gunnery device, the Guard Full Crew Interactive Simulator Trainer II (GUARDFIST II). GUARDFIST II trains forward observers on proper call-for-fire techniques. The number required is 148; on hand- 118 (Reserve Component Programs).

Experimental training technology allows the Guard to integrate live and virtual combat training environments without having to move troops and equipment hundreds of miles. The Joint Training Experimentation Program (JTEP) eventually could let the California Army National Guard hold joint training with its Air Guard counterparts, something that is tough to do now, said Maj. Gen. Paul D. Monroe, Jr., adjutant general of the California National Guard.

The Deployable Force on Force Instrumented Range System (DFIRST) is the initial live instrumentation component system for JTEP. It is a comprehensive instrumented training system for armored ground combat maneuver and gunnery exercises (Fein). Live exercises include real soldiers, vehicles, weapons and environment. Virtual simulation uses real soldiers, but everything else is simulated. In constructive simulation, everything is simulated with the possible exception of a few participants. Exercises at Combat Training Centers and those conducted with DFIRST are examples of live simulations. Virtual simulations include the Close Combat Tactical Trainer (CCTT) and flight simulators. Constructive simulations include the Joint Conflict and Tactical Simulation (JCATS). "The outcomes of JTEP allow a unit to link all three environments into the same exercise. Everybody trains as a team at the same time, on the same terrain, with the same scenario, against the same operational force." "[Live, virtual and

constructive] integration—which is the outcome of JTEP—overcomes the shortfalls of stovepipe training.”

The constructive targets were able to return fire in JCATS, and successfully attack friendlies, just as the friendlies engaged both live and constructive enemy, he added.” Behind the moving friendly live force, there was the remainder of the battalion, represented constructively, who then in JCATS, engaged and destroyed the remainder of the enemy force, also constructively replicated,” Bernatz said. JTEP can also conduct battalion-level exercises more cost effectively.

DFIRST allows the tracking of live entities in a constructive simulation. As a battlefield system, DFIRST permits assessment of direct and indirect fire, allows for resolution of engagements and the tracking of individuals. It is also easier to mount on vehicles than earlier systems, and does not require detailed bore sighting and zeroing processes, officials said. DFIRST allows a unit to “guise” systems differently, said Bernatz. “Thus, it is possible for a tank or [mechanized] company commander to train leaders using Humvees with DFIRST guised as M1A1 tanks,” he said. Bernatz said troops had to go through some degree of training on the JCATS constructive simulation. “But that is simple enough to do and relatively inexpensive.”

Virtual training linked with live events does allow a greater “bang for the buck, once the entire unit trains live against a full up thinking, interactive opposing force,” said Bernatz. “The more units can conduct simulations and virtual training, the likelier they are to be successful at the live, and ultimately, at the real events,” he said. “Linking live, virtual, and constructive training enhances the training value of the live event and makes it significantly more successful because the units can run multiple events prior to engaging in live training” (Fein).

“There were also some concerns that we had in using GuardNet as our connecting network, he said.” One issue was having sufficient bandwidth between sites and reliable communications between systems. Because SRI’s offices are in Menlo Park, several hundred miles north of the Guard’s San Luis Obispo facilities, the interoperability system had to be tested over the Internet, said Shockley.

Armor training is the focus that JTEP has chosen for initial demonstrations. Plans call for JTEP to eventually be available to Guard units across the country. That could prove a big financial benefit for Guard units as states struggle to balance their budgets. “It will be a tremendous cost savings, because it will eliminate the need to travel” (Fein)

The NG modernization strategy provides a relevant, compatible force, capable of fulfilling state, national, and international missions. Resourcing the force with this equipment is key.

Significant initiatives include modernization of field artillery to M109A6 Paladin 155 mm systems and Multiple Launch Rocket Systems (MLRS). The Army Guard has been modernized with three battalions of Paladin and is programmed to field fifteen more battalions of Paladin through FY 2001. As of FY 1998, 10 MLRS battalions were in the NG. In FY 1999, the Army began conversion of all MLRS battalions to a structure of three batteries of six launchers each. The launchers made available by restructuring are being used to convert 11 Army Guard 155mm-equipped artillery battalions to the MLRS between 1999 and 2005. Congress appropriated \$95 million in FY 1998 for 80 M2A2ODS Bradley Infantry Fighting (BIFV) in the ARNG.

The Javelin is the new infantry anti-armor weapon critical for self defense of light forces and M113-equipped mechanized infantry. Fielding began in fiscal year 2004, with completion in fiscal year 2007. The heavy Enhanced Brigades are currently equipped with M1A1 Abrams

tanks. This will upgrade the Army Guard's remaining armor from the 105mm M1 tank to the 120mm M1A1 model. This enhancement provides greatly increased firepower and survivability and ammunition compatibility with the rest of the Army.

Modernizing Army Guard communications is another key to interoperability with the Total Army. Currently, five Army Guard Enhanced Separate Brigades have SINCGARS Radios and the remaining 10 are scheduled to receive them in the next two years. The Enhanced Position Locations Reporting System (EPLRS) is the backbone for the tactical Internet. The first digitized corps is scheduled to receive EPLRS. This is a critical component of the air defense Slew-to-Cue tracking system.

Modernization Army Guard small arms and night-vision capabilities continued in Fiscal Year 1998. The MK19 Grenade Machine Gun resumed fielding in Fiscal Year 1999; the Army Guard received 1000 weapons in 1999. The Army Guard also received the M240B Medium Machine Gun. The Army Guard received several thousand M249 Squad Automatic Weapons (SAW) in 1999 and 30,000 SAWs in FY 2003. In FY 1999, the Army Guard's Special Forces battalions fielded the PAQ4C and the PEQW Laser Aiming lights (Reserve Component Programs). In conclusion, considering the new training aids and the updated equipment the NG units are able to sustain themselves in a combat environment.

Chapter 3

Post Mobilization Protagonist View

The U.S. military forces cannot fight a large-scale conflict today without relying on NG and USAR units. NG Soldiers endure undue hardship during mobilization/deployment operations for combat.

Lost wages

More than 11,500 ARNG/USAR Soldiers holding federal civilian jobs forgo approximately \$18 million a year while they are activated, resulting in unexpected savings for the government. Why should Uncle Sam cash in as America's fighting men and women, and their families, lose out? Example: doctors called to active duty stand to lose as much as 60% of their annual pay. MAJ. Robert Noland, M.D., attached to the 86th Combat Support Hospital, deployed in support of Operation Iraqi Freedom. MAJ Noland, a family practitioner out of Fort Campbell, KY, earned a yearly salary of \$165,000 to support his wife, two children, and a large mortgage. During his 24-month mobilization/deployment, he lost approximately \$170,000 dollars of income. From November 2001 through May 2003, NG soldiers planned, coordinated, and executed joint health-services support provided to Operations Enduring Freedom in Afghanistan and Iraqi Freedom in Iraq. They controlled more than 100 medical units that supported combat operations from Bagram to Baghdad. The Reserve multi-component headquarters also configured and pre-positioned critical medical equipment sets and sustain stocks throughout the Central Command Theater. Over the past year, NG medical professionals have established and operated theater Army medical laboratories capable of testing biological and chemical substances, and provided more than 3,000 hospital beds to joint and coalition forces. They also issued more than 20,000 different items of equipment and more than 80 short tons of medical supplies into Iraq and Kuwait. Estimates show that more than 65 percent of these NG soldiers are putting their lives on the line for half the pay they earned in their civilian jobs.

Health Care Issues

When NG members report to active duty, they are authorized medical care in a military treatment facility and have the same priority for care as any other active duty members. NG

members on active duty orders for less than 30 days are not authorized health care through the military health system except for emergencies while on active duty. What we do not know is that 30 days after NG members come off active duty orders, what happens to them then?

Ms Verena Dobnik states:

Six soldiers who have fallen ill since their return from Iraq said Friday that the Army ignored their complaints about uranium poisoning from U.S. weapons fired during combat. They also said they were denied testing for the radioactive substance. "We were all healthy when we left home. Now, I suffer from headaches, fatigue, dizziness, blood in the urine, unexplained rashes," said SGT Jerry Ojeda, 28, who was stationed south of Baghdad with other NG members of the 442nd Military Police Company. He said symptoms also include shortness of breath, migraines and nausea. SGT Herbert Reed, 50, said that when a dozen soldiers asked for treatment last fall, they initially were turned away. Three of them persisted and were tested in December, said Reed, who has yet to receive his results. The soldiers held a news conference at Ojeda's home, joined by Sen. Charles Schumer, D-N.Y., who said he would work to get the victims extended health benefits after they are discharged. Five of the men said Dr. Asaf Durakovic, a former Army doctor and nuclear medicine expert, who found traces of depleted uranium in their bloodstream, with four registering high levels, also recently tested them independently. After their return from Iraq, "the Army was unfortunately not cooperative when they asked for testing," Schumer said. In Washington, an Army spokesperson, Cynthia Smith, said that the military would test any soldier who expressed concerns about uranium exposure. (Dobnik)

The men said that Army officials are now testing urine samples they supplied. Results are expected in about three weeks. Since the start of the Iraq war, U.S. forces reportedly have fired at least 120 tons of shells packed with depleted uranium. Depleted uranium, which is left over from the process of enriching uranium for use as nuclear fuel, is an extremely dense material that the U.S. and British militaries use for tank armor and armor-piercing weapons. It is far less radioactive than natural uranium. Veterans started reporting health problems because of depleted uranium shells in 1991, after the first Gulf War. Some experts believe the nuclear component used in warfare is practically harmless, while others blame depleted uranium for cancers and other illnesses.

Longer separations from family and love ones

The normal time for NG soldiers to spend separated from home is 24 to 30 months. A full time active army unit has the luxury, of training in their own back yard, a local training area (LTA). The training and mission rehearsal exercise (MRE) and the field training exercises, (FTX) that take place prior to the major training events or deployments. Training or the train-up is a critical part of the mobilization process, and should never be cut short or taken lightly. The train-up process for your normal NG unit is a 6 to 9 month process, which is extra time that they will spend away from home, and away from family.

SPC John, Brents states:

“Not enough benefits or money to survive”. Before coming here, if I needed extra money I could work a few more hours. Now I receive only about three-fourths of the money needed for rent. There is no way to make extra. It makes it difficult for my wife to survive. Regular Army families can live on base, shop at the Post Exchange, utilize armed forces banks, contact the Army in case of hardship, and

enjoy many other benefits that make their lives easier. My wife is a good hour from any Army base. It would be pointless to drive that far to reap meager benefits just to survive. Why would anyone ever join? We will all be playing catch up when we return to our jobs. "I believe that when the Army finally lets us go home, it will be the proverbial death of the National Guard." (Brents).

NG Soldiers are very different then Active Duty Soldiers, they have an obligation/contract to fulfill but they should be employed different but treated the same.

Chapter 4

Post Mobilization Contrasting View

The U.S. military forces cannot fight a large-scale conflict today without relying on the NG units and the Reserves. The NG--the oldest component of America's armed forces--has contributed in every major military campaign in the nation's history.

The NG component is a critical element of the nation's total force. NG units are deployed around the world to support the active forces in missions that range from peacekeeping to major wars. Beyond combat forces, guard units provide, for example, medical personnel, as well as administrative support personnel for air defense capabilities and helicopter units, and personnel trained to operate in a chemically contaminated battlefield. The Guard's role has grown over the past decade as the active forces have been downsized and deployments in operations other than war have increased.

Now, with the imminent terrorist threat to the homeland and the increasing likelihood that U.S. civilians may be targeted at home in future conflicts, the homeland is a theater of war. Thus, the role of the NG in homeland security must become a part of war planning for any future war contingency.

Transformation

The U.S. Army has embarked upon what is described, as it is most important and controversial reorganization in decades in an effort to improve its ability to fight wars in Iraq and Afghanistan while defending the home front. The state missions required the mobilization of NG units to supplement security forces within the state boundaries. Most of these missions remained under the control of the State Area Commands to establish an increased security presence to facilitate worldwide commerce and control of local utilities (Starkoski).

All Soldiers are critical to the success of a NG unit. Unlike an Active Army unit, a NG unit must make the most of its flexibility through the qualifications and skills soldiers have gained from their civilian employment. Although soldiers have individual military qualifications that match those of their Active Army peers (airborne, air assault, pathfinder, ranger, and sniper), units often rely on the master electricians, carpenters, engineers, and computer programmers to complete the mission.

NGs are being assign dual missions. Their forces train for both combat and homeland security duties. They are required to be available to assist State and Federal Governments and plus combatant commanders who request their assistance. By transforming the NG Bureau into a joint force and instilling jointness into each state, Blum thinks the NG will be viewed and understood by the Active components as more reliable, ready, and accessible. In a joint environment, soldiers will be able "to train the way they will operate in the future. We fight jointly, and we need to train and operate on a daily basis in a joint environment so we can make the transition [from citizen to soldier] very quickly," (Blum).

He emphasized that the Guard is not walking away from its traditional warfighting role.

Homeland defense is the NG's most important priority.

Total Force Concept

As a major contributor to the force structure and capability of both the Army and Air Force, the NG must be a part of the transformation planning process for military services. Although cascading of old equipment from the active components may have successfully equipped a force in strategic reserve, the NG no longer operates in such a capacity. Now, more than ever, the Army and Air National Guard are critical components of the Total Force Concept and are used in a much different manner than they were just 15 years ago. The operational tempo is using up the equipment at a much greater pace than previously planned, and waiting for cascaded equipment as the active components are modernized/transformed will produce a NG force that is increasingly ill-equipped and ready to fight a modern war alongside the active forces (Shelton).

Through the alignment and integration of AC, NG, and Reserve units, America's military will continue to provide a force of trained leaders, soldiers and airmen. In doing so, the NG will achieve a common goal: "shaping a joint force to accomplish its primary task, to deter conflict, and if deterrence fails, to fight and win the nation's wars" (Rees).

The Total Force Concept, augmentation of AC missions by NG units meant better equipment and training of the NG, which resulted in higher standards and improved performance.

Mobilization and Training

The Global War on Terror requires agile and flexible forces capable of being rapidly trained and mobilized. Many of the training strategies in place today were designed to support a more deliberate process with longer deployment times and sufficient time to train to predictable skill requirements, particularly for large reserve formations needed to prosecute a war. With the more unpredictable nature of today's security environment, the services are deploying individuals and

units that are tailored for a specific mission. This often means using smaller, non-standard or “ad hoc” derivative units that require non-standard options for training (Greenlief).

Current laws preclude involuntary mobilization for training non-qualified NG component personnel prior to unit deployment. To enhance individual and unit readiness, members could be mobilized to receive requisite training to meet deployment standards or duty position qualifications. Under the partial mobilization authority, the NG components can be involuntarily mobilized to active duty—other than for training—for not more than 24 consecutive months. Under this authority, the Services are restricted to conducting training as part of the post-mobilization, pre-deployment phase. No authority exists to bring NG onto active duty for training, release the trained member from active duty, and subsequently mobilize them for deployment—an agile approach that would leverage the time available prior to mobilization and add flexibility to the mobilization process (Mobilization Planning and Management)

The Department of Defense can pursue a number of alternatives to expand the options to mobilize members for the purpose of training—amendments to 10 USC 12302, amendments to 10 USC 10147, or departmental policy guidance issued by the Under Secretary of Defense for Personnel and Readiness. The NG must be full partners within the services' modernization plans.

Conclusion

The NG has been engaged in the business of securing the homeland, and our roots are firmly established in the "new" homeland security mission. The NG's unique combination of strengths makes it ideally suited to perform this mission: highly skilled, stable, and community-based people; dispersed national presence; and constitutional purpose, as currently incorporated into both our federal and state missions. The unprecedented peacetime use of the NG is integral to the

transformation of the armed forces. This transformation seeks to blend the unique capabilities and perspectives of the individual services and components into a seamless Joint Force, ready for action across the spectrum of conflict.

As described by DOD, transformation is a sustained, iterative and dynamic process that develops and integrates new concepts, processes, technologies, and organizational designs; rebalances capabilities and forces; and seeks to ensure a substantial margin of advantage over potential enemies while minimizing the chances and consequences of surprise.

America's armed forces' most important mission is to fight and win wars.

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