

The Army War Reserve Deployment System Awards

On March 6, 2008, the 21st Century Defense Initiative and the Strategic Studies Institute held a seminar entitled "The State of the U.S. Military Reserve Components." This seminar focused on the future mission sets and priorities, personnel policies, and deployment of National Guard and Reserve troops.

The United States is currently deploying throughout the world at a rate approximately three times that of the Cold War. These deployments stretch thin an Army structured and trained for two near simultaneous Major Theaters of War. Small Scale Contingencies (SSC) will remain a fact of life for the U.S. armed forces. SSC deployment requirements will call for the ability to influence the world climate through the use of rapidly deployed Joint Task Forces (JTF). These JTFs must react to specific world problems with the ability to morph missions as situational changes occur. Joint Forces Command is looking at a possible cellular JTF Headquarters for centralized command and control of future national missions. This headquarters would require support or attachment of "plugs", force structure designated and trained in a specific capability, to manage each mission. Some of these plugs could be located in the U.S. rather than the mission theater and will most likely consist of members, cells, and teams from all branches of the armed forces. In the late 1990s, when the Army considered designs for Force XXI Corps Headquarters with JTF capability, the size of the headquarters increased considerably. With current constraints in force structure the increase required to build this capability into the corps headquarters is a huge limitation. The Force XXI Corps Headquarters redesign effort was even postponed as efforts shifted to the transformation efforts. The Army National Guard and the U.S. Army Reserve are good sources for the trained cells and teams to reduce the burden on the active Army and still supply the capabilities required in the mission theater.

The mission of the United States Army is to fight and win our nation's wars by providing prompt, sustained land dominance across the full range of military operations and spectrum of conflict in support of combatant commanders. Accomplishing this mission rests on the ability of the Army to equip and move its forces to the battle and sustain them while they are engaged. Logistics provides the backbone for Army combat operations. Without fuel, ammunition, rations, and other supplies, the Army would grind to a halt. The U.S. military must be prepared to fight anywhere on the globe and, in an era of coalition warfare, to logistically support its allies. While aircraft can move large amounts of supplies, the vast majority must be carried on ocean going vessels and unloaded at ports that may be at a great distance from the battlefield. As the wars in Afghanistan and Iraq have shown, the costs of convoying vast quantities of supplies is tallied not only in economic terms but also in terms of lives lost in the movement of the materiel. As the ability of potential enemies to interdict movement to the battlefield and interdict movements in the battlespace increases, the challenge of logistics grows even larger. No matter how the nature of battle develops, logistics will remain a key factor. Force Multiplying Technologies for Logistics Support to Military Operations explores Army logistics in a global, complex environment that includes the increasing use of antiaccess and area-denial tactics and technologies by potential adversaries. This report describes new technologies and systems that would reduce the demand for logistics and meet the demand at the point of need, make maintenance more efficient,

improve inter- and intratheater mobility, and improve near-real-time, in-transit visibility. Force Multiplying Technologies also explores options for the Army to operate with the other services and improve its support of Special Operations Forces. This report provides a logistics-centric research and development investment strategy and illustrative examples of how improved logistics could look in the future.

Nearly 1.9 million U.S. troops have been deployed to Afghanistan and Iraq since October 2001. Many service members and veterans face serious challenges in readjusting to normal life after returning home. This initial book presents findings on the most critical challenges, and lays out the blueprint for the second phase of the study to determine how best to meet the needs of returning troops and their families.

"Deployed is an important and deeply moving book. Here, in this story, the heroic tradition of the American citizen-soldier lives on." ---Andrew J. Bacevich, Professor, Boston University, and author of *The New American Militarism: How Americans Are Seduced by War* "Whatever your feelings about Iraq, *Deployed* is an important and compelling work that illuminates the real human cost of the war, and gives voice to those compelled to fight it." ---Ken Wells, Senior Editor, Condé Nast Portfolio

"Currently, there are few to no books dealing with the sociology of Iraq, and even fewer have empirical data on the experiences of American soldiers. More important, this work provides a strong and needed voice for soldiers---their words are compelling, rich, and moving." ---Morten Ender, Professor of Sociology, United States Military Academy at West Point

"This is a unique book that weaves historical, ethnographic, and organizational approaches for a study of Iraq-War military reservists. . . . the authors' findings challenge the pervading wisdom on reservists' motivations for service; the chemistry between family, reserve duty, and relations with regular military; and the effect that service in Iraq had on them." ---Jerry Lembcke, Associate Professor of Sociology, Holy Cross College

What is it like to be one of the citizen-soldiers summoned to duty in Iraq and Afghanistan? The events of 9/11 were a call to arms for many reservists, as shock, anger, and fear propelled large numbers to volunteer for the opportunity to serve their country in the Middle East. Even the most patriotic, however, had not expected that the wars would last so long or that the Army Reserve would supply so much of the manpower. Using the soldiers' own voices, *Deployed* draws upon the life stories of members of an Army Reserve MP Company, who were called to extraordinary service after September 11. The book explores how and why they joined the Army Reserve, how they dealt with the seismic changes in their lives during and after deployment, the evolution of their relationships inside and outside their military unit, and their perspectives on the U.S. Army. Musheno and Ross uncover five pathways that led these citizens to join the reserves, showing how basic needs and cultural idioms combined to stimulate enlistments. Whatever path led to enlistment, the authors find that citizen-soldiers fall into three distinct categories: adaptive reservists who adjust quickly to the huge changes in their lives abroad and at home, struggling reservists whose troubles are more a product of homegrown circumstances than experiences specific to serving in a war zone, and reservists who are dismissive of military life while they live it and oppose the war even as they fight it. Perhaps most important, *Deployed* challenges the prevailing stereotype of returning soldiers as war-damaged citizens. Jacket photograph: AP Photo/Hutchinson News, Travis Morisse. This paper examines the Army and Army Reserve future force plans, senior leader

vision, Army Reserve history, structure, transformation, modernization, deployment and employment, and funding. It attempts to make some judgments on relevant policies and strategies and make actionable recommendations on the future of the Army Reserve. Culminating the first 100 years of its unique history, the Army Reserve has experienced an unprecedented and profound mobilization, operational tempo (OPTEMPO), and transformation while supporting the Army in the Global War on Terror (GWOT). Over six years of continuous deployments and sustained combat operations have severely stretched and stressed the nation's ground forces, including the Army Reserve. When the 2008 election ends, the political landscape will change again of course, and the Army Reserve, while now in the midst of transforming itself to an operational force, will undoubtedly find itself existing and functioning within the context of altered, if not new, policy and strategies that will affect how the Army continues to prosecute "the long war" - and perhaps with a severely constrained budget. Moreover, after military operations in Iraq and Afghanistan eventually end and military forces are subsequently withdrawn, the Army Reserve will need putting back together along with the rest of the Army. However, will we place the Army Reserve back on the proverbial shelf to become a strategic reserve of last resort again or continue using it as a valued and effective operational force for the next hundred years?

In the current age of economic austerity, there is increasing pressure for the military in the United States and the United Kingdom (UK) to be streamlined, so as to be able to deliver more for less cost. This requires a whole new approach to warfare supported by additional skill sets, many of which are not currently readily or widely available within the military. These skills have become even more vital in the current security environment of networked global insecurities. As such, there is a need for the military not only to re-establish lost skills, but to develop new skills to enhance its ability to tackle the emerging security threats of the 21st century. One way in which such skill shortages can be addressed is by accessing existing skill sets within the civilian workforce, which can be achieved through the recruitment of reservists. Reservists have been utilized not only by the U.S. Army, but also by numerous armies around the world, including the UK, where the reliance on Reservists has increased significantly in recent years. However, recent reviews carried out by the UK Ministry of Defence (MoD) identified a range of deficiencies highlighting the need for UK Reserve Forces to be modernized so that they can be utilized in a manner that is efficient, cost effective, and sustainable. Consequently, this book explores the various types of reservist roles and deployment options, as well as factors that are both detrimental and beneficial to the recruitment, retention, and use of Reservists, highlighting areas where the UK experience is of potential relevance to the U.S. Army's future options.

Army chaplain Owen Chandler takes us to the battlefields of Iraq in this gripping spiritual memoir of war, love, family, church and God. As an Arizona Army National Reservist, Rev. Chandler was deployed to Iraq as chaplain of the 336th Combat Sustainment Support Battalion, leaving behind his wife, three young children, and a congregation for more than a year. In this honest and eloquent memoir, Chandler shares his story of serving as an "embedded presence of hope" in Iraq through personal letters, journal entries, scriptures and photos exchanged with family back home. Expanding far beyond the military chaplain

caricature of M*A*S*H's Father Francis Mulcahy, Chandler reflects on the brutal realities of war, his fellow soldiers, and the families waiting for them all to come home. He shares the struggle to hold onto faith and hope in the midst of battlefields, opening readers' hearts to the challenges of military chaplaincy and the plight of veterans shattered by their experiences. A Bridge to Babylon inspires readers and provide tools to create bridges to our veterans, especially Reserve soldiers with shockingly high rates of suicide and substance abuse. The increasing expense of modern arms indicates that the United States cannot afford to sustain an active Army large enough to wage the wars it may become involved in. Thus an increased reliance upon less expensive reserve component forces becomes inevitable. To train these forces for employment only in the event of full-scale war would be economically perilous, since this would require an active Army large enough to wage a succession of limited wars. Thus, although the mobilization of reserve component units entails international and domestic consequences which may on occasion mitigate against their actual employment in limited war, the reserve components must nevertheless be trained for deployment in the event of limited war. This, in turn, entails an unprecedented emphasis upon the preparedness of the reserve components for post-mobilization deployment into combat. (Author).

The Army needs to implement Army Force Generation (ARFORGEN) in addition to its ongoing transformation and move to a more modular force. To achieve a campaign quality Army with joint and expeditionary qualities fully, the Army must do so quickly, while also keeping its reserve components full partners throughout this process. This paper describes ARFORGEN, discusses some of its critical assumptions related to reserve component (RC) units, and explains what changes are required at the Department of Defense (DoD), Department of the Army (DA), and the individual RC levels so that the Army can integrate its RC units fully into ARFORGEN. The paper details needed changes at both the institutional and operational level at DA and DoD.

The purpose of this study is to determine the state of physical and medical readiness of US Army Reserve troops mobilized for Operations by identifying those medical conditions leading to either requests for medical waivers or those designated medical non-available for deployment status. The Army Reserve plays a crucial complementary role to the active component in times of national crises, in particular, in the support areas of medicine. With this responsibility, however, comes the requirement that when the Army Reserve Soldier is mobilized she/he is fit for duty. To assure that Army Reserve Soldiers are in a state of medical and physical readiness when mobilized, their reserve unit is individually tasked with guaranteeing soldier compliance in specific areas of health, weight and physical fitness. These units through scheduled soldier readiness processing (SRP) checklists also must maintain individual medical records with updated information. These data are used to determine the overall fitness of the individual soldier for deployment. A myriad of medical conditions

that are defined in Army Regulation (AR) 40-501 could disqualify soldiers with permanent 3 or 4 profiles (P3, P4) for worldwide deployment and require immediate follow-up action by their reserve unit.

Pursuant to a congressional request, GAO reviewed the adequacy of medical supply inventories at Army hospitals deployed during the Persian Gulf conflict. GAO found that: (1) 10 of the 15 hospitals reviewed reported shortages of some medical supplies during Operation Desert Storm; (2) the extent of shortages experienced by the hospitals could not be determined due to incomplete and inconsistent data; (3) the Army's policy restricting the use of war reserve stocks for contingencies limited the release of medical supplies during the Persian Gulf conflict; (4) the Army deployed medical supplies that were only available within the Defense Personnel Support Center wholesale supply system; (5) commercial medical suppliers filed most requisitions during the Persian Gulf conflict; (6) the Army plans to fully stock a number of hospitals and at least one medical supply center with medical supplies to ensure rapid deployment; and (7) the Army plans to reduce the number of stockpiles to support regional contingencies and revise the accountability and management policies for its war reserve program.

The author contends that the United States must retain a creditable deterrent force that is relevant to both the post-cold war as well as the domestic situation. He proposes a two-component force: a Federal Army composed of the Active Component and the U.S. Army Reserve, and a second component, the Army National Guard, the historic militia. The author claims his 21st century force is cost efficient because it relies on the strengths of each current Army component and, at the same time, assumes a significant domestic support role. He recommends this force with the expectation that it will lead to a reexamination of existing paradigms and thus add to the current force structure, force mix, and roles and missions debate. Active Army, Army Reserve, Army National Guard, Base Force, Base Force 2, Base Force 3, Domestic issues, Operation Desert Shield/Storm, Forward presence, Contingency operations, Support base missions.

Nine years after Operations Desert Shield and Desert Storm (the Gulf War) ended in June 1991, uncertainty and questions remain about illnesses reported in a substantial percentage of the 697,000 service members who were deployed. Even though it was a short conflict with very few battle casualties or immediately recognized disease or non-battle injuries, the events of the Gulf War and the experiences of the ensuing years have made clear many potentially instructive aspects of the deployment and its hazards. Since the Gulf War, several other large deployments have also occurred, including deployments to Haiti and Somalia. Major deployments to Bosnia, Southwest Asia, and, most recently, Kosovo are ongoing as this report is written. This report draws on lessons learned from some of these deployments to consider strategies to protect the health of troops in future deployments. In the spring of 1996, Deputy Secretary of Defense John White met with leadership of the National Research Council and

the Institute of Medicine to explore the prospect of an independent, proactive effort to learn from lessons of the Gulf War and to develop a strategy to better protect the health of troops in future deployments.

The attacks on September 11th, 2001 began the Global War on Terror and resulted in the mobilization of hundreds of thousands of reservists. These mobilizations are expected to continue at their current pace for the foreseeable future. This increase in workload for a part-time force structure must come at a cost. As more frequent and lengthy reserve obligations put stress on soldiers, families, and employers, these volunteers are being forced into a decision between service to nation and family/careers. Recognition of the potential effects on the reserves now will enable timely policy or force structure changes to ward off disaster and prepare the military forces for success when the nation needs them the most.

In 2003, the Army Field Support Command (AFSC) and the Joint Munitions Command (JMC), collocated at Rock Island Arsenal, Illinois, began a comprehensive oral history project aimed at chronicling a full-spectrum slice of the commands' role in Operation Iraqi Freedom, Operation Enduring Freedom and the Global War on Terrorism (GWOT) broadly defined. Because the command was over 90 percent Department of the Army (DA) civilians and heavily augmented by contractors, the command realized by 2003 that they were managing the largest ever deployment of DA civilians and contractors into a combat area, and so, over 150 interviews were conducted focusing on the GWOT-related experiences of DA civilian members of the two commands during 2003 and 2004. Starting at the same time, Mr. George Eaton, currently command historian at US Army Sustainment Command (ASC), has conducted to date almost 200 more interviews with DA civilians, contractors and uniformed military personnel. This oral history project aims at delivering an overall picture of the activities and duties of the various components of AFSC and JMC and their combined efforts to support the Army's worldwide operations. The interviews look at growing trends in areas of both success and concern, while also accounting for how logistics support commands have completely transformed operational- and strategic-level logistics since 2003. ASC personnel are forward deployed at every forward operating base in Iraq, Afghanistan, Kuwait, Qatar and Djibouti, among others. Indeed, what began as a small operation in 2003 has become a robust organization, globally deployed, and is now a key player in all four of the Army's materiel imperatives: to sustain, transform, reset and prepare. The following interview with Brigadier General Vincent E. Boles, commanding general of Army Materiel Command Forward for Southwest Asia, deputy logistics officer for Coalition Forces Land Component Command, and commanding general of the Army Field Support Command, covers such topics as the Army Materiel Command, the Logistic Assistance Program, the Logistics Civilian Augmentation Program, Army prepositioned stocks, dealing with major subordinate commands, forward repair activities, warehousing, contracting, the Reserve Component, equipment performance, theater distribution, the Army War Reserve, workforce age, leadership, problem solving, deployability concepts, logistical coordination, training challenges, military exercises, using volunteers, and third-country nationals. This work provides a comprehensive assessment of critical developments in the reserve policies of the world's major military powers as well as a wealth of data on recent developments affecting the reserve policies of Australia, Britain, Canada, China, France, Germany, Israel Japan, and Russia.

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This text explains and synthesizes the functioning and relationships of numerous Defense, Joint, and Army organizations, systems, and processes involved in the development and sustainment of trained and ready forces for the Combatant Commanders. It is designed to be used by the faculty and students at the U.S. Army War College (as well as other training and educational institutions) as they improve their knowledge and understanding of "How the Army Runs." We are proud of the value that senior commanders and staffs place in this text and are pleased to continue to provide this reference.

Deployments during Desert Storm, Somalia and Haiti produced significant lessons learned that should improve the process of mobilization and deployment of United States Army Reserve Component soldiers in the future. This study explores the preparatory phase of mobilization, assessing whether changes made to improve the process are consistent with the lessons learned. It argues that while shortfalls were identified during past mobilizations, recent changes have not achieved the desired end of streamlining mobilization. The research contrasts the primary factors impacting non-deployable Reserve Component soldiers in the recent past with the current status of the soldiers in their respective units today. The study finally proposes solutions to readiness shortfalls.

Interview with Ms. Georgia Johnson

This paper will consider the significant changes that make the current structure and operating/mobilizing for United States Army Reserve (USAR) Military Intelligence (MI) units obsolete and propose changes that may better address current and future requirements. MI occupational specialties are unique to the military and the intelligence community. Because these unique skill sets depend on consistent practice to maintain the craft and remain up to date, the current USAR system is inadequate to produce deployment-ready Soldiers who are now part of an operational rather than strategic reserve for the United States. The current system also puts unnecessary burdens on Soldiers, Family Members, and Employers in terms of predictability, stabilization, medical and dental care, transition of benefits, and continuity of service for individual and collective training. The Army should look to the reserve forces to provide an abundance of well-qualified Soldiers, provide them and their Families with options, predictability, quality of life, superior leadership, and expect them to provide, on a continual basis, the service required to meet the needs of the Army and the greater intelligence community. This paper will propose an entirely new resourcing

methodology for USAR MI forces, Soldiers and systems in the USAR, leading to increased manning, education, skill maintenance, and preparedness for long- or short-term contingencies and reduce or share costs for the program within the intelligence community. The new system will better meet Army Force Generation (ARFORGEN) requirements in the Army as well.

Army Doctrine Reference Publication (ADRP) 3-0, Unified Land Operations, is the first ADRP released under Doctrine 2015. ADRP 3-0 expands on the foundations and tenets found in Army Doctrine Publication (ADP) 3-0. This ADRP expands on the doctrine of unified land operations found in ADP 3-0. The publication of ADP 3-0 shifted the Army's operational concept from full spectrum operations to unified land operations. The doctrine of unified land operations describes how the Army demonstrates its core competencies of combined arm maneuver and wide area security through decisive action. The term decisive action replaces the term full spectrum operations as the concept of continuous, simultaneous offense, defense, stability, or defense support of civil authorities. Defense support of civil authorities replaces civil support as a task under decisive action. ADRP 3-0 expands the discussion of the foundations and tenets of unified land operations, as well as the operational framework found in ADP 3-0. Additional changes in ADRP 3-0 from the now obsolete 2011 FM 3-0, Change 1, includes a discussion of the range of military operations replacing the spectrum of conflict as well as a discussion of information collection replacing intelligence, reconnaissance, and surveillance (known as ISR). These changes in ADRP 3-0 now better align Army doctrine with the joint discussion of the principles of joint operations. ADRP 3-0 remains generally consistent with the now obsolete 2011 FM 3-0, Change 1, on key topics while adopting updated terminology and concepts as necessary. These topics include the discussion of an operational environment and the operational and mission variables, as well as the discussions of unified action, law of land warfare, and combat power. As in the now obsolete 2011, FM 3-0, Change 1, mission command remains both a philosophy of command and a warfighting function. Finally, ADRP 3-0 maintains combined arms as the application of arms that multiplies Army forces' effectiveness in all operations. ADRP 3-0 contains four chapters: Chapter 1 shortens the discussion of the operational environment found on the now obsolete 2011 FM 3-0, Change 1, and emphasizes military operations. This chapter provides a framework of variables of an operational environment that shape their nature and affect outcomes. The chapter then discusses unified action and joint operations as well as land operations. Finally, this chapter discusses law of land warfare and combined arms. Chapter 2 introduces the Army's new operational concept of unified land operations. It discusses how commanders apply landpower as part of unified action to defeat the enemy on land and establish conditions that achieve the joint force commander's end state. Chapter 2 discusses how commanders demonstrate the Army's new core competencies of combined arms maneuver and wide area security conducted through decisive action. Chapter 3 discusses combat power and the warfighting functions used to generate combat power in support of unified land operations. As in the now obsolete 2011 FM 3-0, Change 1, chapter 3 discusses the eight elements of combat power that include the six warfighting functions with leadership and information. Lastly, it discusses how Army forces achieve combined arms through force tailoring, task organization, and mutual support. Chapter 4 discusses the elements of operational art and the meaning

of operational art to Army forces. It elaborates on commanders and staffs applying the elements of operational art to understand, visualize, and describe how to establish conditions to achieve a desired end state. It discusses how operational art represents a creative approach to dealing with the direction of military forces and expresses an informed vision across the levels of war.

CSIS's Mark Cancian analyzes the U.S. military forces in FY 2021, their composition, new initiatives, long-term trends, and challenges, as the United States' military forces likely entered their last year of growth.

The millennium began with the United States more concerned than ever about the threat of terrorism in "Hometown USA". The Reserve Component (RC) has played a major role in the defense of this nation for more than a quarter of a century and will have an extensive role in defending against the terrorist threat. This report will examine how the Army National Guard (ARNG) and the Army Reserve (USAR) have stepped forward to assume their roles in national defense. The ARNG and the USAR were once referred to as weekend warriors with little credibility with the Active Component (AC). They were seen as untrained and unfit for modern warfare. However, over the past twenty-five years, the myth has faded. The RC has proven time and time again, deployment after deployment, that it can hold its own with the AC. The history of the ARNG and the USAR is briefly discussed in order to give a clearer understanding and appreciation of their contributions to national defense. A brief review of how the missions have evolved since the seventeenth century, and prior to the second amendment to the constitution that allowed states to establish the National Guard, will also be discussed. Evolution of the ARNG and the USAR, and their missions over the last decade has fully integrated the Army into one Army. The chief of staff of the Army said, 'We are The Army totally integrated into oneness of purpose - no longer the Total Army, no longer The One Army, The Army, One Army'. This paper will detail the ARNG and the USAR roles in weapons of mass destruction (WMD) consequence management of homeland defense, and will briefly examine the training, equipment, and the ARNG response role of chemical and biological threats.

The deployment of tens of thousands of Reserve Soldiers for Operations ENDURING FREEDOM (OEF) and IRAQI FREEDOM (OIF) has changed the Department of Defense's (DoD) perspective toward the Reserve Component. The DoD concluded that it must manage its Reserve Components as an operational force. One heavily deployed segment within the Reserve Components in support of the Global War on Terror is U.S. Army Civil Affairs (CA). As United States forces in Iraq and Afghanistan execute a counterinsurgency war, Civil Affairs are in the forefront of this effort. Moreover, with 95% of the Civil Affairs units residing in the Army Reserve, the contribution of Reserve personnel is especially significant. Today, the United States Army Reserve (USAR) Civil Affairs Corps are indisputable members of the military profession. However, USAR Civil Affairs faces challenges, both ongoing and emerging, that it must confront in order to maintain unequivocal membership in this profession. This project examines USAR Civil Affairs forces against the four traditional concepts that define professionalism: jurisdiction, legitimacy, expertise, and career. Areas of progress are identified and recommendations are provided to overcome challenges and potential setbacks for Army Reserve Civil Affairs.

Twenty years ago, the Persian Gulf War captured the attention of the world as the first

test of the U.S. Army since the Vietnam War and the first large-scale armor engagement since World War II. Saddam Hussein's invasion of Kuwait and his subsequent ouster by the U.S.-led coalition are keys to understanding today's situation in the Middle East. The coalition partnerships cemented in that initial operation and in the regional peacekeeping operations that followed provided the basis for a growing series of multinational efforts that have characterized the post-"Cold War environment. Moreover, the growing interoperability of U.S. air, sea, and land forces coupled with the extensive employment of more sophisticated weapons first showcased in Desert Storm have become the hallmark of American military operations and the standard that other nations strive to meet.

"The specific focus of this paper is to analyze the capability and effectiveness of humanitarian/civic action (HCA) and engineering deployments to United States Southern Command"--Abstract.

The role that our Reserve forces play as part of the Total Force policy has never been greater than it is today. Much of the combat power and combat support for US forces is vested in the Reserve forces. This paper examines several issues related to our Total Force policy. Because of the author's experience in the Air National Guard, the primary thrust of the report emphasizes the air component of the Reserves. In the broadest sense, this paper seeks to ask questions about the optimum utilization of our limited resources. It examines the impact of the all-volunteer force on the Reserves, then deals with the issues of cost-effectiveness and force structuring. Additional keywords: Deployment; Strategic forces; Tactical fighters. (Author).

The term ¿Reserve Component¿ is used to refer collectively to the seven individual reserve components of the armed forces: the Army Nat. Guard (NG), the Army Reserve, the Navy Reserve, the Marine Corps Reserve, the Air NG, the Air Force Reserve, and the Coast Guard Reserve. These reserve components ¿provide trained units and qualified persons available for active duty in the armed forces.¿ Since 1990, reservists have been involuntarily activated six times, incl. two large-scale mobilizations for the Persian Gulf War and in the aftermath of 9/11. This increasing use of the reserves has led to interest in funding, equipment, and personnel policy. This report provides an overview of key reserve component personnel issues. This is a print on demand report.

"This monograph identifies challenges and opportunities in today's US Army Reserve. Since its inception in 1908, the Army Reserve has made important, diverse, and cost-effective contributions to the Army and the Joint Force and has shown the ability to adapt in profound ways to meet emerging requirements. In the context of emerging requirements driven by the 2018 National Defense Strategy, the Army is developing its thinking on multi-domain operations and evolving complex threats in the strategic and operational environments. To meet these emerging, complex challenges, the Army Reserve must adapt again. Accordingly, the monograph offers an honest and direct assessment of the modern Army Reserve's structural realities, institutional limitations, and untapped potential, while proposing a series of 'quick wins,' 'heavy lifts,' and 'deep' reforms aimed at adapting the institution to meet our nation's twenty-first century needs" -- Publisher's web site.

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