

## Chapter 3 Total Army Integration

### Section I: Introduction

The reserve components of the Army consist of the Army National Guard (ARNG) and the United States Army Reserve (USAR). These reserve components (RC), together with the active component (AC) and the civilian workforce, comprise the Total Army. The ARNG is under the control of the governors of the states, the District of Columbia, the Territories of Guam and the Virgin Islands, and the Commonwealth of Puerto Rico in peacetime and may be federalized under the military departments during national emergencies. The USAR is structured under the Department of the Army.

The National Guard beyond its role as state militia also serves as a federal reserve for the nation. It provides support to the federal government and state executives and can be employed as a state or federally activated force to ensure domestic tranquility. In contrast, the USAR and the AC are limited, by law, as to how they can be employed in a domestic role.

### Section II: Reserve Component Structure

#### RESERVE COMPONENT STATUTORY FOUNDATION

Title 10 of the US Code (USC) contains the laws governing the Armed Forces, to include the RC. The role of the RC, as stated in Section 262 is to provide trained units and qualified persons available for active duty in time of war, national emergency, or when national security requires. Specific provisions of the Code pertaining to the ARNG are contained in Title 32. Title 32 further states that ARNG units shall be ordered to federal active duty and retained as long as necessary whenever Congress determines they are needed.

Over the years, the role of the RC has been expanded from one of wartime augmentation to being an integral part of the force. Today's Army

can meet no major contingency without the RC. The Total Army concept is a guiding principle.

#### RC COMPOSITION

The RC are comprised of three categories: the Ready Reserve, the Standby Reserve, and the Retired Reserve. The Ready Reserve is the largest category and contains the overwhelming majority of trained and ready military manpower that augments the Active Army in time of war or national emergency. Figure 3-1, Reserve Categories Composition, summarizes the categories of the Army Reserve.

#### The Ready Reserve

##### The Selected Reserve

As an element of the Ready Reserve, the Selected Reserve consist of the following-

- Army National Guard Units
  - ARNG personnel are part of the Selected Reserve or USAR Retired Reserve. ARNG Selected Reserve personnel include unit personnel, consisting of drilling soldiers, Title 32 AGR, ING, and Title 10 personnel.
  - Drilling soldiers are trained unit members who participate in unit training activities on a part-time basis. These soldiers are required to drill 24 days per year in IDT status and 15 days per year in AT status. The AT status is classified as active duty.
  - National Guard Title 32 AGR personnel are members of the Selected Reserve who are ordered to full-time National Guard duty for the purpose of organizing, administering, recruiting, instructing, or training National Guard units. All unit AGR soldiers must be assigned against an authorized mobilization position in the unit they support.

CATEGORY	RESERVE OF THE ARMY	STATUS
READY RESERVE	SELECTED RESERVE	Active
	INDIVIDUAL READY RESERVE	Active
	INACTIVE ARMY NATIONAL GUARD	Inactive
Standby Reserve	STANDBY RESERVE (USAR only)	Active/Inactive
Retired Reserve	RETIRED RESERVE (USAR only)	Retired

Figure 3-1  
Reserve Categories Composition

- National Guard Title 10 AGR personnel are members of the Selected Reserve who are ordered to active duty under provisions of Title 10 USC, Section 235. Title 10 AGR officers can serve in designated positions worldwide.

- USAR Troop Program Unit (TPU). These consist of personnel assigned to USAR units in drill status who are required to drill 48 unit training assemblies (UTAs) per year and 14 days per year in annual training (AT) status. A UTA is an authorized and scheduled training assembly consisting of four hours. The AT status is classified as active duty.

- USAR Individual Mobilization Augmentation (IMA) Control Group. This group consists of personnel under the administrative jurisdiction of the Commander, Army Reserve Personnel Center (ARPERCEN), serving in specified duty positions as individual mobilization augmenters. At least 12 days per year of AT is required for these soldiers.

- Active Guard and Reserve (AGR) Control Group. This group consists of personnel on active duty for at least 180 days for the purpose of performing administrative and training duties on a full-time basis for TPUs. The major objective of the AGR program is to improve the readiness of RC units and soldiers through the use of RC soldiers on active duty.

#### The Individual Ready Reserve

The Individual Ready Reserve (IRR) consists of:

- The Annual Training Control Group. This group consists of non-unit Ready Reserve soldiers with a training obligation who may be assigned to USAR units by ARPERCEN and must take part in AT when so directed.

- The Reinforcement Control Group. This group consists of all other non-unit Ready Reserve soldiers not assigned to another control group. Both obligated and non-obligated officers

may be assigned to a USAR unit or an IMA position. Non-obligated officers who do not accept assignment may be removed from active status.

- **Officer Active Duty Obligator Control Group.** Personnel in this group are active duty officers, appointed in the USAR, who do not enter onto active duty at the time of their appointment.

- **Dual Component Control Group.** Personnel in this group are from the regular Army of the United States. They are enlisted soldiers or warrant officers who hold Army Reserve commissions.

### **Inactive Army National Guard**

Inactive National Guard (ING) personnel are in an inactive status in the Selected Reserve, attached to a specific National Guard unit. They must muster once a year, but do not participate in training activities. ING soldiers are considered mobilization assets of the unit.

### **The Standby Reserve**

The Standby Reserve consists of active and inactive Standby Reserve soldiers. Active Standby Reserve soldiers are not assigned to units but may take part in inactive duty training (IDT) without pay or travel allowances. Retirement points, promotion credit, or both may be earned. Inactive Standby Reserve soldiers are qualified for assignment and maintained on a standby list, but choose not to participate actively in training.

### **The Retired Reserve**

The Retired Reserve consists of soldiers who have retired with 20 years of federal active service or who have been medically retired from the Army.

## **Section III: Reserve Component Management Structure**

### **CONGRESS AND THE DEPARTMENT OF DEFENSE**

As with the AC, the ARNG and USAR are affected by laws and policies of the Congress, OSD, and the Department of the Army. Strength authorizations and other matters concerning the ARNG and USAR are proposed by the Armed Services Committees of both Houses. The Defense Subcommittees of both the House and Senate Appropriations Committees prepare the appropriations acts that authorize funding.

Overall responsibility for the RC at OSD level is vested in the Office of the Assistant Secretary of Defense (Reserve Affairs) (ASD[RA]). Also at OSD level, the Reserve Forces Policy Board (RFPB), acting through the ASD(RA), is by statute the principal policy adviser to the Secretary of Defense on matters pertaining to the RC. The RFPB includes Guard and Reserve general officers, a civilian chairman, the Assistant Secretaries (Manpower and Reserve Affairs) of each Service, and one AC general or flag officer from each military department. A RC general officer is also designated to be the executive officer of the board. The Secretary of Defense is formally associated with the RC community through the RFPB. The RFPB is required by statute to prepare and submit an Annual Report to the President and Congress on the Status of the RC. That report normally reviews the progress made by DOD and the Services in improving the readiness of the RC. It includes areas where, in the Board's judgment, further improvements are required to make the reserve forces more effective members of the total force.

### **US ARMY RESERVE COMPONENT CONTROLS**

Within the Department of the Army, overall responsibility for RC matters is vested in the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA[M&RA]). The Reserve Component Coordination Council (RCCC) reviews progress on RC matters related

to readiness improvements, ascertains problem areas, issues and coordinates the tasking of issues to the Army staff, and reviews the progress of staff efforts. The Council is chaired by the Vice Chief of Staff of the Army (VCSA); membership includes selected general officers from the Army Staff, Chief of the National Guard Bureau and the Army Reserve, Director of the Army National Guard, the FORSCOM Chief of Staff, and the Deputy ASA(M&RA).

The Army Reserve Forces Policy Committee (ARFPC) reviews and comments to the Secretary of the Army and the Chief of Staff, Army, on major policy matters directly affecting the RC of the Army and the mobilization preparedness of the Army. Membership of the committee consists of five AC general officers on duty with the Army staff, five ARNG general officers, and five USAR general officers. There are also five alternate members appointed from the ARNG and the USAR. The Director of the Army Staff serves as adviser to the committee. The committee chairman is selected from among the RC members and serves a two-year term. Committee members are appointed by the Secretary of the Army.

### **US Army Reserve**

The Army management structure for the USAR is shown in Figure 3-2. The mission of the USAR is to provide trained units and individuals to support Army mobilization plans. The office of the Chief, Army Reserve (OCAR) provides direction for USAR planning for the execution of this mission. The Chief, Army Reserve (CAR) is appointed by the President, with the advice and consent of the Senate, and holds the rank of major general in the Army Reserve and commands the US Army Reserve Command. Figure 3-3 shows the organization of the OCAR.

All USAR TPUs in the continental United States are commanded by the USAR Command (USARC). The Commanding General FORSCOM, through the USARC commander is responsible for organizing, equipping, stationing, training, and maintaining combat readiness of assigned units. The USARC Commander also functions as the

FORSCOM Deputy Commanding General for Reserve Affairs and Chief of the Army Reserve.

The exceptions to this arrangement are units outside the continental US (OCONUS). In the Pacific, the Commanding General, US Army Pacific (USARPAC), commands all assigned USAR TPUs and assists in training Hawaii and Guam-based ARNG units. In Europe, the Commander in Chief CINCUSAREUR, commands all assigned USAR TPUs.

The continental US Army (CONUSA) mission is to provide operational control (OPCON) for training, operations, mobilization, and deployment (TOM-D) to major US Army Reserve Commands (MUSARC) within their geographical regions. The four CONUSAs command the Readiness Groups and Senior Army Advisory Groups.

USAR units are assigned to Army Reserve Commands (ARCOM) organized on a geographical basis, functional or "go to war" commands, Divisions (Institutional Training), and Divisions (Exercise). Engineer commands, theater army area support commands, corps support commands, and military police commands are examples of functional commands. An Army Reserve organization which reports directly to the USARC or OCONUS commander is designated a MUSARC.

USAR units are structured as combat support and combat service support units, institutional training divisions, and exercise divisions. Divisions (Institutional Training) have a mobilization mission of conducting basic training (BT), advanced individual training (AIT) and one station unit training (OSUT). Divisions (Exercise) have a mission of writing and conducting brigade, group, battalion, and lower unit Army training and evaluation programs (ARTEP), command post exercises (CPX), and field training exercises (FTX). Also included in the USAR structure are Maneuver Training Commands (MTCs) with a mission of writing and conducting battalion and lower unit Army training and evaluation programs (ARTEPs), CPXs, and FTXs; Army garrisons with a mobilization mission

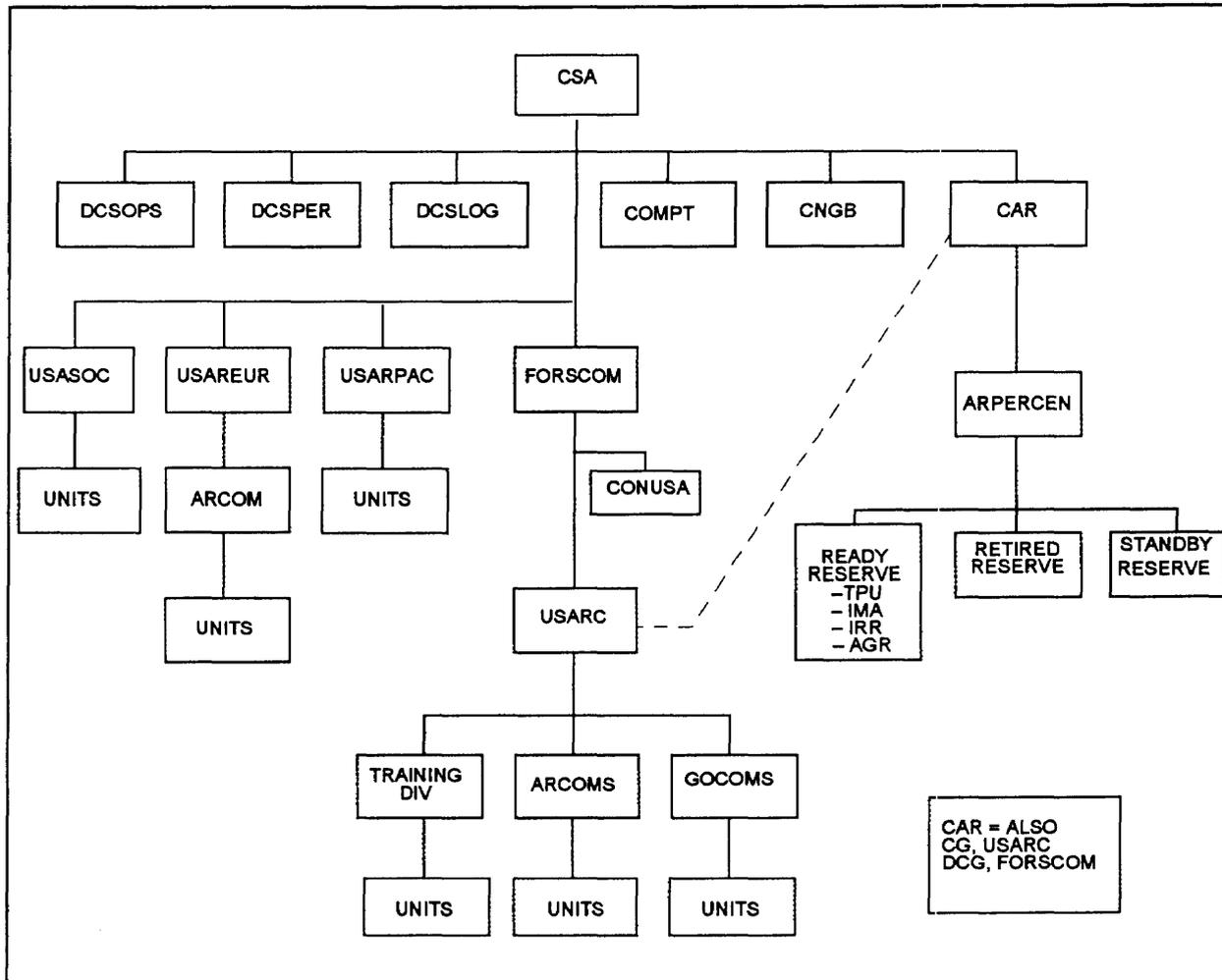


Figure 3-2  
US Army Reserve Management Structure

of staffing a post; and US Army Reserve Force (USARF) schools that conduct enlisted military occupational specialty (MOS) courses, special courses, and US Army Command and General Staff College (USACGSC) courses for Active Army, National Guard, and USAR soldiers. Upon mobilization, personnel from these units augment the TRADOC school system, Army Training Centers, USAG, or other activities. Civil Affairs (CA) and Psychological Operations (PSYOPS) units perform their mission under the direction of Special Operations Command (SOCOM). In addition to the major USAR organizations, there

are approximately 3,300 company or detachment-sized units.

All nonprior service male enlistees under the Reserve Enlistment Program of 1963 (REP-63) perform an initial period of active duty for training (ADT) for a minimum of 12 weeks. This includes BT and AIT under AC auspices. Nonprior service females are also required to complete BT and AIT. An alternative method of conducting this training is the "split-training" concept, whereby a RC member may do BT during one year and AIT the following year.

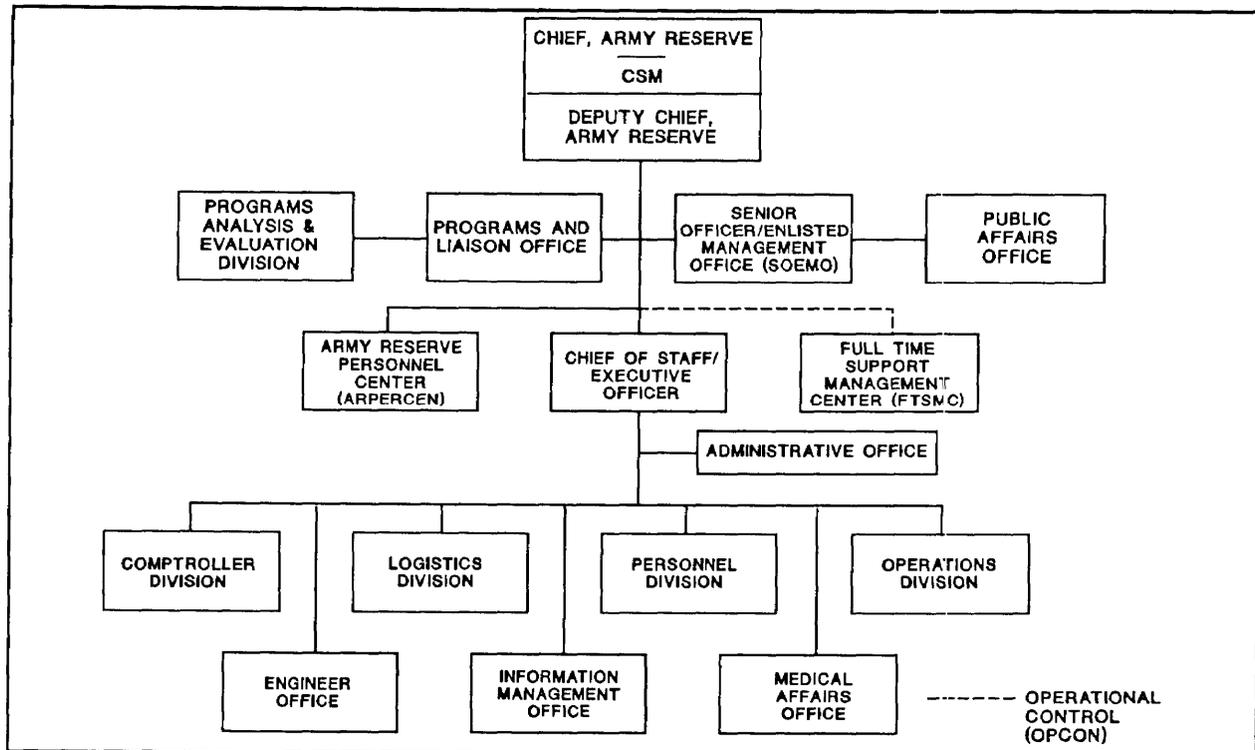


Figure 3-3  
Office of the Chief, Army Reserve

### Army National Guard

#### State Control

ARNG units are commanded by their respective state governors unless federalized by Presidential executive order. Governors exercise command, when under state control, through the adjutant general (TAG), whose authority as a state official is recognized by federal law. TAGs manage federal resources to build combat-ready units. Their management staffs include both state and federal employees. ARNG commanders lead their units in training during peacetime. A State Area Command (STARC) commands and controls ARNG units during pre-mobilization through arrival at the mobilization station (Mob Sta) and performs movement control functions for all armed services and components during mobilization. STARCs provide family support functions for mobilized reserve soldiers.

### Federal Control

At the federal level, the National Guard Bureau (NGB) is a joint bureau of the Departments of the Army and Air Force. It provides a peacetime channel of communications among the Departments of the Army, Air Force, and National Guard as established by Title 10 USC, Section 3040. It is both a staff and an operating agency.

The staff function of the NGB is to formulate and administer a program for the development and maintenance of National Guard units in accordance with Army and Air Force policies. As an operating agency, the NGB deals directly with the state governors and TAGs. Figure 3-4 depicts the National Guard Management Structure.

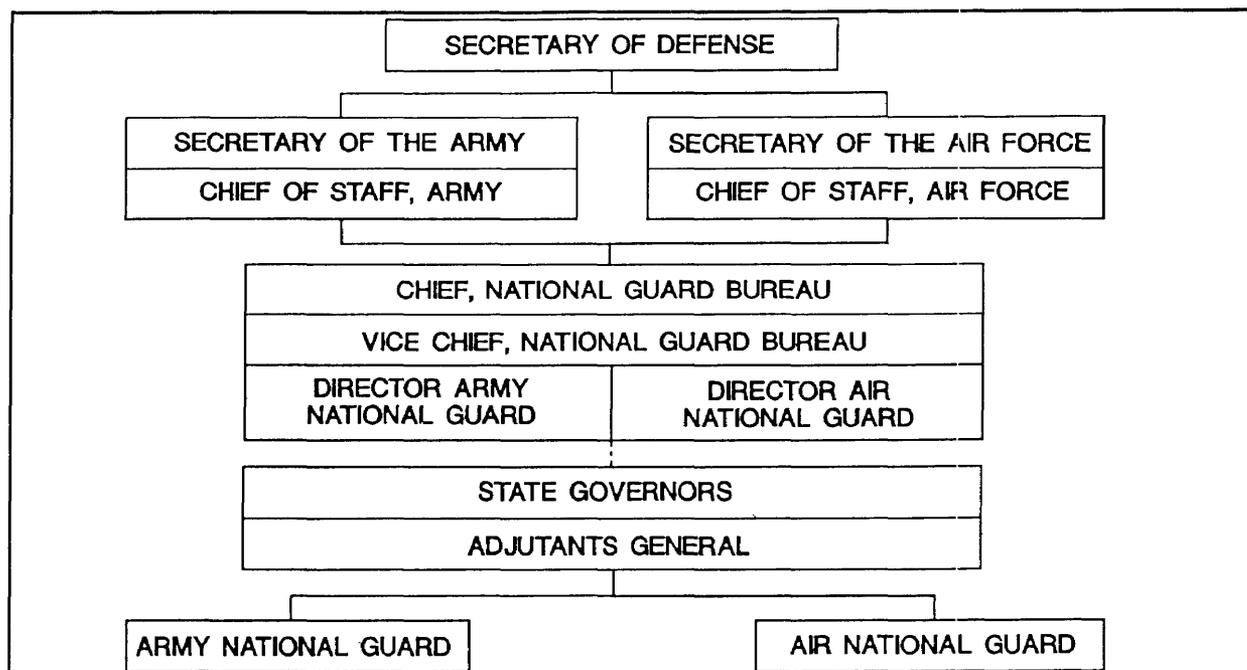


Figure 3-4  
National Guard Management Structure

The Chief, NGB (CNGB), is a lieutenant general appointed for a four-year term by the President, with the advice and consent of the Senate, from a list of National Guard officers recommended by the state governors. He may succeed himself. He reports to the Secretaries of the Army and Air Force through the respective Chiefs of Staff and is their principal adviser on National Guard affairs. The CNGB has no command authority; cooperation is facilitated through control of funds, end strength, equipment, and force structure programs, and by authority to develop and publish regulations pertaining to the ARNG when not federally mobilized.

The CNGB is also the appropriations director of six appropriations by law: three ARNG and three Air National Guard appropriations (pay and allowance, operations and maintenance, and construction). He exercises administrative control through the Vice Chief, NGB (a major general of the opposite

Service of the CNGB) to the Directors of the ARNG and Air Force National Guard.

The Director of the Army National Guard (DARNG) administers allocated resources to support ARNG force structure, personnel, facilities, training, and equipment, and to provide combat-ready units. In support of the federal mission, the DARNG also formulates the ARNG long-range plan, program, and budget for submission to the Army Staff. The DARNG organization is at Figure 3-5.

#### FEDERAL FUNDS AND PROPERTY SUPERVISION

The United States Property and Fiscal Officer (USPFO) is an officer of the Army or Air National Guard ordered to active duty under Title 10, USC. The USPFO receives and accounts for all federal funds and property and provides financial and logistical resources for the maintenance of federal property provided to the state. The USPFO furnishes advice and

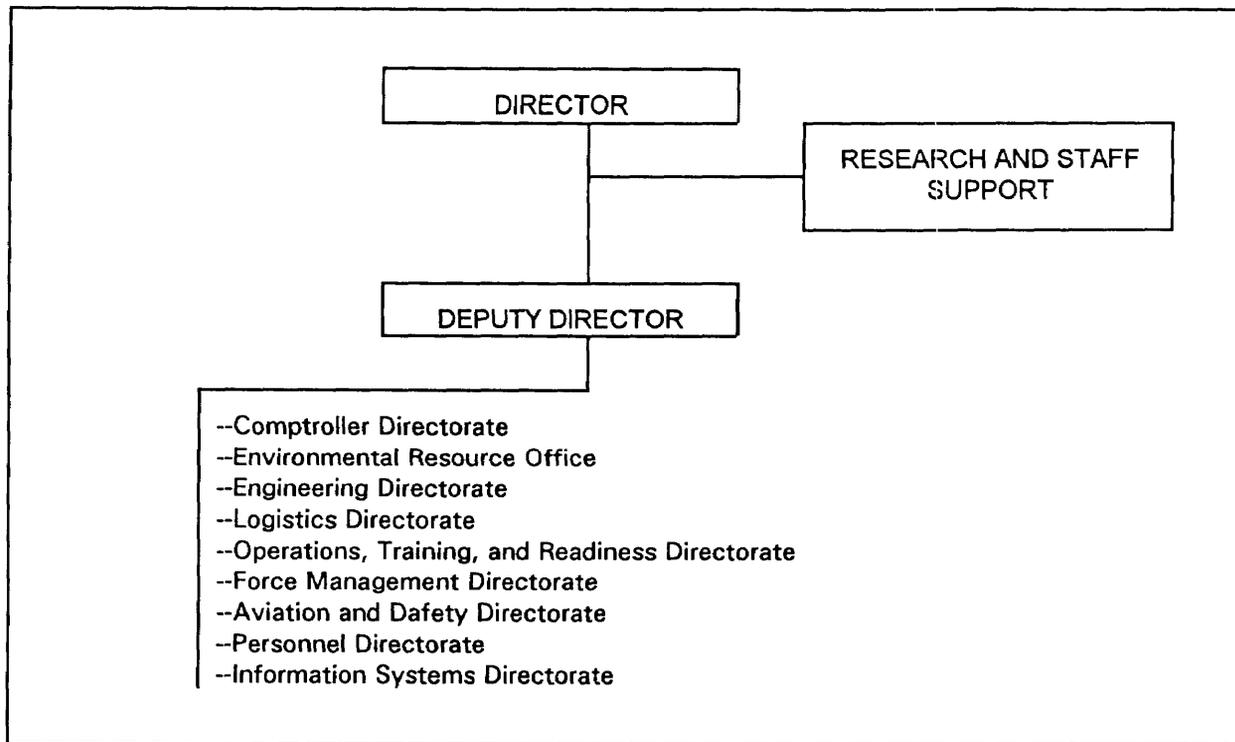


Figure 3-5  
Office of the Director, Army National Guard

assistance to units within the state to ensure that federal property is used in accordance with applicable Department of the Army directives as implemented by the CNGB. The USPFO manages the federal logistics support system for the states and, upon mobilization of a supported unit, provides that support necessary for the transition of the mobilized entity to active duty status. The USPFO functions as a federal contracting officer and is responsible for federal procurement activities within the state. The USPFO also performs as the transportation officer responsible for mobilization planning and transportation of ARNG personnel, technicians, supplies, and equipment. Finally, the USPFO is the payroll certifying office responsible for certifying the accuracy of federal payrolls.

#### Section IV: Reserve Component Training and Equipment Program

##### RESERVE COMPONENT TRAINING PROGRAM

The training programs of the ARNG and the USAR are prescribed by the AC, both during IDT (commonly referred to as UTAs, multiple unit training assemblies (MUTAs), drills, or assembly periods), and during a two-week period generally known as AT. ARNG and USAR units train to the same standards as the AC. The training is conducted during both IDT and AT.

ARNG and USAR units, as elements of the Selected Reserve, are required to participate in a minimum of 48 drills and a two-week (14- to 15-day) AT period during the training year. The general trend is to consolidate these unit training assemblies during the year so that four UTAs are accomplished during a single weekend each month. This MUTA-4 configuration provides continuity for individual and crew training,

qualification and familiarization firing, field training, and refresher training.

AT consists of mission-essential training conducted at the training site, and includes collective and individual training.

The USAR Force School System conducts professional development and MOS training for officers and enlisted personnel of the AC and RC. Upon mobilization, USARF school personnel augment the TRADOC school system, Army Training Centers (ATCs), and other activities.

### **RESERVE COMPONENT EQUIPMENT PROGRAM**

The policy of "first to fight, first resourced" is intended to ensure that units employed first will be adequately equipped. Under this policy, some RC units receive substantial amounts of modern equipment. New equipment is distributed from Army procurement and excess equipment, is redistributed in priority sequence. Later-deploying units, whether AC or RC, are provided the minimum essential equipment for training.

The National Guard and Reserve Equipment Appropriation is a special appropriation designated for the acquisition of equipment by the RCs to improve readiness. Also known as the Dedicated Procurement Program (DPP), these funds may be further fenced by Congress for the purchase of specific items of equipment. DPP funds complement the Service appropriations that primarily fund force modernization, thereby improving training and readiness in the RCs.

### **Section V: Reserve Component Assistance**

Military and civilian positions for full-time support (FTS) personnel are authorized to provide assistance in organizing, administering, recruiting and retaining, instructing, and training RC organizations. They provide skills, stability, continuity, and a full-time availability that cannot be reasonably obtained by the use of part-time drilling reservists. Full-time personnel are authorized to support the development and

maintenance of Selected Reserve units and individual readiness.

The four categories of FTS are-

- **Active Component.** These soldiers are assigned directly to USAR units and serve exactly as if they were assigned to AC units.
- **Military Technicians.** ARNG and USAR technicians provide full-time, day-today assistance and support and act as the representatives for their commanders during non-drill periods. Technicians ensure continuity in administration, supply, maintenance, and training, and their services are critical to mobilization preparedness. Both ARNG and USAR technicians are Federal Civil Service employees. The Army Reserve Technicians (ARTs) are governed by the provisions of the Civil Service System. ARNG technicians are governed by the same provisions except as modified by Public Law 90-486 (National Guard Technician Act of 1968); Title 32, USC, Section 709; and regulations prescribed by the NGB.
- **Active Guard/Reserve.** AGR soldiers serve on active duty in support of the RCs. Title 10, USC, personnel are available for worldwide assignment, whereas Title 32, USC, personnel must remain under control of the state.
- **Federal Civil Service Personnel.**

### **Summary**

Over half of the Army's total deployable forces are in the ARNG and Army Reserve. The management of these forces is of paramount importance to the total force. The structure for RC management includes the Congress, DOD, HQDA, states, MACOMs, and units. Two key managing agencies at HQDA are the NGB and OCAR. At the MACOM level, states, FORSCOM, and its subordinate CONUS armies have a leading role in preparing RC forces for mobilization and deployment.