



JOINT MATTERS

By Lieutenant Colonel Karl Konzelman, U.S. Army National Guard

Chairman Gets Advice From His Assistants For National Guard And Reserve Matters

In 1997 Congress established in law the Office of the Assistants to the Chairman of the Joint Chiefs of Staff for National Guard and Reserve Matters (OACJCS NG/RM).¹ This law created two general officer positions to advise and assist the Chairman of the Joint Chiefs of Staff (CJCS). It specifically directed the Secretary of Defense to establish on the Joint Staff one assistant for National Guard matters and another assistant for Reserve matters. Both of these Assistants serve as advisers to the Chairman on all matters relating to the National Guard and Reserves. They serve at the pleasure of the Chairman and also perform duties as prescribed by the Chairman. Each Assistant, a two-star officer in the rank of Major General or Rear Admiral in the case of the Navy Reserve, serves a two-year term, which can also be extended for one additional two-year term.

The Chairman's Assistants serve as the subject matter experts on National Guard and Reserve issues by providing:

Timely insights enabled by close relationships with the Joint Staff, Office of the Secretary of Defense, Combatant Commanders, Service staffs, and each of the Services' Reserve Component Chiefs

Balanced perspectives to decision makers concerning the principles, processes, policies, and systems needed for full Reserve Component integration and best return on investment.

The Assistants to the Chairman for National Guard and Reserve Matters have immediate access to the Chairman and work directly for him, as depicted in the blue box. (*See chart on next page.*)

In addition, the Office of the Assistant to the Chairman for National Guard and Reserve Matters has a staff of 10 personnel, primarily at the rank of Lieutenant Colonel/Commander and Colonel representing each one of the Reserve Military Components (Army National Guard, Army Reserve, Marine Corps Reserve, Air National Guard, Air Force Reserve, and Navy Reserve).

The Assistants to the Chairman for National Guard and Reserve Matters constantly monitor the pulse of events across the Nation, and within the 4,400 plus Reserve Component Headquarters, Armories/Reserve Training Centers, Regional Readiness Sustainment Commands, airbases, and around the globe wherever the 1.2 million men and women of the National Guard and Reserves are serving.

When the Assistants to the Chairman are not visiting the men and women of the National Guard and Reserves in the

field or deployed worldwide, they are working closely with the Combatant Commands, the Office of the Secretary of Defense, the Service staffs, and even our Nation's political leaders on Capitol Hill. For example, they are currently engaged with the congressionally chartered Commission on the National Guard and Reserves (CNGR) and recently had the honor to testify before the Committee on 12 April 2007.²

In the National Defense Authorization Act of 2007, Congress tasked the CNGR to recommend changes in policy, law, regulation, and practice to ensure that the National Guard and Reserves are organized, trained and equipped, compensated, and resourced to best meet the national security requirements of the United States. In their March 1, 2007, interim report, the Commission identified 23 recommendations. The Secretary of Defense (SecDef) convened a working group to provide him an assessment on the Commission's recommendations. On May 10, 2007, the SecDef signed a memorandum concurring in whole or substantially with 20 of these recommendations and directed an alternate approach for the other three. Additionally, he directed the Department of Defense (DoD) to immediately begin implementing many of these recommendations through changes in DoD policies and procedures, and where necessary to draft legislative proposals for those requiring a change in law. He also directed DoD to continue working in a collaborative manner with the Department of Homeland Security (DHS) to implement some recommendations.

The 20 recommendations that the SecDef concurred with in whole or in part are:

- DoD will program and budget for civil support requirements that the DHS and DoD generate.
- Exchange personnel between DoD and DHS.
- Provide an annual report to Congress outlining civil support requirements.
- Northern Command (NORTHCOM) will advocate for civil support requirements.
- Army and Air Force will budget for military assistance to civil authorities and other domestic operations.
- Establish a council of Governors to assist with homeland defense planning.
- Establish Dual Status of National Guard Officers.
- Direct Chief of the National Guard Bureau (CNGB) to report to SecDef and CJCS for non federal activities.
- Establish National Guard Bureau (NGB) as the focal point for

strategic issues involving the NGB.

- Modify the NGB charter to reflect the current state of NGB operations.
- Increase the grade of the CNGB to O-10/General.
- Not make CNGB a member of the Joint Chiefs of Staff.
- Retain the position of Assistant to CJCS for National Guard Matters.
- Fill a majority of NORTHCOM billets, including those for its service components, by leaders and staff with Reserve Component (RC) qualifications/credentials.
- Retain only one NORTHCOM Deputy Commander.
- Develop plans for civil support activities by state.
- Reorganize the Reserve Forces Policy Board (RFPB).
- Expand the Joint experience qualifications for RC personnel.
- Consider RC officers for Lieutenant General and General positions.
- Not require President to certify that all eligible RC officers were considered for promotion to the grade of O-9.

The 3 recommendations that the SecDef offered an alternative approach are:

- Develop protocols to provide federal support to states retaining federal command authority versus having a Governor direct federal forces.

- Provide Joint certification for NGB personnel for career qualification/progression versus making the NGB a Joint Activity.
- Select the best qualified officer (Active, National Guard, or Reserve), rather than designating a Reserve/National Guard officer as commander/deputy of NORTHCOM.

The Office of the Assistants, as the Joint Staff representative, to the Chairman for National Guard and Reserve Matters is working with the Office of the Secretary of Defense and the services to develop a timeline for implementing each of these recommendations. These implementation plans will be briefed to the Chairman of the Joint Chiefs of Staff.

The Office of the Assistants to the Chairman for National Guard and Reserve Matters will continue to meet the ongoing challenges and future requirements of the Chairman, and they look forward to continuing their support to the 1.2 million men and women of the National Guard and Reserves who serve this great nation every day — on the cutting edge of freedom.

R&NG

1 See <http://www.jcs.mil/ngrm/index.html> for more information on the Office of the Assistants to the Chairman, Joint Chiefs of Staff for National Guard and Reserve Matters.

2 See <http://www.cngr.gov> for more information on the Commission on the National Guard and Reserves.

Assistants to the Chairman of the Joint Chiefs of Staff for National Guard/Reserve Matters in the Department of Defense

