

MAY 1987

FEATURES

Volume XLI, Number 5



COVER:

Virginia Guardsmen from Company B, 2d Battalion, 116th Infantry, 29th Infantry Division (Light), participate in Exercise BLUE Fox during annual training in Norway. They were the only Army National Guardsmen to participate in the exercise. Photo by MAJ David Super, NGB Public Affairs. Design, Johnson Design Group.

FULL COMBAT-READINESS AWAITS MORE AND BETTER EQUIPMENT

t was a terrible headline, but there was an element of truth in the basic facts contained in a recent New York Times article on the readiness of certain Guard and Reserve units. While we may hate to admit that some Guard and Reserve units are not combat ready, we also must remember the phrase "Come As You Are War."

The article that appeared in early March described the annual report of the Reserve Forces Policy Board (RFPB). This board is composed of a number of distinguished members of the Guard and Reserve, including four National Guard general officers. Appointment to this board provides the four Guard officers appointed to it an opportunity to provide "advice and counsel" to the secretary of Defense on matters that pertain to the efficiency of the Guard and Reserve.

First let's look at the headline and its implications. The Times' headline said, "Reserve Officers Warn Forces Are Unprepared." That is true. But let us consider that conclusion in light of the Come As You Are War concept.

We have heard about the Come As You Are War since the beginning of the Total Force Policy 17 years ago. In the early 1970s, as was discussed by several authors in this magazine in April, the Guard and Reserve for the first time were seriously considered a first-line part of national defense. That was true, in part, because there was no alternative. As the Vietnam War wound down, active duty strengths were cut by DoD and Congress. But requirements, at best, stayed the same, or actually became more demanding. Hence, the DoD shaped a new national strategy that placed increased reliance on the Guard and

But, particularly in the 1970s, the new taskings all too often came without resources or additional equip-

they would "come as you are." To Are War, it almost surely would to many, it was a rather bleak prospect deployed as it is equipped. because many, perhaps most, battalion and larger unit commanders knew they were deeply mired at C-4 because of lack of equipment or the issue of nondeployable substitutes suitable only for training.

Until full implementation of the Total Force Policy, which began about 1979, there was a widespread notion among Guard commanders that they would have several months for additional training, equipment fill, personnel assignment, etc.

This concept has changed dramatically. But while we know we are expected to be deployed and in theater in 30-60 days-as a rule-today, we also know we don't have the equipment many times to make maximum effective use of battalion-, brigadeand division-sized units if deployed. This doesn't mean such units wouldn't deploy. But they might only be able to accomplish part of their

Take two armored battalions. One has a full issue of 60 M-1 tanks. The other has 40 M-48A5 tanks. Both units are at 100 percent of authorized strength, and both are above 85 percent in MOS qualification. The first battalion probably would be C-2 (it is rare for any unit larger than a company/battery/detachment to be C-1 in the Army Guard). The second battalion would be C-4, nondeployable solely because of lack of sufficient deployable equipment. The M-48A5 is deployable and technically combat effective. But it is basically an upgunned Korean War-vintage tank that compares poorly with the M-1.

But while this second battalion is rated "not ready" by the standards associated with determining combat readiness, it would be useful on the

ment. Guard commanders were told battlefield. Thus, in a Come As You

what does this RFPB report to us that will be useful in the NGAUS legislative program? It tell us that notwithstanding the gree progress made during the 1980s h reversing the decline in U.S. defens readiness, we still have a consider able journey before we are at a read ness posture where we are comfort able. The board reported, to example, that the shortage of equip ment is \$16.8 billion. This shortage becoming worse, rather than improve ing, despite the substantial procure ment of equipment over the past nine

In part, this situation is exacerbate by the escalating costs of military procurement and by the fact that as the mission of Guard units expanded greater degree of equipment fill needed, and to some extent, unit become victims of the treadmill effect Even with a \$300+ billion Defense budget, it is apparent that there is no "get-well-quick" plan that will work

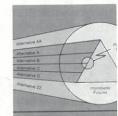
cometimes, it may appear that it necessary for NGAUS to de with the negative aspects of centary subjects in order to carry out the mal date of our membership to tell it like is to the Congress. But we will I leave this subject on a bleak note la obscures our very real accompli

All wars in U.S. history have b Come As You Are Wars to one de or another, so we shouldn't exp future war to be any different goal should be to get as combat it as we can. Continued effort, this and every year, is required. That large part, the NGAUS mission as it has been for 109 years.



Virginia Guardsmen Train in Norway

Virginia Guardsmen trained with the Norwegian Home Guard during Exercise BLUE Fox, which was just one part of the larger NATO Exercise NORTHERN WEDDING.



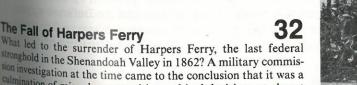
Strategic Planning for the Future

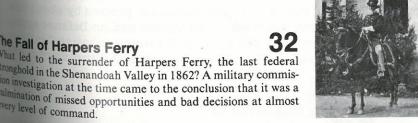
The National Guard Bureau is developing a methodology that National Guard leaders can use for successful planning of the Army National Guard's future.



V-E Day and Beyond

When American soldiers entered Czechoslovakia at the end of World War II, they began the clean-up operation to get the country back on its feet. Repairing bridges, fixing utilities, border patrol and being goodwill ambassadors were just a few tasks set out for the liberating forces.





very level of command. 36



DEPARTMENTS

President's Message	2
Washington Tie-Line	4
Views from the Field	6
NGAUS Membership List	8
Capital Focus	10
Newsbreaks	11
People	42
Posting the Guard	46
Publisher's Notebook	50

PUBLICATION STAFF

MG Bruce Jacobs (ret.) Publisher

LTC Reid K. Beveridge Editor

2LT Pamela A. Kane Managing Editor

CPT Jean Marie Brawders Assistant Editor

Belinda Reilly News Editor

John E. Bibb Business Manager

Don DesJardins Circulation Manager

NATIONAL GUARD, May 1987. The NATIONAL GUARD magazine (ISSN 0163-3945) is published nonthly, by the National Guard Association of the United States, with editorial and advertising offices at One 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 1987 by the National Guard Association of the U.S. All rights reserved. All members of the NGAUS receive NATIONAL GUARD. Nonmember subscriptions: \$10 per year. The Editor welcomes original articles bearing on national defense, with emphasis on application to or implications for the National Guard. Postmaster: Send Form 3579 to National Guard, One Massachusetts Ave., N.W., Washington, D.C. 20001.

the most out of your National Guard retirement, it is nt to know how you earn retirement points and how to late old and new retirement benefits.