



MG Ansel M. Stroud Jr., President, NGAUS

## PRESIDENT'S MESSAGE

### IN PRAISE OF THE NATIONAL GUARD BUREAU

It is not literally true, of course, but many Guardsmen in the field view the National Guard Bureau as "higher headquarters." It is all too easy to complain recreationally about what higher headquarters does.

To put it officially, the Bureau is the executive agency for the National Guard within the Departments of the Army and Air Force. The Bureau develops and implements policy and programs affecting the operation of the National Guard. It also performs statutory functions relating to the Guard's meeting federal standards in personnel, training and financial management. The Bureau performs its financial function through the 54 U. S. Property and Fiscal Offices (USPFO). Perhaps even more important, the Bureau is the official channel of communications between the federal government and the states in peacetime. This makes the Bureau our friend, not only the friend of adjutants general and the 54 state headquarters, but also the friend of the National Guardsman in a unit. Similarly, it is the friend of the NGAUS. In some respects, the Bureau and the NGAUS are a team that shares the mission of explanation and the advocacy of the National Guard system at the national level.

The Bureau was created in 1908 and at that time it was called the Division of Militia Affairs, War Department.

The Bureau we know today was largely created by the National Defense Act of 1920. This law institutionalized the Bureau and mandated that its chief be a National Guard officer of at least the rank of major general. In recent years, action was taken to authorize the chief to be appointed in the grade of lieutenant general.

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In 1987, the chief of the National Guard Bureau, LTG Herbert R.

Temple Jr., launched an interesting study of the internal workings of the Bureau. The study was done by an organization called the Sage Institute, which specializes in management studies of large organizations. The Sage methodology is best applied to organizations that are relatively successful in what they do. The Sage leadership believes that the difference between an acceptably successful organization and one that is truly outstanding is that organization's leadership's ability to avoid mistakes and negative outcomes. It is called "falsafing" the organization.

One of the bases of the Sage evaluation involves in-depth interviews, not only with the leadership of an organization like the National Guard Bureau, but also such interviews with its colleagues and "consumers." The consumers, in this case, were the states. Six states were involved, as were such collegial institutions as the NGAUS.

The results of the Sage study approximate in some respects what the medical community would call triage. They identify areas that are working well and need little or no attention. They identify areas where no matter what one did, nothing to improve the outcome would work. And they identify those areas where with some effort or change of direction, considerable benefit can be realized.

One such area was the National Guard community's ability to make its program known to the public. By the public, we mean members of Congress, in large part.

Of course, the Bureau has certain limitations in its ability to articulate the Guard's needs outside DoD. The chief and the directors of the Army and Air National Guard are Guardsmen on active duty under title 10, U.S. Code—

federal active duty. Thus, they are subject to the orders of their Department of Defense bosses, who are the chiefs of staff of the Army and Air Force. The practical result of this is that when the services make a decision, these uniformed National Guard leaders must abide by them and support them.

With the service chiefs and the Bureau's leaders obligated to support the Defense budget, the NGAUS from time to time has the opportunity to offer a supplementary view, the view that may be the product of the NGAUS resolutions process or the views of the Association's leadership itself. Unlike the Bureau's leaders, we can advocate whatever position we choose and not have to have it cleared ahead of time by the DoD.

It would be difficult for us at the NGAUS, however, to formulate and provide expert assistance to Congress without obtaining expert information and counsel from the Bureau's leaders. We have to know what their requirements are. Indeed, the NGAUS is not in the requirements or procurement business. We neither develop force structure nor create requirements for equipment or personnel. It is DoD and the Bureau that do that job. We can support them by effective advocacy in the Congress, a level of advocacy that no federal agency may undertake.

When we look back 110 years to the founding of the NGAUS, we see that providing united representation before Congress was the primary goal of our founders. It remains so today. One reason for the level of success the NGAUS has achieved as the Capitol Hill advocate of the National Guard is our ability to work with the Bureau's leaders. We look forward to many more years of successful cooperation.

National Guard

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## FEATURES

### NGAUS Honors World War II Guardsmen 15

For the Guardsmen who fought at Normandy, D-Day will forever be etched in their minds. In 1989 it will be 45 years since that fateful day; it will be 25 years since the idea of a special monument to those Guardsmen came to light; and it will be 20 years since the monument was dedicated.

### Remember the Alamo! 20

The 110th NGAUS General Conference, to be conducted in San Antonio, Texas, September 26-28, is expected to be memorable. A wealth of Militia history surrounds the General Conference site where the Texas Revolution got its start in 1835. And Texans are planning a special howdy for those attending this year's Conference.

### ERA Revolutionizes the Army National Guard 22

First developed and fielded in 1985, the equipment readiness analysis (ERA) program has continued to be a valuable tool in identifying equipment shortages and correcting them. Logistics officers in the field praise the program, calling it a management timesaver.

### Vietnam: What Was It Really Like? 30

An attorney practicing in Omaha, Nebraska, Mr. James Martin Davis was one of those who served in the Vietnam War 17 years ago. Davis recalls the hardships of war.

### NGAUS Family Task Force Report 34

NGAUS Family Task Force Chair Barbara Winkler highlights family concerns in a special report. Members of the Family Task Force have worked closely with the National Guard Bureau family program manager and the state family coordinators to aid in the implementation of family programs.



## COVER:

Equipment readiness analysis (ERA) has revolutionized the cross leveling of equipment in the Army National Guard. The program was the first of its kind Army-wide. Here an Army "Chinook" cargo transport helicopter moves a piece of artillery equipment. Photo courtesy Boeing Design, Johnson Design Group.

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