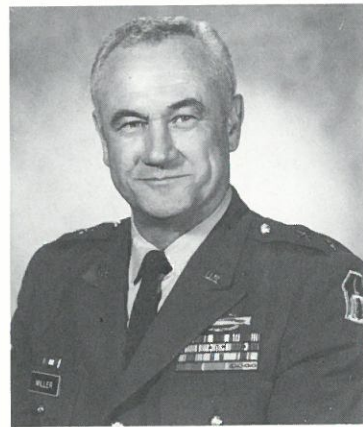


The "Prudent People" In The Pentagon: Some Cause For Concern



Major General
Richard A. Miller
Oregon National Guard
President,
National Guard Association
of the United States

Three years ago or more, national defense champions in Congress commenced warning that the All-Volunteer Force as constituted was going to be only marginally effective. They also said it was bound to be inordinately expensive.

In the same time frame, proponents of the AVF, including some in the Department of Defense, launched a major effort to implant the idea among Americans that "the All-Volunteer Force is a success!" (whatever the term "success" means in this context!) At that point, in mid-1975, the Selected Reserve still stood at 890,000, not far below the level on which war plans were based. The Air Guard was at its prescribed level, the Army Guard had slipped only slightly, to 392,537.

Even the Individual Ready Reserve (IRR), from which fillers for low strength units as well as casualty replacements would come, was in fairly acceptable condition. Its weakest element, the Army IRR, carried 355,000 trained individuals on its rolls.

Even then, however, this Association was convinced that it couldn't last and was urging that recruiting/retention incentives be authorized to prevent the losses that, to us, appeared to be inevitable.

A year went by, in which time the Selected Reserve (unit structure) plummeted to 825,000 — the Army Guard to 364,886 (paid drill), and the Army IRR to 226,000. Only the Air reserve components held reasonably firm in their manning. Organizations like NGAUS intensified their effort to convince DoD and Congress that the defense establishment had a real and serious manpower problem. Defense leaders continued to tout the All-Volunteer Force as a great success, admitting only when pressed that it wasn't working very well for the Guard and Reserves.

It was baffling and frustrating for the reserve components — and still is! One Secretary of Defense launched the Total Force Concept, handing far more responsibility to the Guard and Reserves, and his successors established it as firm policy. Equipment started to flow into the reserve components at a faster rate, though still short of needs, and training support was expanded.

Wait — And Wait Some More

But little was done to augment Guard/Reserve recruiting and retention programs, even in the face of continuing losses. When questioned, DoD's standard response was "wait until we complete our studies of the problem."

Meanwhile, strength continued to drop despite massive effort. By June, 1977, Selected Reserve strength had fallen to 799,119, the Army Guard was down to 360,697, and the Army IRR had gone below 150,000. (We are not mentioning the Air Guard because its problem was far less severe than that of Army elements.) DoD witnesses testifying before Congressional committees still saw no reason to be alarmed!

The House enacted bonuses and educational assistance *against* DoD opposition, after a senior DoD witness had testified that it was necessary, as a matter of "prudence", to complete some studies before taking any substantial steps to solve the manpower problem.

The Senate unfortunately was more susceptible to DoD thinking, and watered the incentives down to a mini-test of bonuses only.

Now it's 1978. Still another year has passed and the story's the same — continued losses and little help from DoD. Selected Reserve strength is down to 798,545 against an M-Day need for about 900,000. The ARNG is down to 350,033 paid drill strength as compared with a wartime requirement for 430,400. The Army IRR, at 140,000, is fast becoming a non-asset. Yet the DoD refrain, before Congressional commit-

tees and elsewhere, sounds like a broken record: "prudent" people must make sure of where they're going before they start, so some studies have to be completed before decisions can be made!

Anyone with even a modicum of awareness of the increasingly unfavorable U.S. and Soviet military balance has got to be concerned — concerned over unwillingness in some leadership quarters to face up to the Guard/Reserve manpower crisis — and concerned over the tactics of the Pentagon in failing to vigorously pursue even the few options open to them.

Fortunately, many members of Congress have been showing that they *are* concerned — more so, apparently, than DoD. A House committee ignored opposition testimony by DoD and wrote funding for incentives, fulltime career counsellors and other essential resources into the authorizations.

They also restored funds which DoD had proposed to eliminate by halting paid military leave for Federal employees. Can't you imagine just how many of the Guard/Reserve's 148,000 members who are federal employees we'd lose if such a valuable incentive was eliminated? What would be the impact on state, municipal and civilian employers being urged to support the Guard and Reserve?

The Senate committees also are showing a great deal more interest in reserve component problems than last year. There is talk of taking steps to eliminate the Moot Memo, which bars a good many new non-prior service enlistees from drill pay until their return from initial active duty training. DoD has steadfastly refused to support that effort. It also has rejected what it disparagingly described as "anecdotal evidence" offered by the Guard leadership that authority to pay all new Guardsmen right from the start would (a) increase the show-rate for IADT, and (b) increase the pass rate in Basic Combat Training.

(continued on page 22)

1878



1978

NATIONAL GUARD ASSOCIATION OF THE UNITED STATES

Officers

President

Maj Gen Richard A. Miller, Oregon

Immediate Past President

Maj Gen Duane L. Corning,
South Dakota

Vice President

Maj Gen William J. McCaddin, Virginia

Secretary

Maj Gen Francis J. Higgins, New York

Treasurer

Maj Gen Edward R. Fry, Kansas

Executive Vice President

Maj Gen Francis S. Greenleaf (ret)

Executive Council

Area I (CT, ME, MA, NH, NJ, NY, RI, VT)

Maj Gen Paul R. Day (ME)
Maj Gen Nicholas J. Del Torto (MA)
Col Donald E. Joy Jr. (CT)

Area II (DE, DC, KY, MD, NC, OH, PA, VA, WV)

Maj Gen Fletcher C. Booker (PA)
Maj Gen Cunningham C. Bryant (DC)
Brig Gen William W. Spruance (DE)

Area III (AL, FL, GA, PR, SC, TN, VI)

Maj Gen Billy M. Jones (GA)
Brig Gen Frank M. Parham Jr. (FL)
Brig Gen Gray L. Patterson Jr. (SC)

Area IV (AR, KS, LA, MS, MO, OK, TX)

Col Joe Caple (AR)
Maj Gen O'Neil J. Daigle Jr. (LA)
Lt Col J. Tipton Lewis (MS)

Area V (IL, IN, IA, MI, MN, NE, SD, WI)

Brig Gen Leo C. Goodrich (MN)
Brig Gen Francis J. Kelly (IA)
Brig Gen Hugh M. Simonson (WI)

Area VI (AK, AZ, CA, CO, HI, ID, MT, NV, NM, OR, UT, WA, WY)

Col Jack R. Brasher (AZ)
Adjutant General post vacant
Maj Gen Thomas K. Turnage (CA)

THE NATIONAL GUARDSMAN is published monthly, by the National Guard Association of the United States, with editorial and advertising offices at 1 Massachusetts Avenue, N.W., Washington, D.C. 20001. Telephone (202) 789-0031. Second class postage paid at Washington, D.C., and at additional mailing offices. Copyright 1978 by the National Guard Association of the U.S. All rights reserved. All members of the NGAUS receive the GUARDSMAN. Nonmember subscriptions: \$3 per year domestic; \$4 per year foreign. Bulk rate for 100 or more copies to the same address: \$2.50 each. Single copies 50¢. The GUARDSMAN welcomes original articles bearing on national defense, with emphasis on the National Guard. Manuscripts and artwork must be accompanied by return postage; no responsibility is assumed for safe handling. Opinions expressed by authors do not necessarily represent official NGAUS positions or policy. Likewise, publication of advertising cannot be deemed an endorsement thereof by this Association or its members.

The National

GUARDSMAN

Official publication of the National Guard Association of the United States

JUNE 1978

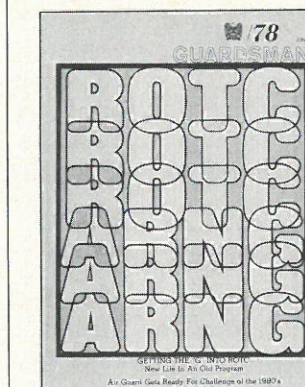
VOLUME XXXII, NUMBER 6

Features

Joint training Exercise: "The Guard Does Well..."	4
<i>Realistic Training is Theme of Brave Shield XVII.</i>	
Brave Shield XVII: The ARNG/ANG Role	6
<i>A Review of the Players in the 1978 JTX.</i>	
Last Flight to Tucson	8
<i>The Crew of an ANG C-121 Takes a Sentimental Journey.</i>	
Farewell: General "Bob" Beightler	11
<i>Ohio Division Commander in WWII Was One of "the Old Breed."</i>	
Putting a "G" into ROTC	12
<i>The ROTC Class of 1978 Discovers the Army Guard — with a little help from some friends!</i>	
The Pennsylvania Story:	14
<i>How One State Operates the ROTC Plan.</i>	
Challenge of the "Eighties" Is Just Around the Corner:	18
<i>A Report of the 1978 ANG Commanders' Conference.</i>	
Hot Potato in Wisconsin Prison	24
<i>Unusual Mission Won Acclaim for Badger Guardsmen.</i>	
Recruiting: Another View	26
<i>A Guardsman Talks About Changes Needed Now To Bolster Army Guard Recruiting Efforts.</i>	

Departments

Washington Report	2
View from the Hill	22
People in the News	30
Posting the Guard	36
President's Message	Inside Front Cover
Editorially Speaking	40



COVER: Potential for quick transition from ROTC to ARNG commissioned status is portrayed in full color cover design by Promographics of Baltimore, Maryland.

PUBLICATION STAFF

COLONEL BRUCE JACOBS
EDITOR AND PUBLISHER

CAPTAIN
STANLEY J. SKINNER
ASSOCIATE EDITOR

JOHN E. BIBB
ADVERTISING

DON DESJARDINS
CIRCULATION