

MG Robert F. Ensslin Jr. (ret.), President, NGAUS

PRESIDENT'S MESSAGE

HOW BIG SHOULD THE ACTIVE ARMY (AND AIR FORCE) BE?

During his interview with this magazine last winter and in his speech to the NGAUS General Conference, GEN Gordon R. Sullivan, chief of staff of the Army, states very emphatically that he wants no more "Task Force Smiths." Task Force Smith was an active Army battalion task force in the first days of the Korean War. It was decimated primarily because its level of combat readiness was so low, and it lacked MOS qualification and training. We join the chief in his resolve to never allow the U.S. military to fall into the condition it was in in 1950 as the Korean Peninsula was nearly overrun.

We also came across an interesting document recently. It retraced some of the history of force mix, concentrating on the interwar period of 1919 to 1941. While reiterating the above: We will not allow readiness to be the victim of Defense budget cuts, nonetheless the interwar period perhaps is the most analogous to what may be before us in the last years of the 20th century: a period of very low-level threats to immediate U.S. national security and a period when foreign powers may be maneuvering in shifting alliances that have little to do with the defense concerns of America's traditional allies in western Europe and the Pacific Rim.

In his interview, General Sullivan suggested that the Total Army needs to be about 1 million persons. He added the numbers contained in the administration's base force strategy that would see the active component about half of this and the Guard and Reserve the other half. This is the force mix that would see the Army Guard shrink to 338,000.

It is this contention that the active Army remain rather large that made the information paper on the composition of the U.S. Army between 1919 and 1941 so interesting. Those who have read biographies of Generals Dwight D. Eisenhower, George S.

Second of Two Articles

Patton Jr., Omar N. Bradley or George C. Marshall know that they struggled through this period of rather low levels of activity and certain modest levels of combat readiness. This occurred because neither the Congress nor the administrations of those years deemed it necessary to fund a large or even very combat ready standing Army. The Guard of the period didn't fare much better, it should be added.

While the unpreparedness of the Total Force of that era has been widely criticized in many writings, no

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one has really criticized the force mix. That is why recalling it here suggests that this force mix may be more like the right answer for the 21st century than the current Program Objective Memorandum (POM).

The current administration initiative that results in a 535,000-member active Army, a 338,000-member Army National Guard and a 230,000-member U.S. Army Reserve (USAR) is based on a base force strategy and a new theory of international relations called crisis response and reconstitution. These two concepts seem to be

wholly unaltered by the Persian Gulf War. They were conceived and very briefly articulated just before Saddam Hussein invaded Kuwait.

Today, the administration pursues them as if nothing happened in Southwest Asia in 1990 and 1991. It clearly is as if there had been no mobilization of the Guard and Reserve in 1990, or as if that mobilization had been unsuccessful, which no one asserts.

General Sullivan and the Army leadership, recognizing the public support that follows a mobilization of Guard and Reserve units, seem open to relooking the inclusion of certain combat support and combat service support units in the contingency corps that previously had been envisioned as all "regular." We feel this is vital to avoid the perception that the nation's crises can be handled solely by the active Army.

As noted above, between 1919 and 1941, the active Army was small. Actually, it was about 33 percent of the Total Army (a term not used in those days). The Army Guard was 43 percent. And the USAR was 24 percent. The total numbers associated with these percentages were 135,000 active, 180,000 Guard and 100,000 Reserve.

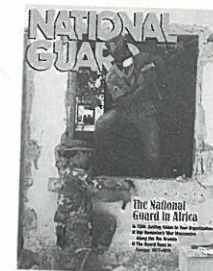
If we accept General Sullivan's position that the 1 million figure for the Total Army is about right, and extrapolate that 1 million based on these percentages, it would be a 330,000 active Army (compared with 770,000 now), a 430,000 Army National Guard (compared with about 445,000 now) and a 240,000 USAR (compared with about 310,000 now).

We don't advocate those numbers. But some members of the military committees of Congress are suggesting an active Army of about 420,000, a vastly smaller active duty organization than the 535,000 advocated by the executive branch.

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COVER:

In Dakar, Senegal, SGT Theodore Missey, 1140th Engineer Battalion, Missouri Army Guard, and SGT Alune Diop, Senegal army, were just one pair of many who served in the two armies to combine their experience to improve life in Senegal, Africa. Photo, MSG Jerry Bratten, MOARNG. Design, Johnson Design Group.

FEATURES

TQM: The Key to Success 14

The basis of an outstanding organization begins with just one: one worker, one employee—even one Guard member. With one comes pride, professionalism and proficiency, which ultimately empowers that individual to make a stronger organization. TQM is the formal leadership program that outlines to anyone connected with an organization how to empower himself to make his organization the best.

High Frequency Training In The Guard 18

It's the only one in the country and it will set the standard for Harris radio operators nationwide. The Delaware Army National Guard is operating the High Frequency School because the 261st Signal Command can operate the course cost-effectively.

Reaching Out to a New Continent 22

The National Guard is known for its outstanding interaction with soldiers and airmen of other national armies and air forces. In fact, it is the Guard's ability to wear the military uniform and work flexibly with others in the world that has given it the edge in overseas deployments. The Missouri Army and Air National Guard have opened the way for more Guard interaction with an untouched continent: Africa.

Old Dominion Along the Rio Grande 26

Just prior to World War I, the National Guard was called up to suppress Poncho Villa's border raids along the Mexican-U.S. border. It was the Guardsmen from the Commonwealth of Virginia who maintained a large percentage of wartime personnel during that border incident. This call-up wasn't just for Poncho Villa, it was also to give the Guard time to begin large unit maneuver training for World War I.

The National Guard in World War I 30

The Guard went to Europe in 1917 just following the Mexican Border Incident when President Woodrow Wilson made the decision that the nation would have to fight in the war. This article is a condensed version of Chapter XII of *The Minute Man in Peace & War*, by the late Jim Dan Hill.



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