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EXECUTIVE SUMMARY

20 August 2015

(U) REQUIREMENTS FOR DEVELOPING SENIOR LEADERS OF THE ARNG (U).

The nation requires senior leaders to be proficient in the exercise of Mission Command (MC) when conducting unified land operations (ULO). MC requires a career-long emphasis in the three pillars of leader development: training, education, and experience. Leaders acquire these competencies through opportunities in the institutional, operational, and self-development domains. Numerous national and state-level senior positions, overseas opportunities, and domestic response demand such competency. The ARNG understands that the essence of preparing Soldiers to execute MC rests on leader development. ARNG relies on Combat Training Center (CTC) rotations as the premier training opportunity for leadership development using MC in a realistic environment. Professional Military Education opportunities further support development. Leader development contains mentorship and peer relationships to enhance the overall outcome. The nation demands senior leaders with the requisite skills, abilities, and attributes for successful conduct of ULO and operations in support of civil authorities.

Considerations:

- How can the Army increase and sustain ARNG/AC BCT partnerships?
- Where along a career continuum should education and training opportunities for strategic leaders begin, e.g., at Company grades?
- How can the Army leader development strategy leverage a Total Army rotational force?

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INFORMATION PAPER

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SUBJECT: Requirements for Developing a Competency in the Exercise of Mission Command (MC) in Senior Leaders of the ARNG

1. Purpose: To inform the National Commission for the Future of the Army (NCFA) about the ARNG requirements for senior leaders versed in the exercise of MC in the conduct of unified land operations (ULO).

2. Facts: The nation requires ARNG senior leaders practiced and competent in the exercise of MC philosophy and principles of brigade- and division-sized formations in the conduct of ULO. Numerous national and state-level senior positions, overseas leadership opportunities, and opportunities during domestic response demand such competency. The ARNG understands that the essence of preparing soldiers to execute MC rests on leader development. Developing a competency in the exercise of MC in senior leaders of the ARNG requires a career-long total Army synthesis of the training, education, and experiences acquired through opportunities in the institutional, operational, and self-development domains, supported by additional factors such as mentorship and peer relationships.

a. Requirements for ARNG Senior Leaders:

(1) Brigade and division MC competency is especially appropriate for Director of the Army National Guard (DARNG), Deputy DARNG, state Adjutants General, Assistant Adjutants General – Army, and Soldiers developing into these positions. There are also numerous positions within the Army appropriately filled by ARNG senior leaders including US Army North (ARNORTH), Northern Command (NORTHCOM)/Deputy NORTHCOM, and Chief of the National Guard (CNGB). To fill these positions best, the nation must build a bench of qualified officers from which to choose.

(2) Combat deployments provide the operational experience necessary for development and require a robust proficiency in the exercise of MC in the conduct of ULO. This proficiency also brings forth an understanding as to how the elements of combat power provide the link between ULO and domestic operations.

(3) Events of the past fourteen years have shown an increased demand for ARNG senior leaders well versed in the exercise of MC in the complex environments encountered by the National Guard in domestic operations. For example, between 2001 and 2014, National Guard support to civil authorities totaled 10,828,248 man-days in state active duty or Title 32 status. Spikes in 2005, 2006, and 2011 required 2,173,980; 2,440,606; and 1,009,853 man-days of support alone. Providing proper MC is a vital part of meeting these demands and requires that ARNG senior leaders and their staffs show a proficiency in the efficient employment of large formations at and above the brigade level.

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b. Training:

(1) ARNG relies on Combat Training Center (CTC) rotations as the premier training opportunity for leadership development through the exercise of MC in a realistic environment. The more ARNG BCTs that participate in CTC rotations, the better prepared these leaders will be to serve in senior leader positions. ARNG BCTs must continue to have this opportunity available now with increased participation in the future.

(2) In addition to CTC rotations, ARNG currently employs the following methods to train and develop its leaders:

(a) ARNG/AC BCT Partnerships: In FY16 the 1st IBCT, 101st Airborne Division (Air Assault) is scheduled to conduct Company (CO) level Situational Training Exercises and Life Fire Exercises with the 37th Infantry BCT (IBCT), OH ARNG and the 39th IBCT, AR ARNG at Fort Campbell, KY (not HQDA funded).

(b) Currently, there are several training opportunities that help develop the bench of senior leaders the ARNG needs. These include: Overseas Deployment Training (ODT), State Partnership Program (SPP), Exportable Combat Training Capability (XCTC), Multi Echelon Integrated Brigade Training Exercise (MIBT), the FORSCOM MC Mentorship Program, and the MC Training Program (MCTP).

c. Education:

(1) The ARNG provides developmental activities and opportunities for ARNG Soldiers. These activities lead to long-term gains for the individual and the organization. The long-term outcome is increased capabilities beyond current assignment while the organization improves its ability to accomplish missions in a complex environment. The ARNG participates in the following activities in support of the Army Total Force Policy:

(a) Education opportunities through Professional Military Education (PME) courses and Functional, branch, or specialty training.

(b) Structured, guided, and personal self-development.

(c) Challenging experiences through the broadening opportunities of interagency, regional, and strategic fellowship programs the Army provides.

(d) Active participation and tracking of leader development through assessing, counseling, coaching, and mentoring sessions that improve team building.

(2) The ARNG recognizes that its Soldiers possess broad and unique knowledge, skills, and abilities outside of those gained through Army training, education, and experience. The ARNG leverages these civilian acquired job skills and leadership attributes, increasing the organization's ability to win in a complex world.

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(3) In addition to traditional PME, ARNG leaders also have the opportunity to participate in education related to emergency management and National Guard Support to Civil Authorities. A leader can earn an additional skill identifier (ASI) for completing the required courses, many of which can be conducted via distance learning. Many of the courses required are part of the Federal Emergency Management Agency (FEMA) Incident Command System (ICS) and the leader can accomplish online or in person at a course conducted by a local emergency management agency.

d. Experience:

(1) Leaders gain a great deal of experience by participating in training exercises as explained previously in paragraph 2, subparagraph b. Further experience can be gained through building partnership capacity when involved in overseas training exercises available through the ODT program and the SPP.

(2) Overseas deployments provide operational experience and are a regular source of professional development for senior leaders. The decrease in mobilizations in support of overseas deployments has decreased the leader development opportunities derived through such operational experiences.

(3) State emergency duty and state active duty, and any Title 32 or Title 10 federal emergency experiences are also a source that provides operational experience opportunities for ARNG senior leaders. This type of duty allows leaders to utilize skills learned during education and training, through the institutional Army and in emergency management and/or domestic operations oriented courses.

3. Senior leaders who are both competent and well-versed in the exercise of MC requires a career-long emphasis in the three pillars of leader development: training, education, and experience. Senior Soldiers acquire these competencies through opportunities in the institutional, operational, and self-development domains. The leader development concept is also supported by additional factors such as mentorship and peer relationships that enhance the overall outcome. The nation demands senior leaders with the requisite skills, abilities, and attributes for successful conduct of ULO and operations in support of civil authorities.

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