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and Turbulence in
the Army National
Guard and Army
Reserve*

Richard Buddin, David W. Grissmer

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J Dewey



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Assessing the Performance of the Army Reserve Components School System John D. Winkler, 1996 This report provides a baseline description of the RC training system and an outline of how the prototype may affect the range of problems described in the data

Ensuring Personnel Readiness in the Army Reserve Components Bruce R. Orvis, 1996 Many of the units the U S Army plans to deploy in response to future contingencies are in the Reserve Components RC Although all such units would ideally be manned at a wartime state of readiness in reality this is infeasible Part of the current mobilization plan accordingly is a practice termed cross leveling that is moving soldiers from one unit to another to ensure that each has enough qualified soldiers for the required jobs This practice was employed extensively in Operation Desert Shield Storm and was regarded as largely successful But even though cross leveling can be a cost effective means to ensure unit deployability it is not the ideal solution to reserve readiness problems The greater the reliance on cross leveling the less the likelihood that units will have had peacetime individual and collective training adequate to permit cohesive performance of their wartime mission This project examined the extent of cross leveling during Desert Shield and Desert Storm the reasons for it the likelihood of serious personnel shortfalls in future deployments and based on these findings the types of policies that could enhance the RC s readiness to deal with future contingencies The analyses make it clear that there are personnel readiness shortfalls worth fixing in the Army RC and that reducing personnel turnover is the key to accomplishing that goal They also suggest that reducing job turbulence the tendency of soldiers to switch jobs is likely to cost less than reducing attrition but incentives to reduce both types of turnover will be required for many RC units

Training Requirements and Training Delivery in the Total Army School System John D. Winkler, 1999 This report analyzes training requirements and school delivery of training in the Total Army School System focusing on the system s ability to meet its training requirements in Reserve Component Training Institutions Two types of training are the subject of this research The first is the education of Reserve Component noncommissioned officers NCOs The second is reclassification training of soldiers who previously held one military occupational specialty MOS but who now need to be trained and qualified to hold a different MOS The report examines the execution year of Region C where the prototype Total Army School System was established in the southeastern United States FY95 compared to the implementation year FY94 as well as examining the prototype in relation to the overall system The document also analyzes the impact of personnel policy changes that could enhance the training system s flexibility and effectiveness in meeting training requirements i e by lowering turbulence to reduce demands on the system This report is part of a larger effort by RAND Arroyo Center to analyze the performance and efficiency of the RC school system

Assessment of Combined Active/reserve Recruiting Programs Richard J. Buddin, Carole E. Roan, 1994 This report examines the long term effects of an experimental Army program that links active and reserve tours The program called the 2 2 4 recruiting option allows new entrants to serve a two year tour in the Active Component AC a two year tour in

a Selected Reserve Component RC unit and then four years in the Individual Ready Reserve RAND designed the new enlistment option and evaluated the program in a congressionally mandated controlled experiment An earlier study showed that the program expanded the market for high quality enlistees and helped staff hard to fill Army occupations This study shows that 2 2 4 participants are more likely to complete their AC tour and join a RC unit than are other high quality recruits Program participants had lower first term attrition and reenlistment rates than other high quality recruits so the program increased the pool of soldiers separating from the AC and available to the RC In addition the RC affiliation rate was 80 percent for 2 2 4 participants as compared with only 43 percent for other recruits The study concludes that the program helps the AC achieve its recruiting objectives and that it channels trained experienced personnel into the RC

Enlisted Personnel Trends in the Selected Reserve, 1986-1994 Sheila Nataraj Kirby, Richard J. Buddin, 1996 This volume summarizes RAND MR 681 2 OSD which focuses on the time period since Operation Desert Storm Shield when reserve forces have been drawing down Nevertheless fiscal constraints are placing a high priority on using reserve forces wherever they can meet deployment dates and readiness criteria Reserve forces are expected to play an important role in responding to regional crises as well as in peacekeeping peace enforcement and humanitarian assistance operations These roles and missions combined with the downsizing of both the active and reserve forces make it critical that the reserve be able to meet the manpower and readiness requirements called for in our national military strategy This report focuses on the Selected Reserve enlisted force and its changing profile set against the context of the military drawdown In particular it examines changes from FY89 through FY94 pointing to some potential areas of concern with respect to reserve manning in the future

Army PERSTEMPO in the Post Cold War Era Claire Mitchell Levy, 2001 This document reports the results of an examination of available data on the rate at which military personnel are involved in military operations PERSTEMPO The research was conducted in early 1997 during the later stages of the Quadrennial Defense Review QDR specifically with respect to the Army Information on data available is accurate as of this date subsequently Congress has mandated changes The work was sponsored by the Land Forces Division in the Office of the Director of Programs Analysis and Evaluation to provide information for its QDR analyses Because of the tight schedule imposed by the QDR the research relied on readily available data sources

Selected Rand Abstracts Rand Corporation, 1994 Includes publications previously listed in the supplements to the Index of selected publications of the Rand Corporation Oct 1962 Feb 1963

Handbook of Defense Economics Keith Hartley, T. Sandler, 1995-12-11 This handbook examines the state of defence economics covering theoretical analysis econometric techniques and policy issues The chapters fall into two categories surveys and conceptual studies

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