

Chapter 7

Reserve Components

“But 9–11 was indeed a defining moment. As that day’s horrific attack on our country served as a catalyst for national resolve, it also gave rise to a degree of cooperation and unified focus among the Army’s components that is unparalleled in the 30 years of the all volunteer force. This unity is contributing to this War on Terror, both at home and abroad... and how evident the interdependence between the components is, as the Army moves forward to fight this war and transform to the future force.”

General Richard Cody, VCSA, 27 October 2004

Section I Introduction

7–1. Chapter content

Traditionally, the Reserve Components (RC) has provided the Army with the capacity to rapidly expand warfighting capability when the need arises. Over the last 15 years, the Army has relied more and more on the RC to meet demanding mission requirements in support of the NMS. In recent years, the Army has taken major steps to integrate the efforts of the Active Component (AC) and the RC of the Army and today’s power-projection force can only accomplish its missions through such integrated efforts. The RC forces are vital to mission accomplishment. This chapter will address the role, organization, structure and contributions of the RC of the Army.

7–2. Reserve components

The Reserve forces of the Army consist of two components: the Army National Guard (ARNG) and the Army Reserve (AR). The Army National Guard represents Component 2 and Army Reserve represents Component 3.

Section II The Army National Guard

7–3. An American tradition

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

7–4. National Defense Act of 1916

With the *National Defense Act of 1916 (NDA–1916)*, the term “National Guard” became the official name. The NDA–1916 also expanded the role of the National Guard in national defense. Though the Guard remained a State force, a direct result of the act was increased Federal oversight and assistance. NDA–1916 increased the number of times a National Guard unit was brought together for training called drills. These four-hour drill periods increased from twenty-four to forty-eight. Additionally, authorized National Guard units to perform fifteen consecutive days of paid annual training (AT), paid for the drill periods, and increased overall Federal funding. NDA–1916 also required National Guard units to be organized like AC units, established Federal standards for commissioning officers in the Guard, and gave the President authority to mobilize the National Guard in case of war or national emergency.

7–5. World War I

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

7-6. World War II

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

7-7. Korean War

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

7-8. Vietnam War

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

7-9. Desert Shield/Desert Storm

During Operation Desert Shield/Desert Storm, RC units were on active duty within days after the invasion of Kuwait. The majority of the Army's combat support (CS) and combat service support (CSS) units were in the RC. The first ARNG units mobilized were transportation, quartermaster, and military police. Later two ARNG field artillery brigades deployed to Southwest Asia, providing essential fire support capabilities. In total, 62,411 ARNG personnel were ordered to active Federal service of which 37,848 deployed to Southwest Asia.

7-10. Post 9/11

In recent years, the role of the ARNG has expanded. Over the past decade, Operations in Bosnia, Kosovo and Sinai have become ARNG missions. ARNG units have been transformed as a result of continuing AC/RC Rebalancing initiatives. Since 11 September 2001, nearly 94,000 ARNG soldiers have been mobilized to support the war on terrorism.

7-11. Current force

Today's ARNG provides 53 percent of the combat, 38 percent of the CS, and 43 percent of CSS units (Figure 7-1). The ARNG is currently structured with eight combat divisions and fifteen separate combat brigades. The ARNG has the only two RC Special Forces Groups, which are part of USASOC. The ARNG is also structured with CS and CSS units. Many of these units are considered high priority and apportioned to support active forces.

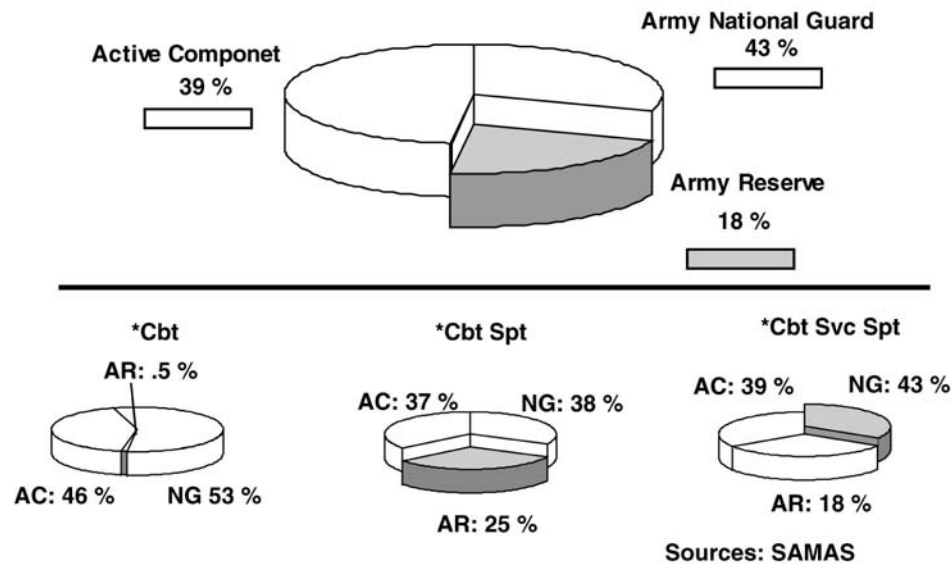


Figure 7-1. FY 04 Total Army composition

Section III

The Army Reserve

7-12. Federal control

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

7-13. The formative years

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

7-14. World War I

More than 160,000 reservists served on active duty in World War I. During the interwar period, the Army planned for thirty-three divisions at cadre status, and from 1933 to 1939, approximately 30,000 Army Reserve officers served active duty assignments as commanders and staff members of the Civilian Conservation Corps camps. Twenty-six

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Army Reserve divisions mobilized for World War II (1941–45), and roughly a quarter of all Army officers who served were Reservists, of which over 100,000 were ROTC graduates.

7–15. Korean War

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

7–16. Changing role

As a result, in the decades that followed the AR force structure evolved away from a combat role to CS and CSS roles. By the end of 1996, the AR troop unit composition was 68 percent CSS, 31 percent CS, 22 percent mobility base expansion, and only 1 percent combat. This change in mission necessitated command and control reorganization in order to regulate the thousands of company and detachment-sized CS and CSS units. Reorganization led to the establishment of: (1) Regional Support Commands, now referred to as Regional Readiness Commands (RRC), and Direct Reporting Commands (DRC); (2) the U.S. Army Reserve Command (USARC), to provide Command and Control Continental U.S. (CONUS) based Army Reserve units (less USASOC and 7th ARCOM in Europe); (3) the Human Resources Command St. Louis (HRC St. Louis), to administer the nonaligned force; and (4) the Office of the Chief, Army Reserve (OCAR) (see para 7–30), to advise the Army Chief of Staff on Army Reserve matters.

7–17. Operations Just Cause to the Global War on Terrorism

The Army Reserve participated in Operation Just Cause (1989) and 85,276 reservists served in Operation Desert Shield/Storm (1990–91), using 647 reserve units to accomplish both CONUS and overseas missions. More than 70 percent of all RC forces mobilized for Operation Uphold Democracy in Haiti came from the AR; and more than 73 percent of all RC forces mobilized for Operation Joint Endeavor/Guard in Bosnia are AR. Because of frugal caps on the number of reservists called up, the Army Reserve leadership must mobilize parts or “derivatives” of units to meet the requirements of the combatant commander. This method sacrifices unit integrity by breaking up unit, and leaves no residual capability in these derivative units for unforeseen circumstances, which would be available if the entire unit mobilized. Additionally, units must cannibalize (cross-level personnel and equipment from) other non-mobilized units to create the derivatives, some of them unique to the existing Army force structure. Despite such challenges, the Army Reserve has thus far mobilized over 125,500 Army Reserve soldiers for operations in support of the ongoing Global War on Terrorism, as of 31 December 2004.

7–18. Current force

In the first decade of the twenty-first century, the USAR consists of the of the over 500,000 soldiers of the Ready Reserve, upon whom the president could call to active duty when needed and which is comprised of the Selected Reserve (troop program units and individual augmentees) and the Individual Ready Reserve. The total Army Reserve, totaling nearly 1,060,000 Soldiers, also includes the Standby Reserve and the Retired Reserve. The Army Reserve provides 45% of the Army’s combat service support and 26% of the combat support in echelons above the division. The logistics-heavy composition of the Army Reserve made it a vital part of the Army’s force projection and sustainment capability. Army’s increased reliance on reserve component participation in ongoing contingency missions underscores a key readiness principle for future operations: protecting America’s interests requires utilization of the entire Army organization (Active, Guard and Reserve components).

Section IV

Title 10 U.S. Code

7–19. United States Code (USC)

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

7–20. Title 10 and Title 32

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

Section V

Reserve service

7-21. The categories

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

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

Figure 7-2. Reserve service categories

7-22. The ready reserve

The Ready Reserve has three subcategories:

a. The Selected Reserve.

(1) The Selected Reserve consists of ARNG and Army Reserve unit members, Active Guard Reserve (AGR) members, and Individual Augmentees (IA) (Army Reserve only). Normally, members of ARNG and AR units attend forty-eight paid unit training assemblies (UTA), each of which is a minimum of four hours duration, and perform two weeks of AT each year (AR: 14 days, ARNG: 15 days). Commanders may extend AT, with approval, up to 29 days. Members may also perform additional training assemblies (ATA) as part of unit training. During UTA and ATA, members are in an inactive duty training (IDT) status. IDT is authorized training performed by a member of a RC not on active duty or ADT and consisting of regularly scheduled unit training assemblies, additional training assemblies, periods of appropriate duty or equivalent training, and any special additional duties authorized for RC personnel by the Secretary concerned, and performed by them in connection with the prescribed activities of the organization in which they are assigned with or without (though creditable for retirement) pay. IDT does not include work or study associated with correspondence courses. During AT members are in an ADT status. ADT is a tour of active duty which is used for training members of the RC to provide trained units and qualified persons to fill the needs of the Armed Forces in time of war or national emergency. The member is under orders that provide for return to non-active status when the period of ADT is completed. In addition to AT, ADT includes special tours of ADT, school tours, and the initial entry training performed by non-prior service enlistees.

(2) Officers, noncommissioned officers (NCO) (see Chapter 15), and members of high-priority units have increased AT and IDT requirements. The prevalent system in most units is to conduct multiple unit training assemblies (MUTAs) consisting of four consecutive assemblies (MUTA-4), the equivalent of one weekend per month. The minimum peacetime training objective is that each unit attains proficiency at platoon level in combat arms units and company level in CS/CSS units.

(3) Individuals are also eligible for active duty for special work (ADSW). ADSW is tour of active duty for Reserve personnel authorized from military and Reserve personnel appropriations for work on RC programs. ADSW may also be authorized to support study groups, training sites and exercises, short-term projects, and doing administrative or support functions.

(4) Army Reserve soldiers are acquired primarily through Army Reserve AGR recruiters working for the USAREC, and with RC career counselors who move soldiers from the AC to RC at transition points. ARNG soldiers are acquired primarily by ARNG AGR recruiters working for State ARNG recruiting organizations and, like AR soldiers, with the

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assistance of RC career counselors at transition points. Both ARNG and AR units have military technicians who serve as Federal civil service employees during the week and as members of the unit during training assemblies or periods of active duty. RC personnel serving on active duty in an AGR status and members of the AC attached directly to the units, provide full-time support.

(5) The Human Resources Command St. Louis (HRC-STL) makes officers' assignments from the Individual Ready Reserve (IRR) in coordination with the RRC and gaining troop program units (TPU). The vast majority of officers are assigned to Army Reserve TPUs based on voluntary assignments.

(6) Force Structure Allowance (FSA) has permitted a situation where both ARNG and USAR components are overstructured. This causes units to have authorized positions, which go unfilled. To remedy this situation, Army is now in the process of reducing the FSA below the authorized end strength through the creation of the Trainees, Transients, Holdees and Student (TTHS) account (see para. 13-7).

(7) Selected Reserve also includes the IAs (Army Reserve only). IAs may be assigned to AC wartime-required positions that are not authorized in peacetime. They are also assigned to DOD, FEMA, Selective Service, and other positions. As members of the Selected Reserve, the IA program provides for a mandatory 12 days of AT each training year.

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

(1) HRC-STL exercises command and control over the IRR, the Standby Reserve, and the Retired Reserve. For strength accountability purposes, the IRR consists of pre-trained individual soldiers assigned to various groups for control and administration. The IRR is available for mobilization in time of war or national emergency declared by Congress or the President and a portion of the IRR is available under the PRC. The control group "AT" consists of non-unit Ready Reserve members with a training obligation, who may be mandatory assigned to a unit by the Commander, HRC-STL. The control group "Reinforcement" consists of obligated members who do not have a mandatory training requirement and those non-obligated members interested in non-unit programs which provide retirement point credit. This includes AR, ARNG, and discharged AC soldiers that have met their training requirement but have not completed their eight-year service obligation. The *Reserve Officer Personnel Management Act* (ROPMA) replaced the Officer Personnel Management System-Army Reserve (OPMS-AR) and defines the training requirements and opportunities for IRR and unit officers. The Enlisted Personnel Management System-Army Reserve (EPMS-AR) (see para 13-21) focuses on training and management of IRR enlisted members. The Army Reserve created the Individual Augmentation (IA) program, which serves as a single, unstructured holding account in the Army Reserve for the assignment of individual Soldiers. Assigning individuals to one account precludes the need to break or reduce parent unit readiness and streamlines the mobilization process. Soldiers assigned to the IA Program are volunteers (primarily drilling Army Reserve Soldiers) who are readily and immediately available to meet individual mobilization requirements and contingency operational needs. The IA Program also allows qualified Soldiers to continue to serve, even though they do not reside near an Army Reserve unit. Currently, over 3,500 Army Reserve Soldiers have registered in the on-line volunteer database. Retention counselors' assist in providing IA volunteers by advising qualified Soldiers who transfer from either the Active Army, Army Reserve troop program units (TPU), or the Army National Guard to the IRR.

(2) The IRR constitutes the largest category of the pre-trained individual manpower. These personnel provide the majority of filler personnel required to bring both the AC and Selected Reserve units to their wartime required personnel strength in the event of mobilization, and initial casualty replacement/fillers in fighting theaters. Currently, IRR strength is approximately 115,000 as of 31 December 2004.

c. Inactive Army National Guard (ING).

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

(2) Individuals assigned to the ING are included in the Ready Reserve strength of the Army. Each FY, ARNG units schedule an annual muster day assembly for their ING personnel that serves to:

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

7-23. Standby reserve (Army Reserve only)

a. The Standby Reserve includes those soldiers who have completed all active duty and reserve training requirements and have either requested reassignment to the Standby Reserve to maintain an affiliation with the military, or

who have been screened from RC unit or IRR roles for one of several cogent reasons. Key employees of the Federal Government (for example, members of Congress or the Federal judiciary), whose positions cannot be vacated during a mobilization without seriously impairing their parent agency's capability to function effectively, are examples of Standby Reservists. Other reasons for a Standby Reserve assignment include graduate study, temporary (one year or less) medical disqualification, or temporary extreme hardship.

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

7-24. Retired reserve (Army Reserve only)

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

b. Members of the Retired Reserve and those with less than twenty years of active service are not provided any form of training and are not available for military service except in time of war or a congressionally declared national emergency. However, Service Secretaries may recall retired personnel with twenty or more years of active service to active duty at any time in the interests of national defense.

Section VI

Reserve component management

7-25. Structure

As with the AC, the ARNG and the AR are governed by Congress, and affected by the OSD and the DA.

7-26. Congress

a. *Committees.* The House and Senate Armed Services Committees (HASC and SASC) (see para 9-66) propose strength authorizations and other matters concerning the ARNG and AR. Certain areas such as pay and allowances and officer promotions are closely controlled. The most significant Congressional action may be establishing and approving the annual paid end strength authorizations. Each year, strength ceilings are authorized to support appropriations for reserve pay and allowances. Although strength levels are established, Congress has been known to appropriate less money than needed to fund them. The Authorization Committees of both Houses propose strength authorizations and other matters concerning the ARNG and AR. The Defense Subcommittees of both the House and Senate Appropriations Committees prepare the appropriation acts that allow funding.

b. *Uniform Services Employment and Reemployment Rights Act (USERRA).* This Congressional action is significant because it protects RC soldiers' rights for employment and reemployment after military service or training. This act does not replace the *Soldiers' and Sailors' Civil Relief Act*, but further codifies and clarifies 50 years of case law and court decisions. The USERRA entitles Reserve soldiers to return to their civilian employment with the seniority, status, and pay they would have attained had they been continuously employed. Among other protections, it expands health care and employee benefit pension plan coverage.

7-27. Office of the Secretary of Defense (OSD)

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

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

c. *National Committee for Employer Support of the Guard and Reserve.* This OSD-level committee, in operation since 1972, is dedicated to improvement of relations between civilian employers and local ARNG and Army Reserve units. The committee has successfully resolved many employer/employee misunderstandings arising from RC service. It operates on an informal basis with the goal of ensuring that individuals have the freedom to participate in training

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without job impediment or loss of earned vacations. In FY 1979, State chairmen were appointed to work with the national chairman. The use of State committees provides widespread support for the program.

7-28. Office of the Chairman, Joint Chiefs of Staff (CJCS)

The 1998 DOD Authorization Bill created two new two-star positions at the JCS, the Assistant to the CJCS for National Guard Matters, and the Assistant to the CJCS for Reserve Matters. They assist the CJCS in assuring that National Guard and Reserve Forces are fully integrated in the Joint arena and reach full potential in executing the NMS. As further outlined in Title 10, *“The Secretary of Defense, in consultation with the Chairman of the Joint Chiefs, shall develop appropriate policy guidance to ensure that, to the maximum extent practicable, the level of reserve component officer representation within the Joint Staff is commensurate with the significant role of the reserve components within the Total Force.”*

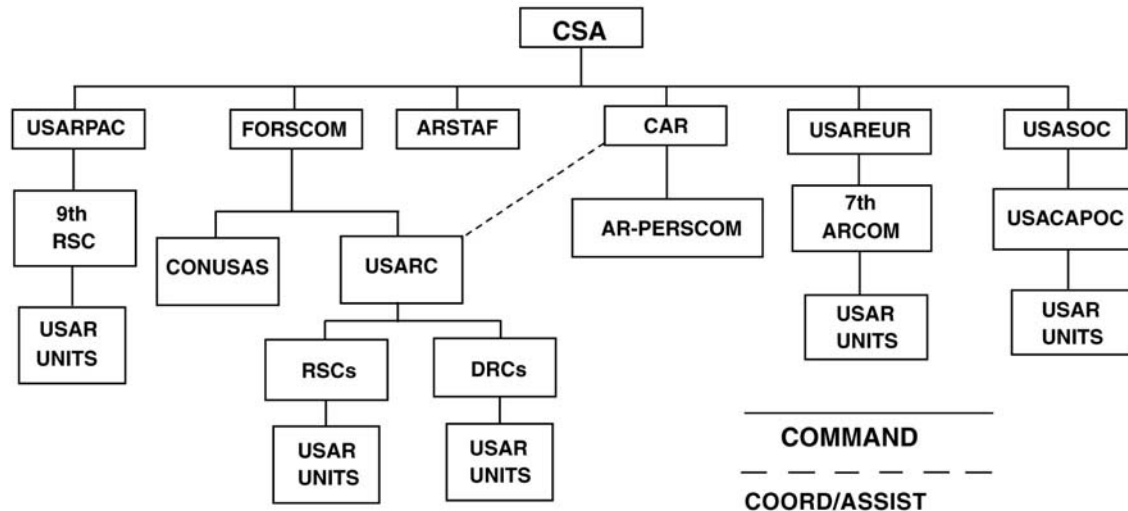
7-29. Headquarters, DA

The management structure for the Army Reserve is shown in Figure 7-3. Except for designated special operations force (SOF) units that are commanded by SOCOM and OCONUS units commanded by USAEUR and USARPAC, almost all Army Reserve TPUs are commanded by the USARC which is subordinate to FORSCOM. State Governors command their respective ARNG units until the units are federalized by Presidential Executive order. Figure 7-3. Army Reserve Command Relationships

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

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

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



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

Figure 7-3. Army Reserve Command relationships

7-30. The National Guard Bureau (NGB)

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

b. As an operating agency, the NGB is the channel of communication between the States and the Departments of the Army and Air Force. This means that the CNGB must work directly with the State Governors and the adjutants' generals (TAG) (Figure 7-4). Although the CNGB has no command authority in these dealings, cooperation is facilitated through control of funds, end strength, equipment, force structure programs, and by authority to develop and publish regulations pertaining to the ARNG when not federally mobilized. Figure 7-4. ARNG Management Structure

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

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

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

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

(1) The Army Directorate, NGB serves as the Chief, NGB's primary channel of communications between DA and the States and the Territories. (Figure 7-5.) The Director, Army National Guard serves as the head of the Army Directorate, which functions as part of the ARSTAF and as a MACOM. Its mission is to acquire, manage and distribute resources to meet the ARNG priorities and influence the development of policies in order to support the Combatant Commanders, Services, and States. The Army Directorate is also the PM for the following functional areas:

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

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

(2) Figure 7–5 shows the organization of the Army Directorate, NGB. As part of the ARSTAF, the Army Directorate assists HQDA in identifying resource requirements and determining the allocation to ARNG units (including: funding, personnel, force structure, equipment, and supplies) To accomplish this, the Army Directorate coordinates with HQDA to ensure proposed policies are conducive and responsive to ARNG unique requirements. While functioning as a MACOM, the Army Directorate assists the Chief, NGB and Director, ARNG in the execution and implementation of ARNG policies and programs, prepares detailed instructions for the execution of approved plans, and supervises execution of plans and instructions. Also, the Army Directorate serves as the Chief, NGB’s executive agent for policy, procedures, and execution of the military support to civil authorities (MSCA) program. Figure 7–5. Army Directorate, NGB

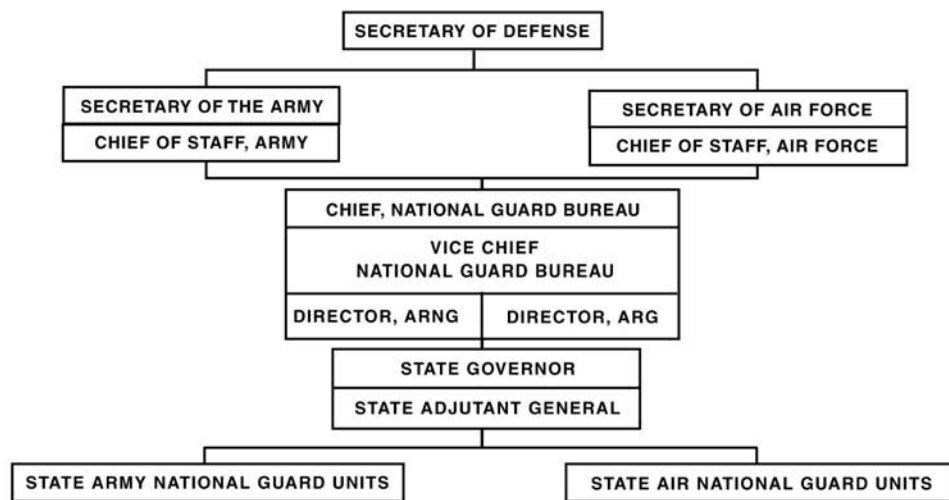


Figure 7–4. ARNG management structure

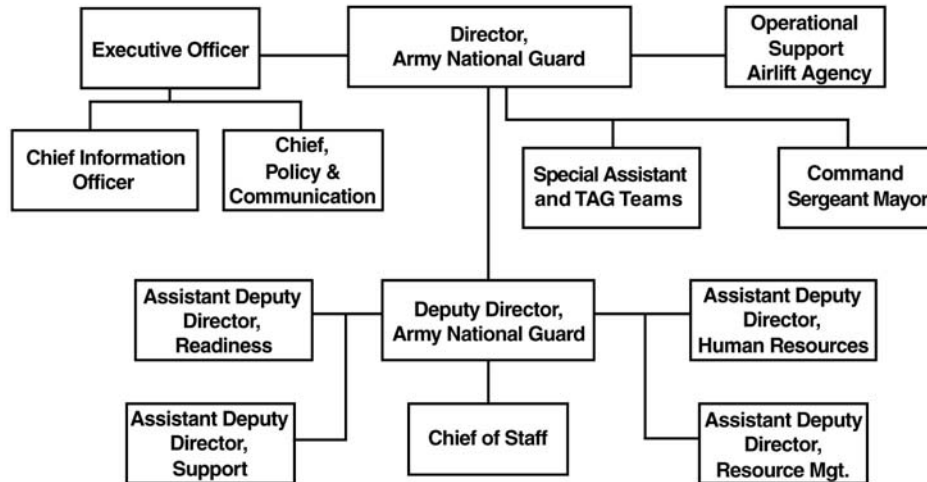


Figure 7-5. Army Directorate, NGB

7-31. Office of the Chief, Army Reserve (OCAR)

a. The OCAR provides direction for Army Reserve planning to accomplish the mission of providing trained units and individuals to support Army mobilization plans. The Chief, Army Reserve (CAR) is appointed by the President with the advice and consent of the Senate and holds office for four years. The CAR may succeed himself one time, and holds the rank of Lieutenant General, Army of the United States, for the duration of the appointment. The CAR also serves as CG, USARC. Figure 7-6 shows the organization of OCAR.

b. The duties of the CAR:

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

c. In 2003, the Army Reserve Personnel Center was reorganized and redesignated as the Human Resources Command - St. Louis (HRC-STL). HRC-STL. It is subordinate to HRC-Alexandria, which is a field operating agency of HQDA G-1. The Total Army Personnel Command has been redesignated Human Resources Command-Alexandria. HRS-STL has the mission of providing personnel life cycle management to all members of the Active, Inactive, and Retired Reserve. The redesignation was more than a name change and represented a significant step towards the establishment of a truly integrated personnel system for the AC and RC.

(1) The current structure and mission of HRC-STL is very similar to that of the U.S. Army Human Resources Command that provides like services to the AC. Critical responsibilities for HRC-STL include—

- Maintaining Official Military Personnel File using the Personnel Electronics Records Systems (PERMS)
- Conducting officer and enlisted selection boards required by law and policy
- Managing officer and enlisted forces, including full-time support personnel (AGR Force)
- Managing life cycle personnel systems to optimize utilization of HR assets
- Synchronizing personnel activities across Army Reserve for peacetime, mobilization, and wartime

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- Administering the branch and functional area proponency and training requirements

(2) HRC-STL provides necessary services for maintaining individual morale and esprit de corps by administering to those individuals who are veterans or retirees. In this capacity, HRC-STL provides information to various government agencies that is used as a basis for obtaining veteran/retiree entitlements or benefits. HRC-STL corrects records, replaces essential documents, verifies status and service, and accomplishes many other functions involving the individual military personnel record. In addition, HRC-STL provides administrative support for many DOD programs involving records in its custody, as well as records of discharged personnel in the custody of the National Archives and Records Administration.

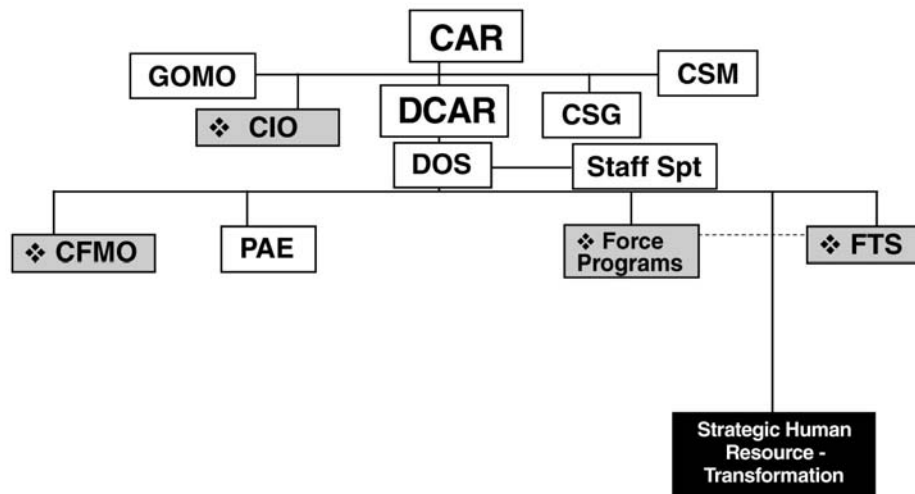


Figure 7-6. Office of the Chief, Army Reserve

7-32. Major Army Commands

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

(1) The missions of the CG, FORSCOM, include command of all assigned Army Reserve TPU's in CONUS (less Army Reserve SOF), and evaluation and support of training of the ARNG. The CG is responsible for organizing, equipping, stationing, training, and maintaining the combat readiness of assigned units. The CG, FORSCOM also manages the RC advisory structure and exercises command of the Army Reserve units through the CG, USARC.

(2) The USARC, established as a major subordinate command of FORSCOM on 18 October 1991, became fully operational on 1 October 1992. The USARC commands and controls all Army Reserve TPU's assigned to FORSCOM.

(3) The USARC commands and controls assigned units through RRCs, DRCs, and echelon above division /echelon above corps (EAD/EAC) commands. The twelve Army Reserve RRCs provide support to all units located within their area of responsibility. Their responsibilities include operations, mobilization and deployment activities, training assistance, and support of the RC within their geographical area of responsibility. Command and control of Army Reserve units may flow through the RRC or through other DRCs. Examples of DRCs are Divisions (Institutional Training) and Training Support Divisions that provide regional training support to Army individuals and units. The RRCs also assume operational control of volunteer units serving as MSCA for natural or manmade disasters where a Presidential Selective Reserve Call-up has not been declared, and assume command and control of mobilized Army Reserve units. Three regional support groups (RSG) support those RRCs with large unit populations. Additionally, there is the 7th Army Reserve Command (ARCOM) located outside CONUS in Germany. The twelve RRCs are:

- 9th RRC (Hawaii)
- 63d RRC (California)
- 65th RRC (Puerto Rico)
- 70th RRC (Washington State)
- 77th RRC (New York)

- 81st RRC (Alabama)
- 88th RRC (Minnesota)
- 89th RRC (Kansas)
- 90th RRC (Arkansas)
- 94th RRC (Massachusetts)
- 96th RRC (Utah)
- 99th RRC Pennsylvania

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

(5) Army Reserve units include such diverse organizations as CS and CSS units; training divisions with a mission to provide tri-component individual and collective unit lanes and simulation training; Army garrisons with a mobilization mission of staffing a post; special courses; and Intermediate Level Education (ILE) courses for AC, ARNG, and AR soldiers. The AR, in addition to maintaining units, has individuals in non-unit control groups as described in the section on the IRR. In addition to the major Army Reserve organizations, there are almost 2,000 company/detachment-sized units.

b. Training and Doctrine Command (TRADOC). TRADOC is responsible for initial entry training for RC members. All nonprior service enlistees under the Reserve Enlistment Program of 1963 (REP-63) perform initial active duty for training (IADT). This includes basic training and advanced individual training (AIT) or one station unit training (OSUT) (see para 15-16c) under AC auspices. An alternative method of conducting this training is the “split-option training” concept whereby an RC member may do BT during one year and AIT the following year.

7-33. State Adjutants General (Army National Guard)

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

b. State TAGs and their management staffs (which include both State and Federal employees) manage Federal resources to build combat-ready units. Under the TAG, ARNG commanders lead their combat-ready units in training during peacetime.

c. A State area command (STARC) is organized within each state. Upon mobilization of ARNG units, the Continental Armies (CONUSA) assumes command and control of federalized ARNG units. The STARC is responsible for pre-mobilization actions such as cross-leveling of personnel and equipment of alerted units. Under the direction of the CONUSA, the STARC is responsible for providing increased levels of support to federalized units and moving federalized units to the mobilization station or port of embarkation as directed by the CONUSA. The STARC also provides installation support, family support, and mobilization support to other RC within the State upon declaration of a national emergency. The STARC continues to provide support to non-federalized ARNG units within the State. If the STARC is federalized, it will fall under the command and control of the respective CONUSA.

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

e. Title 10, United States Code, Chapter 18233, provides for Federal support of construction of ARNG facilities. This law permits construction of facilities on sites furnished by States at no cost to the Federal Government, or on Federal property licensed to the State specifically for ARNG purposes. Funding for approved armory construction is normally 75 percent Federal funds and 25 percent state funds, with 100 percent Federal support for other construction such as administrative, logistics support, and training facilities in direct support to sole Federal functions. Operations and maintenance costs for these facilities are funded via cooperative agreements between the Federal Government and the State military departments. The Federal Government provides all funding for construction and maintenance of facilities for the Army Reserve.

Section VII Training

7-34. Goals

The training goals of the ARNG and the AR are the same as the AA. Plans to achieve objectives are accomplished during IDT, commonly referred to as unit training assemblies (UTA), multiple training assemblies (MUTA), drills, or assembly periods; and during a fifteen-day period known as AT. The same training standards apply to ARNG/AR units as that of their AC counterparts.

a. To meet the on-going operational requirements of OIF and OEF, Army Reserve training is now based on a higher readiness requirement to meet the train-alert-mobilize deploy model, which reduces emphasis on post mobilization training. The Army Reserve force must be ready before mobilization. This change necessitated a new training strategy and increased resource requirements for additional individual and unit training. The newly revised USARC Training Guidance sets the pace for disciplined, standards-based, task-oriented training that fortifies the USAR's wartime posture and establishes a steady and intense OPTEMPO. Proficiency is tested by semi-annual weapons qualification, annual warrior task training, semi-annual physical fitness tests, nuclear, chemical and biological proficiency, and a battle drill program six months prior to mobilization.

b. To continue providing capabilities to support the Army in sustained joint and expeditionary operations and to provide predictability for Soldiers, families and employers, the Army Reserve is implementing the Army Reserve Expeditionary Force (AREF). Beginning in 2005, ten like-structured deployable organizations called Army Rotational Expeditionary Packages (AREPs) will be formed. Units in each AREP will plan to mobilize for up to twelve months once every five years. Unit capabilities and readiness within an AREP will be formally validated as it approaches the employment window. The Army Reserve will implement the AREF in 10 phases. As the Army Reserve transforms, early AREP rotations and their timelines will be condensed. As the concept is fully implemented, the rotations and their phases will become more distinct and sequential.

c. The Army Reserve has sought innovative ways to continue contributing to the performance of training across the Army. To support combatant commanders, the Army Reserve created the Foreign Army Training Assistance Command (FA-TRAC), which conducts foreign army training. In OIF, the 98th Division deployed hundreds of Army Reserve Soldiers to train the newly operational Iraqi National Army.

d. The mission of FA-TRAC is to provide foreign armed forces with advice, training, and organizational practices in leadership, Soldier skills, and unit tactics. Army Reserve Soldiers assigned to FA-TRAC will deploy to the combatant command to live, train, and eat with the host-nation Soldiers. The FA-TRAC will be built from the existing structure of a current Army Reserve division (institutional training). FA-TRAC will provide "plug and play" training teams to the combatant commander.

7-35. Challenges

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

7-36. Unit training assemblies

ARNG and AR units, as elements of the Selected Reserve, are normally authorized forty-eight drill periods and a two-week (14-17 days) AT during the training year, which starts on 1 October and terminates on 30 September of the following year. The general trend is to consolidate these unit training assemblies (UTA) during the year so that four UTA (sixteen hours minimum) are accomplished during a single weekend. This MUTA-4 configuration provides continuity for individual and crew training, qualification firing, field training, and refresher training. Training for mobilization, i.e. completing Phase I and II actions identified in FR 500-3-3, Annexes E and G and the soldier readiness program (SRP) (see para 20-11b) checklist should be conducted during UTA.

7-37. Collective tasks

AT is primarily directed toward collective pre-mobilization tasks. Individual training and weapons qualification are typically performed during IDT. Soldiers and units train to established pre-mobilization levels of proficiency. Combat

maneuver units generally train to an individual/crew/platoon levels of proficiency. CS/CSS units are generally required to train to company level proficiency.

Section VIII Equipment

7-38. Policy

DA policy distributes equipment to units in first-to-fight/ first-to-support sequence. The component to which a unit belongs (Active or Reserve), with the exception of specified programs (for example, National Guard Reserve Equipment Appropriation (NGREA) formerly known as Dedicated Procurement Program (DPP) is not a factor in equipment distribution. This policy ensures the adequate equipping of units employed first in time of crisis. Under this policy, the RC has received substantial amounts of modern equipment in recent years. Army procurement distributes new equipment. Excess AC equipment is redistributed in priority sequence known as “cascading” though experience shows much of this equipment is outdated. Later deploying units are provided the minimum-essential equipment required for training and to achieve minimum acceptable readiness levels.

a. The Army has accepted risk over the years by not fully fielding force modernization equipment to authorized levels in the Army Reserve. At the end of 2004, the Army Reserve had approximately 78 percent of its authorized end items. New procurement and cascading of older equipment from the Active Component (AC) is only keeping pace with battle losses and attrition. Current procurement and cascading will not replace the non-deployable end items retained by the Army Reserve for a decade. The shortage of modern equipment and the retention of obsolete items to maintain equipment on-hand readiness has begun to adversely impact the Army Reserve’s ability to continue to support the Army’s sustained joint and expeditionary operations. Eighteen percent of available equipment is non-deployable, including items such as M16A1 rifles, early model M35-series trucks, M818 and M813-series trucks and M915A0 tractors. Thirty-two percent of the Army Reserve’s equipment is older generation, such as M60 machine guns, M35A2 trucks, M915A1 tractors and AN/PVS-5 night vision goggles, which are less effective than current generation items and cause interoperability and compatibility problems with deployed AC forces. This equipment costs more to maintain and eventually affects operational risk and Soldier safety.

b. Modernized equipment is the foremost compatibility issue. As the AC continues modernization, very little modernized equipment is provided to the Army Reserve. Instead, older AC equipment is cascaded to the Army Reserve, which continues to perpetuate compatibility issues. In many cases, the cost to repair or rebuild this cascaded equipment to mission capable standard is passed to the Army Reserve. For instance, the Army Reserve continues to substitute old 1980s vintage 5-Ton Trucks and 1970s series 2-1/2-Ton trucks, which have been mostly replaced in the AC for the Light and Medium Family of Tactical Vehicles. Even Soldier survivability equipment, such as individual weapons, Global Positioning Systems, Nuclear, Biological and Chemical (NBC) detection devices, and Night Vision Devices are given a lower priority for issue to the Army Reserve Soldiers as compared to their AC counterparts. Some equipment not acceptable for deployment, such as M16A1 rifles, and Secure Data Transfer Devices, and VRC-12 series radios, remains in the Army Reserve, filling shortages of the newer equipment. This older equipment is used in training of Army Reserve Soldiers and units. As the AC modernizes, stockage and procurement of repair parts for older equipment is significantly reduced, if not eliminated, therefore requiring Army Reserve units to experience greater repair time and cost in maintaining the fleet.

c. Lack of modernized equipment fielded to the Army Reserve degrades the Army Reserve’s ability to rapidly mobilize and deploy to support the Army in sustained joint and expeditionary operations. With the increased demand for Army Reserve deployments, the continued lack of adequate equipping of the Army Reserve increases the mobilization timeline by increasing training time, equipment preparation time, and validation time. Also, with the long procurement and production lead times, modernization after mobilization is not possible. The rapid pace of mobilization and deployment requires units to deploy as they are equipped during peacetime, and in many instances, this is unacceptable.

7-39. National Guard and Reserve equipment appropriation (NGREA)

The NGREA is a special appropriation designated for the acquisition of equipment for the RC to improve readiness. Congress may further fence these funds for the purchase of specific items of equipment. NGREA funds complement the Service appropriations, which primarily fund force modernization, thereby improving training and readiness in the RC. Until the Army is able to support total Army modernization, the continued programming of NGREA funding will allow the Army Reserve to procure critical modernization equipment to improve the survivability and interoperability of Army Reserve units.

7-40. Withdrawal

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

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with the chairman, JCS. Requests for the delegation of authority for all withdrawals or diversion will be forwarded through the ASD(RA), who will coordinate with the Assistant Secretary of Defense (Special Operations and Low Intensity Conflict), for Ready Reserve units falling under his oversight, prior to submission to either the Secretary or Deputy Secretary of Defense (DepSecDef). The Secretaries of the Military Departments will develop and submit projected replacement plans in accordance with published DOD directives, not later than 90 days from the date that the affected units are released from active duty under any provision of law. Replacement plans are also required within 90 days from the date of withdrawal, or diversion, for units not ordered to active duty, but from which equipment was withdrawn or diverted.

a. Department of the Army (DA) has directed the USAR to leave Stay Behind Equipment (SBE) in theater. The continued use of Army Reserve equipment as SBE to remain in theater to support other services and forces continues to degrade the ability of redeploying Army Reserve units to reset and prepare for future deployments. Today almost 76 percent of on-hand Army Reserve equipment is deployed, mobilizing, demobilizing or assigned as Stay Behind Equipment (SBE) in theater. This equipment supports some 40% of the units assigned to USARC.

b. The Army Reserve continues to support subsequent OIF/OEF rotations and other requirements only through using the assets from its stateside-based institutional training structure. Much of the equipment returning from OIF/OEF has rapidly expended its service life under combat conditions. This equipment will need to be replaced. The concept of a transformed, modular Army of “plug and play” units demands that all units, regardless of component, be equipped to the same levels and with compatible and interoperable systems. Current Army procurement planning, and with the assistance of Congressionally directed procurement within the Total Obligation Authority and the National Guard and Reserve Equipment Appropriations (NGREA), are keys to achieve this goal.

Section IX

Readiness/mobilization assistance

7-41. Background

In 1973, the Army leadership recognized the potential of many types of RC units for early deployment. Accordingly, the affiliation program was conceived to improve the mobilization and deployment readiness of selected RC units and provide added combat power earlier in the execution of contingency plans.

7-42. AC/RC affiliations programs

As more structure and missions were added to the RC in the mid-to-late 1970s, the Army instituted several programs to facilitate achievement of higher training readiness levels for the RC. These included the AC/RC partnership program which aligned selected major combat and special forces units, the counterpart program that aligned ARNG attack helicopter units with AC counterparts, and the Corps and Division Training Coordination Program (CORTRAIN) that associated AC/RC combat units with a CONUS corps for command post exercises. Together these programs provided resources and opportunities for RC unit leaders and soldiers to work closely and share their experiences with their AC counterparts.

Section X

Wartrace

7-43. Wartime organization

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

7-44. Association

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

7-45. Management

Army Regulation 11-30, published first in 1983, expanded the CAPSTONE Program to provide a better framework for managing the existing affiliation, partnership, counterpart, and CORTRAIN programs. CAPSTONE also provided a more rational basis for participating in the Mutual Support Program (which allows AC and RC units to conduct mutually beneficial activities on their own volition), overseas deployment training (ODT) (see para 7-49), and joint

exercises. WARTRACE planning alignments and missions provide a basis on which to establish a METL, to develop effective training programs, and to participate in various collective training activities.

7-46. Defense planning guidance (DPG)

While WARTRACE is useful in establishing reliable training and planning associations based upon validated Combatant Commander OPLAN requirements, WARTRACE is not fully integrated with the current DPG. The DPG directs the Army to organize, train, and equip to the new force sizing construct of Defend the Homeland, Deter Forward in Four Critical Regions, and Swiftly Defeat the Efforts of an adversary in two overlapping conflicts while preserving the President's option to call for a decisive victory in one of those conflicts and the ability to conduct a limited number of lesser contingency operations.

7-47. Force support packages (FSP)

The Army Reserve and National Guard support forces are designated as FSP units, and consist of RC CS and CSS type units. These FSP units support the MCO initial forces and AC combat forces identified in Army Strategic Force Packages 1-2. These early deploying units organize and train based more upon their MCO WARTRACE alignments rather than upon their FSP designation. The FSP units receive greater resourcing based upon their FSP status than do other non-FSP units. ARNG divisions and brigade combat teams are apportioned to the warfight and train to the WARTRACE mission. The FSP concept will come under revision as the new defense strategy is operationalized in the near future.

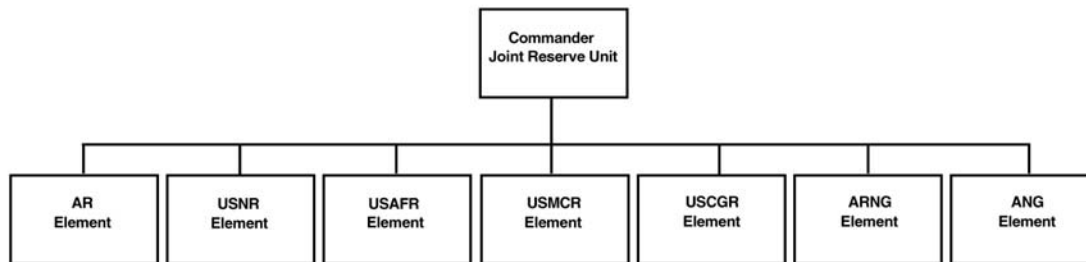
a. Within the Army Reserve, use of the FSP unit model is being replaced by the Army Reserve Expeditionary Packages (AREP) force management model. Army transformation and modularity will determine precisely when the term FSP is discontinued. To sustain the numbers of Army Reserve units and Soldiers needed to meet the continuing requirements of the Global War on Terror, the Army Reserve is implementing the Army Reserve Expeditionary Force (AREF), a dynamic new strategy that revolutionizes our force so that we can better mobilize, train and equip Army Reserve units for the fight. Through the use of a five-year rotation cycle, AREF offers increased predictability to Army Reserve Soldiers, their families and employers.

b. With this concept, the majority of Army Reserve units are assigned to one of ten Army Reserve Expeditionary Packages (AREP). While units in Year One (left side of Figure 1) are prepared, trained and equipped to mobilize and deploy wherever needed, units in Year Five (right side of chart), on the other end of the cycle, are reconstituting after returning from a deployment. Under AREF, resources, such as equipment, are aligned according to where units are in the rotation cycle.

c. In conjunction with the new AREF strategy, the Army Reserve is also implementing a new equipping strategy that is synchronized with the AREF. As units progress through each year of the five-year cycle, their state of readiness increases. Units in Year One, those ready to deploy, are at the highest level of readiness. Units in Year Five, those reconstituting from a deployment, are at the lowest level. In Year Two, the year prior to deployment, units receive full complements of modernized equipment compatible with AC equipment. This influx of equipment allows Army Reserve units to train up on their go-to-war systems prior to mobilization and deployment. This way, we locate the equipment where it is needed the most - going with the units heading for deployment.

7-48. Army Reserve elements (ARE) of Joint and Defense activities

The 1995 Zero Base Review (ZBR) conducted by the JCS J-1 resulted in new requirements for IMA support to the warfighting combatant commands. Joint Reserve Unit (JRU) augmentation support called AREs have been established as shown at Figure 7-7 for both combatant commands and defense agencies. This concept incorporates soldiers into a joint unit with RC manpower administration in one place. The component billets are then assigned to staff directorates where soldiers work in functional areas of personnel, intelligence, operations, training, and logistics.



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

Figure 7-7. Joint Reserve Unit and AREs

7-49. Overseas Deployment Training (ODT)

The ODT program provides RC units the opportunity to train their skills in a realistic environment with the added benefit of reducing OPTEMPO. Selected units normally train up to twenty-two days in JCS exercises and in non-exercise mission training that enhances their awareness of mobilization/deployment processing. The ODT program also deploys larger units, providing a training opportunity to an increasing number of companies/battalions. ODT programs allow the RC to conduct realistic mobilization mission training in peacetime, in many cases with the organization they will be associated when mobilized. This training increases the awareness of mobilization mission requirements, allows training to be conducted in an overseas environment that reinforces a sense of belonging, and increases units' abilities to mobilize and deploy.

7-50. Full time support (FTS)

a. The FTS program was directed by Congress to increase the readiness of ARNG and Army Reserve units. The majority of FTS personnel work in ARNG and Army Reserve TPU. The FTS staff performs all the day-to-day support functions for the unit to operate, including personnel, administration, training, operations, maintenance, and supply, which enables drilling reservists to use their limited training time (generally 39 days annually) to concentrate on their wartime tasks instead of sustainment functions.

b. The FTS program consists of AGR soldiers, military technicians, DA civilians, and AC soldiers. AGR soldiers are reservists who are on active duty. Military Technicians and DA civilians are full-time civilian employees; Military Technicians have the distinction of also being reservists, who must maintain their reserve status as a condition of employment. The AC assigns soldiers to support ARNG and AR units under the provisions of Title XI, USC. These soldiers are considered part of the FTS program.

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

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

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

7-51. The Total Army School System (TASS)

a. The Total Army School System (TASS) ensures all soldiers receive quality institutional training taught to a single standard throughout the Army.

b. The TASS mission statement is to “enhance Army readiness through an efficient, fully-integrated, educational system that guarantees soldiers of all components are trained to a single standard.” In order to meet this mission TASS must complete and sustain the integration of TASS and develop TASS future concepts.

c. TASS decentralizes training allowing AC and RC soldiers to attend NCOES, OES or complete MOS Reclassification close to their duty station, thus reducing unit temporary duty costs, improving soldier quality of life (less family separation), and fostering retention.

d. TASS is the AC/RC integration vehicle for the Institutional Army, which includes the TRADOC Proponent Schools, the United States Army Reserve Divisions (Institutional Training), and the Army National Guard Regional Training Institutes.

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

f. The Army Reserve has an institutional training division (DIV(IT)) to provide instruction in each of the seven TASS regions. The DIV(IT) mission is to provide reclassification training for CS and CSS, health services education, and the Intermediate Level Education portions of the officer education system (OES) (see para 15-20). Each DIV(IT) has four brigades with each responsible for one of these subject areas. Additionally, three TASS regions have AR non-commissioned officer academies (NCOAs) and AR non-commissioned officer education system (NCOES) battalions.

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

Section XI

Reserve Component Pay, Benefits, And Entitlements

7-52. Individual status

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

7-53. Benefits

Eligibility for other service-associated benefits also depends upon the status of the service member. For example, members of the Army's RC, together with unaccompanied spouses with proper identification, are entitled to full use of the exchange and commissary systems. In addition, Reservists may use military clothing stores, official library services, and most clubs. Ready Reservists assigned or attached to units that schedule at least twelve drills yearly and ADT also are entitled to receive full-time Servicemen's Group Life Insurance and dental insurance. While on ADSW or ADT, Reservists receive the same benefits and privileges as AC members. However, they generally do not receive TRICARE coverage or dental care unless the training period exceeds thirty days. Members of the Retired Reserve under age sixty, known as “Gray Area Retirees,” are entitled to use the PX, commissaries, military clothing stores, official library services, and receive a burial flag.

Note. Although retired AC enlisted soldiers with less than thirty years service are part of the Retired Reserve, their benefits differ. Upon reaching age sixty, members of the Retired Reserve receive basically the same benefits as their retired AC counterparts except for military burial assistance and a military death gratuity. In November 2003, a statutory change that governs the use of commissary stores was enacted that further benefits USAR Soldiers and their families. Army Reserve Soldiers, their family members with ID cards, and Army Reserve retirees are permitted unlimited access to commissary stores.

7-54. Retirement

Members of the RC who accumulate twenty years of creditable service and reach age sixty are entitled to retired pay computed on the basis of accumulated retirement points. In general, a creditable year is one during which a Reservist accumulates fifty or more retirement points. Points are awarded on the basis of one point for each four-hour assembly,

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each day of active duty, and each three credits of completed correspondence courses. Additionally, fifteen points are awarded for membership. However, no more than ninety points per year may be awarded for IDT activities. Retirement pay is computed by totaling all accumulated retirement points and dividing by 360. The quotient is then multiplied by 2.5 percent. The resulting percentage is then applied to the active duty basic pay of an individual with the same grade and number of years of service.

7-55. Uniform Code of Military Justice (UCMJ)

The UCMJ was extended to RC members as of 14 November 1986, when President Reagan signed into law the “*Military Justice Amendment of 1986*” as part of the *National Defense Authorization Act for Fiscal Year 1987*. Under these changes, Army Reserve soldiers are subject to the UCMJ while in a drill (IDT) status. The military can now recall a soldier to active duty for trial for crimes committed while performing ADT or IDT. The decision to activate a soldier for trial must be approved through the Reserve chain of command to the SECARMY if confinement is contemplated. In other cases, the AA general court-martial convening authority (GCMCA) (see Chapter 20) is the final decision authority. National Guard personnel are subject to UCMJ authority when in Federal Service.

Section XII

Reserve Component Transformation Campaign Plan

7-56. Army Reserve transformation

Army Transformation is a comprehensive undertaking that impacts all aspects of the Army, from the Operational Army to the Institutional Army, and across Army doctrine, organizations, training, materiel, leadership and education, personnel, and facilities. Implementation requires an adaptive and flexible plan that incorporates changes over time and will make the Objective Force Army a reality. The Army Reserve Transformation Campaign Plan (ARTCP) integrates and synchronizes the efforts of the Army Reserve with those of the Army. The goal of the Army Reserve Transformation Campaign Plan is to develop a seamless plan for transformation with the Army while maintaining near term capabilities and relevance as the Army moves toward the Objective Force. The ARTCP has been designed to complement the Army’s Transformation Campaign Plan while recognizing the unique skills, capabilities and requirements of the Army Reserve.

7-57. Army Reserve Expeditionary Force

a. As part of integrating the Army Reserve with the Army’s Campaign plan, the Army Reserve is building modular force packages to leverage the two-thirds of the structure that is already organized at battalion-level and below. The move toward modularity provides a framework for more effectively identifying, defining, and organizing Army Reserve capabilities relevant to today’s battlefield. In FY05, the Army Reserve is implementing the Army Reserve Expeditionary Force (AREF). AREF enables the Army Reserve to use its resident capabilities to support the Army in sustained joint and expeditionary operations. The objective of AREF is to provide operationally ready units, give greater predictability in deployments to Soldiers and their families, and provide a force management process that incorporates readiness, mobilization, and deployments on a rotational basis. AREF adopts the model of train-alert-deploy versus the old model of alert-mobilize-train-deploy, which represents a sea change for the reserve component culture.

b. The AREF concept designates a number of pools called Army Reserve Expeditionary Packages (AREP). Units assigned to the AREF maintain staggered states of readiness according to which package they are assigned. Under a steady state of Presidential Reserve Call-Up (PRC), each package is eligible for a nine- to twelve-month mobilization one time in a five- to six-year period. Operational requirements and AREP assignment determine which units in the package actually mobilize. Surges such as major combat operations in OPTEMPO will require the Army to surge AREP packages to meet those needs. This may require partial mobilization and extension of the mobilization period. This force management process cycles units over time, and each deployed unit “re-sets” after each expeditionary mission. Each AREP contains capabilities whose readiness will be formally validated prior to entering its employment window.

7-58. Multiple Component Units (MCU)

A Multi-COMPO unit (MCU) combines personnel and/or equipment from more than one component on a single authorization document. The intent is to maximize integration of Active and RC resources. MCU have unity of command and control similar to that of single-component units. MCU status does not change a unit’s doctrinal requirement for personnel and equipment; force packaging; or tiered resourcing. No limit has been established for the number of MTOE units that may become MCU, and the concept is available to both Active and Reserve Component units. MCU selection is based on mission requirements, unique component capabilities and limitations, readiness implications, efficiencies to be gained, and the ability and willingness of each component to contribute the necessary resources. Sixty units are organized (documented) as MCU through the end of FY03 and 16 additional units have been nominated for the FY04–FY07 period. Experience has shown that this initiative works best in CS and CSS organizations. Today, Army MCU range from theater level headquarters (such as Army Service Component Command (ASCC),

Theater Support Commands, Signal Brigade HQs, Military Police Brigade HQs) to engineer battalions and separate transportation companies. MCU will not become seamless in the near term; however, the pursuit of that goal will influence the Army's institutional systems to become more integrated. MCU have transitioned from experiment to "experience". Adjustments past and present, although difficult, enabled the initiative to become a useful tool for organizing units in an austere environment.

Section III

Summary and References

7–59. Summary

Over half of the Army's total deployable forces are in the ARNG and the Army Reserve. The management of these forces is of paramount importance as the Army transforms. The structure for RC management includes Congress, DOD, HQDA, MACOMs, States, and units. Two key managers at HQDA are the NGB and OCAR. At the MACOM level, FORSCOM and its subordinate CONUS armies and USARC have a leading role in preparing RC forces for mobilization and deployment.

7–60. References

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