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## PRESIDENT'S MESSAGE

### REVERSE ROUNDOUT AND OTHER FORCE STRUCTURE IDEAS

When he spoke at the NGAUS 112th General Conference in Reno, GEN Carl E. Vuono, chief of staff of the Army, said that roundout has a great future. We would be less than candid if we didn't note that there were a lot of skeptics in the audience, particularly in view of the Department of Defense's reluctance to call three roundout brigades and three roundout battalions of divisions already deployed to Saudi Arabia.

As LTG Herbert R. Temple Jr. (ret.), former chief of the National Guard Bureau, notes elsewhere in this issue, we in the Guard have wondered whether Guard units would be activated and deployed at a time of national emergency based on the Total Force Policy. Roundout was and is a centerpiece of that policy. If we can't expect roundout units to be called and deployed with their parent divisions, then one has to wonder what the future of the Total Force Policy is?

Among other things, the implementation of the Total Force Policy calls for units to be assigned CAPSTONE force structure traces, to be written into warplans, to be included in time phased force deployment listings (TPFDLs) and, in particular, to be called, deployed and employed in accordance with these plans. Our roundout brigades were not called and deployed with their parent units in Operation DESERT SHIELD.

Indeed, almost nothing associated with the callup for Operation DESERT SHIELD has been accomplished in accordance with previous plans. The 1000-series of warplans, developed over the years by US Central Command (CENTCOM), were rewritten for Operation DESERT SHIELD. The DA Regulation 55-1 has been set aside and much of the Army Guard and Army Reserve activation has been by electronic message from FORSCOM.

One question that will remain on our plate for the post DESERT SHIELD era

will be how to fix this situation for future section 673(b) calls? There probably are as many ideas on changes in force structure and command-and-control mechanisms as there are visionary military thinkers. We see some of them from time to time out of the various think tanks in Washington and elsewhere. One such source, for example, is the Center for Strategic and International Studies (CSIS) in

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Washington, which helped the NGAUS put on our symposium on the future of the Guard and Reserve last spring.

An example of one such idea might be something called "reverse roundout." Reverse roundout is not an original idea with us. It first was articulated more than five years ago by then Army chief of staff, GEN John A. Wickham Jr. This concept is just about the exact opposite of how we understand roundout brigades today.

Under this concept, an infantry or armored division probably would be primarily a National Guard division. It would have the division headquarters located in some state, perhaps one of the currently inactive divisions that carries famous or distinguished lineage from previous wars, like the 32d of Wisconsin, the 41st of Oregon or the 31st (Dixie) Division from the Deep South. It would have one active Army brigade. The rest of the division would be in the Guard of that state or a couple adjacent states. The active duty brigade would be stationed at an Army post within the state(s). One as-

sistant division commander would be a regular.

Such a force structure would accomplish a number of worthy goals. First, it would retain more divisions in the Total Force than can be contemplated by most force-structure proposals likely to survive congressional debate.

Pentagon leaders continue to push ideas like "Quicksilver," its plan for reducing the active Army and the Guard and Reserve proportionally over five years. The office of the secretary of Defense (OSD) has forced even greater cuts than the Army has proposed for the FY92 budget. But these leaders haven't received the message that Quicksilver was dead on arrival in Congress last year. In report language associated with the Defense Authorization for FY91, Congress specifically stated that Guard and Reserve personnel strengths and force structure would remain uncut until a new national defense strategy is in place and longer range force structure is defined.

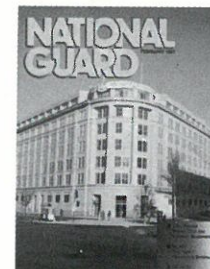
If it is the budget and levels of defense spending that are driving this situation, then it only makes sense to retain force structure in the Guard and Reserve and reduce it in the active Army and Air Force. We know that it costs from one-fourth to one-third the amount to man and train a Guard unit as contrasted with an active unit. With the reduction of forces in Europe, the issue of equipment becomes less intense because first-line equipment will—or should be—transferred to the Guard.

Finally, reverse roundout would cement the Total Force Policy. With reverse roundout, the issue of calling the whole unit would be overcome by the configuration of the force. The active Army roundout element could function without the Guard element. Under that concept, the Total Force army fleeing westward.

*National Guard*

# NATIONAL GUARD

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### COVER:

The new National Guard Memorial, standing eight stories with three levels of underground parking, opened its doors to the NGAUS staff January 2. An official dedication is being planned for May. Photo, Jean Marie Beall. Design, Johnson Design Group.

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*National Guard*

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