



JEANNE M. HOLM CENTER

Citizen Airmen: The Total Force

Study Assignment:

- In addition to this reader please read AU-24, Concepts for Air Force Leadership, "The Air National Guard Yesterday and Today: the Citizen-Soldier."

Cognitive Lesson Objective:

- Know how the unique roles of the Air Force Reserve and the Air National Guard contribute to our Total Force Policy.

Cognitive Samples of Behavior:

- Define each Reserve category.
- Identify the categories that make up the Ready Reserves.
- State how the Air National Guard differs constitutionally from the USAF.
- State the chains of command for the Air Force Reserve Command and the Air National Guard.
- Identify the four categories of Reserve accessibility.

Affective Lesson Objective:

- Respond to the importance of how the Air Force Reserve and the Air National Guard contribute to our Total Force Policy.

Affective Samples of Behavior:

- Read the assigned information before attending the lecture.
- Voluntarily participate in classroom discussion.

TOTAL FORCE

The Total Force Policy, implemented in 1973, continues to guide decisions about how manpower resources available to the Department of Defense (DOD)—active, reserve, retired military, federal civilian, contractor, and allied support personnel—are structured to execute the National Military Strategy and to protect the nation’s interests. The integrated capabilities of the Total Force are essential for the US defense strategy to succeed. Because reserve components (RC) can provide substantial capability within a smaller defense budget, they have been called upon increasingly to contribute within the Total Force. These elements of the Total Force must be seamlessly integrated with their active component (AC) counterparts to achieve the new levels of readiness required to successfully conduct joint and combined operations—now and in the future.

There are three Reserve categories: Ready Reserve, Standby Reserve, and Retired Reserve. The Ready Reserve consists of units and individuals subject to be ordered to active duty to augment the Active Forces in time of war or national emergency. The Air Force’s Ready Reserve is further composed of three subgroups: the Selected Reserve, Individual Ready Reserve (IRR) and the Inactive National Guard. The inactive guard is small but important. Let’s look closer at the other two of these.

The Selected Reserve is composed of units and individuals designated by the Air Force and the Chairman, Joint Chiefs of Staff (CJCS), as essential to wartime missions. They are deployable within 72 hours of notice. They have priority over other Reserve elements. The IRR is a manpower pool of pretrained individuals who have already served in active component units or in the Selected Reserve and have some part of their Military Service Obligation (MSO) remaining. IRR members are liable for involuntary active duty and fulfillment of mobilization requirements. It is also important to note that all members of the Air National Guard (ANG) are considered members of the Ready Reserve.

The second main category is Standby Reserve. This includes personnel who have completed all obligated or required service or have been removed from the Ready Reserve due to circumstances or civilian employment, ineligibility for mobilization, temporary hardship, or disability.

The final category is Retired Reserve. This is composed of personnel who receive retired pay or personnel placed in a retired status based on completion of 20 or more qualifying years of individual or combined Reserve and Active component service but have not reached age sixty.

Chains of Command

The critical difference between the Air Force Reserve (AFR) and the ANG is their respective chains of command. The Reserve Forces work with and for the Active duty forces. Since the Air Force Reserve Command is a USAF MAJCOM, their chain of command goes directly through the Secretary of the Air Force and up to the President. The ANG, on the

other hand, has both a state and federal mission. Each state's ANG is a military force under the command of the respective state or territorial governor, as well as a part of the Federal Reserve components. Therefore, each member has dual status as a member of the ANG of his or her state, and as a member of the Reserve component of the ANG. This dual state and federal mission comes from the US Constitution and the US Code of Laws. Thus, in a federalized status, the chain of command is: the unit, the State Adjutant General, the Chief of Staff, and ultimately the President. In a non-federalized status, the State Adjutant General reports to the state governor.

THE IMPERATIVE FOR TOTAL FORCE INTEGRATION

Vision and Challenge

Achieving a seamless Total Force requires command emphasis on supporting the principles of Total Force integration. Progress toward improved integration of Reserve and Active components depends on key military and civilian leaders creating an environment that eliminates all residual barriers, structural and cultural, for effective joint integration within the Total Force. To achieve effective force integration, the Secretary of Defense has directed that the following basic principles be applied consistently throughout the Services:

- Clearly understood responsibility for and ownership of the Total Force by senior leaders.
- Clear, mutual understanding of the mission for each unit—Active, Guard, and Reserve—in Service and joint/combined operations, during peace and war.
- Commitment to provide the resources needed to accomplish assigned missions.
- Leadership by senior commanders—Active, Guard, and Reserve—to ensure the readiness of the Total Force.

Total Force and the National Military Strategy

Since the Cold War, the National Guard and Reserve have become a larger percentage of the Total Force and are essential partners in the wide range of military operations, from smaller-scale contingencies to major theater wars. Today, Reserve Forces are included in all war plans, and no major military operation can be successful without them.

ACHIEVEMENTS AND INITIATIVES

Active/Reserve Components and Joint Operations

Each Service routinely provides mission-essential Reserve Forces to accomplish a multiplicity of global missions. Reserve components were essential in Operation JOINT FORCE, the Bosnia peacekeeping force. Over 18,500 Guardsmen and Reservists served in this effort. Over 5,200 Guardsmen and Reservists were called up for Operation ALLIED FORCE, where they were indispensable in air operations conducted during May and June 1999. Many transitioned from that tasking to providing support similar to that in Bosnia. Army Reserve forces provided vital augmentation to include Apache and Blackhawk rotary wing aviation and air traffic control. The Air Force recalled significant numbers of Guard and Reserve assets, including A-10 close air support aircraft, for Operation ALLIED FORCE/NOBLE ANVIL in Kosovo.

In response to the September 11, 2001 terrorist attacks, and the resulting War on Terrorism in places like Afghanistan and Iraq over 300,000 Guard and Reserve personnel mobilized. In fact, bombs fell over Afghanistan from the first reserve plane as early as 7 October 2001. These forces supported Total Force missions across the entire spectrum of military operations. Many of these Guard and Reserve members were mobilized for extended periods of up to 2 years. This exceeds the level of support provided during the peak of the Gulf War, when more than 250,000 Reservists served on active duty for an average of six months. In addition to involuntary call-ups, a significant number of Guard and Reserve service members volunteer daily to support ongoing operations. Overall, more than 40,000 Guardsmen and Reservists volunteered to support Operations ENDURING FREEDOM and IRAQI FREEDOM. In addition to the combat operations underway at the beginning of 2004, Guard and Reserve forces also continue to provide humanitarian aide when called upon. Following The Iranian earthquake in December 2003 and the Asian Tsunami, Air Force and Navy Reservists as well as National Guardsmen responded by airlifting disaster relief supplies to the region.

Reserve Personnel in the Total Force

The Reserve components are a valuable resource within the Total Force and are a cost-effective way of maintaining the capability to rapidly expand the force. The findings of several force structure reviews have resulted in more capabilities being placed in the Reserve components, with these capabilities increasingly being called upon to support current defense missions and requirements. As the role of the Reserve components within the Total Force has expanded, the size of the Reserve force has however declined over the last decade.

Full-Time Support Programs

The full-time support force is key to ensuring that Reserve component members are ready and capable of responding to the wide range of operations. The full-time support force, enhanced by ongoing integration initiatives and supported by recent changes in law, is now better positioned to ensure Guard and Reserve members are smoothly integrated into new or ongoing missions and operations. Recent legislation expanded the duties that active Guard and Reserve personnel may perform, helping to further integrate the reserve components into the planning and decision making processes throughout the DOD. Effective management of the military technician force was greatly enhanced by legislation that placed particular emphasis on the dual status nature of the technician force, enhancing readiness and ensuring a robust technician force. The increased use of the Reserve components in the wide range of operations has brought into focus the authorized level of full-time support positions. To maintain the level of readiness required, the Reserve components must be resourced at full-time support levels to allow execution of their expanded role.

Accessibility

The four categories of reserve accessibility are **1.) Presidential Selected Recall (PSRC), 2.) Partial Mobilization, 3.) Full Mobilization, and 4.) Volunteers.**

	PSRC	Partial Mobilization	Full Mobilization
Authority	10 USC 12304 (Presidential)	10 USC 12302 (Presidential)	10 USC 12301(a) Congressional
Number Subject To Involuntary Call-up	200,000	1,000,000	Unlimited
Category Subject To Call-up	Selected Reserve	Selected Reserve/ IRR	Total Reserve
Length of Call-up	270 days	24 Months	Duration of War or emergency plus 6 months

Note: Service Secretaries may involuntarily call up retirees at any time under the provision of 10 USC 688.

RESERVE COMPONENT READINESS AND TRAINING PROGRAMS

Force Planning

DOD has reviewed and modified force-planning processes to provide the President and Secretary of Defense greater flexibility in the use of Reserve component units. Policy changes recently implemented require that Reserve component capabilities be tied to war and contingency plans across the total spectrum of national military requirements. These changes provide the Services and the regional unified combatant commanders greater efficiency and flexibility in accomplishing missions and help improve active and Reserve component integration.

The Air Force Expeditionary Air and Space Force (EAF) organizational construct allows greater integration of active, guard, and reserve units to meet contingency taskings and provides optimal use of Reserve forces due to long-term forecasting of deployments. This greatly improved schedule forecasting will help minimize reservist/employer conflicts.

Military Assistance to Civil Authorities

As the events of 11 September 2001 illustrated, the United States is vulnerable to terrorist attacks involving weapons of mass destruction (WMD) at home. This fact has necessitated the development of a strong defense against domestic terrorism. At the direction of the President, and in partnership with Congress, new plans, policies, and laws have been developed to increase the nation's ability to counter asymmetric threats, and to prepare to manage the consequences of WMD attacks against US citizens and/or infrastructure. In support of this initiative, the DOD is leveraging existing military capabilities to support civil authorities in partnership with other federal agencies. The National Guard and Reserve components will be increasingly called upon to apply their expertise and capabilities to this mission. The National Guard and Reserve are uniquely suited for this mission because they are a highly effective workforce spanning nearly 4,000 communities across the country with well-established links to the civilian first responder community of police, firefighters, and medical service personnel of communities, counties, and states. During FY 2000, the DOD took major steps to establish reserve components as critical partners in supporting response to incidents involving WMD. Ten WMD Civil Support Teams (formerly called Rapid Assessment and Initial Detection teams), each consisting of 22 full-time Army and Air National Guard members, were formed with one in each of the ten federal regions. These teams are available to provide immediate support and expert technical assistance to local first responders following a WMD incident. This effort is part of the long-term goal of expanding WMD response training and equipment into several existing Reserve component functional areas.

Reserve Component Facilities

Joint use of facilities, consolidating reserve units, and co-locating units on existing military installations continue to be major initiatives in meeting Reserve component facilities requirements. Development of Reserve component facility requirements has changed as a result of this effort. For example, at Scott AFB, Illinois, an active component base, ANG units relocating from Chicago's O'Hare International Airport now occupy new facilities. The benefits of joint use go beyond economics. When the units live and work together, they learn about each other's capabilities, supply and maintenance programs, training systems, and culture. These experiences help to break down cultural barriers and facilitate Total Force integration. The DOD's emphasis on joint use facilities and the reserve components' many successes are catalysts for future joint projects. The components continue to review their facility requirements with an eye toward consolidating similar needs. The DOD's ability to provide needed facilities in the future will depend, in part, on how well joint use opportunities are developed.

Reserve Component Equipment

Reserve forces are vital to the Total Force, as they provide significant support for operational missions and additional combat power to augment Active units. Success as a force multiplier requires that active and reserve equipment be compatible and interoperable. The Reserve components receive their equipment from two sources—new acquisitions and redistribution from the Active component. Congress traditionally adds funds for guard and reserve equipment in the form of a separate National Guard and Reserve Equipment Appropriation, as well as making additions to active component procurement accounts for reserve equipment.

Conclusion

Maintaining the integrated capabilities of the Total Force is pivotal to successfully achieving the goals of shaping, preparing, and responding to the challenges and opportunities confronting the nation. Only a well-balanced, seamlessly integrated military force is capable of dominating opponents across the full range of military operations. Employing the concepts and principles of the National Military Strategy, the Concept for Future Joint Operations, and the Total Force Policy, the DOD will continue to meet the challenges of restructuring, streamlining, and modernizing its Total Force to ensure efficient and effective operational capability. An additional portion of the true total force is fulfilled by DOD civilians. You will learn more on that segment during your lesson on "Civilian Personnel."

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