



Major General Edward R. Fry, President, NGAUS

## PRESIDENT'S MESSAGE

### MOBILIZATION PLANNING: A STEP IN THE RIGHT DIRECTION

*Our country has not done very well in past mobilizations. Indeed it has been said that the most important lesson to be learned in the history of mobilization in the United States is that we must do better next time.*  
—General Robert M. Shoemaker, 1980

It came as something of a shock to a very senior officer of the U.S. armed forces several years back when, after visiting a number of major command headquarters, he was unable to identify any individuals specifically responsible for mobilization. In the vast mechanism that has been created to develop an American war-fighting capability, the one item that had failed to emerge was recognition that the first business of a nation's armed forces is...mobilization.

Mobilization has been described as the assembly and organization of forces, equipment and materiel for active service in time of war or other emergency. Mobilization planning has always been a matter of emphasis. However, over the years, mobilization had been decentralized to the point where far too many staff agencies were involved and no single point-of-contact agency could be identified with mobilization responsibility.

The advent of the Total Force Policy made the mobilization planning process even more critical. With contingency plans for combat operations being dependent upon the early availability of Guard and Reserve units, it quickly became apparent this previously neglected area had to be the subject of intensive management.

The commander of FORSCOM makes it clear the purpose of his command is to prepare Army forces for mobilization and commitment in support of national policy.

General Robert M. Shoemaker also has made the candid observation, "mobilization planning requires a unique management system that is not yet fully institutionalized in the Army or in FORSCOM."

From our perch in the catbird seat, it

appears, however, that recognition should be given to the manner in which the problem was identified, little time was wasted in hand-wringing and all concerned got on with the job of starting to fix what was wrong. Department of the Army developed a mobilization and operations planning system (AMOPS). This incorporates Department of Defense and Joint Chiefs of Staffs (JCS) guidance for mobilization planning. It spells out the planning process in effect to correlate the Army contribution to the effort. In addition to the vigorous role played by the Army Chief of Staff, General Edward C. "Shy" Meyer, we think it is also important to salute the contributions of General Shoemaker, who is retiring from the Army this month after almost 40 years of service.

Without delving into the realm of classified material it can be reported—

- An RCMP—reserve components mobilization plan—has come into being as a central guidance document for mobilization.

- One of the annexes to the RCMP is a mobilization troop basis stationing plan that sets forth not only mobilization stations but pre-planned air and surface ports of embarkation for each mobilizing unit.

- Guard and Reserve commanders will be provided a handbook containing answers to a wide variety of questions on actions to be taken at the company and detachment level under mobilization conditions—in preparation for mobilization, at time of alert and upon actual entry of the unit on active duty.

As a result of NGAUS staff participation in the annual National Guard Bureau Management Conferences, it is also clearly evident that Major General Emmett H. "Mickey" Walker and his Army Directorate have a good handle on the subject, with a strong Mobilization Readiness Division that is responding to the needs of the AMOPS taskings.

- The Bureau is working closely with FORSCOM in the development of the handbook mentioned earlier.

- Management, supervision and monitoring of Army Guard units and organizations for compliance with DA and FORSCOM mobilization planning instructions have a high priority.

- The states are being given every opportunity to work into the mobilization planning process.

- The Bureau has been involved in the development of plans for the use of mobilization stations to include the state-operated camps such as Camp Shelby, Camp Ripley, Camp Blanding, Camp Edwards, Camp Roberts and Camp Atterbury.

It is inevitable, as we look at what mobilization means to the men and women of the Army and Air National Guard (should it ever come about in a real world situation), that the ability to do the job for which they might be mobilized is a function of many matters—some clearly beyond our ability to control or to influence.

Nor can we review the subject of mobilization without word about equipment, which—if you will go back to a definition we used earlier—is one of the main ingredients of the process. We reiterate the common sense NGAUS position of seeking not 100 percent TO&E equipment for the Army Guard tomorrow or the next day. Rather, we seek the assurance that Army procurement programs are developed to insure the Army Guard has enough modern equipment for training and that the remaining equipment it needs is bought and "fenced" for the Guard, so that it will be available on mobilization. And tied in with this, we continue to believe that obsolete equipment—that is, equipment which is not "interoperable" with the active Army—should be withdrawn and replaced with compatible equipment as a matter of the highest priority. The well thought-out mobilization planning process, needless to say, will mean very little without the means with which an army goes to the step following mobilization: the war-fighting phase.

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COVER: Guardsmen from Georgia and Tennessee provided infantry and armor punch for Opposition Forces during BOLD EAGLE '81. Stories on Pages 9-16. Design by Geo. W. King Company.

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