



State of California – Military Department
California Cadet Corps

CURRICULUM ON MILITARY KNOWLEDGE

STRAND M9: US ARMED FORCES

LEVEL 11

This Strand is composed of the following components:

- A. Purpose of the US Military Branches
- B. Trends in the US Military**
- C. History of the US Military Branches



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TABLE OF CONTENTS

B. TRENDS IN THE US MILITARY	3
Objectives	3
B1. Soldier Care, Diversity, and Equal Opportunity Programs.....	4
B2. Special Operations Forces.....	10
B3. Technology.....	12
B4. The Draft	13
B5. Deployments.....	14
B6. Reintegration Problems	16
References	20

B. TRENDS IN THE US MILITARY

Standard #2: Students learn duty, service, and responsibility as a citizen of their school, their community, the State of California, and the United States.

OBJECTIVES

DESIRED OUTCOME (Followership)

Cadets gain an appreciation for the far-reaching trends, policies, and programs embraced by the US Military that have contributed to our national identity.

Plan of Action:

1. Explain how Soldier Care, Diversity and Equal Opportunity programs in the US Military tie the armed services to the community.
2. Explain the role Special Operations Forces have played in the wars of the early Twenty-first Century
3. Explain how technology in warfighting has changed both the nature of war and the warriors
4. Explain how the Draft functions in the United States and why it still exists
5. Explain how the armed services manage deployments, and the ramifications of those policies
6. Explain the reintegration problems military personnel have returning from deployments or combat, and how they affect the military member, their family, their community, and the military services

B1. Soldier Care, Diversity, and Equal Opportunity Programs

Soldier Care is a term used in the Army, but the concept exists in all our armed services. Each service has their own priorities, policies, standards, and traditions, but Soldier (Airman, Sailor, Marine, Coast Guardsman, Spaceman) Care is based on the premise that we cannot do our mission without our people. Mission accomplishment is extremely important within our armed services – to the point that we often have to put our military members in hazardous or even deadly situations – that’s the nature of war and the military. We acknowledge that sometimes our military members must make the ultimate sacrifice – their lives – to accomplish the mission. But we do everything we can to minimize loss of life, and that’s where ‘soldier care’ comes in.



On its face, Soldier Care sounds like it’s caring for soldiers. It is, but not in all the ways that might pop into your mind. Soldier Care isn’t a touchy feely concern for soldiers’ contentment, comfort, or happiness. The bottom line of Soldier Care is to empower your Soldiers to be as good at their jobs as they can possibly be, so that they have every chance of surviving the difficult combat situations they might be placed in. That may entail making them work harder and longer hours to attain that proficiency. It often requires making hard decisions. But if it saves lives, it’s worth it.

Soldier Care also means doing your best to ensure your Soldier’s career is on track. That might mean encouraging them to attend training events or schools, accomplishing what they need for the next promotion, counseling them on how they might be a better soldier, and treating all soldiers under your command fairly. Leaders must not lose track of the importance family plays in a soldier’s life – and give soldiers the opportunity to support and spend time with their family members, to be present at their kids’ important events.

“So really, when we get back to taking care of Soldiers, it comes down to treating them like human beings. Soldiers with a sense of purpose and who feel like they belong are going to be more combat effective because they will be better trained and more motivated. Leveraging their talents and understanding their unique issues will create a trained and ready force, make you an adaptive leader, and keep more Soldiers in the Army so that we can go forth and kick ass together. It is the way that we observe the sacred trust that the mothers and fathers of our Soldiers have given to us, and it is one that we must keep.” (The Angry Staff Officer, 2017)

Before we leave this topic, though, let’s consider what it takes to care for our military members. Our leaders – officers and enlisted – spend a lot of time doing that. Unlike civilian employers, who only need to think about the job, military leaders must consider the whole person. That’s different depending on whether the service member is deployed or not. During a deployment, leaders are responsible for their soldiers 24/7. At home, there’s not as much involvement in a soldier’s life outside of duty hours, but it’s still a lot more involvement than in most other professions. Leaders must ensure soldiers have sufficient housing, food, clothing (uniforms), proper and timely pay, training, career progression, (access to) spiritual care. Leaders must ensure that their soldiers’ families are being taken care of and have what they need, and that the soldiers are physically fit and healthy. When a problem arises in any of these areas, leaders often must get involved to help the soldier solve the problem. NCOs and officers take on almost a parental role, guiding, training, and caring for the soldiers in their chain of command.

Diversity: We have a whole strand on Diversity and Inclusion – C4. So we won't spend a lot of time talking about it here. But we do want to address Diversity as a military program.

The Army's definition of diversity is "The different attributes, experiences and backgrounds of our Soldiers, Civilians and Family Members that further enhance our global capabilities and contribute to an adaptive, culturally astute Army." (Army, Army Diversity, 2020)



The Army defines its Diversity Mission: Develop and implement a strategy that contributes to mission readiness while transforming and sustaining the Army as a national leader in diversity. (Army, Army Diversity, 2020)

The Army's Diversity Vision: The national leader in embracing the strengths of diverse people in an inclusive environment . . . investing in and managing talent, valuing individuals and developing culturally astute Soldiers and Civilians who enhance our communities and are prepared for the human dimension of leadership and global engagements. (Army, Army Diversity, 2020)

Emphasizing diversity gives several benefits to the Army (and other services as well). A diverse Army is an army capable of reacting to any situation. Its members come with different experiences, attitudes, and ways of looking at things that together provide the Army multitudes of ways to accomplish a mission. Diversity also helps the Army recruit quality personnel, and offer opportunity for a better life to sections of our population who don't see many opportunities for success in the civilian world. Every servicemember wants to be treated fairly, to be acknowledged for what they have to offer, and to be rewarded for high levels of performance. There is racism and sexism and other -isms present in the military and everywhere else, but with the military's focus on fair treatment, much of those negatives are lessened because the organization won't tolerate discrimination. Soldiers, the civilians who work for the military, and military families are celebrated for the differences they have, and for the similarities they share – the desire to accomplish the mission and support the members of the organization.

The military celebrates diversity much the same way others do, through education and training of its members and by highlighting different aspects of cultures. So we have presentations and celebrations of various cultures, generations, races, genders, etc. Soldiers and employees participate in training that helps them do their job better. For example, prior to deployment to any part of the world, soldiers receive training on the culture, people, and languages they will encounter, with the goal of making them better able to interact with the people they meet and understand them. This helps them more easily accomplish their mission.

While Diversity is a concept or philosophy the military embraces, **Equal Opportunity** is the larger program that includes diversity. Equal Opportunity, or **EO**, is a military-wide program that provides guidelines, regulations, and processes that govern daily treatment of soldiers and Army Civilians. Equal Opportunity is grounded in US and state laws, and is embraced by the military as the right of every servicemember and civilian employee for fair treatment. (Army, Equal Opportunity, 2020)



Purpose. The Equal Opportunity (EO) Program formulates, directs, and sustains a comprehensive effort to maximize human potential and to ensure fair treatment for all persons based solely on merit, fitness, and capability in support of readiness.



Specifically, the goals of the EO program are to-

- Provide EO for military personnel and family members, both on and off post and within the limits of the laws of localities, states, and host nations.
- Create and sustain effective units by eliminating discriminatory behaviors or practices that undermine teamwork, mutual respect, loyalty, and shared sacrifice of the men and Women of America's Army.

EO Philosophy. EO philosophy is based on fairness, justice, and equity. Commanders are responsible for sustaining a positive EO climate within their units.

EO Policy. The U.S. Army will provide EO and fair treatment for military personnel and family members without regard to race, color, religion, gender, sexual orientation, or national origin, and provide an environment free of unlawful discrimination and offensive behavior. This policy-

- Applies both on and off post, during duty and non-duty hours.
- Applies to working, living, and recreational environments (including both on and off-post housing).



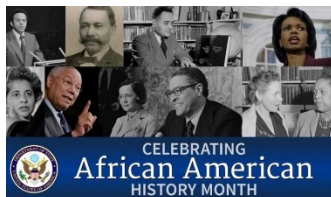
Ethnic Observance. EO/special ethnic observances are conducted to enhance cross-cultural awareness among all soldiers, civilian employees, and their families. These observances recognize the achievements and contributions made by members of specific racial, ethnic, gender groups in our society. The observances should promote understanding, teamwork, harmony, pride, and spirit among all groups not just within the specific group being honored.

Martin Luther King Jr. Celebration (January)

The observance of the birthday of Martin Luther King, Jr. was established by Public Law 98-144. This national day of service is celebrated on the third Monday in January. The theme for this event does not change each year.



Martin Luther King, Jr. Day



National African American/Black History Month (February)

The observance of African American / Black History Month was established by Public Law 99-244. This observance runs through the month of February and celebrates the contributions of African Americans to our nation. The theme for this event changes each year.

Women's History Month (March)

The observance recognizing women's contributions was established by Public Law 100-9. This observance runs through the month of March and celebrates the struggles and achievements of women throughout the history of the United States. The theme for this event changes each year.

**Holocaust Days of Remembrance (April)**

The U.S. Congress established Days of Remembrance as the nation's annual commemoration of the Holocaust. Public Law 96-388 established the United States Holocaust Memorial Council and authorizes the actions of the council. Each year the President of the United States also issues a Presidential Proclamation for the observance. The dates for Days of Remembrance and Holocaust Remembrance Day vary each year according to the Hebrew calendar.

Asian American and Pacific Islander Heritage Month (May)

The observance recognizing Asian American and Pacific Islander Heritage Month was established by Title 36, U.S. Code, Section 102. This observance runs through the month of May and celebrates the service and sacrifices of Asian/Pacific Islanders throughout the United States. The theme for this event changes each year.

**Lesbian, Gay, Bisexual and Transgender Pride Month (June)**

The observance recognizing Lesbian, Gay, Bisexual and Transgender Americans is historically conducted in June. This observance runs through the month of June and calls upon the citizens of the United States to eliminate prejudice and celebrate the great diversity of the American people. The theme for this event changes each year.

Women's Equality Day Celebration (August)

The observance recognizing Women's Equality Day was established by Joint Resolution of Congress in 1971. Women's Equality Day is observed on the 26th day of August and commemorates the 1920 passage of the 19th

Amendment to the Constitution, which gave women the right to vote. The observance has grown to include focusing attention on women's continued efforts toward gaining full equality.

**National Hispanic Heritage Month (September)**

The observance recognizing National Hispanic Heritage Month was established by Title 36, U.S. Code, Section 126 and Public Law 100-402. Hispanic Heritage Month is observed from Sept. 15-Oct. 15 of each year. The observance is celebrated during this time frame due to many significant events for various Hispanic communities which fall within the observance period. The President issues a Proclamation each year calling on

the people of the United States, especially the educational community, to observe National Hispanic Heritage Month with appropriate ceremonies and activities. Hispanics have had a profound and positive influence on our country through their strong commitment to family, faith, hard work, and service. They have enhanced and shaped our national character with centuries-old traditions that reflect the multi-ethnic and multicultural customers of their community. The theme for this event changes each year.

National American Indian Heritage Month (November)

The observation of National American Indian Heritage Month has its roots in Public Law 99-471. Over several years the observation was moved to different months but in 1990 Public Law 101-343 set the month-long observance in November. Each year, the president issues a proclamation in recognition of the observance.



National American Indian Heritage Month is observed Nov. 1-30. The observance month recognizes American Indians for their respect for natural resources and the Earth, having served with valor in our nation's conflicts and for their many distinct and important contributions to the United States. Please note that the title of this observance varies between the various documents listed and DEOMI uses that title set forth in the 1990 and subsequent Public Laws. The theme for this event changes each year.

There is a military occupational specialty (MOS), or military job, specifically for EO. Non-commissioned officers and officers who are interested in working in this field train at the Defense Equal Opportunity Management Institute (DEOMI) in Florida, and once trained, work EO as their primary job. They conduct EO training throughout the command, and implement the Army's EO Program.



While training and education is on the front end of EO, the **complaint process** is on the back end. The military EO system receives and facilitates equal opportunity complaints, and assists commanders in dealing with EO situations, whether they're endemic to the organization or involving specific unit members. A command's EO Advisor advises the commander and junior leaders who are appointed to investigate complaints. Being guilty of EO related offenses can be career-ending in the military, just as it can in the civilian world. It's an area that commanders must take very seriously.



Department of Defense HUMAN GOALS

OUR Nation was founded on the principle that each individual has infinite dignity and worth. The Department of Defense, which exists to keep the Nation secure and at peace, must always be guided by this principle. In all that we do, we must show respect for Service members, civilian employees, and family members, recognizing their individual needs, aspirations, and capabilities.

THE defense of the Nation requires a well-trained volunteer total force comprised of active and reserve military members and civilian personnel. We gain a strategic advantage through the diversity of our total force and create a culture of inclusion where individuals are drawn to serve, are valued, and actively contribute to overall mission success.

THE ATTAINMENT OF THESE GOALS REQUIRES THAT WE STRIVE

TO attract to the Department of Defense people with ability, dedication, and capacity for growth;

TO provide opportunity for everyone, military and civilian, to rise to as high a level of responsibility as possible, dependent only on individual talent and diligence;

TO assure that equal opportunity is an integral part of readiness;

TO make military service in the Department of Defense a model of equal opportunity for all regardless of race, color, sex, religion, sexual orientation, or national origin;

TO provide equity in civilian employment regardless of race, color, sex, religion, national origin, disability, age, sexual orientation, or genetic information, without reprisal and to provide an environment that is accessible to and usable by all;

TO hold those who do business with or receive assistance from the Department to full compliance with its equal opportunity policies;

TO help each service member in leaving the service to transition to civilian life;

TO create an inclusive environment that values diversity and fosters mutual respect and cooperation among all persons;

TO contribute to the improvement of our society, including its disadvantaged members, by efficient utilization of our human and physical resources while maintaining full effectiveness in the performance of our primary mission; and

TO foster a culture that treats all individuals as full and equal partners on the National Defense team, and encourages the fullest utilization of their skills consistent with DoD policy.

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Chief of Staff, U.S. Army

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Chief of Naval Operations

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Chief of Staff, U.S. Air Force

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Commandant, U.S. Marine Corps

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Chief of the National Guard Bureau

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Deputy Secretary of Defense

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Chairman, Joint Chiefs of Staff

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Vice Chairman, Joint Chiefs of Staff

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Director, Administration and Management

B2. Special Operations Forces

A definite trend in the US Military is the increased use of Special Operations Forces. In this lesson, we'll take a look at the various types of special forces units in the US Military, and their capabilities, and discuss why they've been in such high demand in recent conflicts.

Background:

Special operations forces (SOF) are the commandos of the US military. They include Army Rangers, Army Special Forces (green berets and Delta Force), Navy SEALs, Marine Raiders and Recon, and Air Force special operations forces. There are also many enabling or specialist forces that are part of the special operations commands, to include aviation, EOD, psychological operations (PSYOPS), and Civil Affairs.

Special Forces are elite units found in the Army, Air Force, Navy, and Marines. They fall under the US Special Operations Command (US SOCOM) headquartered at McDill Air Force Base in Florida. US SOCOM is a component command overseeing all special forces within the Department of Defense. There is also a Joint Special Operations Command (JSOC) and each of the services has their own command. The services are capable of conducting their own operations, but when required to work together, they fall under JSOC or US SOCOM command.

Though there have been elite forces in armies throughout history, special operations forces in their current form date back to World War II, with the formation of Ranger, OSS, Raider, and various provisional units formed to conduct special operations warfare. Capabilities that were needed and filled by these organizations included sabotage, demolition, support to counter-insurgency, reconnaissance and surveillance, combat diving, elite offensive operations. Capabilities of special operations forces since World War II have added foreign internal defense (training other states' military and security forces), counterterrorism, and hostage rescue.

The British Army developed and used very effective commandos in Europe, North Africa, the Middle East and the Pacific during World War II. Other countries followed the ideas and lessons learned by the British, and for the US, that started with the Office of Strategic Services (OSS). The OSS was an intelligence organization, and predecessor to the Central Intelligence Agency (CIA), not per se a part of the US armed forces, though military servicemembers were assigned to work with the OSS and took on some of their missions. The OSS received significant assistance from the British, and followed British models of intelligence operations, which were the most effective in the world at that time. The OSS focused on intelligence, spying, counterinsurgency and resistance operations.

Typical Special Operations Missions:

- **Sabotage** – destroying enemy infrastructure or troops, usually behind-the-lines or in occupied territory
- **Demolition** – like sabotage, destroying things
- **Support to counterinsurgency** – assisting resistance or guerrilla movements. May include training, equipping, and leading/advising.
- **Security Force Assistance** – Training, equipping, advising another state's military or security forces
- **Reconnaissance and Surveillance** – Watching, following, "putting eyes on", usually of enemy forces or operations, sometimes facilities or equipment. **Intelligence**
- **Combat diving** – Pretty obvious, can be a way to get to a target, or reconnaissance/surveillance
- **Elite offensive operations** – Attacks by elite forces (i.e. raids)

- **Counterterrorism** – anything involving catching terrorists
- **Hostage rescue** – pretty much what it sounds like. Also includes NEO (non-combatant evacuation), which is getting non-combatants like embassy workers or hostages out of a dangerous place and to safety

Quality and focus grew after World War II. In 1952, the US Army established the Special Forces (green berets, though they wouldn't officially adapt that headgear until 1961). The Navy SEALs were formally founded in 1962 out of sailors assigned to the Navy's Underwater Demolition Teams. The organization expanded during the Vietnam War.

Delta Force became operational in 1979, which grew from the need for a fulltime counterterrorism capability, after a number of terrorism incidents in the 1970s. Most Delta Force operators are selected from Special Forces members or Army Rangers.

Use of Special Operations Forces: Now that we've looked at the origins of special operations forces in the US military, let's look at the usage of them, which is the major trend we're looking at in this lesson. As elite forces SOF is a very small percentage of our military. Yet they've been extraordinarily busy during the last several decades. Why does the military seem to be relying on them more than they used to? What types of missions are they doing?

If you look at the organizational structure of our Special Forces, you'll see that they're broken down geographically, with units specializing in different parts of the world. But though they have a primary mission to operate in, say, Central & South America (7th SF Group (Airborne)), they spend 50% of the year in Afghanistan or Iraq. The same is true for all the Groups. They are completely engaged, and have been for 20 years, in the Middle East.

So what are our SOF forces doing in the Middle East? They're training Afghan and Iraqi military and security forces, engaging in elite offensive operations, counterterrorism, reconnaissance & surveillance, for the most part. You have the occasional major mission like the raid that took out Osama bin Laden in 2011.

US conventional combat forces have been used a lot in the conflicts in the Middle East, but for the most part they were doing a hybrid mission. They weren't engaged in conventional warfare as we think of it, with troops occupying ground on a battlefield, or pushing an enemy back across territory (think World War I and II, Korea, even the US Civil War, etc.). They have been doing smaller missions because the enemy is smaller – not a country's army lined up on the battlefield, but insurgents engaged in sabotage and hit & run missions. They have been training Afghan or Iraqi military and police. This is a Special Forces mission! But we don't have enough SOF to do it all and keep up with it, so we have turned our conventional forces into military trainers. Ironically, in some cases this has freed the SOF forces to conduct combat missions *instead* of training indigenous forces – almost a role reversal! Special Forces and Rangers are directly engaged in counterterrorism operations.

Since the nature of the war in the Middle East (2001 - ??) has been a counterinsurgency, it makes sense that we have relied heavily on SOF to lead the way. They work with indigenous special operations forces and perform elite combat missions, while our conventional combat forces perform a lot of the foreign internal defense mission.

B3. Technology

Technology is clearly a trend in the world today, and has been for many years. This is true in the military as well, and it is not a new trend. Historians look at every war to list the technologies that changed the face of warfare. Machineguns, balloons, then airplanes, tanks, aircraft carriers, submarines, radar, computers, nuclear warfare: all of these have been vital new technologies that changed how wars are



fought. In our lifetime, the key technologies have tended to be smaller, tied to computer advancements and electronics. A key innovation was the development of GPS and the ability to accurately target places the originator of the ordnance can't even see, along with use by soldiers and units on the battlefield to know exactly where they are; use of intelligence to track the funding of insurgencies and dry up their ability to fund their operation; the use and evolution of IEDs (improvised explosive devices) through various triggering mechanisms, and the electronic blocking

of those triggers. The use of technology ebbs and flows back and forth as one side comes up with something new that enables them to perform their mission, then the other side comes up with a way to counter it. Facial recognition has made a great leap forward as a need to identify terrorism suspects, as opposed to members of an enemy army, grew during insurgency operations. Alongside facial recognition is the recording, in a part of the world that had nothing like it before, of iris scans, fingerprints, DNA, etc. to be able to ID terrorists.

Technology has always leaped forward during wartime, when there become urgent needs and a government willing to pay to solve military problems. As our ability to evacuate severely wounded soldiers from the combat zone increased because of the technology offered by helicopters, the need for different types of medicine grew. The innovation in prosthetics – artificial devices that replace missing body parts – grew from the success of casualty evacuation. Before, many of those patients would have died on the battlefield or in the evacuation chain.

The type of equipment that technology has brought to the military has changed the nature of the military itself. In modern combat operations, the need for big, strong men who have the physical power to charge up a hill or engage with an enemy soldier in hand-to-hand combat is less (though it will never go away). Combat has become less personal because it's supported so much by machines and technology, and not the brute force of yesteryear. Look at the Air Force's use of unmanned aerial vehicles (drones). If you can accomplish the mission sitting in a comfy chair thousands of miles from the battlefield, you're not



putting your valuable pilots and plane crews in harm's way. This saves money, since you don't lose those crews in battle and need to replace and train more crews. But it turns out there's a lot of stress associated with killing people via video, then going home to your family on base at night. But if drones work so well, what's the future of aviation? In 50 years, will we even

need pilots to sit in cockpits and fly planes? Or will it all be done by computers and remote personnel? It's not just a military question – if a computer can fly a plane better than a human being, will civilian airlines eventually convert to pilotless aircraft? They're already testing driverless cars, so why not airplanes?

The military funds a lot of research and development on new technologies, and refinement of older ones. Development of robots that can support or even replace the soldier are a high priority, as are cyber related technologies, lasers, and 3D printing capabilities. Military and civilian technological innovations aren't completely separate, but governments are more likely to fund military innovations, and leave non-military technologies to private funding sources.

B4. The Draft

Why should you need to know anything about the draft? It's not likely you'll be affected by the draft in your lifetime, but it's possible. The military has turned to drafting, or conscripting, men five times in our history. The draft is definitely still on the books, and there is quite a likelihood that women would be added if the draft were reinstated, and also a chance that men and women with special skills in the medical field could be drafted.



The United States used conscription – “the compulsory enrollment of persons especially for military service” (Webster, 2020) – during the Revolutionary and Civil Wars, World Wars I and II, and from the Korean War through the Vietnam War. In 1973, the US Military converted to a volunteer system, and has been successful without a draft. The laws for a draft are still valid, however, and even now, every male who turns 18 is required to register for the draft until they're 25. This is true for citizens and non-citizens, even if they are not eligible to join the military. There have been attempts to add women to the Selective Service requirement, but that has not, as of yet, passed in Congress.

In February 2019, the United States District Court for the Southern District of Texas ruled that male-only conscription registration breached the Fourteenth Amendment's equal protection clause, overturning the previous ruling on the grounds that the policies of the armed forces regarding women had changed significantly, such that they can now be used interchangeably with men. In a case brought by non-profit men's rights organization the National Coalition for Men against the U.S. Selective Service System, Judge Gray H. Miller issued a declaratory judgement that the male-only registration requirement is unconstitutional, though did not specify what action the government should take. (Korte, 2019)

With a relatively successful volunteer military, why would the US consider reinstating the draft? Admittedly, it's not likely, unless we become embroiled in a relatively long-term war in which we're unable to sustain required numbers of soldiers. Even during the height of the Iraq and Afghanistan, with several hundred thousand US military personnel deployed to fight a war that lasted longer than any previous US military conflict, the military was able to keep up by rotating soldiers to the theater of operations and using its reserves (Army Reserve and National Guard). If the military needed to, it could

have extended the tours of the deployed soldiers. In previous wars, except Vietnam, a soldier who deployed to a theater of operations was generally there until the war ended, unless wounded and sent back home for medical care. The 4-month to one-year tours preferred by the military cost a lot more in transporting soldiers back and forth, training new soldiers, and dealing with the loss of continuity of operations.

It's more likely the military would extend tours rather than start a draft, if only because they have more control of deployment policies than the political fight a draft would cause. Drafting soldiers is perceived as the last choice by an army that is used to volunteers. The downsides to a draft include lower morale, more discipline problems, likely lower pay, and probably lower quality of soldiers. The benefits of a draft, to the military, are sufficient numbers of soldiers, a fairer distribution of soldiers from all walks of American society (race, socioeconomic status, intelligence – diversity). The military also saves a lot of money that they currently put into recruiting. They may or may not still offer the retention benefits soldiers today are used to, like the GI Bill for education and reenlistment bonuses.

B5. Deployments



During the height of the War on Terror, which was not so long ago, deployments were a major issue in the US military, and a major problem for the military's personnel system. The requirement for hundreds of thousands of military personnel to be temporarily stationed in the Middle East to fight the War on Terror was not easy for the military to sustain, and caused great stresses for the volunteer military.

A deployment is any movement of personnel or equipment to another

place for military action (training or combat). Mobilization refers to the process of placing military Reservists on active duty for a period of time, also for training or combat. So an active duty unit deploys, and a reserve unit mobilizes and deploys.

During World War II, my dad joined the Army in 1942, received a little bit of training and preparation, and was shipped out to North Africa, and eventually Sicily, Italy, England, and France. He returned in 1946, was processed out, and went home. That's not how deployments work these days.

Vietnam was the first war that operated on a deployment cycle. Soldiers were shipped to Vietnam, spent a year, and then rotated home. Sometimes whole units deployed together, and sometimes individual soldiers deployed as replacements to fill unit vacancies. During peacetime deployments in the 1990's, the Army would usually deploy units for 4-6 months. After 9/11, units other than special operations forces were generally deployed for 9-12 months. Reservists could be called for up to two years, but practice kept the actual deployment to a year. The military wanted to get to a cycle where a unit would deploy for a year, then have three years at home before the unit's next deployment. For Reserve and National Guard units, the goal was five years at home. Unfortunately, because some types

of units were needed more, and the Army didn't have unlimited numbers of them, some units deployed more often. Military Police Companies, for example, deployed for a year and were home for a year. Reserve/Guard MP Companies deployed for a year and were home for 2-3 years.

This system was hard on soldiers, but at least had some predictability. In the years between 2003 and 2011, soldiers, especially in certain career fields, knew they'd deploy a lot. It made the job of the people who managed military personnel assignments and recruiting/retention more difficult, but many resources were thrown at the problem. When a unit returned from deployment, it was common for many soldiers to transfer out, and the unit would slowly rebuild until they were ready for their next deployment. The Army had to be careful not to move returning soldiers to units that were getting ready to deploy! Reenlistment bonuses were high, especially for those who reenlisted in a combat zone. Soldiers received \$10K, \$15K, or even \$25K to reenlist in a critical specialty while deployed.

This trend of high deployments (called operations tempo, Or OPTEMPO by the military), was a common trend for the 10 years the military was deployed in strength to Iraq and Afghanistan. Even when deployment numbers went down, deployments continued to dictate the Army's personnel systems. This worked because the resources were there to back it up, and generally soldiers knew what they were getting into when they joined the military.

The deployments were hard on soldiers, units, and particularly on families. Units no longer had time to conduct training on all their doctrinal missions; they just focused their training on the tasks they'd be called on to know in the counterinsurgency operations of Iraq and Afghanistan. Divorce rates were high. Suicide rates were high. The stress of maintaining a large deployed force – of being a soldier in this force – was extremely high.

Imagine that your mom or dad – or both – are in the Army. One of them deploys to Iraq for a year; how does that affect your life? Getting past the fact that you're scared they might get hurt or killed, how does life at home change for your other parent and you (and siblings)? Can you still participate in the same activities you're used to? Did the family's budget go down when your parent deployed? Are you acting out more? It's wonderful when your parent finally comes home. But what happens when your other parent has to deploy? Or your parent gets called to go again. This is life for children of Army parents, even Reservists. Deployments are possibly more stressful for the family than for the soldier.

When the numbers of deployed units and soldiers started to go down – around 2010/2011, the personnel systems started to change. Soldiers started spending more time back in their units on base than deployed. The Army didn't need to tempt so many soldiers with high bonuses to stay in. The Army was able to reduce deployment time to 9-month tours. They no longer sponsored 15-day free leave cycles for deployed soldiers. The lists of deploying units shrank, and became the exception rather than the rule.

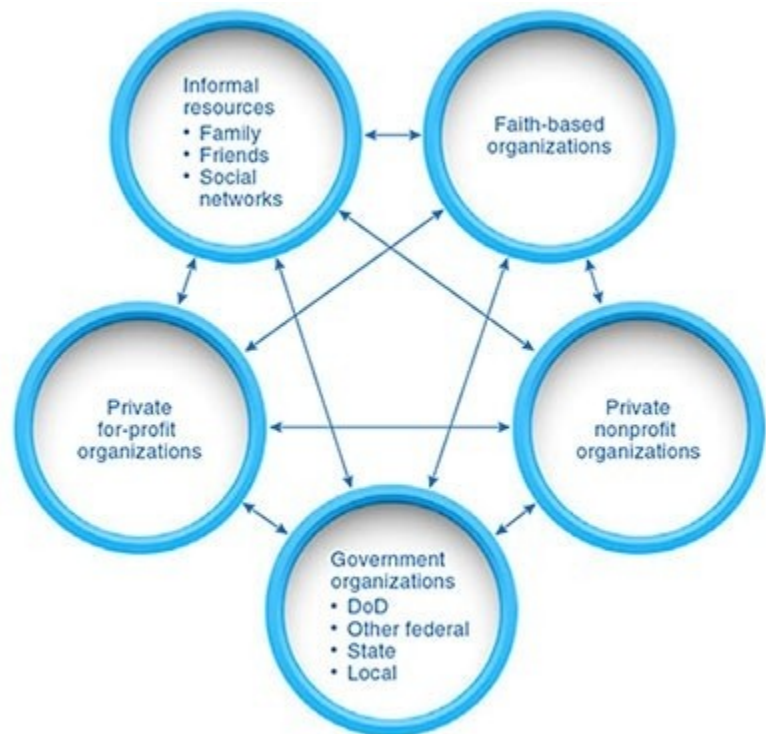
This was the trend for all but one group of soldiers. The OPTEMPO of special operations units remained high. As fewer units remained in theater, the need for special operations, if anything, grew. Even increasing the number of SOF units in the military inventory didn't reduce the need to deploy. Most SOF soldiers spend about half their time deployed. They deploy for shorter periods; 3-6 months is common. But they're only home for 3-6 months before they're off again. That's what we expect of our high-speed special operations forces.

B6. Reintegration Problems

Going off to war isn't easy, and coming home, though joyful, can be even harder. As we started to deploy – and redeploy – hundreds of thousands of soldiers every year, the military had to confront the problems arising from those deployments. Few, if any, of the problems, were new, but they were real, and couldn't be ignored as much as they had been in the past. The system of deploying units for a year exacerbated these problems, and probably helped make their presence clearer. Some of the issues associated with military deployments are:

- Post-Traumatic Stress Disorder (PTSD)
- Family dynamics
- Employment issues (especially with Reservists)
- Marriage or relationship problems
- Kids
- Money

The military puts a lot of emphasis on families as part of the soldier's support system. This is true from the moment a soldier enlists, and is part of the soldier's total package. It is emphasized more for married soldiers, but family – though more remote – are part of a single soldier's life as well. Military units try to include families in the planning processes a unit goes through, and they are a key part of the deployment process. This is the case for both active duty and reserve soldiers, though they often differ as far as how programs are implemented.



Resources Available to Reintegrating Families and Soldiers
(Laura Werber, 2013)

The military got a lot better at family support as they gained experience and put more funding into the reintegration part of the deployment process. There's a tremendous amount of material available now for deploying soldiers and their families, and agencies set up to assist them. Still, it comes down to the soldier and their family, what THEIR situation is, how much the family wants to be involved in the process, and a myriad of factors that are different for each family.

For an active duty soldier, the focus is on the local family – spouse and children – that usually live on or near the base where the soldier is assigned. The soldier works for the military 24/7, and the family is usually aware of the unit and its command, and the agencies on base that provide support.



Every unit has some kind of Family Readiness Group, consisting of spouses and interested family members that will plan family oriented activities, reach out to newly arrived families, help soldiers with family issues, and act as points of contact for the unit commander and first sergeant when it comes to assisting families. When there is a deployment, the Family Readiness Group assists with coordinating orientations for families, educates families on the process and support available, and are usually the first responder when there's an issue. The FRG is often significantly

more active during a deployment due to the non-presence of the soldiers and their connection to the chain of command and available resources.

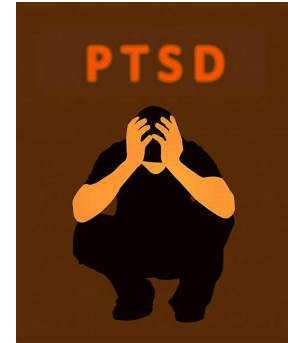


For Reserve and National Guard units, the process is essentially the same, but much more difficult. Families aren't clustered near a base – many times soldiers will join a deploying unit for the opportunity, and actually live far from the unit, so their families are geographically isolated from the rest of the unit's families. Having someone nearby you can turn to when problems arise is one of the roles of a Family Readiness Group – and the Reserve/Guard tries to address that void by making FRGs more geographically centric instead of unit based (though it often doesn't work very well). Reserve and Guard families are also often not very connected to their soldier's military service. It's just something that the soldier goes off and does one weekend a month – not part of their daily lives. For the family, it may be a completely foreign concept that they don't understand, and they don't know where to turn to when problems arise. Over the years of the deployments in support of the War on Terror, the Guard and the Reserve developed better family programs, funded them for success, and mandated (and provided resources for) training and manning the support nets for Guard and Reserve families.



Prior to the unit's redeployment, the military offers training and guidance to soldiers and families on the reintegration process. The better prepared they are, the smoother the reintegration goes – or at least they recognize the source of problems and know where to turn. After the soldiers have returned, there is mandated training provided for both soldiers and families to help them through the reintegration.

PTSD is one of the more common problems thought of after a soldier's deployment. Though it isn't as severe and widespread as the media portrays it, it is a significant issue if it exists. PTSD may develop from many types of trauma, even including the strains of separation from one's family which some soldiers suffer more than others. PTSD is best addressed by medical professionals as soon as it's diagnosed. Most cases are resolved by working with mental health professionals within weeks or months.



Family dynamics are a source of stress during the reintegration period. People change during the deployment – both soldier and family members. They get used to acting without the loved one – the soldier with his/her buddies and focused on the mission, and the spouse trying to run a household as a single parent. Those left at home develop new processes and skills to run the family, and this can be a source of friction when the soldier returns. The soldier expects to slip back into old routines that aren't necessarily there anymore, and the spouse resents being pushed aside from what they've been managing for a year. These are usually things a couple can work their

way through if they're able to communicate their thoughts and feelings to each other. If not, family therapy is recommended.

Once the soldier is back at work, there is often an adjustment period there as well. How well they fit back in may depend on the nature of their employment. Even active duty soldiers experience some readjustment issues at work, as their daily activities may be quite different from what they experienced when they were deployed. Sometimes training in garrison may seem 'mickey mouse' to soldiers who have just returned from combat; they feel they don't need to train for anything right away. Staying in the same unit is easier than transferring; soldiers have buddies they deployed with who are going through the same reintegration. But often soldiers move on to another unit, which tends to isolate the soldier.

Reservists experience a completely different set of issues. Laws require that reservists get their job back upon redeployment, without loss of time or place in the promotion hierarchy. Some employers have tried getting around those laws, but most follow them as best they can. A lot depends on the job and the company. It's hard on a small business to absorb the loss of a deployed employee for a year, and if they replace the employee, what to do with the replacement once the soldier returns. It's easier in large workplaces. After a year of being a soldier, it can be hard for a reservist to just fit back in like nothing happened, and they may experience stress and depression, missing the adrenaline rush of their combat duty. Worse, they may be unemployed, and must deal with the financial stresses that brings on. The ESGR provides great assistance to reservists having problems with their employers.





Many soldiers and spouses think everything will be great when a soldier returns home, overlooking the fact that things weren't great before the deployment. It's unlikely that a marriage that is on the rocks will be saved by a deployment. Divorce may be staved off during the deployment, but things often come to a head quickly after the return home. The divorce rate for returning soldiers is high. Sometimes the soldier has a relationship with another soldier when they're deployed, and sometimes the spouse finds someone when the soldier is gone. Sometimes, they just grow apart and can't find enough of a marriage left to reconcile.

Soldiers often miss their kids most of all – understandable! Depending on the age of the child, the deployment of a parent can be a very traumatic time. Younger kids don't really understand why the parent is gone; older kids just resent the fact that they are. The parent left at home is under a lot of stress to keep the family together, and is left doing everything. Families who have relatives that pitch in to cover the gap of the missing soldier, or families who have a great support system of friends and neighbors, do better than those that have to make it on their own. Family Readiness Groups are a good source of support for families to stay connected with people who can serve as friends, resources, and someone who understands what they're going through. Reintegration goes better if that network can stay in place. If it's working, it works best to keep it going while the soldier settles back in throughout the reintegration process, and while the family dynamic changes yet again to a new normal. Kids often push back when their soldier/parent returns, testing what they can get away with. This is natural, but adds more stress to the family situation.



Just like with every family, money issues can be a significant source of problems for families going through deployment reintegration. Issues arise about who has control of the family money, especially if a spouse took that over at the start of the deployment and the soldiers tries to reassert control). Arguments arise when a soldier wants to treat themselves with a frivolous 'deployment purchase' that the family can't afford, or spends more than they used to on restaurants, clubs, or alcohol – trying to make up for what they couldn't do while deployed. It's best to wait a month or two to make any major financial decisions, but sometimes difficult to do. The Army usually has counselors who can help a family get through financial issues – but the family has to reach out and ask for it.

There are a lot of resources available to deploying and redeploying soldiers and their families to help get them through what can be one of the most significant events in a soldier's life or career. The Army has learned to force the issue – soldiers don't have a choice about receiving briefings or information about deployment and reintegration family issues. It's often the last thing the soldier or family wants to do after the soldier redeploy, but is necessary. If timed well, it can also be a great way to bring the families



back together. They made it through the deployment by depending on each other, and when the unit redeploys, the tendency is to break up and handle things at home without reaching out. Unit events that celebrate the unit's successful deployment can be a fun time for spouses and children to see the friends they made during that deployment. It's a good time to gather information on resources that will help the family deal with issues they're starting to realize they're having, and to find out what more the military has to offer in the form of support and assistance. This is one area that the military has really improved during the War on Terror deployments, and can offer assistance that can really make a difference. It's the right thing to do, but it also benefits the military. A soldier whose family is dissatisfied because of the deployment is likely to leave the military. A soldier whose family felt like the military supported and assisted them through this significant event, feels like they were a part of something special, and the soldier is more likely to stay in the military.

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