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FEATURES

NGAUS Honors World War II Guardsmen for their guard service at Normandy, D-Day will never be ended, but it will be their 25th since the idea of special event to those attending this year's Confer-

Remember the Alam? The NGUAS General Conference, to be conducted in San Antonio, Texas, September 26-29, is expected to be memorable. Results of Military history surrounds the General Conference site.

ZRA Revolutionizes the Army National Guard
First developed and fielded in 1985, the equipment provides a valuable tool in identifying equipment shortages and correcting them. Logistics

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COVER: Equipment readiness analysis (ERA) 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.

DEPARTMENTS

Cover:

Equipment readiness analysis (ERA) 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.

President's Message

In Praise of the National Guard 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 acceptable successful organization and one that is truly outstanding is that organization's leadership's ability to avoid mistakes and negative outcomes. It is called "falsefying" the organization.

One of the bases of the Sage evaluation involves in-depth interviews, not only with the leadership, but also with the leadership of the 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 are approximate in some respects what the medical community would call "falsefying." 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 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 has decided to time to time has the opportunity to select a supplementary view, a view that may be the product of the NGAUS resolutions process or the views of the Association's leadership. Unlike the Bureau's leaders, we will speak for whatever position we choose and not have to have 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 all their requirements are. Indeed, the NGAUS is not in the procurement business. We neither develop force structure nor career requirements for equipment or personal. It is DoD and the Bureau that do that job. We can support them with effective advocacy in the Congress, but decid-