

MG Robert F. Ensslin Jr., President, NGA

# PRESIDENT'S MESSAGE

## A SEAT AT THE TABLE

As tensions simmer between the Army Guard and the Army, we hope that our new Army leadership will be willing to include the Army Guard in the planning process that determines our future. And that the participation will encompass the states and senior commanders, not just the National Guard Bureau. The traditional Guard members who command the great majority of our units do not feel their Pentagon representatives—the leadership of the National Guard Bureau—have been afforded an adequate voice in the present process of shaping the Guard's destiny.

Historically, plans for the Army Guard's future have been delivered to us in final form with instructions to implement. Upton's late-19th century plan to limit Guard officer rank to captain; Lindley M. Garrison's plan for a continental army to replace the Guard after World War I; and LTG Lesley G. McNair's recommendation to eliminate the Guard as a federal force after World War II were developed in War Department secrecy. But in the era of the Total Force Policy, we would hope to have a seat at the table when our future is determined.

We have seen how the mobilization of Guard and Reserve units in a thousand communities across the nation has given those towns and cities an ownership in DESERT STORM and sparked the unprecedented wave of patriotism that has swept across the country. At a time when a destructive wedge has been driven into the Total Army, an ownership by the Guard in the plans for our future is needed to begin the team-building that will get us through the difficult times ahead.

Such ownership might produce some measure of National Guard support, or at least acceptance, of plans for our Total Army rather than the present course that drives a chasm between DoD, DA and the Army staff on the one hand and Congress, the Guard/Reserve and grass roots America on the other. At the present time, the Army's leadership is on a

collision course with the Congress, the institution charged by the Constitution with raising and supporting armies.

It is clear that an appreciation of the capabilities, commitment and professionalism of today's Army National Guard exists in only a few of the Army's senior leaders and that the almost institutional mind-set of the Militia as amateurs can only be changed by positive initiatives at the highest levels of the Army.

Reports from our commanders returning from DESERT STORM tell us that our units faced this institutional bias upon arrival in theater and had to demonstrate their professionalism to be accepted fully as members of the team. Fortunately, this was accomplished in spades prior to the end of hostilities as we provided support to one of the most successful military operations in history.

The relationship between the Air Force and the Air Guard is not universally smooth, nor can it be. But the tensions and suspicions don't exist and there is no question that the Air Guard is accepted as a full partner from Gen Merrill A. McPeak, chief of staff, on down to the airmen on the flight line. General McPeak's experience with the Air Guard is firsthand. During the time he was Pacific Air Forces (PACAF) commander, his helmet and flight suit hung at the Hawaii Air National Guard crew room at Hickham AFB, and he flew with the Guard on a regular basis.

A fast-tracked leader in our Army has a string of assignments and schooling that seldom provides any exposure to the Guard and Reserve.

This career path, which is very common for the "fast-burner" with the potential to make four stars, allows no time to become acquainted with what is one-half of our Total Army: the Guard and Reserve. This superstar's perception of the Guard and Reserve is based on what he has heard others say and upon militia parodies that have been with us since the beginning

of history. Or it may be based on some reservist he saw at an airport in 1968 who needed a haircut.

Our future theater commanders-in-chief (CINCs) don't get the opportunity to serve as Guard and Reserve advisers, or in readiness groups too often, as ROTC instructors. The Congress recognizes this shortfall but their solution is the assignment of regulars to command our battalions and brigades. Neither is the answer.

The answer, as we see it, is for the Army's best and brightest, the future CINCs, to have an assignment to readiness groups, as advisers, or in CONUSA headquarters where they will regularly be required to interact with the Guard and Reserve at the battalion, brigade and division levels. We also need to make a conscious effort to provide opportunities for joint operations of all three components to promote greater interface and mutual respect. Those who have worked with Guard engineers and medics in South and Central America have seen what the Guard can accomplish.

Again, to contrast the Air Guard, the Air Force is assigning company grade pilots to each Air Guard fighter squadron. They are dual-slotted and don't count against the unit's strength, but are available full time for any assignments given to them. As the active Air Force draws down in size, it is protecting the investment it has made in its pilots by giving many of them a three-year tour with the Air Guard. They will return to the Air Force with a firsthand understanding of what the Guard is all about.

We have a long way to go to forge the kind of team that we want the Total Army to be. But certainly a good place to start is to have a seat at the table when the future of the National Guard is crafted.

As GEN Gordon R. Sullivan settles in his new job as chief of staff of the Army, we are sure he is as interested as we are in repairing the breach that has grown between us and rebuilding the Total Army team.

National Guard  
September 1991

# NATIONAL GUARD

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## FEATURES

### HEMCOs Provide Real World Training 16

Heavy equipment maintenance companies, or HEMCOs, provide real training on real equipment just like in the real world. That is what Iowa Army National Guard members are talking about when they tout their MOST (mission oriented situational training) program and lane training.

### If It's Broken, LEMCOs Can Fix It 22

LEMCOs, light equipment maintenance company, repair an endless variety of damaged and malfunctioning equipment, particularly complex communications and electronics systems. They perform their function in a theater of operations, as an arm of the theater supply system.

### CAMS Expedites Mission Readiness 26

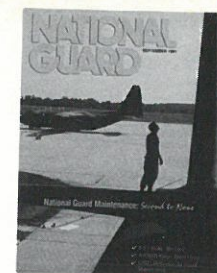
The Air National Guard's consolidated aircraft maintenance squadrons keep its planes flying with remarkable maintenance and accident-free records. Under the CAMS umbrella are organizational maintenance, field maintenance and avionics. Maintenance's importance can not be underscored enough.

### Keeping the Army in the Air 29

Although the Army National Guard's aviation assets are not massive, they do need to be fixed and replaced and that is the job of the aviation and classification repair activity depots, or AVCRAD for short. There are four AVCRADs and their main mission is to provide depot level maintenance support for the Army National Guard's aviation assets.

### Fixing It for Less in USAREUR 32

In 1989, the plan to establish a combined support maintenance shop modified (CSMS-Modified) in Europe was approved and the mission given to the Army National Guard. On a rotational basis, National Guard units would set up a CSMS-modified and help the theater reduce its maintenance backlog. This concept for collective and individual training has met with great success.

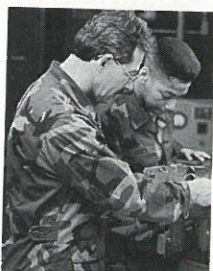


## COVER:

A member of the 167th Tactical Airlift Group, West Virginia Air National Guard, inspects the tail of a C-130 during a routine maintenance check. Photo, TSgt Bill Wolfinger. Design, Johnson Design Group.

## DEPARTMENTS

President's Message	2
Washington Tie-Line	4
Views From the Field	6
Newsbreaks	8
Capital Focus	12
Guard Stars	14
Leading Edge	36
Posting	38
Publisher's Notebook	42



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