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EXECUTIVE SUMMARY

19 August 2015

(U) ARMY NATIONAL GUARD (ARNG) LEADER DEVELOPMENT REQUIREMENT FOR UNIFIED LAND OPERATIONS (ULO). (U) Developing leaders who are both competent and well-versed in the exercise of Mission Command requires a career-long emphasis in the three pillars of leader development: training, education, and experience. 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 leaders with the requisite skills, abilities, and attributes for successful conduct of ULO and operations in support of civil authorities.

Consideration:

- How can we expand ARNG opportunities in the pillars of leader development?

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INFORMATION PAPER

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SUBJECT: Army National Guard (ARNG) Leader Development Requirement for Unified Land Operations (ULO)

1. Purpose: To inform the National Commission for the Future of the Army (NCFA) regarding the strategies the ARNG currently employs to develop its leaders.
2. Facts: The ARNG utilizes the three pillars of leader development: Training, Education and Experience to develop leaders as outlined in the ARNG Leader Development Strategy¹ (6 Nov 2012). The essence of preparing Soldiers to execute Mission Command (MC) rests on leader development. Leader development is achieved through the career-long² synthesis of the training, education, and experiences acquired through opportunities in the institutional, operational, and self-development domains, supported by peer and developmental relationships. The three pillars provide ARNG leaders the foundation for Leader Development required for ULO.

a. Training:

(1) ARNG places a high priority on Combat Training Center (CTC) rotations. We view CTC rotations as the premier training opportunity for leadership development, both commissioned officers and non-commissioned officers (NCOs). The more ARNG Brigade Combat Teams (BCTs) that are afforded an opportunity to attend CTC rotations, the better prepared future ARNG Battalion (BN) and BCT commanders will be for ULO.

(a) The ARNG has 41% of the US Army's maneuver force and 46% of the Brigade Combat Teams (BCT), however, ARNG BCTs are only afforded the opportunity to train at 10% of the total CTC rotations.

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

(a) Overseas Deployment Training (ODT): Provides RC units an opportunity to conduct unit-based collective mission essential task list (METL) training while incorporating mobilization, deployment, reception, and redeployment activities. ODT improves RC readiness to execute their role as part of the Joint force through participation in Joint exercises and training in a Joint environment. Additionally, it provides critical capabilities to the Army Service Component Command and allows RC soldiers the opportunity to apply their military skills in a real world environment.

¹ <http://www.ngbpcdc.ngb.army.mil/pubs/Special%20Documents.htm>

² ARNG career can be 30 or more years as opposed to a typical 20 year active component career.

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(b) ARNG/AC BCT Partnerships: In FY16, the 1st Infantry BCT, 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).

(c) State Partnership Program (SPP): The SPP is comprised of 70 enduring and cost-effective partnerships that are aligned with individual countries as a Joint Security Cooperation Program. The program was created immediately after the fall of the Berlin Wall in 1993 with 12 NATO partner nations. A total of 2,776 Army and Air National Guard Soldiers and Airmen engaged in more than 700 SPP events for FY14. In the last 10 years, 28 SPP partner countries have deployed forces to Iraq and/or Afghanistan. Of those nations, 15 co-deployed with State National Guard forces 79 times to those conflicts. Currently, 44 SPP partner countries provide more than 35,000 personnel to all 14 active United Nations' peacekeeping operations. The program has countries in every Combatant Command (CCMD), offering long-term relationships that build trust and genuine friendship; interoperability; exchange of military best practices and subject matter experts; and whole-of-society engagements that leverage civilian skills uniquely resident in our citizen-Soldiers and Airmen. The program also has links to State, local, and private sector organizations like hospitals and universities that add value and depth to the relationship.

(d) Exportable Combat Training Capability (XCTC): Collective training event to enable commanders to achieve platoon live fire and company maneuver proficiency.

(e) Multi-Echelon Integrated Brigade Training Exercise (MIBT): Multi-echelon/multi component exercise that builds on platoon proficiency and MC readiness (not Headquarters, Department of the Army (HQDA) funded).

(f) The MC Training Support Program: Provides ARNG units (BN and above) home station MC training in a digital environment to support the commander's training plan in order to develop proficient staffs and trained leaders.

(g) CCMD Exercises: In FY15, the ARNG will have participated in 68 separate exercises across the seven CCMDs. Working with Host Nation Security force counterparts, while simultaneously supporting Global Combatant Command Security Cooperation Theater Campaign Plans through Exercises, Engagements, and International Exchanges helps promote ARNG readiness and operational objectives while developing and sustaining leadership skills. Exercises are based on planning, resourcing, coordinating, and managing opportunities for the 54 States, Territories, and the District of Columbia.

(h) Nation partnership training with allies, such as United Kingdom, Australia, and Canada. The ARNG is in the process of establishing an Intermediate Level Education exchange program with the United Kingdom, in coordination with US Army Combined Arms Center, Fort Leavenworth, KS. The ARNG sends officers to the United Kingdom and the Canadian staff courses annually for professional development (not currently Professional Military Education (PME) due to curriculum differences in equivalences).

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(3) ARNG is interested in pursuing the following strategies to train and develop its leaders:

(a) Mission Command Mentorship Program: Designed by US Army Forces Command (FORSCOM) to improve MC expertise of BN Commanders by leveraging the experience of former Commanders.

(b) Insert ARNG units (CO & BN level) and individual ARNG officers and NCOs into AC BCT CTC rotations (requires HQDA funding).

(c) Provide ARNG field grade officers and senior NCOs to provide individual augmentees (for 30-90 day tours) in accordance with Army Total Force Policy to serve on staff and in the field with active component units worldwide (requires HQDA funding).

b. Education:

(1) The ARNG invests heavily in developmental activities and opportunities for ARNG Soldiers. These activities lead to short-term and long-term outcomes for the individual and the organization. The short-term outcome the individual gains is improved personnel capabilities for unit duties while the organization gains an increased ability to accomplish its assigned mission. The long-term outcome the individual gains is increased personal capabilities beyond their current assignment while the organization improves its ability to accomplish the missions of complex world. The ARNG participates in the below activities and opportunities in support of the Army Total Force Policy.

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

(b) Education opportunities through PME courses and Functional, branch, or specialty training.

(c) Self-development through structured and un-structured self-development.

(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 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.

(3) ARNG units participate in leader development programs continuously throughout the training year. These programs include a number of common elements:

(a) Mission-essential leader task training when a common need exists across the organization.

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(b) Required orientation or education sessions, such as equal opportunity and resiliency training.

(c) Cohesion-building activities that foster esprit de corps, such as dining-in, sports, or adventure training.

(d) Opportunities for the commander, command sergeant major, or first sergeant to emphasize key guidance to all leaders.

(e) Education sessions on leader career path topics that include assignment, schooling, or promotions.

(f) Education sessions on MC philosophy and principles, culture, and relevant geopolitical issues of the day.

(4) Way Ahead. The ARNG continues to participate in Army level planning and developmental working groups and forums that collaborate to develop future leader development initiatives for the Army. These include the Army Profession and Leader Development Forum (APLDF), the Army Learning Coordination Council (ALCC), and the Army Training and Leader Development Conference (ATLDC). In addition, the ARNG participates in various Operational Planning Teams that develop and write strategies and HQDA Execution Orders (EXORD) that implement emerging Leader Development topics such as the Army University and the Non-Commissioned Officer Professional Development System (NCOPDS)

(5) In addition to traditional PME, ARNG leaders also have the opportunity to participate in education related to emergency management and Defense Support to Civil Authorities (DSCA). A leader can be awarded 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 may be completed online or in person at a course conducted by a local emergency management agency.

c. Experience:

(1) A great deal of experience is gained by leaders performing functions in exercises as outlined in the training pillar section (paragraph a.).

(2) Overseas deployments have been a source of professional development of which ARNG leaders have taken advantage of. The decrease in mobilizations in support of overseas deployments has decreased the leader development opportunities derived through such operational experience.

(3) There are some special assignments within the states in which ARNG leaders can enhance their operational experience in emergency management and domestic operations. The Homeland Response Force (HRF) and Civil Support Team

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(CST) are examples of ARNG Soldiers who work closely with their state and civilian emergency management agencies.

(4) State emergency duty and state active duty, and any Title 32 or Title 10 federal emergency experiences are opportunities for ARNG leaders to utilize skills learned during education and training, through the institutional Army and in emergency management and/or domestic operations oriented courses.

3. 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. 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 leaders with the requisite skills, abilities, and attributes for successful conduct of ULO and operations in support of civil authorities.

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