LEADERSHIP EDUCATION AND TRAINING (LET 4)

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*Developing Leadership Abilities*,
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Citizenship in Action

Unit 1
Chapter 2

Service to the Nation
Lesson 1

The Department of Defense

Key Terms
- operational commands
- specified
- strategic
- tactical
- theater

What You Will Learn to Do
- Explore the purpose of the United States Department of Defense

Linked Core Abilities
- Do your share as a good citizen in your school, community, country, and the world

Skills and Knowledge You Will Gain along the Way
- Examine the mission of the Department of Defense (DoD)
- Identify the four major responsibilities inherent to DoD's mission
- Explain civilian control over the military
- Show the relationship between the Joint Chiefs of Staff and the DoD
- Define key words contained in this lesson
Introduction

The executive department responsible for the nation’s defense forces is the Department of Defense (DoD). It was created in 1947 when Congress combined the former Navy and War departments into a National Military Establishment, an executive department headed by a secretary of defense. This lesson offers you an in-depth look at the DoD, what it does, and who works for it.

DoD’s Roots

In 1789, Congress created the Department of War to administer and conduct military affairs. Congress separated the naval forces from the land forces in 1798, creating the Department of the Navy. The Departments of War and Navy remained for almost 150 years as the only two military departments; however, the National Security Act of 1947 created the Department of the Air Force and replaced the Department of War with the Department of the Army. This act also created the National Military Establishment to oversee the three Military Departments (Army, Navy, and Air Force — the Marine Corps was included under the Navy). In 1949, Congress renamed the National Military Establishment the Department of Defense. The seal for the Department of Defense is shown in Figure 2.1.1.

Missions

The mission of the Department of Defense is to “provide the military forces needed to deter war and protect the security of the United States.” Inherent in this mission is the responsibility for planning military strategy, maintaining the armed forces, operating the military bases throughout the world, and defending the country from foreign threats. The Department of Defense assigns these duties to the Military Departments.
How the DoD Is Organized

The Department of Defense is the organization through which the President exercises civilian control over the military. The major elements of DoD are covered in the following sections and are shown in Figure 2.1.2.

Secretary of Defense

The Secretary of Defense, a civilian appointed by the President but subject to Senate approval, is the principal defense policy adviser to the President. Although the President has final authority and responsibility on all defense matters, the Secretary of Defense is responsible for formulating general defense policy, executing approved policy, and exercising authority, direction, and control over the DoD. The Annual Report to the President and Congress is the premier document issued by the Secretary of Defense. In addition to fulfilling a statutory requirement, it serves as an important reference document for many people interested in national defense issues and programs.

Note

The Secretary of Defense is sixth in the order of presidential succession, following the Vice President (VP), Speaker of the House, President Pro Tempore of the Senate (presiding officer of the Senate in the absence of the VP), Secretary of State, and Secretary of the Treasury. Beginning with the Secretary of State, succession is determined by the order in which the departments of the President’s Cabinet were created.

Deputy Secretary of Defense

The Deputy Secretary of Defense is delegated full authority to act for the Secretary of Defense and to exercise the powers of the Secretary on any and all matters for which the Secretary is authorized to act pursuant to law.
Office of the Secretary of Defense

This office is the principal staff element of the Secretary of Defense in the exercise of policy development, planning, resource management, fiscal, and program evaluation responsibilities. The Office of the Secretary of Defense includes Under Secretaries for:

- Acquisition and Technology — responsible for programs such as nuclear, chemical, and biological defense; acquisition reform; advanced technology; environmental security; logistics; space; and ballistic missile defense organization
- Comptroller — responsible for programs in areas such as contract audit, program analysis and evaluation, and national performance review activities
- Personnel and Readiness — responsible for programs such as force management, program integration, and health and reserve affairs
- Policy — responsible for programs such as international security affairs, special operations and low-intensity conflict, and strategy and threat reduction

The Office of the Secretary of Defense also includes Assistant Secretaries for:

- Command, Control, Communications, and Intelligence
- Legislative and Public Affairs

Other elements of the Office include:

- General Counsel
- Inspector General
- Director of Operational Test and Evaluation

The central headquarters for the Department of Defense is at the world's largest office building, the Pentagon, located in Washington, D. C.

Joint Chiefs of Staff

The Joint Chiefs of Staff (JCS) constitute the immediate military staff of the Secretary of Defense and consist of the following general officers (four-star rank) from the Armed Forces:

- Chairman (appointed by the President but subject to Senate approval)
- Vice Chairman
- Chief of Staff of the Army
- Chief of Naval Operations
- Chief of Staff of the Air Force
- Commandant of the Marine Corps
The collective body of the JCS is headed by the Chairman, who sets the agenda and presides over JCS meetings. Additionally, the Chairman is the principal adviser to the President, Secretary of Defense, and the National Security Council.

All JCS members are, by law, military advisers, and they may respond to a request or voluntarily submit, through the Chairman, advice or opinions to the President, Secretary of Defense, or the National Security Council. Although responsibilities as members of the JCS take precedence over the duties as the Chiefs of the Military Services, these personnel are the senior military officers of their respective Services. As such, they are also responsible for keeping the Secretaries of the Military Departments fully informed on matters considered or acted upon by the JCS.

The main responsibilities of the Joint Chiefs of Staff, in conjunction with the Military Departments, include:

- The **strategic** and **tactical** direction of the combatant forces
- The operation of the combatant forces under unified commands
- The integration of combatant forces into an efficient team of land, naval, and air forces
- Research and development

**Executive Authority**

During World War II, the Joint Chiefs of Staff acted as executive agents in dealing with theater and area commanders, but the original National Security Act of 1947 saw the Joint Chiefs as planners and advisers, not as commanders of combatant commands. In spite of this, the 1948 Key West Agreement allowed members of the Joint Chiefs to serve as executive agents for unified commands, a responsibility that allowed them to originate direct communication with the combatant command.

Congress abolished this authority in a 1953 amendment to the National Security Act. Today, the Joint Chiefs have no executive authority to command combatant forces. The issue of executive authority was clearly resolved by the Goldwater-Nichols DoD Reorganization Act of 1986, which stated: “The Secretaries of the Military Departments shall assign all forces under their jurisdiction to unified and specified combatant commands to perform missions assigned to those commands ...;” the chain of command “runs from the President to the Secretary of Defense; and from the Secretary of Defense to the commander of the combatant command.” The world is divided into nine geographical areas, each with a Commander-in-Chief (CINC) assigned. To facilitate mission accomplishment, these commanders have full **operational command** and control over all forces assigned to them.

**Military Departments**

The Military Departments of the Army, Navy, and Air Force are each headed by a Secretary who does not have cabinet rank and is a civilian. These Departments are responsible for maintaining the readiness of their assigned forces to ensure the security of the United States and to support the nation’s policies and interests. The basic objectives of the Military Departments and the U.S. Armed Forces are to:

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**Key Note Term**

- **strategic** – of or relating to the large scale or global planning and conduct of military strategy, movements, and/or operations essential to the effective conduct of war.
- **tactical** – of or pertaining to tactics

- **theater** – a large geographic area (including its land, sea, and air) in which active military operations are coordinated and conducted.

- **specified** – to state explicitly or in detail.
- **operational command** – commands performing the primary mission of the service as distinguished from support commands.
Prevent military actions that threaten the safety of the United States or its allies
Defend the United States’ territories, waters, and airspace
Engage in all necessary military operations and other assigned duties
End hostilities on terms favorable to the United States

Note
The Department of Defense maintains the academies for each of these Departments. Can you name these academies?

Conclusion
This lesson introduced you to the organization, background, and missions of the Department of Defense (DoD). You saw a specific example of the constitutional requirement for civilian control of the military with the President, Secretary of Defense, and the Secretaries of the Military Departments all being civilians. The highest military officers in the DoD are the Joint Chiefs of Staff. The missions and responsibilities of this Department make it a vital part of the federal government and critical to the nation’s defense.

Lesson Review
1. What is the mission of the DoD?
2. The Secretary of Defense is where in the line of presidential succession?
3. Identify one Under Secretary and the responsibilities for this position.
4. Define the term “theatre.”
Lesson 2

The Active Army

Key Terms
- counterintelligence
- doctrine
- non-accession
- unconventional

What You Will Learn to Do
- Relate the role of the Active Army to the United States Army

Linked Core Abilities
- Do your share as a good citizen in your school, community, country, and the world

Skills and Knowledge You Will Gain along the Way
- Explain how the two Congressional acts impact the organizational structure of Armed Forces
- Identify the Congressional act that provides basis for recent Army organization
- Distinguish between the fundamental roles of the Army and Active Army
- Identify how the Active Army contributes to domestic affairs
- Correlate Army commands to the JROTC program
- Determine categories under which the Army classifies its branches
Introduction

The United States Army dates back to June 1775. On June 14, 1775, the Continental Congress adopted the Continental Army when it appointed a committee to “draft the rules and regulations for the government of the Army.” This authorization marks the birthday of the U.S. Army, the oldest branch of the U.S. Armed Forces.

The Army is a major part of the U.S. Armed Forces, which collectively are responsible for defending American interests by:

- Supporting and defending the *Constitution* of the United States against all enemies, foreign and domestic
- Ensuring, by timely and effective military action, the security of the United States, its possessions, and areas vital to its interests
- Upholding and advancing the national policies and interests of the United States
- Safeguarding the internal security of the United States

Within that framework, the fundamental mission of the U.S. Army is to deter war and to win in combat; however, there is much more to the Army than accomplishing that mission. In fact, the Army spends most of its time involved in peacetime activities.

Origins of the U.S. Army

The legal basis for the establishment of the Army, as well as for the other branches of the armed forces, is set forth in the *Constitution*. The *Constitution* stipulates that the U.S. Armed Forces must answer to and be responsible for the needs and desires of the American people as expressed by their elected representatives. To achieve that, the Framers established the principle of civilian control over the military — that is, the President serves as Commander-in-Chief of the U.S. Armed Forces and Congress alone has the power to raise and support armies and to declare war.

Although the *Constitution* established the need for a system to “provide for the common defense,” it did not define the organization of that system; therefore, in the course of our nation’s history, the national defense structure has taken many forms. After the ratification of the *Constitution*, the newly formed Congress and President George Washington established the Department of War in 1789 as an executive department. The Secretary of War became its director and his powers were entrusted to him by the president.
Congress established our present military structure with the passage of two post-World War II legislations: the National Security Act of 1947 and its Amendments of 1949. The 1947 Act:

- Redesignated the Department of War as the Department of the Army, headed by the Secretary of the Army
- Created a separate Department of the Air Force and the U.S. Air Force as a branch of the armed forces
- Loosely grouped the Departments of the Army, Navy, and Air Force under the title of the National Military Establishment
- Established the Joint Chiefs of Staff, composed of the military chiefs of the three services, as a council to advise the three department secretaries and the president on military matters

In 1949, Congress amended the National Security Act of 1947 by passing the National Security Act Amendments of 1949. These amendments:

- Established the Department of Defense (DoD) under the executive branch of the government and placed the Departments of the Army, Navy (including the Marine Corps), and Air Force subordinate to it.
- Established a Secretary of Defense to assist the president in providing direction, authority, and control of the three services. This secretary is appointed by the president and is a member of the president's cabinet.
- Stipulated that the president would appoint civilian secretaries to head of the Departments of the Army, Navy, and Air Force, and that those secretaries would come under the authority of the Secretary of Defense. These secretaries are responsible for, and have the necessary authority to conduct, all the affairs of their departments.
- Established a Chairman of the Joint Chiefs of Staff, also appointed by the president, who would have direct access to the Secretary of Defense.

Note
To learn more about the Department of Defense and the Secretary of Defense, review Chapter 2, Lesson 1.

Following the passage of the National Security Act and its Amendments, Congress passed the Army Organization Act of 1950. This Act provides the legal basis for the present internal organization of the Army and the Department of the Army. It organizes the Army into a composite of commands, components, and branches — organized, trained, and equipped primarily for prompt and sustained combat operations on land. This act also:
• Stipulated that the president would appoint civilian secretaries to head of the Departments of the Army, Navy, and Air Force, and that those secretaries would come under the authority of the Secretary of Defense. These secretaries are responsible for, and have the necessary authority to conduct, all the affairs of their departments.

• Established a Chairman of the Joint Chiefs of Staff, also appointed by the president, who would have direct access to the Secretary of Defense.

**The Army Concept**

Under the Army concept, the U.S. Army consists of the active Army, the reserve components, and the Department of the Army civilian work force. The reserve components consist of the Army National Guard and the U.S. Army Reserve. The purpose of these components is to provide trained units and qualified personnel to be available for active duty in time of war, national emergency, or at other times as dictated by national security requirements.

**Note**

The reserve components are detailed later in this chapter.

A bond of mutual agreement exists among the active Army, the reserve components, and the Department of the Army civilian work force to ensure the operational effectiveness of the total Army. This bond promotes:

• **A balanced force structure**

• **Programs and projects designed to ensure modern equipment for both the active and reserve components**

There is cooperation and affiliation (teamwork) between active and reserve units, thus enhancing the mobilization potential of the reserve components and ensuring their timely availability to satisfy wartime reinforcement objectives.

**Major Roles of the Total Army**

In addition to its main mission — to deter war and to win in combat — the Army's major roles in executing U.S. military policies are:

• **To maintain the ability to respond to any level of aggression**

• **To be well-trained and equipped to prevent conflict**

• **To be employed at a level of strength necessary to ensure a swift and decisive end of the conflict if land forces are committed in combat**
To bring about an end to the conflict in terms favorable to the United States
To fulfill a peacetime role by being able to contribute personnel and resources to domestic programs that support the general welfare of the people

The Active Army

The active (or regular) Army is a component of the U.S. Army maintained by the federal government in peace and in war. Congress authorizes its strength yearly under the provisions of Article 1 of the Constitution. At the same time, Congress appropriates money for its sustainment, modernization, and pay.

Missions of the Active Army

The Army must be able to respond to threats that occur anywhere in the world. In addition, the Army supports security assistance programs conducted by the Departments of the State and Defense to friendly countries seeking economic and military assistance to maintain their stability and security. The Army makes an important contribution to those programs by providing military advisers, equipment, and other support. The results are positive because the Army’s efforts are instrumental in implementing U.S. national security policies, and the Army shares in the benefits of mutual friendship, cooperation, and understanding — all of which serve the nation’s interests.

Although maintaining national security is the determining factor in the need for an Army, the active Army also contributes in peacetime to the nation’s general welfare through domestic involvement. However, Congress limits this involvement by law, tradition, and the need for the Army to maintain a high level of readiness to fulfill its primary mission. Some of the ways the Army contributes to domestic affairs are by:

- Providing assistance to communities during natural disasters
- Assisting civilian communities during civil disturbances by providing personnel and equipment in support of civilian police forces
- Assisting civilian communities with civic-action programs
- Improving flood control and navigation
- Adding to the nation’s scientific and technological skills through extensive research and development programs
- Advising and assisting governmental agencies in fighting the war on drugs

Organization of the Active Army

The Department of the Army organizes the active Army in a number of ways. There are ten major commands in the Continental United States (CONUS) and four major commands located in Europe, Asia, and other regions of the world (OCONUS). The most well-known commands in CONUS are Forces Command
FORSCOM at Fort McPherson, Georgia, and Training and Doctrine Command (TRADOC) at Fort Monroe, Virginia. Other CONUS commands include:

- Army Material Command
- Military District of Washington
- Medical Command
- Army Intelligence and Security Command (INSCOM)
- Criminal Investigation Command
- Corps of Engineers
- Military Traffic Management Command
- Army Special Operations Command

OCONUS commands include U.S. Army Europe, U.S. Army Pacific, Eighth Army, and U.S. Army South.

FORSCOM controls all the combat and support units at installations throughout the United States.

TRADOC is responsible for developing Army doctrine and training. TRADOC also exercises control over the training installations throughout the United States. U.S. Army ROTC Cadet Command, a major subordinate command of TRADOC, manages both the Senior and Junior ROTC programs.

Branches of the U.S. Army

The Army classifies its units and personnel by branches. Branch names identify the types of units that personnel can select to enter (on enlistment) and the personnel who are trained in the primary functions of that branch. There are 17 basic and 8 special branches. The Army classifies 15 of the basic branches into the categories of combat arms, combat support, and combat service support. The remaining two, Special Forces and Civil Affairs, are non-accession branches. The eight special branches are all combat service support units.

Special Forces accomplish missions of unconventional warfare, foreign internal defense, direct action, strategic reconnaissance, and counterterrorism. Civil Affairs is only in the Army Reserve and it accomplishes missions of command, control, and coordination of civil-military operations.

COMBAT ARMS

The combat arms branches are directly involved in the conduct of actual fighting. The combat arms branches are as follows:

- **Infantry**: Closes with the enemy by means of fire and maneuver, on foot or in armored vehicles, in order to destroy or capture the enemy or repel their assault by fire, close combat, or counterattack. Infantry is the nucleus around which the Army groups the other branches in combat operations.
- **Armor**: Conducts mobile land and cavalry warfare; the tank is the nucleus of its forces.

- **Field Artillery**: Provides indirect fire support for the Infantry and Armor. Field Artillery uses cannons, missiles, and rockets and is capable of providing both nuclear and non-nuclear firepower.

- **Air Defense Artillery**: Provides air and missile defense on the battlefield by destroying enemy aircraft and missiles with automatic weapons or missiles.

- **Aviation**: Provides prompt and sustained combat air operations. Aviation units participate in a variety of combat and support roles including attack, assault helicopter, aerial observation, transportation, lift, supply, and troop transport duties.

- **Corps of Engineers**: Combat Engineer units are part of the combined arms team in combat operations. Corps of Engineers units provide combat support including construction, demolition, amphibious operations, defensive barriers, camouflage/topographic activities, and minefield employment.

**Note**

Depending on their mission, engineer units can be a combat arms, combat support, or a combat service support branch.

**COMBAT SUPPORT**

The combat support branches provide operational assistance to the combat arms, and they participate in combat operations as part of the combined arms team. The combat support branches are as follows.

- **Corps of Engineers**: See description under combat arms.

- **Chemical Corps**: Provides the Army with highly trained people in nuclear, biological, and chemical (NBC) warfare defense programs. These programs include employment, logistical support, defensive procedures, equipment, training, scientific development, and management of NBC materials.

- **Signal Corps**: Provides command and control communications for Army forces. Signal units install, operate, and maintain communication-electronic equipment.

- **Military Police Corps**: Performs missions such as enforcing laws and regulations, conducting criminal investigative operations, securing U.S. government property, discharging of correctional functions, controlling traffic and movements, and securing critical areas and lines of communication.

- **Military Intelligence**: Plans, conducts, and supervises collection, analysis, production, and dissemination of intelligence, such as combat intelligence, and counterintelligence information pertaining to the enemy, weather, or terrain.

**Note**

The Signal Corps, Chemical Corps, and Military Police Corps can either be a combat support or a combat service support branch.
COMBAT SERVICE SUPPORT

The combat service support branches perform combat service support activities or administrative functions for the Army. These branches may also provide specialized services to other departments of the federal government and to the people of the United States.

The combat service support branches are as follows:

- **Adjutant General Corps**: Formulates policy and manages the Army’s administrative and personnel systems.
- **Corps of Engineers**: See description under combat arms.
- **Finance Corps**: Is responsible for the management of the Army’s financial resources, which includes paying U.S. Army personnel.
- **Quartermaster Corps**: Plans and directs the acquisition, receipt, storage, preservation, and issue of equipment, repair parts, fortification/construction material, subsistence, petroleum products, water, and other general supplies.
- **Signal Corps**: See description under combat support.
- **Chemical Corps**: See description under combat support.
- **Military Police Corps**: See description under combat support.
- **Ordnance Corps**: Is responsible for the maintenance and management of armament, tracked, wheeled, and general purpose vehicles, conventional and special munitions, test equipment, management of air defense and land combat missile systems, and construction material.
- **Transportation Corps**: Is responsible for the movement of personnel and equipment for the Army and for the Navy, Air Force, and government agencies as assigned.
- **Judge Advocate General’s Corps**: Provides professional legal service and assistance in the fields of both military and civil law and supervises the Army’s system of military justice.
- **Army Medical Department (includes Medical Corps, Dental Corps, Veterinary Corps, Army Nurse Corps, Army Medical Specialist Corps, and Medical Service Corps)**: Provides medical, dental, and veterinary care. The chief functions of the Medical Department are: care of the sick and wounded, physical examinations, prevention of disease, and the operation of hospitals and dispensaries.
- **Chaplains**: The duties of the Army chaplains are similar to those performed by their civilian counterparts. They are clergymen from recognized denominational groups who have volunteered to perform their ministry in the Army. The mission of the Chaplains branch is to promote religion and morality in the Army by providing religious services, education, and counseling.

**Note**

The eight special branches of the Army are all combat service support units: the Judge Advocate General’s Corps, Medical Corps, Dental Corps, Veterinary Corps, Army Nurse Corps, Army Medical Specialist Corps, Medical Service Corps, and the Chaplains.
Conclusion

This lesson covered the inception of the modern United States Army, from the adoption of the Continental Army in 1775 to current day. The concept of the U. S. Army includes the active Army, the reserve components, and the Department of the Army civilian work force, all of which work together to provide a balanced force structure as well as programs and projects designed to ensure modern equipment for both the active and reserve components. This lesson showed you the major roles of the total Army as well as the organization of the active Army.

Lesson Review

1. Which document sets forth the legal basis for the establishment of the Army?
2. List the three concepts of the U. S. Army.
3. Choose one combat arms branch and explain it.
4. List three missions of the active Army.
Lesson 3
The Army Reserve Components

Key Terms
- citizen-soldiers
- combatant
- militia
- mobilize
- Reserve Corps

What You Will Learn to Do
- Distinguish among the reserve components of the United States Army

Linked Core Abilities
- Do your share as a good citizen in your school, community, country, and the world

Skills and Knowledge You Will Gain along the Way
- Identify the two Congressional acts that had an impact on the organization and structure of the Army reserve components
- Compare the missions of the Army National Guard and the Army Reserve
- Contrast the major types of units the Army National Guard and the Army Reserve contribute to the Army force
- Identify the three categories of the Army Reserve
- Define key words contained in this lesson
Recall that the reserve components of the U.S. Army consist of the Army National Guard and the Army Reserve. The main purpose of these components is to provide trained units and qualified personnel to be available for active duty in time of war, national emergency, or at other times as dictated by national security requirements.

**The Army National Guard**

The Army National Guard (ARNG) is one component of the Army (which consists of the Active Army, the Army National Guard and the Army Reserves.) The Army National Guard is composed primarily of traditional Guardsmen—citizens who serve their country, state and community on a part-time basis (usually one weekend each month and two weeks during the summer.) Each state, territory, and the District of Columbia has its own National Guard, as provided for by the Constitution of the United States.

The Army National Guard was founded on October 7, 1683, in the Massachusetts Bay Colony. The Massachusetts Bay Colony organized two units (one infantry regiment and one engineer battalion) as part of their local militia. These units also became part of the Continental Army during the Revolutionary War (1775–1783).

In August 1824, the New York State Militia was the first state to apply the term “National Guard.” New York took the title as a compliment to the famous French hero, Marquis de Lafayette, who had commanded the French National Guard in Paris in 1789 and who had made great contributions in America’s war for independence. Gradually, other states adopted the popular term for their units, and by 1896, only three states retained the word “militia” in their official designation.

The National Defense Act of 1916 had a more profound impact on the Army National Guard than any other legislation of the past century. That Act and its amendments:

- Officially designated state organized militias as the National Guard.
- Changed the organizational structure of the various National Guard units to conform to the structure of the active Army.
- Provided increased assistance from the federal government to the National Guard. Although the National Guard would still be under the control of state authorities, this legislation meant that when Guard units reached established Army standards, they became eligible for federal support.

Another law passed by Congress in 1933 organized all Guard units into the National Guard of the United States; therefore, Congress made it possible for the Commander-in-Chief to give the National Guard an Army mission (or order) without having to wait for state governors to “call” those forces to duty.

In the late 1940s, Department of the Army established the Air National Guard, which was first used in the Korean War (1951–1953).
Throughout our proud history, as the Nation’s oldest military organization, the Army National Guard has protected America—in war and peace—from all enemies, foreign and domestic.

**Contribution to the Army Force and Its Missions**

The National Guard has a unique dual mission that consists of both Federal and State roles. For state missions, the governor, through the state Adjutant General, commands Guard forces. The governor can call the National Guard into action during local or statewide emergencies, such as storms, fires, earthquakes, or civil disturbances.

In addition, the President of the United States can activate the National Guard for participation in federal missions. Examples of federal activations include Guard units deployed to Bosnia and Kosovo for stabilization operations, and units deployed to the Middle East and other locations in the war on terrorism. When federalized, Guard units are commanded by the Combatant Commander of the theatre in which they are operating.

**Aiding America’s Communities, Our State Mission**

As previously mentioned, the Army National Guard exists in all 50 states, three territories, and the District of Columbia. The state, territory, or district leadership are the Commanders in Chief for each Guard. Their Adjutants General are answerable to them for the training and readiness of the units. At the state level, the governors reserve the ability, under the Constitution of the United States, to call up members of the National Guard in time of domestic emergencies or need.

The Army National Guard’s state mission is perhaps the most visible and well known. Nearly everyone has seen or heard of Guard units responding to battle fires or helping communities deal with floods, tornadoes, hurricanes, snowstorms or other emergency situations. In times of civil unrest, the citizens of a state can rest assured that the Guard will be ready to respond, if needed. During 2001, 34,855 Guardsmen were called to duty in response to the needs of their community or state.

The Army National Guard is represented in more than 2,800 communities in 50 states, the District of Columbia, Guam, Puerto Rico and the Virgin Islands.

**Organization of the Army National Guard**

As part of the Army, the Army National Guard has to comply with Department of Defense and Department of the Army orders and regulations. Therefore, the Guard needs some way to gain access to the Secretary of the Army and the military chain of command (such as Army Chief of Staff). The organization that accomplishes this is the National Guard Bureau.

The National Guard Bureau (NGB) was formed to assist the states, territories, and District of Columbia procure funding for the Guard, administer policies and act as a liaison between the Departments of the Army and Air Force and the states.

The NGB is a joint bureau of the Departments of the Army and Air Force, and functions in both a staff and an operating capacity for each component. The
NGB performs the federal functions of the Army National Guard (ARNG) and the Air National Guard (ANG). The senior leader at NGB is the Chief, National Guard Bureau, usually a Lieutenant General.

The Army National Guard and the Air National Guard are each led by their own director. The two directors are selected by the Secretary of the Army (for the Director of the Army National Guard) and the Secretary of the Air Force (for the Director of the Air National Guard.) Both directors report to the Chief of the NGB. Full-time staffs support the Chief of the NGB and the directors of the ARNG and the ANG.

When ARNG units are not mobilized under federal control, they report to the Adjutant General of their state or territory, or in the case of the District of Columbia, the Commanding General. Each Adjutant General is responsible to the Governor of his state (or in the case of the District of Columbia, the mayor.)

Most members of the National Guard are part-time soldiers (referred to as citizen-soldiers). Typically, National Guard members are required to attend one drill weekend each month and one annual training period (usually two weeks in the summer) each year. Weekend drills usually consist of one Saturday and Sunday each month, but occasionally include reporting for duty on Friday night. Initially, all non-prior service personnel are required to attend initial entry training (IET), also known as Basic Training. After Basic Training, soldiers go to their Advanced Individual Training (AIT) which teaches them the special skills they will need for their job in the Guard.

**Accomplishments of the Army National Guard**

Since its founding in the 1600s, the National Guard has participated in every American conflict to the current Iraqi War. In this century alone, Army National Guard units have fought and distinguished themselves in both World Wars, the Korean War, Vietnam War, the Persian Gulf War, Afghanistan, and now Iraq. In fact, individual Guardsmen received 14 Medals of Honor during World War II.

The National Guard plays a vital role in the Army, it must be ready to mobilize and deploy on very short notice. The Sept. 11th terrorist attacks on the United States resulted in the activation of thousands of Army Guard personnel. A total of 9,600 National Guard men and women were already on duty across the country Sept. 14, 2001 when President George Bush approved an order to call up as many as 50,000 members of the National Guard and Reserves. Soon after the attacks Army Guard soldiers were ordered to the Nation’s airports to assist in security. Governors of many states also called on the Guard to protect critical facilities and infrastructure. The mission of Homeland Security for the Guard is not a new mission, nor is it the only mission; it is only one of the many missions of the Guard.

President Bush’s call for a temporary tour of active duty for up to 50,000 National Guard and Reserve troops in a military operation on American soil is the largest of its kind since 1916.

Army National Guard soldiers were an essential element in controlling wildfires throughout the western United States. Many of the Guard troops were called August 2001 to assist civilian firefighters in Oregon, Nevada, Montana, California, South Dakota, Arizona and Washington.
In 1996 and 1997, National Guard personnel deployed overseas to support combatant commands and U.N. peacekeeping forces and soldiers from 16 states and territories participated in a record 160 state emergency call ups and local civil authority missions.

Today's National Guard is better trained and equipped to respond to any state or national emergency than at any time in its history. In peacetime, National Guard units train alongside active Army commands or units for which the Army has associated them through partnership agreements. In the event of mobilization, these Guard units would then deploy and serve with their active Army units during wartime. The Army simply cannot enter into a major conventional war without the support of the Army National Guard.

**The U.S. Army Reserve (USAR)**

Public attitude and economics played an important role in the origins of the Army Reserve. In our country's early days, citizens were suspicious of a large active Army, and they knew it would be difficult to financially support such a large standing army. Therefore, a reserve military structure became attractive because it provided a capability to mobilize military forces when the situation arose.

The USAR originated on April 23, 1908, the result of lessons learned from the Spanish-American War and the realization that the Regular Army could not provide enough medical personnel to take care of the needs of an expanded wartime force. Its beginnings were quite modest: commissions as first lieutenants were initially given to 160 Army contract physicians who became the first members of the federal reserve corps. From that small beginning has grown the modern day Army Reserve of thousands of units and hundreds of thousands of well-trained men and women.

The National Defense Act of 1916 formally established the Reserve Corps. It also established the Junior Reserve Officers’ Training Corps (JROTC), provided for an Officers’ Reserve Corps through direct commissioning up to the grade of major, and formulated a Reserve Officers’ Training Program at civilian colleges and universities.

The Reserve Forces Act of 1955 reorganized the Army Reserve. It was important legislation because although federal budget cuts forced the active Army to cut its strength, that act increased the size of the Army Reserve (despite eliminating 15 Army Reserve divisions) and stipulated that Reserve units would receive more modern equipment over a 15-year period.

**Contribution to the Total Army Force and Its Missions**

The Army Reserve proved itself during World War I, when over 160,000 officer and enlisted Reservists served their country. World War II saw over 200,000 Reserve officers take part in the war. These officers, in the words of Army Chief of Staff General George C. Marshall, “constituted the principal available asset...
which we possessed at this time. Without their assistance, the program (expansion of the Army) could not have been carried out except in a superficial manner.” The Korean War, and to a much lesser extent, Vietnam, also saw Army Reserve involvement.

The USAR really proved itself, though, during Operation Desert Shield/Desert Storm, when tens of thousands of Army Reservists and hundreds of units were called up and sent to the Persian Gulf region. It is fair to say that the victory in the Gulf could not have occurred without the contributions of the Army Reserve.

The Army Reserve has two major missions:

1. To organize, train, equip, and provide units to help defend our nation with little or no advance notice in the event that Congress or the president mobilizes the armed forces.

2. To provide trained individual reinforcements, officer and enlisted, as prescribed by Department of the Army mobilization plans. These soldiers would replace initial battlefield casualties, reinforce active Army units, and provide reinforcement for reserve component units that are mobilized.

**Organization of the Army Reserve**

Unlike the National Guard, the Army Reserve is under federal control during peacetime. As a part of the total Army, it fulfills the Army’s need for units to meet its mission requirements in times of changing national priorities and limited resources. Recently, an Army Chief of Staff remarked that the active Army could not be successfully committed to a major conflict in Europe without the Army Reserve.

The Chief of the Army Reserves is an adviser to the Army Chief of Staff on Army Reserve matters. Therefore, U.S. Army Reserve Command (USARC) channels begin at Department of the Army and flow through Forces Command (FORSCOM) to the 10 Regional Support Commands (RSCs), the three Regional Support Groups (RSGs), and to the three Army Reserve Commands (ARCOMs) located outside the Continental United States.

The USAR is organized into three unique categories: Ready Reserve, Standby Reserve, and the Retired Reserve.

**Ready Reserve**

The Ready Reserve consists of the Selected Reserve and the Individual Ready Reserve (IRR).

The Selected Reserve consists of members assigned to Troop Program Units (TPU), Individual Mobilization Augmentation (IMA) Program positions and the USAR portion of the Active Guard/Reserve (AGR) Program. The AGR Program offers Army Reserve soldiers an opportunity to serve in active duty positions supporting USAR programs. Here’s how each works.

TPUs enjoy the adventure and camaraderie of soldiering while serving in a reserve status. TPUs are located throughout the United States and even overseas. Usually TPUs train just one weekend a month, plus two weeks’ Annual Training. Normally, this comes out to only 38 days per year.
IMA affiliates with a particular active Army unit, assigned to a unit duty position, and wear the unit patch and insignia. They train with the unit at least two weeks during the year and are eligible for many USAR benefits, including the Montgomery GI Bill for the Selected Reserve.

The Ready Reserve includes troop program units and the Individual Ready Reserve that are liable for active duty as prescribed by law. The highest priority elements are the members of the troop program units who are in a paid drill status. More than 3,200 units of company or detachment size are located throughout the 50 states, Puerto Rico, Guam, and Europe. The Individual Ready Reserve consists of members not assigned to a unit, but they can be mobilized by order of the president in response to a national emergency.

Each troop program unit is required to conduct 48 training assemblies (or drills) annually. For every four-hour drill, the unit member receives one day’s pay and one retirement point. Drills are usually conducted as four training assemblies one weekend per month at the unit’s reserve center or at a training site. In addition, each unit performs at least 14 days of annual training.

The IRR is composed of trained individuals assigned to a central pool. These Reservists will augment and fill active Army and Army Reserve units should there be a call for mobilization.

The IRR is made up of two groups. The first group is the USAR Control Group (Annual Training). The Annual Training Group consists of non-unit members (with less than three years of active duty) who have a military service/training obligation to complete.

The second group is the USAR Control Group (Reinforcement). The Reinforcement Group is comprised of non-unit members (over three years of active duty) with no training requirements.

**Standby Reserve**

The Standby Reserve are those units and members of the reserve components (other than those in the Ready Reserve or the Retired Reserve) who are liable for active duty only in time of declared war or national emergency. The Standby Reserve is composed of Reservists who have completed all Ready Reserve obligations, but who have yet to complete their eight-year military service obligation. Members of the standby reserve can be in an active or an inactive status.

Active status refers to reservists who are completing their statutory military service obligation; were screened from the Ready Reserve as being key personnel; or may be temporarily assigned to the Standby Reserve for hardship reasons.

Inactive status refers to individuals who are not required by law or regulation to remain members of an active status program but who desire to retain their Reserve affiliation in a non-participating status, or have skills that may be of possible future use to the Army.
Retired Reserve

The Retired Reserve consists of individuals that completed a total of at least 20 years of creditable Federal Military Service in either the active Army, or one of the Reserve Components whom the Army placed on a Reserve Retired list. In all cases, the last eight years must have been spent in a Reserve Component.

The Army may involuntarily order any of those people, if qualified, to active duty in time of declared war or national emergency when the Secretary of the Army determines that adequate numbers of qualified individuals are not available in the Ready or Standby Reserves.

Accomplishments of the Army Reserve

Since its establishment in 1916, reservists have served in both World Wars, the Korean War, the Berlin Crisis, the Vietnam War, the Persian Gulf War, and now in Iraq. In fact, of the personnel mobilized for the Korean War over one-half were reservists. Additionally, during the U.S. Postal Service strike in 1970, the U.S. government called 8,000 reservists to active duty to help deliver the mail. They are currently answering the call in Bosnia and other places around the globe, carrying the torch passed on by the citizen-soldiers two hundred years before who left their homes, farms, and businesses to take up arms against tyranny.

Conclusion

From its formal origination in 1908 to now, Army Reservists have played a vital role in our nation's defense. From the hedgerows of World War I to the desert sands of the Persian Gulf, when our country needed its citizen-soldiers, they were there.

A distinguishing feature of the USAR is the important contribution Reservists make in the cities, towns and villages in which they live and work. Their excellent training and varied experience make them valuable members of their communities. Often, Reservists put in long hours at such diverse projects as, running medical clinics, clearing land for play grounds, and they stand ready to help in times of crisis or national emergency. Their contributions of time, energy and skill can make their towns a better place to live.

If you are considering a career in the active Army or one of the reserve components of the U.S. Army, you should now have a better understanding of their roles and structure. More important, you now should have an idea of the role that the Army plays in our American society.
Lesson Review

1. What state was the first to apply the term “National Guard”?
2. Compare and contrast the National Guard and the Army Reserves.
3. What are the three major categories of the Army Reserves?
4. Define the term “citizen-soldiers.”