

## Army National Guard Deployment Schedule

"This report (1) provides an overview of the Operation Joint Endeavor (OJE) research project; (2) provides a reference list of the research products resulting from the project; and (3) describes ARI's key findings regarding soldier and family attitudes toward their experiences in the OJE deployment. ARI's findings, based on surveys and interviews, identify areas of success and areas needing improvement in Training and Preparation, Assessment of Leaders, Soldier Tasks, Quality of Life, Impact of Deployment, Army Support for Families, and Family Attitudes about OJE. Army planners can use these findings as an additional tool as they continue efforts to cope with the challenges of future deployments."--DTIC.

The Army is under stress from repeated deployments to Iraq and Afghanistan and is limited to ten AC division HQ to fill operational command and control missions. Nine of the ten AC division HQ have had a total of 30 deployments between September 11, 2001, and December 2010, for operations in OEF and OIF. By comparison, during this same period, only two of the eight ARNG division HQs deployed in support of OIF. As of December 2010, the AC had 50 percent of their division headquarters deployed with three division HQ in Iraq and two division HQ in Afghanistan. This monograph will answer the question: should the Department of Defense (DoD) employ the eight Army National Guard (ARNG) division headquarters (HQ) on a regular rotational basis for overseas contingency combat missions thus providing relief to the Active Component (AC) division HQ. With proper resourcing for training and equipment, ARNG division HQ are capable of providing relief for AC division HQ from the stress of multiple rotations. With a predictable deployment schedule, the eight ARNG division HQ can increase the operational division HQ in the AC by 80 percent. Effective access to ARNG division HQ as an operational force is essential to reducing the repeated deployments of AC division HQ. In the continuing effort to maintain a ready force and honor the United States commitments throughout the world, in 1993 the Chief of Staff of the Army directed a test of the use of Reserve Component forces for the Multinational Force and Observers (MFO) peacekeeping mission in the Sinai. A battalion composed of 80% RC individual volunteers and 20% Active Component soldiers was activated, trained and deployed as the 28th MFO rotation to the Sinai (Jan-Jul 95). ARI conducted an assessment of personnel and training issues using performance, interview and survey data. The four research questions and their findings are as follows. (1) Personnel: Who volunteered and why? What, if any, changes should be made to the volunteer screening process? (2) Family Support: How well did the family support system work? What was the impact of Sinai service on the family and civilian lives of volunteers? (3) Training/Performance: What are the unique and minimal training requirements? Did the training process produce a cohesive unit that could perform the mission? (4) Impact on the 29th ID(L): What is the impact on the ARYG units that sent volunteers, both during the deployment and post-deployment? Recommendations for future deployments are discussed in the text. ARI will continue to assess the impact of the deployment and post-redeployment re-entry on National Guard soldier commitment/retention, marital stability and financial well-being through October 1997. Cost analyses are not included in the ARI portion of the MFO assessment.

DoD Systems Modernization

Private Soldiers

The Changing Face of the American Military

35th Infantry Division's Mobilization, Training, and Integration in European Theater of Operations During World War II

At Ease

The National Guard in the Expeditionary Army: Cultural Implications of Increased Frequency of Deployment on the Army National Guard

The realities of World War II compelled the U.S. Army to activate the National Guard en masse. Federalizing the National Guard proved critical prior to potentially utilizing expeditionary military forces. At the time, the National Guard acted as the largest component of the Army and contained not only troop strength, but also provided command and control capabilities organic in its division headquarters. National Guard units became vital to quickly mobilize forces for national defense and eventually the execution of the largest expeditionary war the United States has ever seen. The 35th Infantry Division became one of these divisions first mobilized in 1940. The process of mobilizing, training, and integrating National Guard divisions into the Regular Army has not occurred in-scale, since World War II. This monograph strives to identify successes and shortfalls of activating the 35th Infantry Division during World War II for overseas service. The contemporary U.S. Army has a preponderance of forces in the Army National Guard and the U.S. Army Reserve. In aggregate, U.S. Army resources amount to three corps headquarters and eighteen division headquarters to employ in large-scale combat operations. Cohesively, the three compositions (COMPOS), which are known as the Total Army include COMPO 1 Regular Army, COMPO 2 Army National Guard, and COMPO 3 Army Reserve. With eight division headquarters nested within the National Guard, synchronization of the Total Army becomes critical to U.S. Armed Forces' success in the next conflict against a near-peer adversary in a contested operational environment. The United States faces threats from competitors such as Russia, China, North Korea, Iran, and violent extremist organization in a complex and interconnected world. The story of the 35th Infantry Division's preparation for the European Theater of Operations during World War II informs today's challenge to effectively integrate the Army National Guard with the Regular Army. Army National Guard and Regular Army divisions will meet these contemporary challenges. This compilation also includes a reproduction of the 2019 Worldwide Threat Assessment of the U.S. Intelligence Community. Contents: Section 1: Introduction \* Research Question \* Hypothesis \* Methodology \* Criteria \* Background/Significance \* U.S. Army's Condition Prior to World War II \* Section 2: Role of the 35th Infantry Division in World War II \* Mobilization \* Training \* Integration versus Assimilation \* Section 3: Lessons Learned \* National Guard Division Mobilization for Large-Scale Combat Operations \* Recommendations \* Conclusion This paper will include a case study analysis of the 35th Infantry Division's mobilization, training, and integration. This case study will incorporate a maximum utilization of primary sources from the attached bibliography. The body of literature concerning the mobilization, training, and integration of the 35th Infantry Division during World War II is adequate to explore the considerations for the rapid deployment of National Guard divisions during large-scale combat operations. Leavenworth Combined Arms Research Library, the Harry S. Truman Presidential Library, and the Dwight D. Eisenhower Presidential Library, in addition to online archives, provide all primary resources. The following monograph will consist of three sections. Section 1 will include introductory material and will detail the significance of the proposed research. The backdrop of the U.S. Army's condition prior to World War II will be underscored for the audience. A working hypothesis will be linked to the research question at hand, which explores the 35th ID's capability to effectively integrate into the Regular Army.

War-related separations challenge families in many ways. The worry and uncertainty associated with combat deployments provokes anxiety in family members left at home. Lengthy separations may challenge the personal, social, and economic coping resources of families at home. In this war, thanks to medical advances, many service members who previously would have died of their injuries are returning home to live long, although altered lives. As a result, families are facing the additional challenge of assisting service members who have experienced amputation, traumatic brain injury, and psychological wounds. These challenges are faced not only by service members in the active component of the armed forces, but also by service members in the National Guard and Reserves. In response, the Department of Defense has launched unprecedented efforts to support service members and families before, during and after deployment in all locations of the country as well as in remote locations. These support efforts are focused not only on medical care, but also mental health care and logistical support. Research about families and war tends to move forward in fits and starts associated with major conflicts, and there is currently an increasing flow of family research moving into the scientific domain. Military Families and the Aftermath of Deployment focuses heavily on the aftermath of deployment for families. It is the first compilation of such chapters released in relation to the wars in Iraq and Afghanistan, and includes contributions from leading researchers from diverse disciplines and arenas, including universities, the Veterans Administration, and the Department of Defense, as well as international researchers from Canada, and Croatia, among others. This work will be of use to graduate students and researchers in family studies, social work, counseling, military science, psychology and sociology.

The Global War on Terror utilized Army National Guard soldiers at unprecedented rates, drastically changing their reserve role and the lifestyle of their families. This qualitative study explored what the adolescent children of Army National Guard soldiers experienced during the deployment of a parent and how they conceptualized and demonstrated resilience. Through individual interviews with nine participants, who collectively have experienced over 17 years of deployment during adolescence, and email survey results of their primary caregivers, the following three themes emerged to capture the essence of deployment for Army National Guard youth. Deployment can be viewed as "a mixed bag" as it brings added complexity to adolescent relationships, functioning, emotional expression, and development. Adolescents feel that "nobody understands," showing how the context of a deployment, including the specific circumstances, an adolescent's surrounding environment, and interactions with others, serve to either help or hinder adolescent functioning. Finally, adolescents relate an attitude of, "We can do this!" demonstrating how they actively construct meaning from deployment; it becomes that which adolescents make it to be in their own minds and understandings. The results suggest that families, military service providers, educators, and community members can support Army National Guard adolescents during deployment by helping simplify their lives, being part of a supportive context, and assisting youth in constructing value from the experience. Additionally, understanding how to approach youth during deployment builds trust and qualifies others to be supportive in the eyes of Army National Guard adolescents.

Delaware National Guard, 2001-2012

Indiana Guardsman

Military Pay

Reserve Forces

Army Reserve Magazine

Returning Home from Iraq and Afghanistan

The National Guard is an integral part of the military's operational force deployed around the world, and a first responder in case of a catastrophic disaster in the United States. The use of the Army National Guard has been evolving over the last decade, but for many of those years it has lacked modern equipment to conduct its federal and domestic missions. The September 11, 2001 attacks initiated the transformation of the Army National Guard for the 21st century. Over 255,000 National Guardsmen have deployed to either Iraq or Afghanistan as part of the Operational Force in support of the Regular Army. The multiple deployments for each contingency have depleted and worn out the Army National Guard, especially its equipment. The shortage of equipment throughout the Army National Guard has impacted its abilities to respond to domestic missions. While the Army National Guard augments the Regular Army, nondeployed units continue to execute their domestic missions in Homeland Defense, Homeland Security, and Civil Support. The response to Hurricane Katrina sparked renewed debate over the National Guard's domestic and federal missions and its equipment shortages. Hurricane Katrina made it evident the past several years that the Army National Guard's response to domestic missions has been hampered by the lack of proper equipment and the condition of equipment it has on hand. This paper explores the complexity of defining the National Guard's domestic and federal missions. Furthermore, it provides the background of equipment shortages found throughout the National Guard. The research reveals how the Army Force Generation model provides predictability for guardsmen about their potential deployment schedule; however, the model does not take into account the Army National Guard's domestic mission. The way forward for the Army National Guard to improve its execution of federal and domestic mission is the integration of dual-use equipment. This addition of dual-use equipment sets would increase the readiness posture of the Army National Guard. Finally, this paper provides recommendations on the future readiness of the Army National Guard to execute its dual missions. The National Guard's dual missions need to be refined clearly to articulate roles and responsibilities because there are several interpretations as what an Operational Force should be and how it should be resourced. In addition, the difficulty for the Army National Guard to delineate between Homeland Defense, Homeland Security, and support to Civil Authorities missions is complicated. Therefore, resourcing the Army National Guard to execute these missions will strengthen our nation's defenses at home and abroad.

Use of the Reserve Component has steadily increased since the 1990s, but little research has focused on how deployment affects guard and reserve families. This monograph presents the results of interviews with reserve component personnel and spouses, focusing on their deployment experiences and military career intentions. The authors conclude with suggestions on how the Department of Defense can better support guard and reserve families.

"Private Soldiers chronicles the 2-127th's year-long deployment from the unique perspective of the soldiers themselves. Written and photographed by three battalion members, the book provides a rare first-hand account of war and life in Iraq. Fascinating soldier interviews reveal the effects of deployment on the troops and on their families back home, and interviews with Iraqi civilians describe the Iraqis' perceptions of life, war, and working alongside Wisconsin troops. Brilliant photography illuminates the 2-127th's year, from training to "boots on the ground" to their return home. And candid photos taken by battalion members capture the soldiers' day-to-day lives and camaraderie."--BOOK JACKET.

Implications for Support and Retention

Deployment Experiences of Guard and Reserve Families

Serving the Wisconsin Army and Air National Guard

An Exploratory Study of why Soldiers in a National Guard Battalion Did Not Reenlist After Deployment to Iraq

Physical Fitness in Army National Guard Soldiers and Its Relationship on Utilization of Medical Resources During Combat

ARNG Division Headquarters in an Era of Persistent Conflict

*An exploratory, qualitative interview study of former soldiers in an Army National Guard unit which deployed to Iraq. With the unprecedented use of the Army National Guard in the Global War on Terror, including Operation Iraqi Freedom, Enduring Freedom (Afghanistan), and Noble Eagle (Domestic Security), there are concerns that the Army National Guard may be overused. Retention of soldiers in the Army National Guard is critical due to the dual mission of the National Guard; a reserve force for the active duty component of the military, and an emergency relief force for domestic emergencies in the United States. The study consisted of interviews with 16 former soldiers of an Army National Guard unit to determine the perceived factors in the decision for each soldier not to reenlist in the Army National Guard. Among the factors listed were poor leadership, family issues, training issues. and the use of alcohol in Iraq. The Army National Guard, through training and improved pre-mobilization screening, can act and potentially retain more soldiers, thus increasing the effectiveness of the Army National Guard as a military organization.*

*Reviews the war-fighting readiness of the Army National Guard combat brigades and their ability to deploy to any regional conflict within 90 days of mobilization. Determines whether the Bold Shift training strategy has enabled combat brigades to meet peacetime training goals; and whether the advisors assigned to the brigades are working effectively to improve training readiness. Analyzes the prospects of having the brigades ready for war in 90 days are likely. Charts and tables.*

*Since the September 11th, 2001, terrorist attacks on the United States, a large number of service members have deployed multiple times to active combat zones as a result of U.S. involvement in the global war on terrorism. Army National Guard and Army Reserve families may find these deployments challenging as they are often isolated by living in civilian communities and have limited access to military support services and networks. Adolescents who live in these families may be particularly vulnerable as the stressors of parental deployment are layered on top of the normative stressors of adolescent development. This report will examine the challenges that adolescents and their families experience as a result of parental deployment. Additionally, protective factors that can help mitigate those challenges will also be discussed. Finally, Bronfenbrenner's bioecological theory will be used as a framework to identify ways in which parents, schools, communities, and the U.S. Army can support adolescents, thus helping them to positively cope with parental deployment.*

*Transformation of the Pennsylvania Army National Guard's 56th Brigade Into a Stryker Brigade Combat Team*

*The National Guard, the Montgomery Amendment and Its Implications*

*A Line in the Sand*

*Oklahoma Army National Guard Soldier/family Deployment Survival Handbook*

*Reserve Component Soldiers as Peacekeepers*

*Army National Guard Division Headquarters in an Era of Persistent Conflict*

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.

The ARNGUS and USAR provide an additional option to retain deployment experience acquired in the Regular Army; however, the percentage of soldiers who transition to these components is on the decline. An analytical assessment of the benefits garnered from deployment experience may help the Army focus its efforts on retaining and transferring relevant knowledge and skills during deployment.

The National Guard is an integral part of the military's operational force deployed around the world, and a first responder in case of a catastrophic disaster in the United States. The use of the Army National Guard has been evolving over the last decade, but for many of those years it has lacked modern equipment to conduct its federal and domestic missions. The September 11, 2001 attacks initiated the transformation of the Army National Guard for the 21st century. This paper explores the complexity of defining the National Guard's domestic and federal missions. Furthermore, it provides the background of equipment shortages found throughout the National Guard. The research reveals how the Army Force Generation model provides predictability for guardsmen about their potential deployment schedule; however, the model does not take into account the Army National Guard's domestic mission. The way forward for the Army National Guard to improve its execution of federal and domestic mission is the integration of dual-use equipment. This addition of dual-use equipment sets would increase the readiness posture of the Army National Guard. Finally, this paper provides recommendations on the future readiness of the Army National Guard to execute its dual missions. The National Guard's dual missions need to be refined clearly to articulate roles and responsibilities because there are several interpretations as what an Operational Force should be and how it should be resourced. In addition, the difficulty for the Army National Guard to delineate between Homeland Defense, Homeland Security, and support to Civil Authorities missions is complicated. Therefore, resourcing the Army National Guard to execute these missions will strengthen our nation's defenses at home and abroad.

Preliminary Assessment of Readjustment Needs of Veterans, Service Members, and Their Families

Enhancing Public and Employer Support

Combat Brigades' Ability to Be Ready for War in 90 Days

Who Will Fight the Next War?

Can the Army and Air Force Reserve Support the Active Forces Effectively?

Army Needs to Reevaluate Its Approach to Training and Mobilizing Reserve Component Forces

The active military forces cannot fully support the Nation in times of emergency without effective reinforcement from the Selected Reserves. Although the Air Reserves can meet mobilization and deployment schedules effectively, indications are that the Army may have difficulty supporting its active units effectively should an emergency occur.

The Army's strategy for training its reserve component (RC) calls for units to conduct training on the primary missions for which they were organized and designed as well as the missions units are assigned in support of ongoing operations. The training is to be conducted over a 5-year cycle with a focus on primary missions during the early years and assigned missions during the later years. This report assessed the extent to which: (1) the Army is able to execute its strategy for training RC forces for their primary and assigned missions; (2) mobilization and deployment laws, reg's., and policies impact the Army's ability to train and employ these forces; and (3) access to mil. schools and skill training facilities and ranges affects the preparation of RC forces.

Since the end of the Cold War and the emergence of the Total Force concept, the Army has continued to emphasize increased reliance on the Army National Guard for small-scale contingencies (SSC). From 1989 to the present, the Army National Guard has responded to over 45 contingency operations with soldiers currently deployed to Southwest Asia, Bosnia, and Kosovo in support of SSC operations. In addition, the U.S. Army announced that the National Guard would assume the support requirement for Bosnia through 2005 and continue supporting Multinational Force Observers (MFO) Sinai and Southwest Asia Operation Desert Spring (ODS). While these missions have validated the "Total Force" concept and provided valuable operational experience, they are beginning to show negative trends in unit readiness, employer support, and family issues. The challenge of the Army National Guard is to successfully execute SSC missions over the long term. How can the Army National Guard organize National Guard forces to handle these deployments and reduce the negative issues on employers and families? The purpose of this paper is to determine how the Army National Guard can be effectively deployed to support SSC missions while minimizing the negative impacts of deployment. This paper briefly describes the history of the Army National Guard's mobilizations from the Vietnam War through the early 1990's; it reviews the reasons for the increased dependence on the Army National Guard; and it explores the negative and positive issues created by increased reliance. Finally, given the significant demand for Army National Guard forces, this paper offers a recommendation designed to reduce the negative issues arising from SSC deployments and help ensure that the Army National Guard is capable of maintaining overall readiness to meet the challenges of the nation's future security.

Army Force Structure

Attention Needed to Ensure an Ample Supply of Ready Support Forces : Statement of Richard Davis, Director, National Security Analysis, National Security and International Affairs Division, Before the Subcommittee on Military Forces and Personnel, Committee on Armed Services, House of Representatives

Exploring Deployment and Resilience Through the Experiences of Army National Guard Youth

An Operational Deployment History

Army National Guard

Practitioners' Role in Supporting Adolescents

