MOBILIZATION PLANNING: A STEP IN THE RIGHT DIRECTION

Our country has not done well in past mobilizations. Indeed it has been said that the most important lesson to be learned in the history of mobilization in the United States is that we must do better next time.

—General Robert M. Shomaker, 1980

I came as something of a shock to a very senior officer of the U.S. armed forces several years back when, after visiting a number of major command headquarters, he was unable to identify any individuals specifically responsible for mobilization. In the vast mechanism that has been created to develop an American war-fighting capability, the one item that had failed to emerge was recognition that the first business of a nation's armed forces is mobilization.

Mobilization has been described as the assembly and organization of forces, equipment, and material for active service in time of war or other emergency. Mobilization planning has always been a matter of emphasis. However, over the years, mobilization had been decentralized to the point where far too many agencies were involved and no single point of contact agency could be identified with mobilization responsibility.

The advent of the Total Force Policy made the mobilization planning process even more complex. With contingency plans for combat operations being dependent upon the early availability of General Staffs, it quickly became apparent this previously neglected area had to be the subject of intensive management.

The commander of FORSCOM makes it clear the purpose of his command is to prepare Army forces for mobilization and commitment in support of national policy. General Robert M. Shomaker also has made the candid observation, "Mobilization planning requires a unique management system that is not yet fully institutionalized in the Army or in FORSCOM."

From our perch in the catbird seat, it appears, however, that recognition should be given to the manner in which the problem was identified, little time was wasted in hand-wringing and all concerned got on with the job of starting to fix what was wrong. Department of the Army developed a mobilization and operations planning system (AMOPS). This incorporates Defense of the United States OIGUS guidance for mobilization planning. It spells out the planning process in effect to correlate the Army contribution to the effort. In addition to the vigorous role played by the Assistant Chief, Staff General C. "Shy" Meyer, we think it is also important to acknowledge the contributions of General Shoeemaker, who is retiring from the Army this month after almost 40 years of service.

Without delving into the realm of classified material it can be reported —

• An RCMMP — reserve components mobilization planning plan — has come into being as a central guidance document for mobilization.

• One of the annuaries to the word annuaries is the mobilization troop basic stationing plan that sets forth not only mobilization stationings but pre-planned air and rail movement for each mobilizing unit.

• Guard and Reserve commanders will be provided a handbook containing answers to a wide variety of questions on actions to be taken at the company and detachment level under mobilization conditions in preparation for mobilization, at time of alert and upon actual entry of the unit on active duty.

It is encouraging to note that many of these efforts are being supported by our GAUS staff participation in the annual National Guard Bureau Management Conferences. It is also clearly evident that Major General Emmett H. "Michael" Walker and his Army Directory have a good handle on the subject, a situation that bodes well for the Army and for the AMOPS taskings.

• The Bureau is working closely with FORSCOM in the development of the handbook mentioned earlier.

• Management, supervision and monitoring of Army Guard units and organizations for compliance with DA and FORSCOM mobilization planning instructions have a high priority.

• The states are being given every opportunity to work into the mobilization planning process.

• The Bureau has been involved in the development of plans for the use of mobilization facilities to include the state-operated camps such as Camp Shelby, Camp Riplei, Camp Blanding, Camp Edwarde, Camp and Camp Attwater.

It is inevitable, as we look at what mobilization means to the men and women of the Army and Air National Guard (should it ever come about in a real situation), that the ability to do the job for which they might be mobilized is a function of many matters — some clearly beyond our control and our ability to control or to influence. Nor can we review the subject of mobilization without word about equipment, which — if you will go back to a definition we used earlier — is one of the main ingredients of the process. We reiterate the common sense NGUS position of seeking not 100 percent TOE equipment for the Army Guard nor will there be one. Rather, we seek the assures that Army procurement programs are developed to insure the Army Guard has enough modern equipment for training and that the remaining equipment it needs is being bought and "fenced" for the Guard so that it will be available on mobilization. And tied in with this, we continually to believe that obsolete equipment or equipment which is not "interoperable" with the active Army — should be withdrawn and replaced with compatible equipment as a matter of the highest priority. The well thought-out mobilization planning process, needless to say, will mean very little without the means by which an Army goes to the step following mobilization: the war-fighting phase.

FEBRUARY 1982

NATIONAL GUARD

1875

NATIONAL GUARD ASSOCIATION OF THE UNITED STATES

PRESIDENT
Maj Gen Edward R. Fry, Kansas
Immediate Past President
Maj Gen William L. McCorquodale, Virginia
Vice President
Maj Gen William E. Ingram, North Carolina
Secretary
Maj Gen Leo G. Goodrich, Minnesota
Treasurer
Maj Gen Francis J. Higgins, New York

EXECUTIVE COUNCIL
Area I (CT, ME, RI, MA, NH, NJ, NY, RI, VT)
Col James S. Doolittle (ME)
Col John V. H. Loring (RI)

Area II (DE, DC, KY, MD, NC, OH, PA, VA, WV)
Col Gen Billy G. Wellman (KY)
Col James F. Dolkart (WV)
Brig Gen W. S. Sprague (DE)

Area III (FL, GA, PR, SC, TN, VA, AL, FL, GA, ME, MS, NC, OR, WI, WY)
Col James F. O'Malley (AL)
Col John J. Stavros (GA)

Area IV (AR, KS, LA, MS, MO, OK, TX)
Col Wayne L. Scott (TX)
Col H. Dean Winkler (AR)
Lt Col G. J. Tipton Lewis (MS)

Area V (IL, IN, IA, MI, MN, ND, NE, SD, WI)
Col Gen Edward C. Binder (NE)
Brig Gen My L. LOTZ (IN)
Brig Gen A. P. MacDonald (ND)

Area VI (WY, AZ, CA, CO, ID, MT, NV, NM, OR, UT, WA, WY)
Col Gen E. F. McNair (CA)
Brig Gen Wilfred C. Carey (OR)
Col Dale J. Hardin (SD)

Retired and Separated Officer Members
Maj Gen Robert O. Moonhead (IN) ARNG
Col John F. Rauch (MO) ARNG

Company Grade Officer Members
Col Linda B. McDaniel (AL) ARNG
Capt Donald N. Edwards Jr (TN) ARNG

Past Presidents:
Maj Gen James F. Cantwell (NJ)
Maj Gen Harry W. McClenan (FL)
Maj Gen Duane L. Cornings (SD)
Maj Gen Richard A. Miller (DR)

PUBLICATION STAFF
Brig Gen Bruce J. Jacobs, Publisher
Maj RIchard H. Beveridge, Editor
Pamela A. Kane, Assistant Editor
John E. Ring, Assistant Editor
Don Densmore, Circulation

FEBRUARY 1982

NATIONAL GUARD, February 1982. The National Guard Magazine (ISSN 0163-9345) is published monthly 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 1982 by the National Guard Association of the U.S. All rights reserved. Members of the NGUS receive National Guard, Nonmember subscribers: $4 per year domestic; $5 per year foreign. Bulk rates for 100 or more copies: Single copies 50¢. The Editor welcomes original articles bearing on national defense, with emphasis on application to or implications for the National Guard. Manuscripts and artwork must be accompanied by return postage; no responsibility is assumed for returned galley proofs. All other editorial communications and publications of the National Guard Association are non-profit; no responsibility is assumed for such communications. Opinions expressed in these publications do not necessarily represent official NGUS positions or policy. Likewise, publication of advertising cannot be deemed an endorsement thereof by the Association or its members.