Subject: Army Public Affairs Guidance for Associated Units Pilot

1. References.
1.2. Army Directive 2012-08 (Army Total Force Policy)
1.3. HQDA EXORD XXX-16 (Associated Units Pilot Implementation)

2. Background and Coordination.
2.1. To test a One Army concept for generating Reserve Force combat power, the Department of the Army will conduct a multi-year pilot that creates Associated Units by combining battalions, brigades, and divisions of one component with battalions, brigades, and divisions of another component under a unified command to create cohesive teams.
2.2. In order to provide commanders of the formations the ability to ensure readiness, the Secretary of the Army has “associated” the selected units, which permits sharing of specified training and readiness authorities between commanders of the Active and Reserve Components.
2.3. The Associated Units pilot is one of several Army pilots to implement Army Total Force Policy, along with Reserve Component augmentation of Active Component Divisions and Corps, Total Force Partnership, One Army School System, and others.
2.4. This PAG has been coordinated through Army G-3/5/7.

3.1 Public Affairs Posture. Respond to query only. Army Public Affairs offices subordinate to HQDA may localize this PAG for use in engagements at their level.

4.1. Holding Statement. The following statement may be used in response to query regarding a response to the Associated Units implementation: “The Army is preparing to test the Associated Units pilot as a means to generate reserve force combat power and increase combat readiness the One Army concept, by creating Associated Unit formations from selected units across components.”

5.1. Public Statement. “The Army has initiated the Associated Units pilot for generating Reserve Force combat power in support of Army Total Force Policy. Selected units from the Active Army, Army Reserve and Army National Guard will form Associated Unit formations to train and build readiness together, enabling the Army to provide more combat ready formations to combatant commanders.”

6. Themes and Messages.
6.1. Demands for the Army from Combatant Commanders, interagency and inter-organizational partners and our allies have increased with almost 190k Army Soldiers committed in 140 countries.
6.2. The Army has been forced under reductions in operating budgets to reduce AC end-strength. To sustain current operations tempo and still prepare for future contingencies, the Army must integrate RC forces into the operational deployment structure and maintain higher readiness in some RC units to improve responsiveness for mobilization.
6.3. Our Army must be shaped to meet the current demands and prepare for emerging threats. Assessments of the interests and potential actions of our adversaries must play an equally strong role in the capabilities and training of our Soldiers to maintain our role as the world’s most capable and elite fighting force.
6.4. The Army must be globally responsive and balance readiness across One Army to optimally posture our Army for contingency surge demands. We will deliberately pilot
several multi-component construct options for improved Active Component / Reserve Component integration.

6.5. The Associated Units supports the One Army concept establishing formal relationships between operational AC and RC units prior to deployment.

6.6. The Associated Units pilot tests new strategies for increasing readiness of Reserve Component forces, including increased training days, more frequent rotations to Combat Training Centers, and integrated training with Active Component units.

6.7. The Associated Units inculcates a One Army ethos in its leaders through the limited and select exchange of assigned personnel across components.

6.8. The Associated Units seeks to sustain an elevated level of experience, readiness, and integration gained during the last 15 years of combat.

7. Questions and Answers.

Q1: Why is the Army implementing a pilot rather than implementing this across the force?
A1: Associating units across components requires many coordinating actions and legal considerations. This pilot will allow us to work our way through those actions and considerations before we open the Associated Units pilot across the entire force.

Q2: What are the impacts to the training days of the RC units?
A2: The Associated Units seeks to sustain an elevated level of experience, readiness, and integration gained during the last 15 years of combat. To facilitate this higher level of readiness, Army National Guard and Army Reserve associated with Regular Army units under this pilot will conduct increased training days and more frequent exercises.

Q3: Is this a home stations relationship only?
A3: No. Associated Units is an organizing concept that formally associates units from the Army’s components – the Regular Army, the Army National Guard, and the Army Reserve – into integrated formations. This pilot allows these units to train and develop relations and common standards in training so they may deploy and fight seamlessly in combat.

Q4: Will RC units in the Associated Units pilot be required to perform additional days of training beyond the one weekend-a-month and two weeks a-year to maintain the capabilities of their AC counterparts?
A4: RC units selected for the pilot will conduct up to 15 additional days of training each year. The goal is not to achieve the same readiness as an AC unit, but rather to sustain higher readiness to reduce post-mobilization training requirements when activated.

Q5: Will the pilot have a negative effect on employers and Soldiers who are seeking employment?
A5: Our partnership with civil authorities, state Adjutant Generals, and employers will be vital to success of the pilot. The key to this partnership is predictability. While the Army looks to maximize training readiness for the selected units, ensuring predictability in their training plans will allow the Soldiers to make suitable arrangements with employers and schools consistent with the Citizen-Soldier concept.

Q6: What is the impact on the Reserve and Guard Soldiers employment and their employers?
A6: We recognize that as the pilot manifests, there will be some impact on civilian employment and other commitment. Predictability within the Associated Units pilot for all Soldiers and leaders is the key to mitigating these impacts. The Army will closely monitor execution of the pilot to assess impacts and make adjustments as necessary.

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Q7: How is this pilot impacted by the Force Structure Reduction decision announced by HQDA in July 2015?
A7: There is no impact. The pilot units are largely unaffected by the FSR announcement.

Q8: What is the impact to current RC training requirements?
A8: The Associated Units pilot includes increased training days and combat training center (CTC) rotations for RC units, integrated collective training with AC units, cross-component personnel exchanges, and the potential for modified post-mobilization training and validation.

Q9: How many and what units are part of the Associated Units pilot?
A9: Under initial guidance 27 units will participate in the pilot (13 AC, 12 ARNG, and 2 USAR), as follows:
- 3rd Brigade Combat Team, 10th Mountain Division, stationed at Fort Polk, LA, will be associated with the 36th Infantry Division, Texas Army National Guard;
- 86th Infantry Brigade Combat Team, Vermont Army National Guard, will be associated with the 10th Mountain Division, stationed in Fort Drum, New York;
- 81st Armored Brigade Combat Team, Washington Army National Guard, will be associated with the 7th Infantry Division stationed at Joint Base Lewis-McChord, WA;
- 48th Infantry Brigade, Georgia Army National Guard, will be associated with the 3rd Infantry Division stationed at Fort Stewart, GA;
- Task Force 1-28 Infantry, stationed at Fort Benning, GA, will be associated with the 48th Infantry Brigade Combat Team, Georgia Army National Guard;
- 100th Battalion, 442 Infantry Regiment, U.S. Army Reserve unit, will be associated with the 3rd Brigade Combat Team, 25th Infantry Division stationed at Schofield Barracks, HI;
- 1st Battalion, 143 Infantry Regiment, Texas Army National Guard, will be associated with the 173rd Airborne Brigade Combat Team stationed in Vicenza, Italy;
- 1st Battalion, 151 Infantry Regiment, Indiana Army National Guard, will be associated with the 2nd Brigade Combat Team, 25th Infantry Division stationed at Schofield Barracks, HI;
- 5th Engineer Battalion, stationed at Fort Leonard Wood, MO, will be associated with the 35th Engineer Brigade, Missouri Army National Guard;
- 840th Engineer Company, Texas Army National Guard, will be associated with the 36th Engineer Brigade, stationed at Fort Hood, Texas;
- 824th Quartermaster Company, a NC-based United States Army Reserve unit, will be associated with the 82nd Sustainment Brigade stationed at Fort Bragg, NC.
The 249th Transportation Company, Texas Army National Guard, and the 1245th Transportation Company, Oklahoma Army National Guard, will be associated with the 1st Cavalry Division Sustainment Brigade, stationed in Fort Hood, Texas;

- The 1176th Transportation Company, Tennessee Army National Guard will be associated with the 101st Sustainment Brigade stationed at Fort Campbell, KY; and

- 2123rd Transportation Company, Kentucky Army National Guard, will be associated with the 101st Sustainment Brigade stationed at Fort Campbell, KY;

Q10: What are the number, ranks and jobs of Soldiers who are involved in the AC/RC personnel exchange? What is their purpose?
A10: One to two Soldiers per Associated Units will participate in the exchange. The exact positions are still being coordinated. The exchange of these personnel will ensure communication and coordination of training and resourcing requirements to achieve combat readiness, will build trust and cohesion between units, and will inculcate a One Army ethos in our leaders.

Q11: Does the current parent unit maintain command and control of the associated units?
A11: Yes. The associated units have a formal relationship with regard to certain training and readiness authorities and responsibilities, but remain under the command of their parent units. If deployed together, the associated units would then have an established command relationship.

Q12: Is there a need to change the designation or command structure of either the participating units?
A12: These units will not be redesignated, but they will wear common patches. For example, 3/10 IBCT will no longer wear the 10th Mountain Division patch, but will wear the 36th Infantry Division patch.

Q13: Is the intention of the pilot to close the training deficit between the AC and RC? And hasn’t this been tried before?
A13: The pilot will test a new model for sustaining readiness in the RC through increased training days and frequency of CTC rotations. It is not meant to hold RC units to AC readiness levels, but rather to increase the readiness and responsiveness of a select number of units. Associated Units concepts have been explored, but not using the associate unit authorities specified in the Army National Guard Combat Readiness Reform Act of 1992.

Q14: What is the cost of the pilot including the cost of equipping RC units to match AC counterparts? Doesn’t this put an additional strain on an already fiscally strained Army?
A14: There is an associated cost to Reserve Component units involved in the Associated Units pilot and funds will have to be reprogramed. The components are working through these costs and will develop offsets.

Q15: What authorizes the Secretary of the Army to assign or task National Guard units to participate in the pilot?
A15: Pursuant to Public Law 102-484, the Secretary of the Army is exercising his authority to allow Active Component (AC) unit commanders to share administrative Control (ADCON) of Reserve Component (RC) units through the designation as Associated Units (AU). The
AC Commander will assume responsibility for 1) approving the training of the associated unit; 2) assessing the manpower, equipment and training resource requirements of the AU; 3) validate, not less than annually, the capability of the AU in accordance with AD training requirements.

Q16: How is this pilot related to findings of the National Commission on the Future of the Army?
A16: While the commission makes a number of recommendations for AC/RC integration, the Army began concept development for the Associated Units pilot in 2015, well before the commission delivered its report. While the pilot predates the commission, the Army may consider commission recommendations in the execution of the pilot where applicable.

Q17: When will these relationships begin?
A17: The units selected for the pilot will begin those relationships this summer.

8. PA/Communication Planning Instructions and Command Relationships.
8.1. Approving authority for release of information outside the scope of the PAG will be directed to OCPA Media Relations Division (see POC in paragraph 10).

9. Media Operations. N/A

10. Public Affairs Points of Contact.
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