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BY THE COMPTROLLER GENERAL



Report To The Congress OF THE UNITED STATES

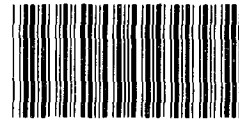
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Efficiency Of Reserve And Guard Training Has Improved Since 1974, But More Can Be Done

Because of DOD's Total Force policy, it is critical to the security of the United States that Selected Reserve units be ready to perform assigned missions in the event of war or national emergency. GAO recently questioned the ability of these units to perform because of their critical manpower weaknesses. Two of these weaknesses are the shortage of qualified people and high turnover rates.

In GAO's opinion the use of training time directly affects Reserves' qualifications, personnel shortages, high turnover rates, and readiness. This report points out that, compared to conditions in 1974, Selected reservists' idleness during training time has significantly decreased. However, time spent on general military training and administrative duties has increased; time spent on training for their official military jobs has not.

Until DOD makes substantive changes in how training time is spent, it is unlikely that conditions will improve. This report recommends such changes.



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FPCD-79-59
JULY 30, 1979



COMPTROLLER GENERAL OF THE UNITED STATES
WASHINGTON, D.C. 20548

B-179230

To the President of the Senate and the
Speaker of the House of Representatives

This report alerts the Congress to improvements needed in the Selected Reserve training program and to current training conditions compared with similar conditions in 1974 when we last reviewed this program. The report concludes that since our 1974 study, the services have decreased the amount of time reservists spend idle and on non-mission-essential general military activities, more reservists are supported by the Active Forces and full-time personnel, and more reservists are participating in joint Active-Reserve training. Nevertheless many units continue to have training deficiencies which preclude or limit opportunities for training in official jobs.

We requested formal comments from the Department of Defense (DOD) and the Office of Management and Budget. However, because we have not received a formal reply from DOD as of this date, this report does not contain its reactions to our conclusions and recommendations. We discussed the report with each of the services and officials from the Office of the Deputy Assistant Secretary of Defense (Reserve Affairs) and considered their comments in the report.

We are sending copies of this report to the Director, Office of Management and Budget; the Secretary of Defense; and other interested parties.

A handwritten signature in black ink, reading "Luther A. Steele".

Comptroller General
of the United States

COMPTROLLER GENERAL'S
REPORT TO THE CONGRESS

EFFICIENCY OF RESERVE
TRAINING HAS IMPROVED
SINCE 1974, BUT MORE
CAN BE DONE

D I G E S T

To assure a swift transition in case of war or national emergency, modern military strategy depends on the Selected Reserves to quickly augment the Active Forces with skilled reservists. GAO recently questioned the ability of the Selected Reserves to perform because of critical manpower weaknesses. Two of these weaknesses are the shortage of qualified people and high turnover rates. This report alerts the Congress to improvements needed in the Selected Reserves training program and compares current training conditions with those in 1974 when GAO last reviewed this program.

In GAG's opinion the use of training time directly affects Reserves' qualifications, personnel shortages, high turnover rates, and readiness. Until the Department of Defense makes substantive changes in how training time is spent, it is unlikely that conditions will improve.

GAO's review was based mostly on questionnaires mailed to 1,776 reservists and 1,410 unit commanders selected at random from the 791,000 reservists in a paid training status in June 1978. In analyzing questionnaire responses, GAO used generally accepted statistical techniques to determine significance at the 95-percent confidence level. It also visited some weekend drill sites to test the results of the questionnaire. (See p. 3.)

Although skills and opportunities for mission training in official jobs vary widely among units and members, nearly all reservists are required to attend the same number

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FPCD-79-59

17 29
Defense contingency planning
Military training
Military personnel
Personnel management
Manpower utilization

of 4-hour drill sessions and 2-weeks' active duty each year. This is equivalent to 38 training days a year. (See p. 38.)

CHANGES IN HOW RESERVISTS SPEND TRAINING TIME

On the average, reservists spend about 52 percent of their drill time (compared to 50 percent in 1974) and 63 percent of their active-duty time (compared to 62 percent in 1974) training or working in their official military jobs. Some spend far more and others far less time in official jobs. The remaining time is devoted to other jobs and general military activities or is idle. (See p. 5.)

Idleness decreased from 22 percent of drill time in 1974 to 11 percent. During active duty, idleness decreased from 16 percent to 7 percent. Increases in time spent on other than official jobs account for most of the decrease in idle time. (See p. 5.)

In fiscal year 1978, time devoted to other than official jobs totaled 13 million training days and cost about \$586 million--about 43 percent of the \$1.4 billion authorized by the Congress for drills and active-duty training. (See p. 5.)

Generally, the more time reservists spend training or working in their official jobs, the more satisfied they are with the drill and active-duty training programs. This relationship has not changed since 1974. (See p. 24.) Income appears to be a prime motivator for enlisting in the Reserves; however, reservists dissatisfied with the training program are not likely to extend their enlistments. (See pp. 28 and 51.)

WAYS TO IMPROVE RESERVISTS' TRAINING

In GAO's current study 79 percent of the unit commanders said their members needed more training, as opposed to 47 percent in 1974. And one-third of these commanders selected the Active Forces as one way to

provide the needed training. (See p. 34.) The Active Forces have increased training assistance to Reserve components, implemented or expanded affiliation programs, and involved more reservists in joint Active Force and Reserve training exercises. GAO believes the services should expand these programs even more. (See p. 34.)

Many reservists could better use their time for mission training in official jobs during drills and active duty if:

- Much of the administrative support could be either eliminated or handled by full-time personnel. (See pp. 14 and 54.)
- Non-mission-essential general military activities could be reduced, eliminated, or deferred until after mobilization. (See pp. 20 and 54.)
- More reservists had ready access to adequate training facilities and operational equipment. (See pp. 29 and 54.)

The Active Forces should have more responsibility for Reserve training. They could improve training and readiness by relieving Reserve units of some of the administrative support and reducing their need for equipment, making Active Forces' facilities available for reservists' use, and participating more in drills and active-duty training. (See p. 34.)

Some Reserves may also need the guidance and support that can best be provided by full-time, active-duty personnel. The Reserves already have some full-time personnel but more may be needed. (See GAO report, "Critical Manpower Problems Restrict the Use of National Guard and Reserve Forces," FPCD-79-58, July 11, 1979.)

One way to improve training for some reservists is to increase the length of active duty and reduce the number of drills. On the average, reservists spend more time training in official jobs with their equipment during active duty, and thus active

duty appears to be more productive. The alternatives of annual active duty or training only in summer might also be incentives to recruit and retain some people who otherwise would not volunteer. However, reservists who do not want to spend more than the current amount of time away from their civilian jobs could be an inhibiting factor. (See pp. 7 and 51.)

A variable drill program tailored to the needs of deploying units would allow the National Guard and Reserves to increase the number of drills and/or active-duty training for early deployable units when necessary. The services could also decrease or eliminate the number of weekend drills for later deployable units and for units requiring people with easy-to-learn skills or skills obtained during prior military or civilian training.

The Secretary of Defense and the services should explore other alternatives to improve the efficiency of Reserve training. Any new approach must offer enough incentives for reservists to become fully qualified to perform their official jobs. GAO offers several alternatives:

--Once reservists reach the level of expertise required in their official jobs, drills could be reduced without a cut in pay.

--Salaries could vary on the basis of reservists' attained level of expertise.

--Salaries could vary by supply and demand for specific skills.

A variable pay program would require an evaluation of personnel and training requirements. This evaluation should determine for each Reserve unit (1) an annual training program to meet skill and readiness requirements, (2) the availability of equipment, facilities, and other support needed for training, and (3) the number of active-duty and inactive-duty training days required for each unit.

RECOMMENDATIONS

The Secretary of Defense should analyze alternatives to the uniform 48-drill, 2-week active-duty Reserve training program and spell out specific advantages and disadvantages for the Congress' consideration. The analysis should consider (1) the feasibility and cost of basing reservists' pay on expertise and ability to meet training and personnel requirements and (2) the availability of equipment, facilities, and other support requirements. In addition, GAO recommends that the Secretary of Defense direct the services to:

- Expand mutual support and Active Forces' affiliation agreements, including the use of Active Forces' facilities and equipment for Reserve training.
- Reduce or eliminate much of the Reserve units' administrative workload.
- Restrict time reservists spend on other than official jobs.

AGENCY COMMENTS

The Department of Defense and the Office of Management and Budget were asked to formally comment on the report. Formal comments were not received from Defense; however, informal comments from the services have been incorporated where appropriate. The Office of Management and Budget agreed with the overall view of the report concerning the need for fully qualified reservists.

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ABBREVIATIONS

DOD	Department of Defense
GAO	General Accounting Office

CHAPTER 1

INTRODUCTION

The mission of the Selected Reserves is to augment the Active Forces of the United States in time of war or national emergency. Modern military strategy depends on the Selected Reserves' ability to mobilize and deploy in a short time. To assure a swift and orderly transition from peace to war, reservists 1/ must perform as disciplined and coordinated teams and this depends on the efficiency and effectiveness of Reserve unit training. Most Selected Reserve units organize, equip, and train reservists to be mobilized and deployed intact, while some train reservists to fill positions in active-duty units.

To enter the Reserve training program, each reservist must have received basic military knowledge and entry-level skill training at Active Forces' training centers and schools. In the Reserve training program, reservists receive annual active- and inactive-duty training with their units. Unit training includes classroom and on-the-job training in each reservist's officially assigned military job as well as training on how the unit should function as a team. A portion of the training is also devoted to general military activities such as inspections, formations, and attending lectures on a variety of subjects.

Active duty usually consists of an annual 2-week (15 days for the National Guard) training session at an Active or Reserve military installation. 2/ Inactive-duty training is usually received monthly during four consecutive 4-hour drills on a selected weekend at National Guard armories and Reserve centers. Thus about 38 days are available for training reservists.

Each Reserve unit has a commander responsible for planning and overseeing the training. Although the services provide general guidance for mission-related training, unit commanders are afforded considerable leeway in determining the best use of available training time.

1/The term "reservist" as used in this report refers to members of the Selected Ready Reserve which includes the National Guard.

2/Throughout this report this 2-week training is referred to as active duty.

The number of reservists in paid-drill and active-duty training status, excluding the Coast Guard Reserve, as of June 1978 is below.

Army National Guard	343,000
Army Reserve	189,000
Navy Reserve	84,000
Air National Guard	91,000
Air Force Reserve	52,000
Marine Corps Reserve	<u>32,000</u>
Total	<u>791,000</u>

In the fiscal year 1978 budget about \$1.4 billion was for compensatory drills and active-duty Reserve training in 24- and 48-drill categories a year.

PRIOR GAO RECOMMENDATIONS TO IMPROVE TRAINING

In 1974 we studied the Reserve components' training programs, and in June 1975 issued a report entitled "Need to Improve Efficiency of Reserve Training" (FPCD-75-134). To improve training we recommended that the Secretary of Defense and the Secretaries of the services:

- Identify early deployment units and provide them with the necessary training.
- Reduce training schedules for units which have enough postmobilization time to upgrade proficiency.
- Reduce training schedules for reservists whose military jobs are not difficult or are similar to their civilian jobs, or who have otherwise achieved the required skills.
- Ease the administrative workload of unit commanders.
- Reevaluate the general military activities required and identify those that can be eliminated or deferred until after mobilization.
- Implement more mutual support and Active Forces' affiliation agreements.
- Situate high-priority units where they can train with essential equipment.

SCOPE OF REVIEW

This current study follows up on our previous recommendations and assesses the Department of Defense's (DOD's) actions to improve training. Our objective was to compare the Reserves' current training conditions with those during our 1974 study.

The review did not cover the Coast Guard Reserve 1/ which is under the Department of Transportation during peacetime and did not cover basic and advanced individual training during initial active duty.

We used two survey questionnaires to obtain current information on the variables identified in our 1974 report. We mailed one to 1,776 reservists selected at random from the approximately 791,000 reservists in the Selected Reserve in June 1978, and another to 1,410 commanders of the sample reservists. As the following table shows, we received 1,416 (about 80 percent) responses from reservists and 1,141 (about 81 percent) from commanders, although some did not answer all questions.

	<u>Reservists</u>	<u>Commanders</u>
AGC 00625 AGC 00381 ← Army National Guard	279	209
AGC 00437 - Army Reserve	207	210
AGC 00526 Navy Reserve	232	200
AGC 01163 Air National Guard	294	237
AGC 00342 Air Force Reserve	235	163
Marine Corps Reserve	169	122
Total	<u>1,416</u>	<u>1,141</u>

Our reservists' sample contained a wide distribution of grades. The following table shows the weighted percentage of responses for various grades and the percentage of the total population.

1/Comprises less than 2 percent of the total Selected Ready Reserve.

<u>Grade</u>	<u>Questionnaire responses</u>		<u>Total population</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
E1-E4	571	40.3	317,000	40.1
E5-E9	647	45.7	360,000	45.5
Officers	190	13.4	114,000	14.4
Not shown	<u>8</u>	<u>.6</u>	<u>-</u>	<u>-</u>
Total	<u>1,416</u>	<u>100.0</u>	<u>791,000</u>	<u>100.0</u>

We used generally accepted statistical techniques to determine significance at the 95-percent confidence level. Throughout this report whenever a difference in responses is noted, the difference is statistically significant at the 95-percent confidence level.

In addition to our survey analysis, we also:

- Reviewed DOD directives, regulations, and policies related to Reserve training.
- Interviewed responsible officials at the Office of the Assistant Secretary of Defense (Manpower, Reserve Affairs and Logistics); the Offices of the Assistant Secretaries of the Army, Navy, and Air Force (Manpower and Reserve Affairs); and the Office of the National Guard Bureau, Departments of the Army and Air Force.
- Evaluated reports of Reserve training performed by these offices.
- Visited 15 units during their monthly training drills.

CHAPTER 2

HOW DO RESERVISTS SPEND TRAINING TIME?

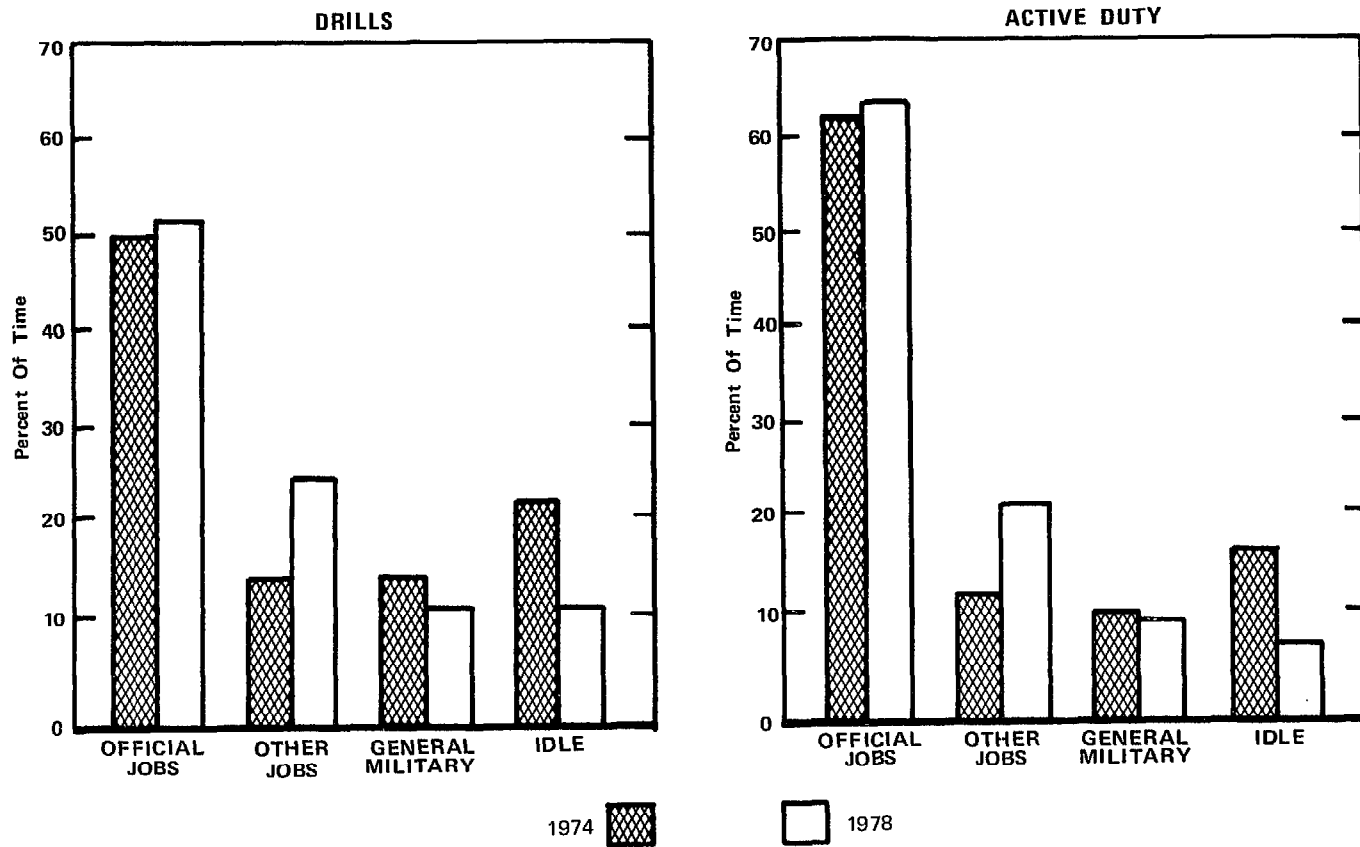
Because of DOD's Total Force policy, it is critical to the security objectives of the United States that Selected Reserve units be ready to perform their assigned missions in the event of war or national emergency. GAO recently questioned the ability of such units to perform because of critical manpower weaknesses. Two of these weaknesses are the shortage of qualified people and high turnover rates.

In our opinion the use of training time directly affects Reserves' qualifications, personnel shortages, high turnover rates, and readiness. Until DOD makes substantive changes in how training time is spent, it is unlikely that conditions will improve.

The average reservist spends about 52 percent of available drill time (compared to 50 percent in 1974) and 63 percent of available active-duty time (compared to 62 percent in 1974) training or working in an official job. Idleness has decreased from 22 percent of drill time in 1974 to 11 percent currently. During active duty, idleness has decreased from 16 percent to 7 percent. On the other hand increases in time spent on other than official jobs account for most of the decreases in idleness. Figure 1 depicts, on the average, how reservists spent their training time in fiscal years 1974 and 1978.

The percentages shown in figure 1 for 1974 and 1978 are weighted averages of the 1,467 and 1,297, respectively, who responded to the questions on drill time, and the 1,399 and 1,250, respectively, who responded to the questions on active-duty time. Distributing the time of those who did not respond, in the same proportion as the respondents, we estimated that in fiscal year 1978 the time devoted to activities other than training or working in official jobs totaled 13 million training days and cost about \$586 million (about 43 percent of the \$1.4 billion authorized by the Congress for drills and active-duty training).

Figure 1
AVERAGE USE OF TRAINING TIME



	<u>Costs</u>	<u>Training days</u>
	------(millions)-----	
Waiting, filling in time, doing nothing	\$ 116.8	2.7
Other than official jobs	334.4	7.0
General military activities (physical fitness, drug abuse prevention, equal opportunity, code of conduct, inspections, formations, etc.)	<u>134.4</u>	<u>2.9</u>
Total	<u>585.6</u>	<u>12.6</u>
Official military jobs	<u>778.6</u>	<u>16.5</u>
Total	<u>\$1,364.2</u>	<u>29.1</u>

This does not necessarily mean that all costs associated with activities other than training or working in official jobs are wasted. Some are necessary and beneficial or unavoidable.

TIME SPENT IN OFFICIAL JOBS

Time spent training or working in official jobs during drills increased in the Army National Guard and Army Reserve and decreased in the Air National Guard. However, the Air National Guard and Air Force Reserve still spend the most time in official jobs during drills, and the Navy and Marine Corps Reserve spend the least.

During active duty, time spent in official jobs increased in the Army Reserve and decreased in the Air National Guard. The Air Force Reserve still spends the most time in official jobs during active duty, and the Marine Corps spends the least, as this table shows.

	Percent of training time in official jobs			
	<u>Drills</u>		<u>Active duty</u>	
	<u>1974</u>	<u>1978</u>	<u>1974</u>	<u>1978</u>
Army National Guard	49	a/53	62	62
Army Reserve	47	a/53	59	a/64
Navy Reserve	45	45	64	65
Air National Guard	62	a/58	67	a/64
Air Force Reserve	57	57	67	70
Marine Corps Reserve	46	47	51	50

a/Statistically significant change from 1974 to 1978.

Many reservists spend far less and others far more than the average time in their official jobs. About 20 percent of the respondents on drills and 13 percent of the respondents on active duty said they were spending less than a fifth of their total training time in their official jobs. Conversely, 16 percent on drills and 27 percent on active duty said they were spending more than four-fifths of their time in their official jobs.

<u>Percent of time in official jobs</u>	<u>Respondents on drills</u>			
	<u>1974</u>		<u>1978</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
0 - 20	392	27	264	20
21 - 40	214	15	194	15
41 - 60	295	20	306	24
61 - 80	305	21	330	25
81 -100	<u>261</u>	18	<u>204</u>	16
Total	<u>1,467</u>		<u>1,298</u>	

<u>Percent of time in official jobs</u>	<u>Respondents on active duty</u>			
	<u>1974</u>		<u>1978</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
0 - 20	202	14	158	13
21 - 40	168	12	129	10
41 - 60	252	18	255	20
61 - 80	386	28	373	30
81 -100	<u>391</u>	28	<u>336</u>	27
Total	<u>1,399</u>		<u>1,251</u>	

A further breakout by component shows that about 32 percent of the Navy respondents spent less than a fifth of their time in official jobs during drills, and 21 percent of the Marine respondents spent less than a fifth of their training time in their official jobs during annual active duty.

Percent of respondents who spent
less than a fifth of training
time in official jobs

	<u>Drills</u>	<u>Active duty</u>
Army National Guard	19	13
Army Reserve	23	13
Navy Reserve	32	14
Air National Guard	12	10
Air Force Reserve	12	9
Marine Corps Reserve	25	21

Time in official jobs varies by grade

The following table shows reservists in lower grades (E1-E4), except those in the Army Reserve, tend to spend less time in their official jobs than reservists in higher enlisted grades and officers.

	<u>Percent of training time in official jobs</u>					
	<u>Drills</u>			<u>Active duty</u>		
	<u>E1-E4</u>	<u>E5-E9</u>	<u>Officers</u>	<u>E1-E4</u>	<u>E5-E9</u>	<u>Officers</u>
Army National Guard	51	52	63	58	63	70
Army Reserve	57	50	52	67	62	62
Navy Reserve	33	48	55	54	65	77
Air National Guard	49	60	66	54	66	71
Air Force Reserve	51	59	62	61	71	77
Marine Corps Reserve	44	53	50	47	53	58

Our 1974 study of Reserve training also showed that reservists in lower grades spent less time in their official jobs than reservists in higher grades. Reservists in intermediate grades (E5-E9) are spending nearly the same amount of time in their official jobs during drills as they did in 1974; however, active-duty time spent in official jobs has decreased.

Figures 2 through 7 show that officers in all components except the Air Force and Navy Reserves were spending more drill and active-duty time in official jobs in 1974 than they are now.

Figure 2
 AVERAGE TIME SPENT IN OFFICIAL JOBS DURING DRILLS AND
 ACTIVE DUTY BY GRADES—ARMY NATIONAL GUARD

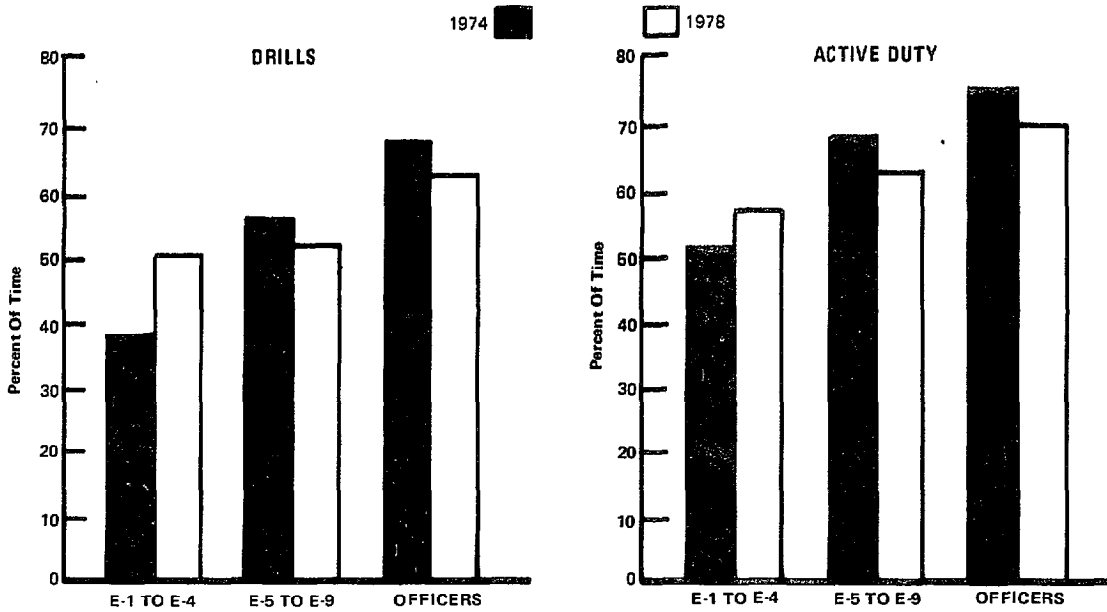


Figure 3
 AVERAGE TIME SPENT IN OFFICIAL JOBS DURING DRILLS AND
 ACTIVE DUTY BY GRADES— ARMY RESERVE

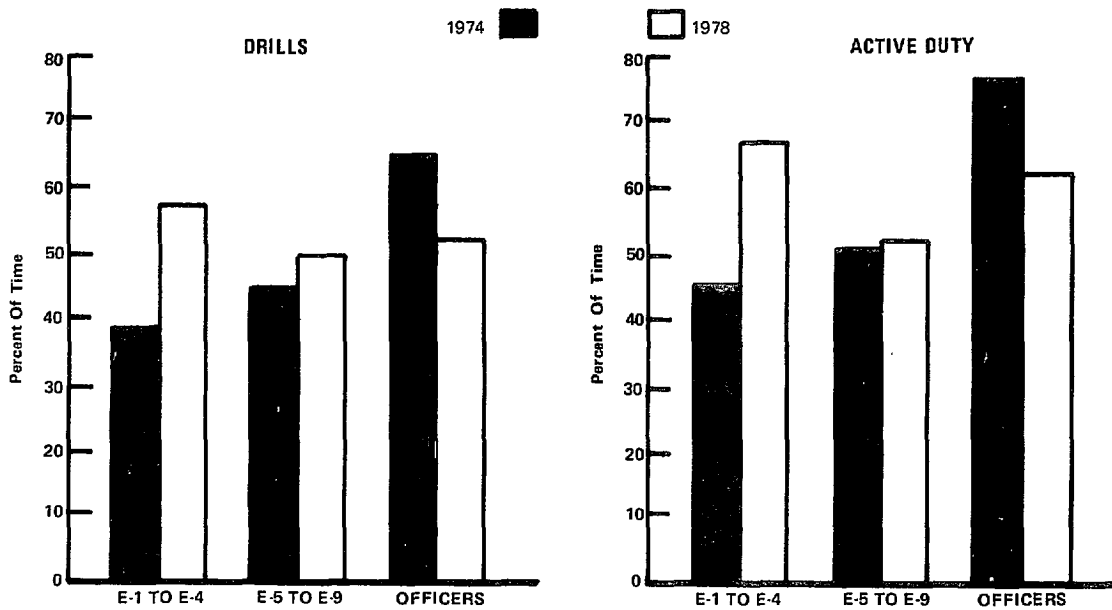


Figure 4
 AVERAGE TIME SPENT IN OFFICIAL JOBS DURING DRILLS
 AND ACTIVE DUTY BY GRADES—NAVY RESERVE

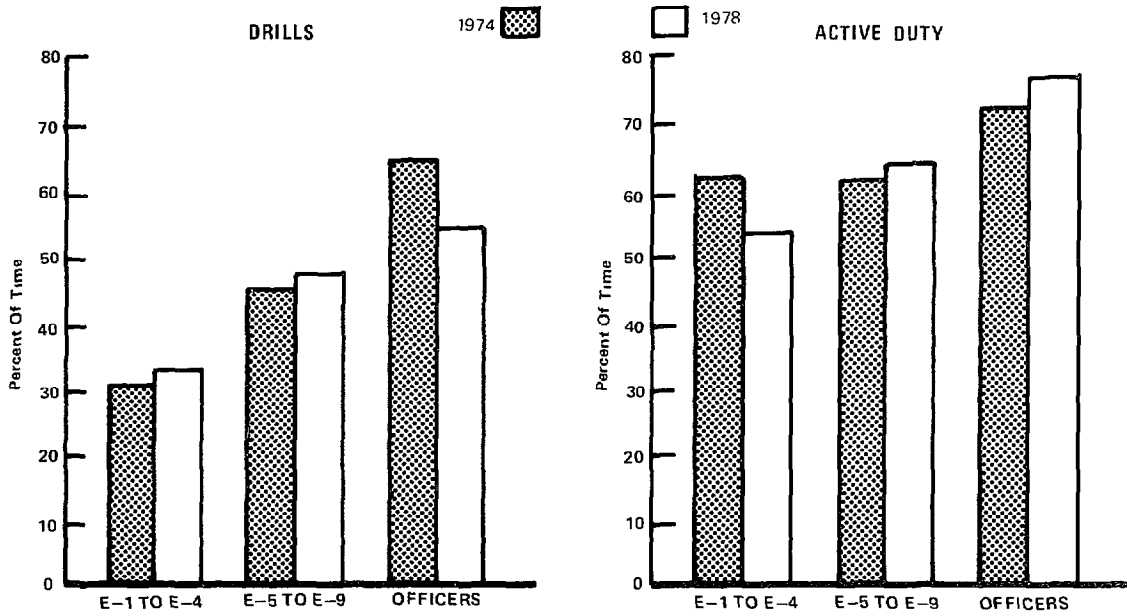


Figure 5
 AVERAGE TIME SPENT IN OFFICIAL JOBS DURING DRILLS
 AND ACTIVE DUTY BY GRADES—AIR NATIONAL GUARD

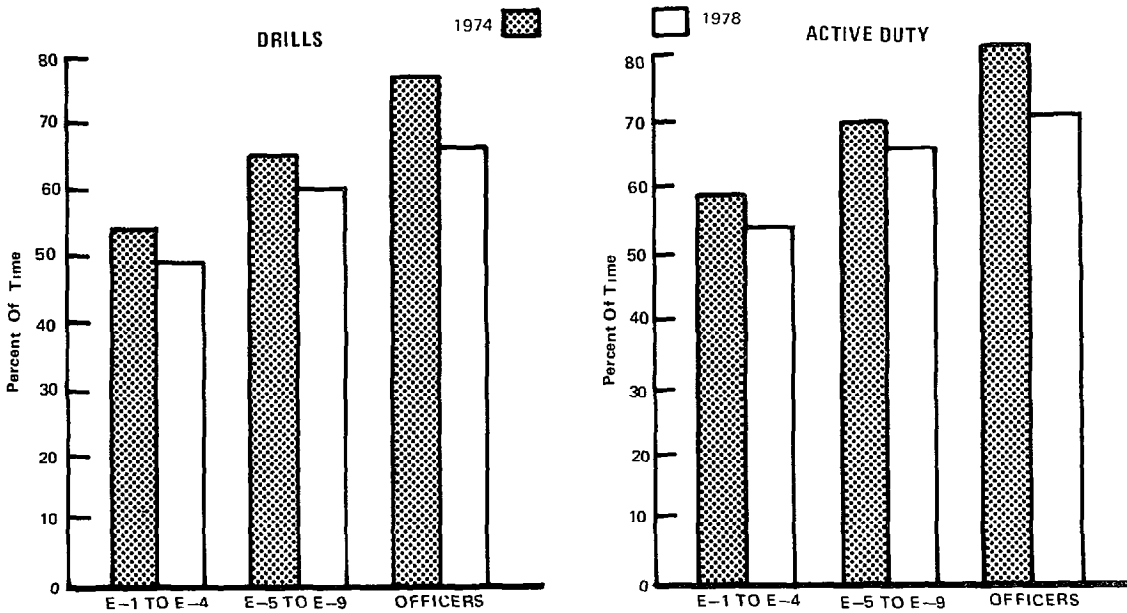


Figure 6
**AVERAGE TIME SPENT IN OFFICIAL JOBS DURING DRILLS
 AND ACTIVE DUTY BY GRADES—AIR FORCE RESERVE**

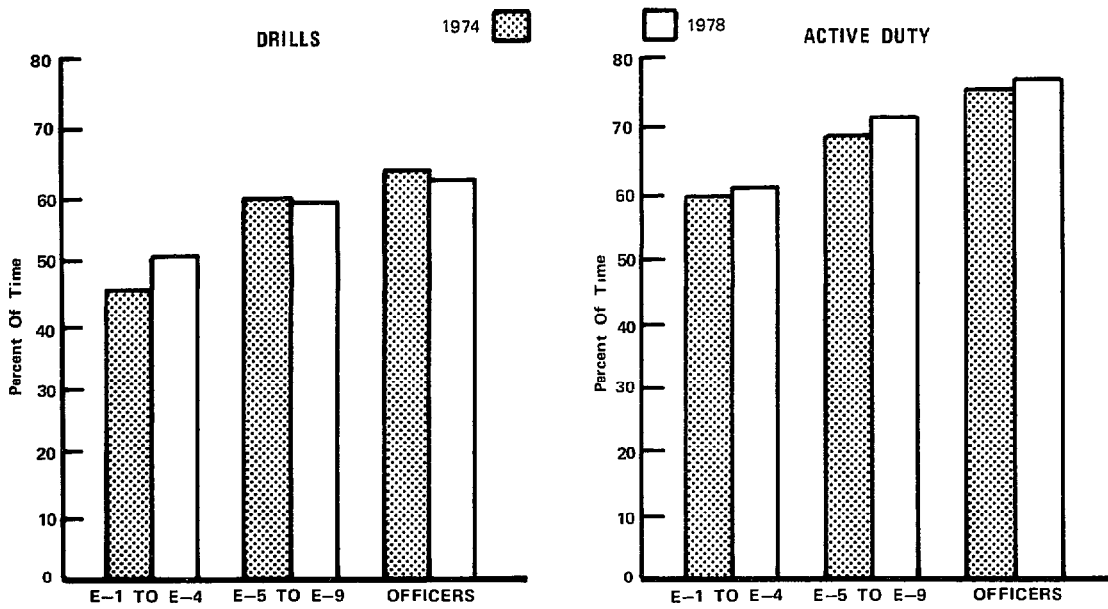
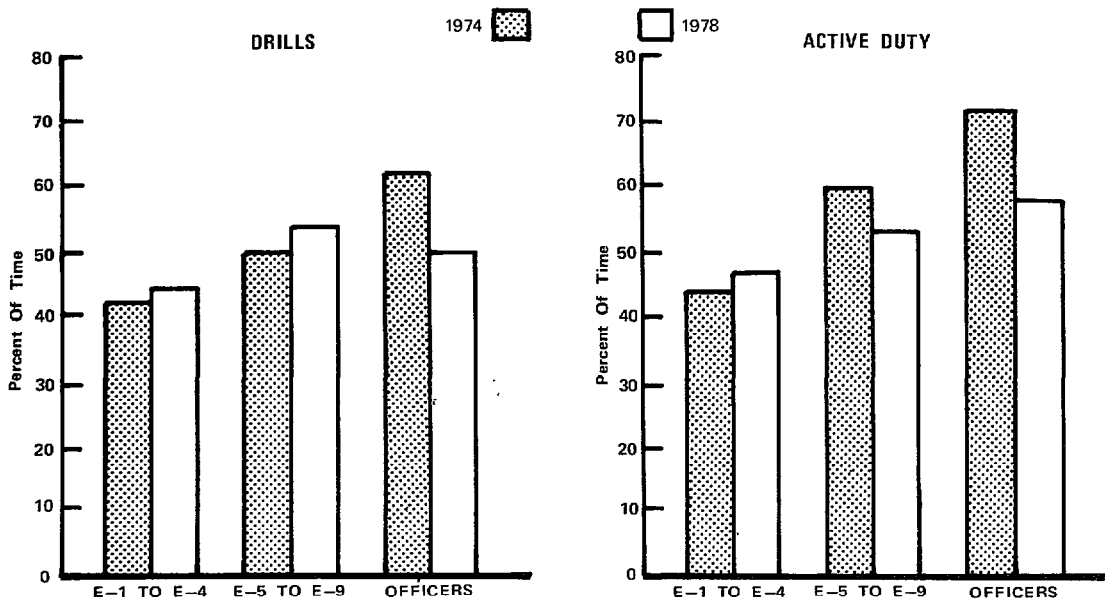


Figure 7
**AVERAGE TIME SPENT IN OFFICIAL JOBS DURING DRILLS AND ACTIVE
 DUTY BY GRADES— MARINE CORPS RESERVE**



Time in official jobs varies by occupation

The following table shows that reservists in certain occupations spend more time in their official jobs during drills than others. For example, in the Air National Guard only 18 percent of the airmen and aircrews, compared to 43 percent of the electronics specialists, said they spent less than half of their drill time in official jobs. This time also varies within similar occupations of different Reserve components. For example, 24 percent of personnel and administration specialists in the Marine Corps spent less than half their time in official jobs during drills compared to 51 percent in the Navy Reserve. (See app. III for a detailed description of military occupational groups.)

Occupational group	Percent of those who spend less than half their time in official jobs during drills					
	Army Guard	Army Reserve	Navy Reserve	Air Guard	Air Reserve	Marine Corps
Intelligence and communications	42	(a)	59	35	(a)	44
Personnel and administration	40	31	51	41	35	24
Service and supply	34	29	35	28	38	46
Medical specialties	(a)	32	44	27	28	(b)
Infantry, gun crews, seamanship	34	55	(a)	(a)	(a)	56
Electronic equipment repair	(a)	(a)	67	43	36	(a)
Craftsmanship	(a)	(a)	46	33	31	(a)
Airmen and aircrews	(a)	(a)	21	18	33	(a)

a/Fewer than 10 individuals responded.

b/Not applicable to this component.

Time spent in official jobs also varies by type of training. For example, 44 percent of the medical specialists in the Navy said they spend less than half of their time in official jobs during drills, whereas the following table shows only 15 percent of these respondents spent less than half of their time during active duty.

Percent of those who spend less than
half their annual active-duty time
in official jobs

Occupational group	Army Guard	Army Reserve	Navy Reserve	Air Guard	Air Reserve	Marine Corps
Intelligence and communications Personnel and administration Service and supply	22	(a)	14	21	(a)	39
Medical spe- cialties	36	29	19	31	35	25
Infantry, gun crews, and seamanship	24	17	17	30	19	54
Electronics equip- ment repair	(a)	15	15	46	7	(b)
Craftsmanship	27	23	(a)	(a)	(a)	32
Airmen and aircrews	(a)	(a)	10	26	17	(a)
	(a)	(a)	41	19	5	(a)
	(a)	(a)	16	8	12	(a)

a/Fewer than 10 individuals responded.

b/Not applicable to this component.

These wide variations of available training time in official jobs by occupational skills raise the question of whether the Selected Reserve uniform 48-drill program is the most effective way to manage training requirements and resources. (See ch. 6 for a discussion on varying training by skill and readiness requirements.)

TIME SPENT IN OTHER JOBS

The category "other jobs" in this report includes recruitment of new members, administrative support (duties performed by those other than administrative personnel--recordkeeping, record checks, typing, filling out forms, immunizations, etc.), and time spent training or working in any military job other than the reservist's official job.

All Reserve components are spending more time in other jobs now than they did in 1974, both during drills and active duty. The greatest increase during drills occurred in the Army Reserve where in 1974 the average time spent in other jobs was 15 percent and in 1978 was 28 percent. The Navy Reserve spends the most time in other jobs during drills (31 percent), and the Marine Corps Reserve during active duty (24 percent).

	Percent of training time in other jobs			
	Drills		Active Duty	
	1974	1978	1974	1978
Army National Guard	15	25	13	21
Army Reserve	15	28	13	21
Navy Reserve	19	31	15	20
Air National Guard	9	20	9	20
Air Force Reserve	11	20	9	16
Marine Corps Reserve	10	21	13	24

The following table shows that in 1978 some reservists spent far more and others far less than the average time in other jobs, both during drills and active duty.

	Percent of training time in other jobs					
	Drills			Active duty		
	E1-E4	E5-E9	Officers	E1-E4	E5-E9	Officers
<u>Army National Guard</u>						
Administrative duties	6	11	12	6	9	10
Recruiting	4	7	5	2	3	4
Other duties	12	10	6	12	10	7
Total	22	28	23	20	22	21
<u>Army Reserve</u>						
Administrative duties	8	13	23	5	10	19
Recruiting	3	5	6	2	1	-
Other duties	12	11	7	9	10	11
Total	23	29	36	16	21	30
<u>Navy Reserve</u>						
Administrative duties	13	18	22	8	9	8
Recruiting	1	2	2	1	1	1
Other duties	15	12	7	12	13	6
Total	29	32	31	21	23	15
<u>Air National Guard</u>						
Administrative duties	13	10	11	10	8	9
Recruiting	1	1	2	1	1	2
Other duties	9	7	6	16	8	5
Total	23	18	19	27	17	16
<u>Air Force Reserve</u>						
Administrative duties	12	12	12	11	8	8
Recruiting	1	2	2	1	1	1
Other duties	8	6	6	10	6	3
Total	21	20	20	22	15	12
<u>Marine Corps Reserve</u>						
Administrative duties	7	11	12	6	11	11
Recruiting	1	3	7	1	1	-
Other duties	10	9	17	16	15	17
Total	18	23	36	23	27	28

Administrative requirements imposed on reserve units affect training time

The administrative burdens that higher commands place on Reserve components continue to interfere with the amount of time reservists spend in their official jobs during drills and active duty. In following up on our 1974 study, the Office of the Secretary of Defense and the services cited a number of actions to reduce the administrative burden on reservists, such as:

- A new program that provides for initial processing of all non-prior-service accessions at Armed Forces' examinations and entrance stations.
- Improved management data information systems.
- Reduced recordkeeping at the units.
- Elimination of some reporting requirements and consolidation of others.
- Fewer higher command inspections.
- Assignment of routine administrative functions to active-duty support personnel.
- Elevation of formal administrative and typing from Reserve-unit level to battalion level.

Results of our analysis

To assess the effect of these and other actions, we asked reservists and commanders who participated in our survey to estimate the percent of total available training time, during drills and active duty, spent outside official jobs on administrative support.

On the basis of commanders' estimates in figure 8 the Army Reserve and Navy Reserve spend the most time on these duties during drills, and the Army Guard and Marine Reserve spend the least. Overall the estimated time spent outside official jobs on administrative duties has decreased about 2 percent during drills and 1 percent during active duty since 1974. Figure 9 shows reservists generally estimated spending a slightly higher proportion of their training time on administrative duties.

Figure 8
**UNIT COMMANDER ESTIMATES OF RESERVIST
 TIME SPENT ON ADMINISTRATIVE DUTIES**

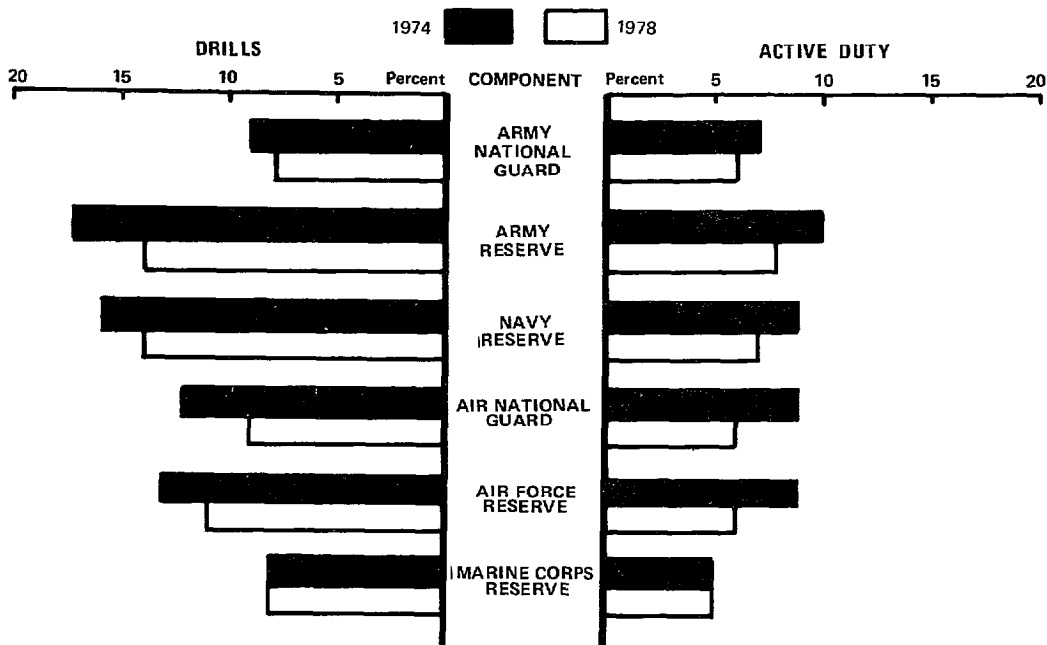
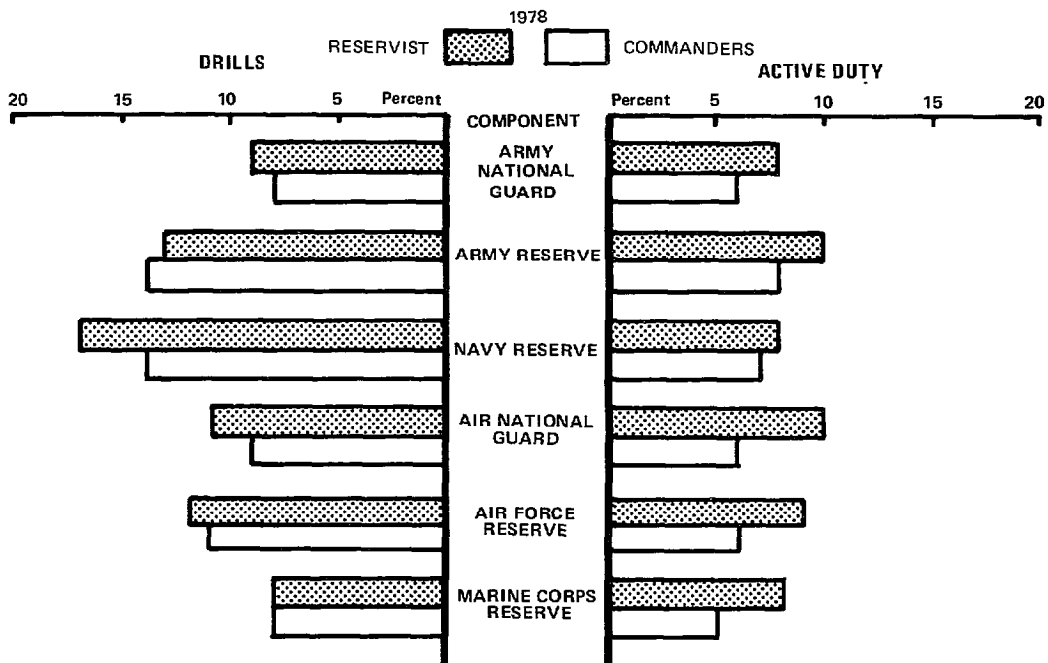


Figure 9
**COMPARISON OF COMMANDERS AND RESERVISTS ESTIMATES
 OF TIME SPENT ON ADMINISTRATIVE DUTIES**



Except for Air Force components, there is a statistically significant difference between the lower grade and other reservists in the amount of time reservists said they spend on administrative duties outside official jobs during drills. Lower grade reservists (E1-E4) on the average spend less time on these duties during drills than do higher grades. Lower grade Army and Marine Corps reservists spend less time on administrative duties during active duty.

Percent of reservists' time spent on
administrative duties

	Drills			Active duty		
	E1-E4	E5-E9	Officer	E1-E4	E5-E9	Officer
Army National Guard (note a)	6	11	12	6	9	10
Army Reserve (note a)	8	13	23	5	10	19
Navy Reserve (note b)	13	18	22	8	9	8
Air National Guard	13	10	11	10	8	9
Air Force Reserve	12	12	12	11	8	8
Marine Corps Reserve (note a)	7	11	12	6	11	11

a/Statistically significant during both drills and active duty.

b/Statistically significant only during drills.

Some units spend much more time than others satisfying administrative requirements. The problem is considered so extensive in some Army Reserve units that the Assistant Secretary of the Army (Manpower and Reserve Affairs), has requested the Army Audit Agency to give priority emphasis to this area.

The Navy implemented a new Reserve payroll and management information system which was fully operational in February 1978. According to comments the Chief of Naval personnel received on a survey questionnaire, it takes 3 to 10 times longer to operate this new system than it did to operate the old system.

Visits to drill sites

Our visits to weekend drill sites disclosed a number of Navy reservists performing administrative duties outside their official jobs, such as:

- Taking rollcall and collecting drill credit cards at morning and afternoon formations for both drill days.
- Filling out rollcall worksheets.
- Processing forms for each unit member.
- Verifying that the unit rollcall worksheet and recording forms agree.
- Completing drill recording control forms by obtaining authorized signatures.
- Recording drill performance on unit rollcall cards.

We discuss other requirements of the Navy's payroll and management information system in our report, "Naval Reserve Drill and Personnel Field Reporting System Needs Improvement," (FPCD-79-12), March 6, 1979.

Visits also disclosed other reservists working outside their official jobs on administrative duties:

- A Navy Reserve tactics officer in an air patrol squadron was writing up fitness reports. He said he normally spends about 45 percent of his time on various administrative duties during drills and added that his unit had never gone through an augmentation exercise with the unit's active gaining command. The commander of this unit said that administrative requirements take up too much of his officers' staff time, detracting from time available to supervise training.
- Two Navy Reserve pilots at another unit were performing administrative duties because their previously assigned unit was disbanded and no official job openings were in this unit.
- An Army guard platoon sergeant was updating administrative regulations for an upcoming Inspector General inspection instead of training in his officially assigned job with his platoon. Also, the commander of that unit spends from 8 to 10 hours a week without pay on administrative duties so he can spend more of his weekend drill time supervising training.
- At an Air National Guard unit, an inventory management specialist spent both days at the duty desk answering the telephone, typing letters and reports, and performing various other administrative duties.

He said that he was retraining to become a cost accountant. The commander of the unit spends about half his time supervising training during a normal weekend drill and the other half on administrative and other duties.

GENERAL MILITARY TRAINING

General military training in Reserve components is an extension of that in the Active Forces and includes such activities as equal opportunity classes; formations; inspections; ceremonies; and lectures on codes of conduct, accident prevention, drug abuse prevention, and first aid. General military training is intended to improve reservists' overall effectiveness and is sometimes used to fill time during drills and active duty.

Actions to reduce time devoted to general military training

Although the Secretary of Defense has not directed the services to examine general military training, they have taken the following actions on their own to improve the use of this training time.

- The Marine Corps implemented an "Essential Subject Training" program which no longer requires non-mission-essential training. The Corps also deferred, until after mobilization, the requirement that reservists receive at least 8 hours of classroom traffic safety instruction.
- The Navy reduced the number of required general military training sessions from once a month to once a quarter and eliminated requirements for physical fitness training; this provides 20 additional hours for official job training annually for each reservist.
- The Army eliminated several nonessential general military activities.
- The Air Force Reserve published new regulations which will eliminate 17-1/2 hours of required general military activities annually for each reservist.
- The National Guard Bureau published regulations similar to the Air Force, which will reduce requirements for non-mission-essential training.

Results of our analysis

We asked our questionnaire sample groups to estimate the percent of training time spent on general military activities during drills and active duty. Commanders as a whole estimated that these activities consume about 11 percent of available time during drills and about 6 percent of the time during active duty. Reservists as a whole also indicated decreased time spent on these activities. However, except those in the National Guard, reservists tended to estimate more time in these activities than commanders. For example, Army Guard reservists estimated spending about 11 percent of their time in general military activities during drills in 1978, compared to commanders' estimates of about 7 percent. (See figures 10 and 11.)

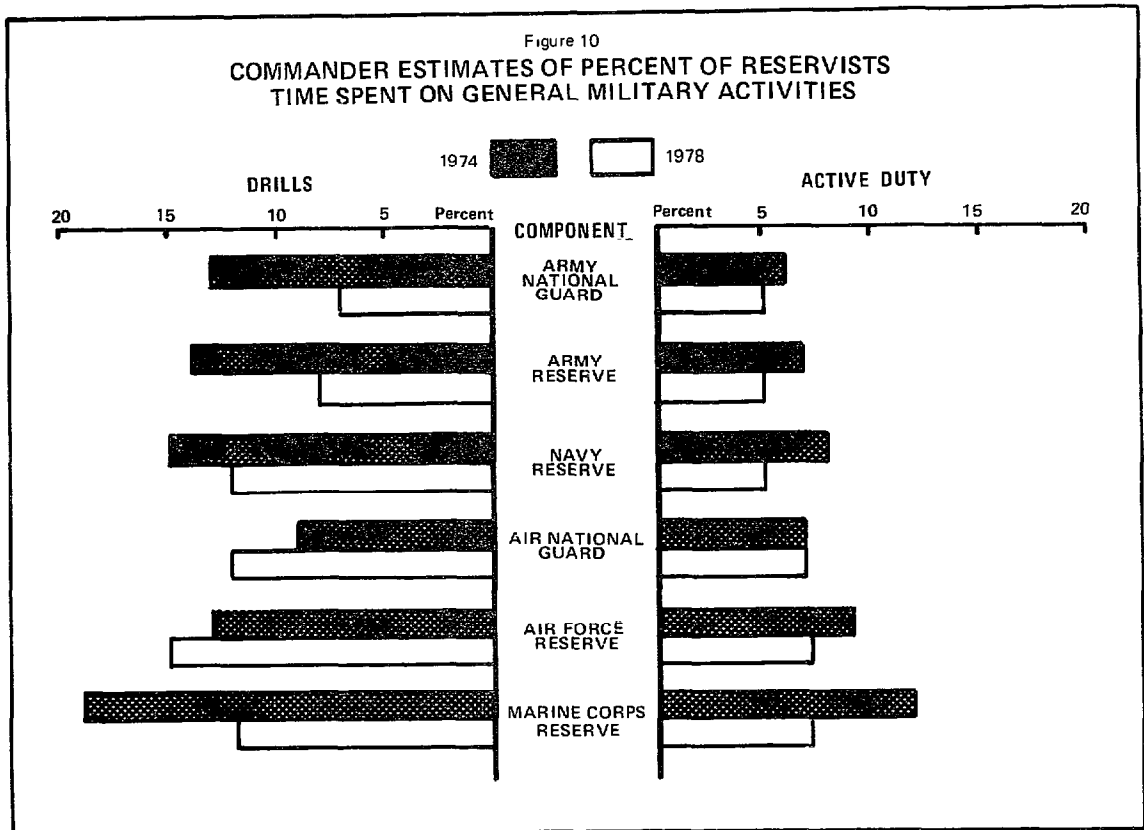
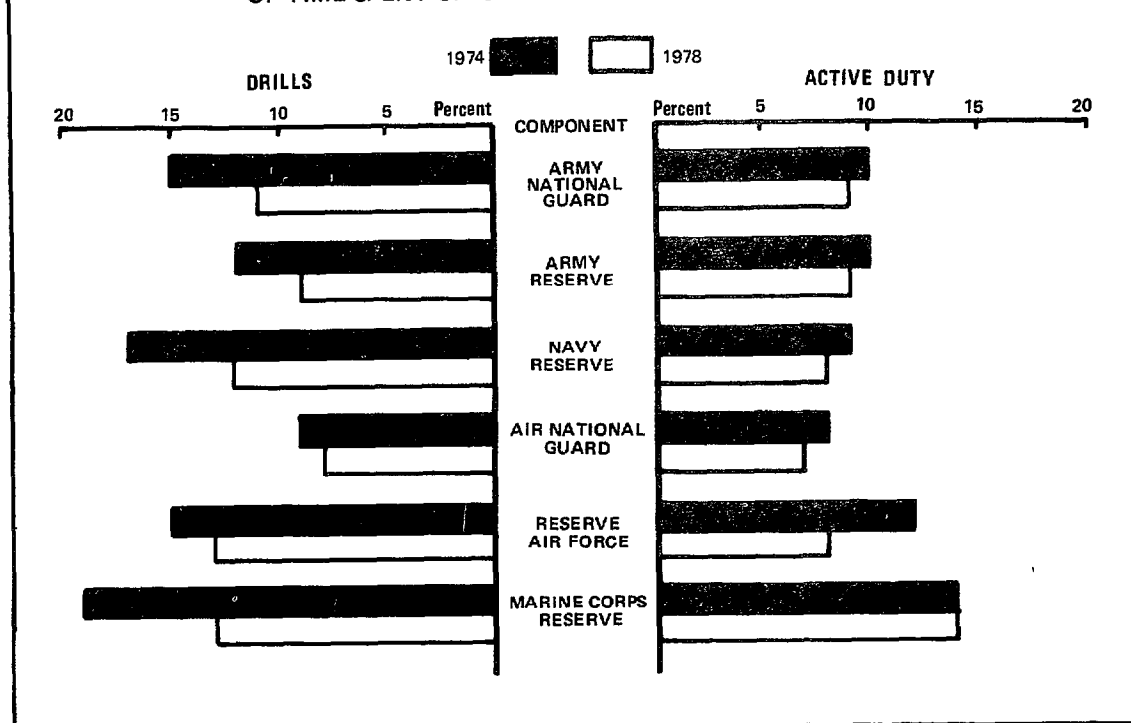


Figure 11
RESERVISTS ESTIMATES OF PERCENT
OF TIME SPENT ON GENERAL MILITARY ACTIVITIES



IDLENESS HAS DECREASED

All Reserve components spent less time idle during 1978 than they did in 1974. The Army Reserve made the greatest improvement. The Marine Corps reservists still spend the most time idle during drills and active duty.

	Percent of training time spent idle			
	Drills		Active duty	
	1974	1978	1974	1978
Army National Guard	21	11	15	8
Army Reserve	26	10	19	6
Navy Reserve	20	12	12	7
Air National Guard	20	11	17	9
Air Force Reserve	17	9	12	6
Marine Corps Reserve	25	19	22	11

The following table shows that reservists in lower grades tend to spend more time idle than other grades.

Our 1974 study also showed that lower grades were idle more than higher grades.

	Percent of training time spent idle					
	Drills			Active duty		
	<u>E1-E4</u>	<u>E5-E9</u>	<u>Officer</u>	<u>E1-E4</u>	<u>E5-E9</u>	<u>Officer</u>
Army National Guard	14	9	5	10	6	4
Army Reserve	12	9	6	9	6	3
Navy Reserve	23	9	5	14	5	3
Air National Guard	17	9	4	12	8	4
Air Force Reserve	16	8	3	9	6	3
Marine Corps Reserve	25	11	3	13	10	2

CHAPTER 3

ARE RESERVISTS SATISFIED WITH THE USE OF TRAINING TIME?

About 68 percent of the respondents were satisfied with drills, and 75 percent with active duty. Our 1974 survey showed 60 percent were satisfied with drills, and 7 percent with active duty. Figures 12 and 13 show the level of satisfaction has improved in all components during active duty and in all components except Navy during drills. The Marine Corps Reserve had the highest percent of dissatisfied reservists in both 1974 and 1978.

Figure 12

DISSATISFACTION WITH DRILLS

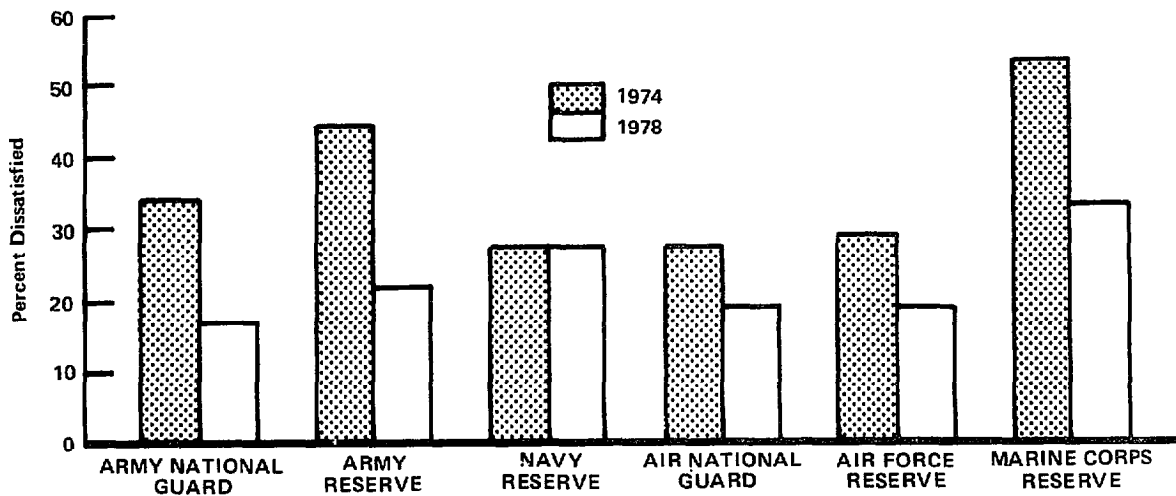
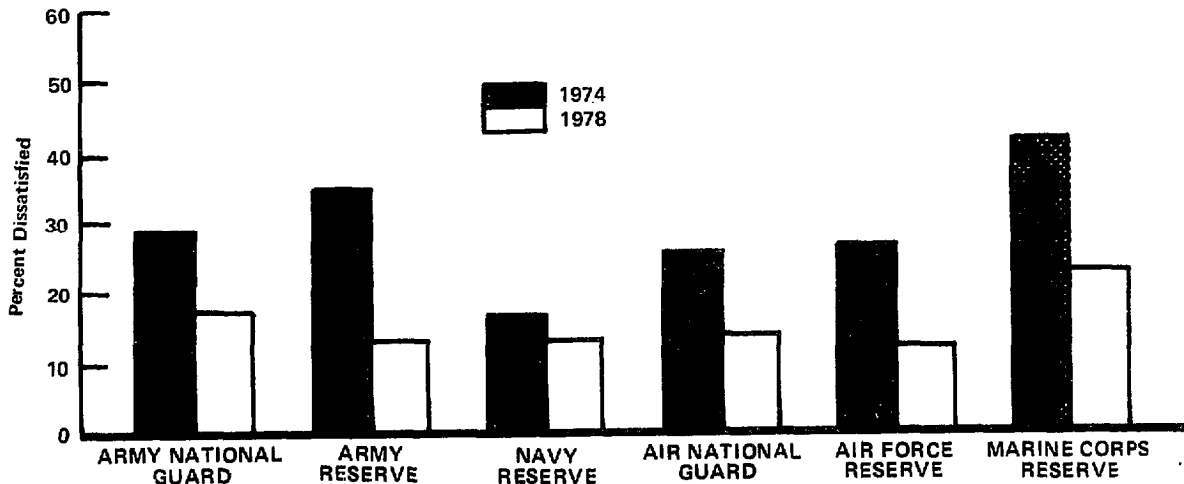


Figure 13

DISSATISFACTION WITH ACTIVE DUTY



The following table shows respondents' reasons for being dissatisfied--many selected more than one reason.

	Percent of dissatisfied respondents			
	Drills		Active Duty	
	1974	1978	1974	1978
Training and work is not:				
Meaningful	64	51	62	41
Interesting	58	47	55	38
Relevant to official job	33	49	24	34
Organized	62	65	52	48
Quality of training is poor	(a)	17	(a)	8
Other reasons for dissatisfaction:				
Appearance standards	(a)	18	(a)	15
Opportunity to learn new skills	(a)	14	(a)	12
Quality of food	(a)	(a)	(a)	15
Quality of lodging	(a)	(a)	(a)	29
Opportunity to use hobbies/ interests	(a)	18	(a)	15
Other not specified	29	37	28	33

a/Not included in survey.

Satisfaction versus time in official jobs

Figures 14 and 15 show that the more time reservists spend in their official jobs during drills and active duty the more likely they are to be satisfied with the training. This relationship has not changed overall since 1974. In our 1978 study time spent training or working in official jobs had the strongest effect on satisfaction in the Navy where the average time spent in official jobs during drills was only about 45 percent. However, fewer reservists were dissatisfied with being idle in 1978 than in 1974 in all components except the Navy where the effect remained about the same.

Figure 14
**TIME SPENT IN OFFICIAL JOBS
 AND SATISFACTION—1974 VS. 1978
 (ALL COMPONENTS COMBINED)**

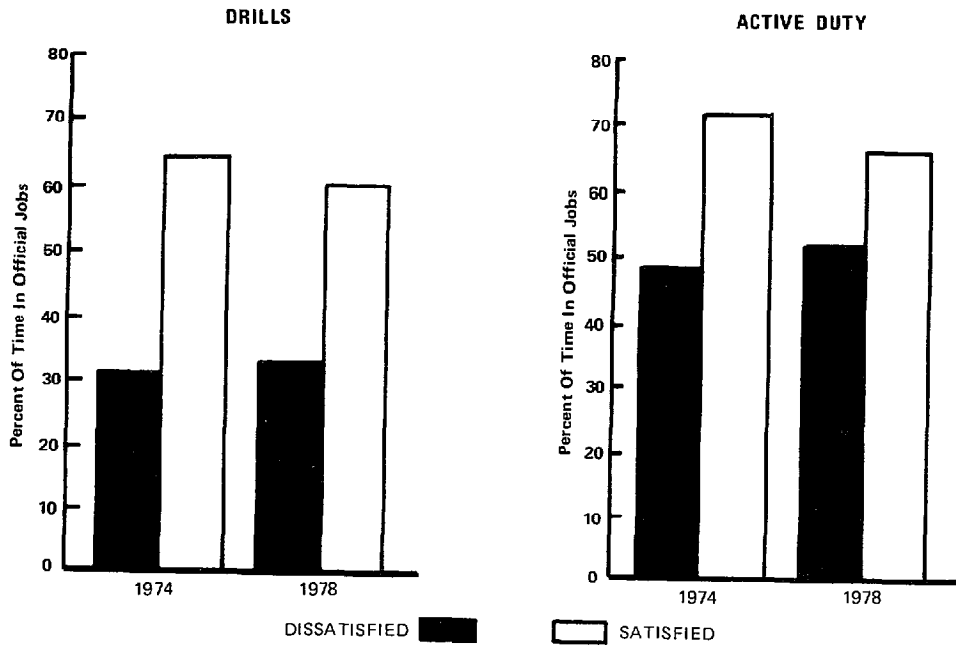
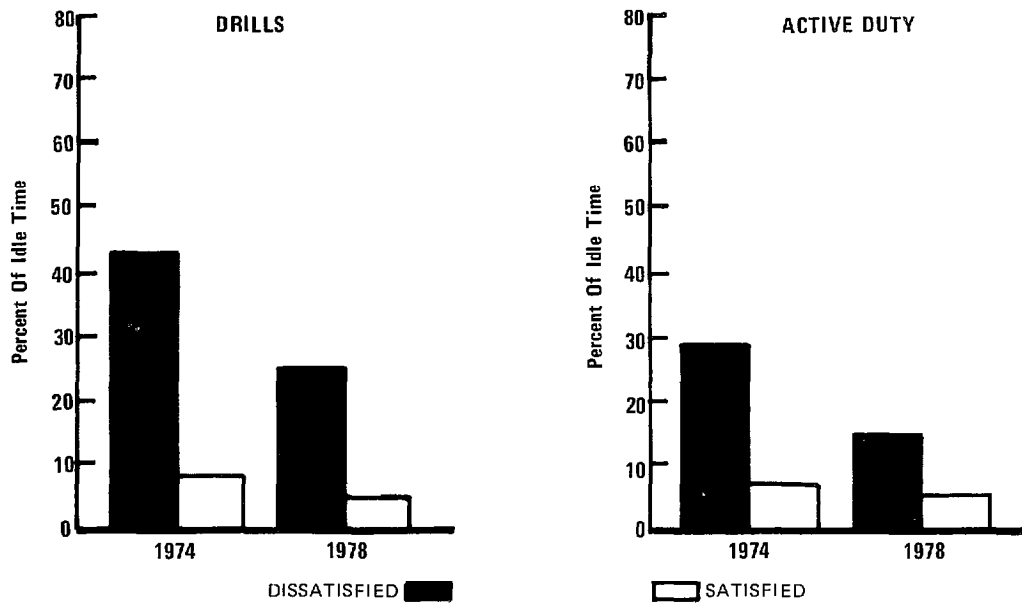


Figure 15
**TIME SPENT IDLE AND SATISFACTION 1974 VS. 1978
 (ALL COMPONENTS COMBINED)**



When broken out into components, all reservists were more satisfied in official jobs during active duty and drills in both years except in the (1) Air and Army National Guards where this was not the case in 1974 and (2) Navy Reserve where this was not the case in 1978.

Does satisfaction differ by grade?

Satisfaction with monthly drills and active duty varied by grade for all components except the Army Reserve and Army National Guard during drills, and the Army Reserve and the Air Force Reserve during active duty. Also, reservists in lower grades tended to be more dissatisfied than those in higher grades.

The table shows that in 1974 and in 1978 lower grades tended to spend a higher percentage of their time idle and less time in their official jobs than higher grades.

		Percent of drill time			
		In official job		Idle	
		1974	1978	1974	1978
E1-E4	Satisfied	55	57	12	9
	Dissatisfied	26	30	47	34
E5-E9	Satisfied	65	59	7	5
	Dissatisfied	33	32	40	22
Officers	Satisfied	73	62	2	3
	Dissatisfied	54	42	20	14

		Percent of active-duty time			
		In official job		Idle	
		1974	1978	1974	1978
E1-E4	Satisfied	63	62	12	8
	Dissatisfied	38	52	37	17
E5-E9	Satisfied	74	67	7	5
	Dissatisfied	50	50	25	13
Officers	Satisfied	79	71	3	3
	Dissatisfied	47	62	30	6

Likelihood of extending
enlistment and satisfaction

The more dissatisfied reservists are with their drill and active-duty programs, the less likely they will extend their enlistment. This relationship was evident for all components and most apparent for the Marine Corps Reserve where 58 percent of those dissatisfied with drills and/or active duty stated they will probably not extend their enlistment.

On the basis of our sample results, about 71,000 of the reservists who are dissatisfied with drills and/or active duty probably will not extend their enlistments.

	<u>Number dissatisfied</u>	<u>Percent</u>
Army National Guard	28,700	35
Army Reserve	16,900	36
Navy Reserve	12,000	48
Air National Guard	3,600	17
Air Force Reserve	2,500	24
Marine Corps Reserve	<u>7,100</u>	58
Total	<u>70,800</u>	

(Shortages of reservists who are fully qualified in their military jobs are discussed in our report, "Critical Manpower Problems Restrict the Use of National Guard and Reserve Forces," FPCD 79-58, July 11, 1979.)

CHAPTER 4

ADEQUACY OF TRAINING FACILITIES AND EQUIPMENT

Many reserve units cannot provide unit mission training during drills because of inadequate facilities and unavailable or inoperable equipment at or near home stations. We found similar conditions in our 1974 study, and we recommended that the services situate units where they can train with essential equipment; however, they have not fully implemented our recommendation.

ACTIONS UNDERWAY TO TRAIN WITH ESSENTIAL EQUIPMENT

In response to our question about giving reservists more opportunity to train with essential equipment, the services cited the following:

- Army considers geographic location in analyzing total force structure. This includes proximity of Army National Guard and Reserve units to active installations to facilitate training. Relocating units, however, is normally not practical because high-priority units vary according to current war plans, and frequently space to train is not available near population centers. It established two equipment concentration sites for Reserve training, and training simulators are now available at local units. If funds were available it could provide more centers and training simulators.
- Navy established 78 Reserve centers for team training in damage control, fire fighting, flooding, and shoring. Nine of these centers have been provided with shipboard simulators. Navy officials said high-priority units are generally located where they can train with suitable facilities and equipment.
- The Marine Corps Reserve has units in 177 cities throughout the country and maintains approximately 50 percent of its equipment. These units use Active installations and equipment to complement the Reserve training syllabus during weekend drills and annual training duty.
- Air Force Reserve and Guard units are at or near Active Air Force installations or municipal airports where they can train in adequate facilities and equipment. Of the 91 Air National Guard units, 49 units have either been converted to more modern

weapon systems or given additional aircraft. Thirteen more units are programed for conversion to more modern weapons systems in fiscal year 1979.

RESULTS OF OUR ANALYSIS

Of the unit commanders responding, 638 (56 percent) said it was sometimes impractical to provide meaningful unit mission training at or near their home stations. This is twice the number of commanders giving the same response in 1974. The greatest increase was in the Marine Corps.

Percent of commanders reporting that meaningful unit training was not always practical at home stations

	<u>1974</u>	<u>1978</u>
Army National Guard	28	60
Army Reserve	32	54
Navy Reserve	37	61
Air National Guard	15	50
Air Force Reserve	17	53
Marine Corps Reserve	24	64

In 1978, 280 commanders (25 percent) said that more than half of their unit mission training had to be performed away from their home stations. More commanders in 1978 believed it was not always practical to provide at least half of mission training at or near home stations.

Percent of commanders who said it is not always practical to provide more than half of mission training at home stations

	<u>1974</u>	<u>1978</u>
Army National Guard	16	30
Army Reserve	19	27
Navy Reserve	20	32
Air National Guard	4	11
Air Force Reserve	9	18
Marine Corps Reserve	8	35

Training facilities

We requested commanders to rate the adequacy of available facilities for training. Of those responding, 389 (34 percent) said facilities available for drill training were not adequate, and 184 (16 percent) said the facilities

available for active-duty training were not adequate. In comparison to 1974 a greater percentage of commanders now feel that facilities are not suitable for training. A higher percentage of commanders in the Army Reserve than in any other component felt that facilities were not suitable for training during drills. For annual active duty, Army National Guard commanders reported the highest percentage of facilities not suitable for training.

	Percent of commanders who said facilities were not suitable for training			
	Drills		Active duty	
	1974	1978	1974	1978
Army National Guard	16	35	9	20
Army Reserve	27	44	12	14
Navy Reserve	16	35	5	12
Air National Guard	10	29	8	18
Air Force Reserve	11	33	7	19
Marine Corps Reserve	25	28	9	16

Distant training sites

Of the 441 commanders (39 percent of those responding) who said their members had to travel 60 miles or more to adequate training sites in 1978, 314 (71 percent) said the lack of close sites or facilities precludes mission exercises needed to achieve and maintain unit proficiency. In 1974, 227 commanders (20 percent of those responding) said their members must travel 60 miles or more to adequate sites. The Air National Guard and Air Force Reserve were least affected by the lack of close training sites.

	Commanders whose training sites are 60 miles or more away		Same commanders who said lack of close sites prevents needed mission training	
	Number	Percent	Number	Percent
Army National Guard	84	41	66	79
Army Reserve	73	35	58	79
Navy Reserve	95	48	74	78
Air National Guard	81	34	45	56
Air Force Reserve	56	35	28	50
Marine Corps Reserve	52	43	43	83
Total	<u>441</u>		<u>314</u>	

Availability of suitable training equipment

Reservists often must train without equipment or with inoperable equipment. As the following table shows, reservists' responses on the availability and condition of training equipment were similar to commanders' responses.

	<u>Commanders</u>		<u>Reservists</u>	
	<u>Drills</u>	<u>Active duty</u>	<u>Drills</u>	<u>Active duty</u>
------(percent)-----				
Training equipment is:				
Available and operational	53	71	52	61
Available but not fully operational	31	24	33	32
Not available	16	6	14	8

Navy and Army reservists on the average have the least opportunity for practical training with their equipment during drills, and Army National Guard and Marine Corps reservists have the least opportunity during active duty.

	<u>Percent of commanders who said equipment needed for training</u>			
	<u>Is not available</u>		<u>Is available but not fully operational</u>	
	<u>Drills</u>	<u>Active duty</u>	<u>Drills</u>	<u>Active duty</u>
Army National Guard	10	6	41	35
Army Reserve	22	11	34	25
Navy Reserve	39	5	35	18
Air National Guard	8	4	14	11
Air Force Reserve	8	2	26	21
Marine Corps Reserve	7	3	41	41

Our sample of Army commanders included four early deployable units. Only one reported that the equipment needed for training was available and fully operational during both drills and active duty; the other three said

--equipment was not available during drills,

--equipment was available during drills but not fully operational, or

--equipment was not fully operational during drills or active duty.

Those commanders who reported that their training equipment was available and operational also said reservists spend more time in official jobs.

<u>Condition of training equipment</u>	<u>Commanders' percentages of reservists' time spent in official jobs</u>					
	<u>Army Guard</u>	<u>Army Re-serve</u>	<u>Navy Re-serve</u>	<u>Air Guard</u>	<u>Air Re-serve</u>	<u>Marine Reserve</u>
Drills:						
Available and operational	71	65	69	69	65	71
Not fully operational or not available	67	57	56	62	55	66
Active Duty:						
Available and operational	83	80	80	78	80	85
Not fully operational or not available	77	72	74	73	74	78

Equipment improves the realism of training. It may also make reservists feel that their work is more meaningful and thus improve their morale and retention. For example, an Army National Guard vehicle maintenance unit we visited had problems with low morale and high attrition rates which, on the basis of discussions with unit personnel, were due mainly to lack of training equipment. This unit was responsible for tank and truck vehicle repairs and recovery operations. However, tank and truck vehicle repairmen were issued tool boxes without wrenches necessary for maintenance and repair work. The unit did not have a wrecker until the weekend of our visit. The wrecker delivered at that time was old and inoperable. The unit's computer terminal repair personnel said they had not seen a computer terminal in over 2 years and even if they had one, they could not repair it because they did not have the proper tools or training.

CHAPTER 5

PROGRESS IN IMPLEMENTING MORE MUTUAL SUPPORT

AND ACTIVE FORCES' AFFILIATION PROGRAMS

Of the sampled unit commanders in our 1974 study, 536 (47 percent) felt that some of their members needed more training. Of the 536 commanders, 263 (49 percent) felt that this needed training could best be provided through affiliation with the Active Forces, and 138 (26 percent) felt more mutual support would improve training.

Advantages of affiliating Reserve training with the Active Forces include:

- Joint use of equipment and facilities.
- Administrative, logistical, and maintenance support.
- Assistance in planning, supporting, conducting, and evaluating training.
- A greater opportunity to train with modern weapons.
- Participation in command and control exercises under the observation of specialized supervisors and mobile training teams.

ACTIONS UNDERWAY TO PROVIDE MORE TRAINING SUPPORT

Since our 1974 study, the services have increased Active Forces' training assistance to Reserve components, implemented or expanded affiliation programs, and involved more reservists in Active Forces' training exercises. The services cited the following actions to provide more training support:

- In June 1974 the Army began affiliating Reserve units with Active Army units. Initially 26 Reserve battalions were in the affiliation program, and by 1976, the program had grown to include 97 battalions. Although the Army considers its affiliation programs to be highly successful, it has not expanded the programs since 1976. However, it plans to affiliate 76 early deployable company and detachment size units with Reserve units during fiscal year 1979 and all other feasible support units by fiscal year 1983.

- In fiscal year 1975 the Army initiated a "mutual support program" involving 25 Reserve units with similar Active Forces' units to enhance training.
- During fiscal year 1976 the Army initiated an Active Component Battalion Support program for nonaffiliated Reserve units during annual active-duty training. In January 1978 the Army expanded this program by adding 68 company-size detachment units. Also, the Army National Guard has initiated a division partnership program which will link two Reserve divisions with Active Forces' divisions year round.
- The Air National Guard increased the number of reservists participating in Active Forces' training exercises from 3,783 in fiscal year 1974 to 8,440 in fiscal year 1977. A number of Guard units are also involved in these exercises on a day-to-day basis.
- The Air Force Reserve has increased Reserve participation in the Military Airlift Command Reserve Associate Program and since June 1975 has implemented four mutual support programs.
- Active Navy fleet weapons systems trainers now operate on a 7-day basis with increased daily operating schedules to provide training for the Navy Air Reserve. Previously, reservists could only use trainers when available. Navy air reservists' use of Active Forces' facilities and equipment has increased during the past year and is scheduled to continue to increase. Attendance at schools sponsored by the Active Forces has also increased.
- The Marine Corps Reserve has increased its use of Active Forces' training facilities and equipment as well as its participation in Active Forces' training exercises. Marine Corps Reserve participation in North Atlantic Treaty Organization exercises increased from one in fiscal year 1976 to four each in 1977 and 1978. In 1977, Marine Reserve units participated in 17 joint exercises with the Active Forces. The Marine Reserve has scheduled 10 Army and 3 Navy facilities for the 1979 training year.

RESULTS OF OUR ANALYSIS

Of the unit commanders surveyed, 671 (60 percent) said their unit or part of their unit had participated in joint training exercises during the past year with the Active Forces.

Unit participated in
joint training exercise

	<u>Number</u>	<u>Percent</u>
Army National Guard	60	29
Army Reserve	65	32
Navy Reserve	151	76
Air National Guard	180	77
Air Force Reserve	138	86
Marine Corps Reserve	<u>77</u>	65
Total	<u>671</u>	

The services' affiliation programs have been praised by DOD, the Defense Manpower Commission, and by us for improving the training and operational readiness of participating units. The services need to expand these programs.

About 79 percent of the commanders felt that some of their members needed more training in their official jobs. This is an increase over our 1974 figure of about 32 percent. In response to how best to provide this training, 250 (32 percent) felt that increasing affiliation with the Active Forces would be the best way.

Commanders who said some unit
members needed more training

	<u>1974</u>		<u>1978</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Army National Guard	197	45	168	82
Army Reserve	117	45	169	83
Navy Reserve	92	61	159	81
Air National Guard	46	39	179	76
Air Force Reserve	45	44	121	76
Marine Corps Reserve	<u>39</u>	52	<u>91</u>	77
Total	<u>536</u>		<u>887</u>	

Commanders who want more
affiliation with the Active Forces

	<u>1974</u>		<u>1978</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Army National Guard	96	49	58	39
Army Reserve	59	50	49	36
Navy Reserve	54	59	45	32
Air National Guard	12	26	40	24
Air Force Reserve	21	47	32	32
Marine Corps Reserve	<u>21</u>	54	<u>26</u>	31
Total	<u>263</u>		<u>250</u>	

Reserve units such as Strategic Military Intelligence, Signal Corps, Training Divisions, and Tactical Air Command could benefit from the Active Forces' affiliation.

We believe that more affiliation or integration or support of Reserve component units with Active Forces' units would further improve training, particularly if the commanders of the Active units shared more responsibility for Reserve training.

To improve training and encourage a closer working relationship between the Active Forces and Reserves, the Secretary of Defense and the Secretaries of the services should place more emphasis on expanding affiliation programs when feasible. (See also GAO report, "Can the Army and Air Force Reserve Support the Active Forces Effectively?" LCD-79-404, Apr. 25, 1979, which also addresses the need for more Active Forces' support.)

CHAPTER 6

SHOULD THE TRAINING PROGRAM BE CHANGED?

As a result of our 1974 study we recommended that the Secretary of Defense and the Secretaries of the services improve training by:

- Providing early deployable units with enough training to achieve required proficiency.
- Reducing training schedules for units which have sufficient postmobilization time to upgrade proficiency.
- Reducing training schedules for reservists whose military jobs are not difficult or are similar to their civilian jobs or who have otherwise achieved the required skills.

We also suggested that the Congress amend existing laws so that the Army's and Air National Guard's training schedules vary according to the kinds and degrees of training.

CURRENT STATUS

The services still schedule the same amount of training for nearly all of their reservists, although 10 U.S.C. 2001 and DOD Directive 1215.6 require that schedules, except those for National Guard members, vary according to kind and degrees of training. Only about 2 percent of all selected reservists attend less than 48 drills and a 2-week, active-duty session each year. The following table shows the average number of reservists in paid drill status and the percent of those scheduled for less than 48 paid drills a year.

	FY 1974		FY 1976		FY 1978	
	Paid drill status	Percent under 48 drills	Paid drill status	Percent under 48 drills	Paid drill status	Percent under 48 drills
Army National Guard	385,115	0	362,773	0	323,448	0
Army Reserve	226,774	0	201,934	0	183,593	0
Navy Reserve	113,526	2	96,463	13	83,670	6
Air National Guard	89,518	0	89,012	0	88,607	0
Air Force Reserve	45,930	12	47,541	15	50,883	15
Marine Corps Reserve	23,827	0	26,280	0	28,107	0

The services have been reluctant to increase or decrease the number of scheduled drills. Reserve officials contend that any reduction in the required number of drills would cause recruiting, training, and retention problems which would be detrimental to unit readiness. The Navy Reserve reduced the number of reservists in a 48-paid-drill status in 1976 principally because of funding constraints.

LEGAL REQUIREMENTS

Section 270, title 10, U.S. Code, states that, except as specifically prescribed by the Secretary of Defense or by the Secretary of Transportation with respect to the Coast Guard when it is not operating as a service in the Navy, each Ready reservist except for members of the Army and Air National Guard will be required to

--participate in at least 48 scheduled drills or training periods each year and serve on active duty for training at least 14 days (excluding travel time) each year and

--serve on active duty for training not more than 30 days each year.

Section 2001, title 10, U.S. Code, states that each Reserve component except the Army National Guard and the Air National Guard will be divided into training categories according to the kinds and degrees of training.

The Secretary of Defense through DOD Directive 1215.6 has established training categories of 48, 36, 24, and 12 drills and 12 to 15 days of active duty a year for the Reserves. Service Secretaries are to develop criteria for assigning reservists to these categories. The Secretaries are to

--consider the individual's civilian employment, the specialized nature of the training required, the availability of proper training aids and necessary equipment and

--set the minimum number of inactive-duty training periods and annual active-duty training days required to attain and maintain proficiency.

Under 32 U.S.C. 502(a) the Secretaries of the Army and Air Force are empowered to regulate the training of the Army and Air National Guard. This provision prescribes at

least 48 drills and 15 days of active duty for Army and Air National Guard reservists, except as excused by the responsible Secretaries. Thus, the statute apparently prohibits the Secretary of Defense and the Secretaries of the Army and Air Force from varying the training according to kinds and degrees. DOD submitted a proposal to the 95th Congress to change this section of the Code to allow for fewer drills; however, the proposal was not enacted.

STUDIES SUPPORT VARYING TRAINING

As a result of our 1974 review, we reported that several studies done by the services support varying the training time on the basis of skill difficulty and postmobilization time:

"A July 1971 DOD study concluded that some reservists need as little as six drills a year; however, it also concluded that reducing the number of drills would require legislation to provide affected members full retirement credit. The study proposed using savings from reduced training to provide more training for early deployment units.

"A May 1972 Army study identified low-priority Reserve units and concluded that reducing their training time could annually release about 5 million man-days and about \$98 million in personnel costs for use elsewhere in the Reserve component program.

"Although some Army officials supported the proposal that training schedules be tailored to meet mission requirements, others opposed it. For example, in a June 15, 1972, memorandum for the Office of Reserve Components, the Chief, National Guard Bureau, said:

"--Although it may be desirable in theory to tailor training assemblies to mission requirements of each unit, the Congress in section 2001 of title 10 has intended to insure that all units of the Guard have an equal number of duration of drills.

"--Members of units with lesser training needs might feel less important and Members of Congress might adopt a similar view.

--The need for varying training of units with different missions has not been sufficiently shown.

"According to a March 1974 report on another Army-sponsored study, (1) many units need more training to improve proficiency because of high personnel turnover, inadequate training sites, and equipment shortages but (2) other units could receive less training because ample time is available for postmobilization training."

SERVICES' POSITION ON VARYING DRILL SCHEDULES

The DOD Appropriations Conference, Report 95-565, August 4, 1977, directed the Secretary of Defense to provide the Congress with training criteria for each military occupation and skill and to justify the levels of training in the Selected Reserve. DOD has not yet reported to the Congress; however, the services' responses to the Secretary included the following.

Army Reserve

The Chief, Army Reserve, stated that reducing the number of drills to less than 48 would

- be counterproductive in attaining the overall readiness objective;
- degrade readiness posture of units;
- mitigate recruiting and retention;
- place 36 drill category units in direct competition with 48 drill category units for recruiting, equipment, facilities, etc.;
- be contrary to moral commitments to reservists that they were enlisted for 48 drills and 2 weeks' active training; and
- place the Reserves in a degrading position in relation to the Army Guard.

Air Force Reserve

Air Force Reserve officials stated that it is not possible for Reserve units to meet the same wartime requirements

as the Active Forces in other than 48-drill category training status because all Reserve units train for a 72-hour or less mobilization requirement.

Navy Reserve

Naval Reserve officials stated that all members must drill at regular preplanned drills; to do otherwise would disrupt training continuity, have a negative impact on unit integrity, and produce a training management and administrative disaster. They also stated that 48 drills are necessary to bring units to the highest degree of readiness.

Marine Corps Reserve

Marine Corps Reserve officials stated that unit commanders can make use of other training evolutions such as additional paid drills, mobile training teams, and civilian contract training in addition to the 48 drills. Officials feel that any reduction in the 48-drill cycle would in turn increase the number of other training programs which they consider to be less cost effective than the 48 drills.

QUESTIONNAIRE RESPONDENTS' ATTITUDES TOWARD VARYING THE TRAINING PROGRAM

We asked reservists and the commanders to indicate the most acceptable change to the 48 drills and 2-week annual active-duty training when considered in combinations with other programs. We did not specify how such changes might affect income or benefits. Most of the respondents indicated that the training program should remain the same; however, 541 reservists (40 percent) and 503 commanders (46 percent) preferred some change to the present system, but did not agree on the type of change. For example, 46 percent of Marine Corps commanders and 27 percent of Marine Corps reservists indicated the length of active duty should be increased; 13 percent of Marine Corps commanders and 27 percent of Marine Corps reservists said the number of drills should be decreased. This is not unusual since Marine Corps respondents indicated they spend more time in their official jobs during active duty and are generally more satisfied with active duty than with drills.

The Air Force components had the fewest respondents recommending changes to the training programs; about three-fourths wanted the drill program to remain the same, and about 70 percent wanted the active-duty program to remain the same. Figures 16 through 22 show respondents' attitudes towards changing the training program.

Figure 16

SUGGESTED CHANGES TO RESERVIST PROGRAM ARMY NATIONAL GUARD

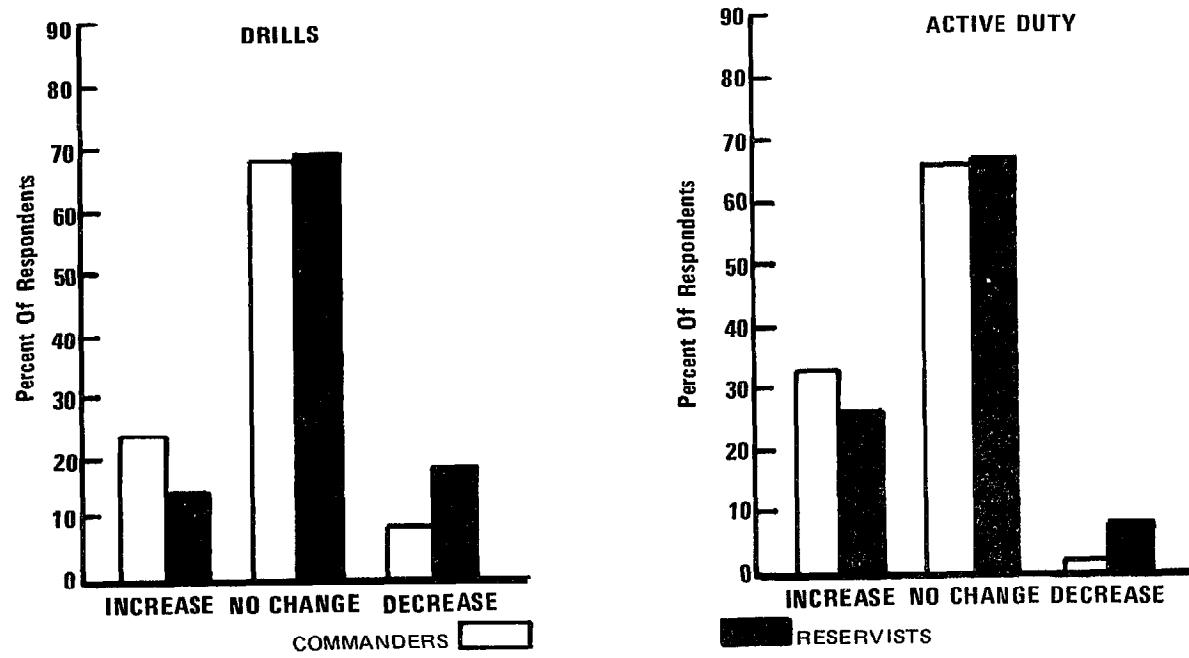


Figure 17
**SUGGESTED CHANGES TO RESERVIST PROGRAM
 ARMY RESERVE**

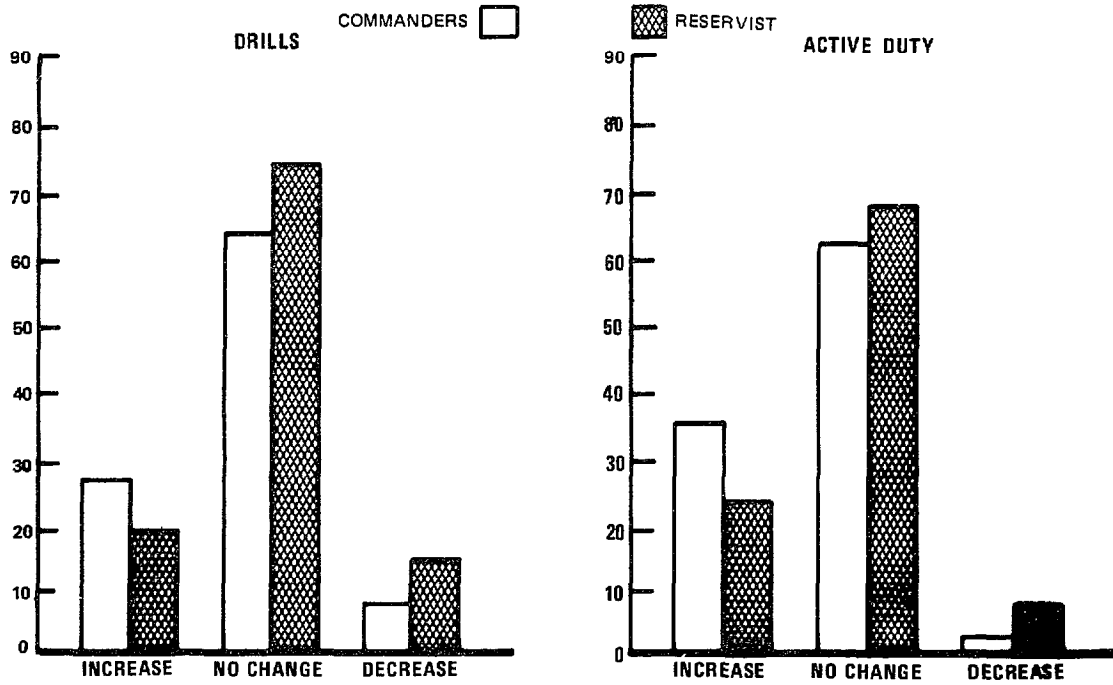


Figure 18
**SUGGESTED CHANGES TO RESERVIST PROGRAM
 NAVY RESERVE**

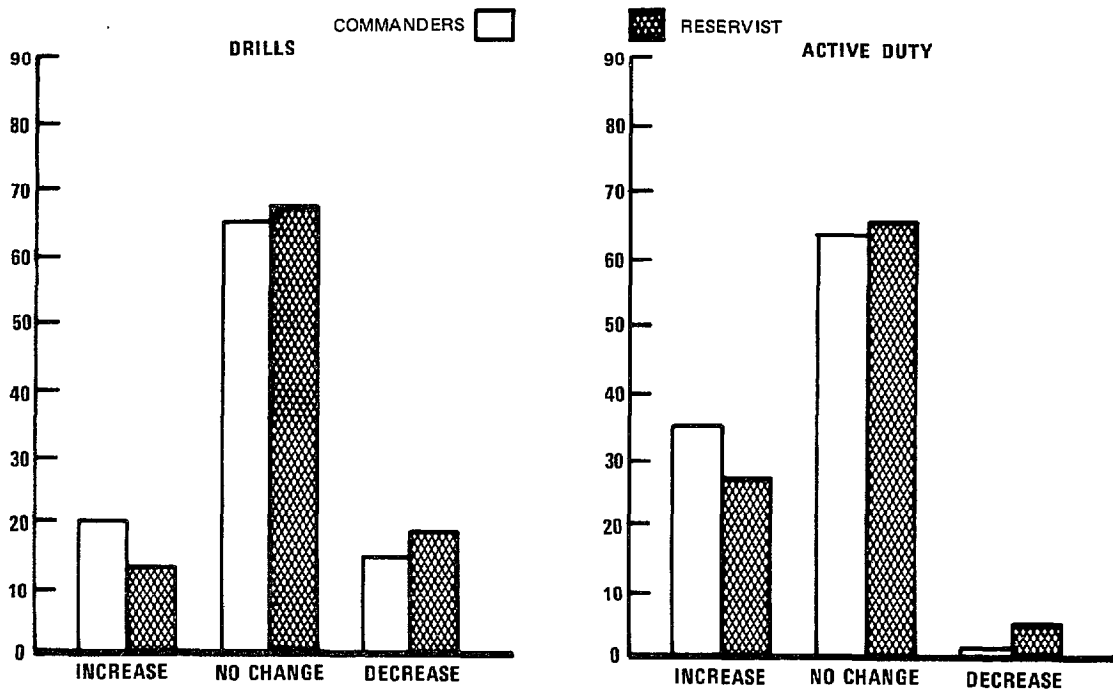


Figure 19
**SUGGESTED CHANGES TO RESERVIST PROGRAM
 AIR NATIONAL GUARD**

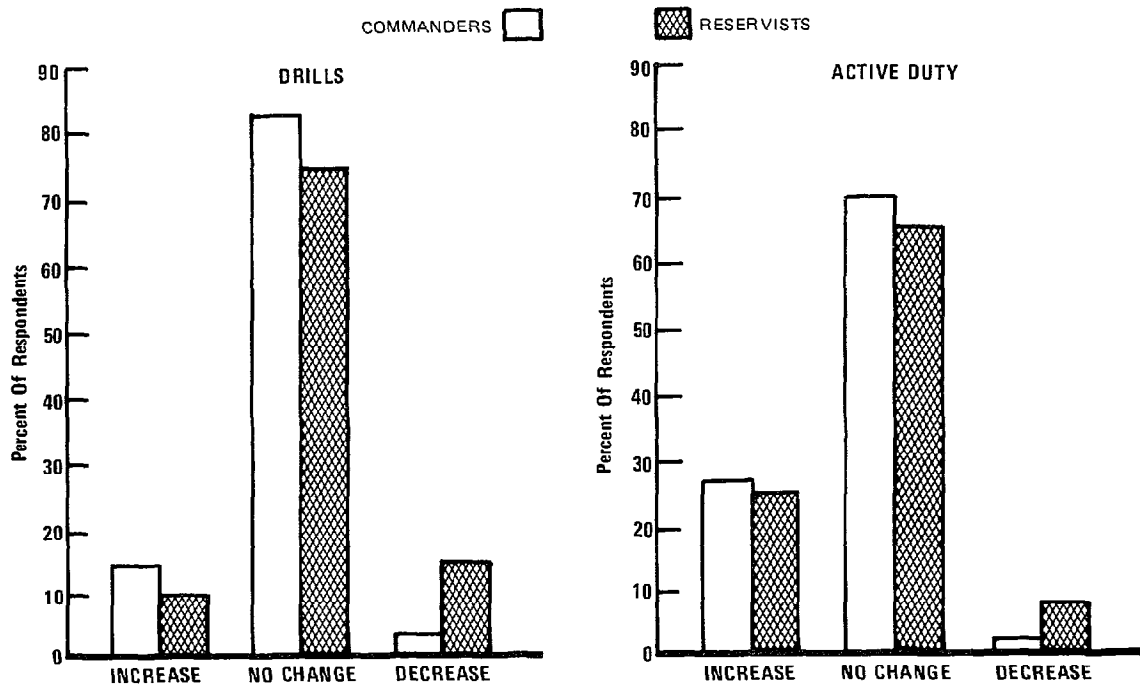


Figure 20
**SUGGESTED CHANGES TO RESERVIST PROGRAM
 AIR FORCE RESERVE**

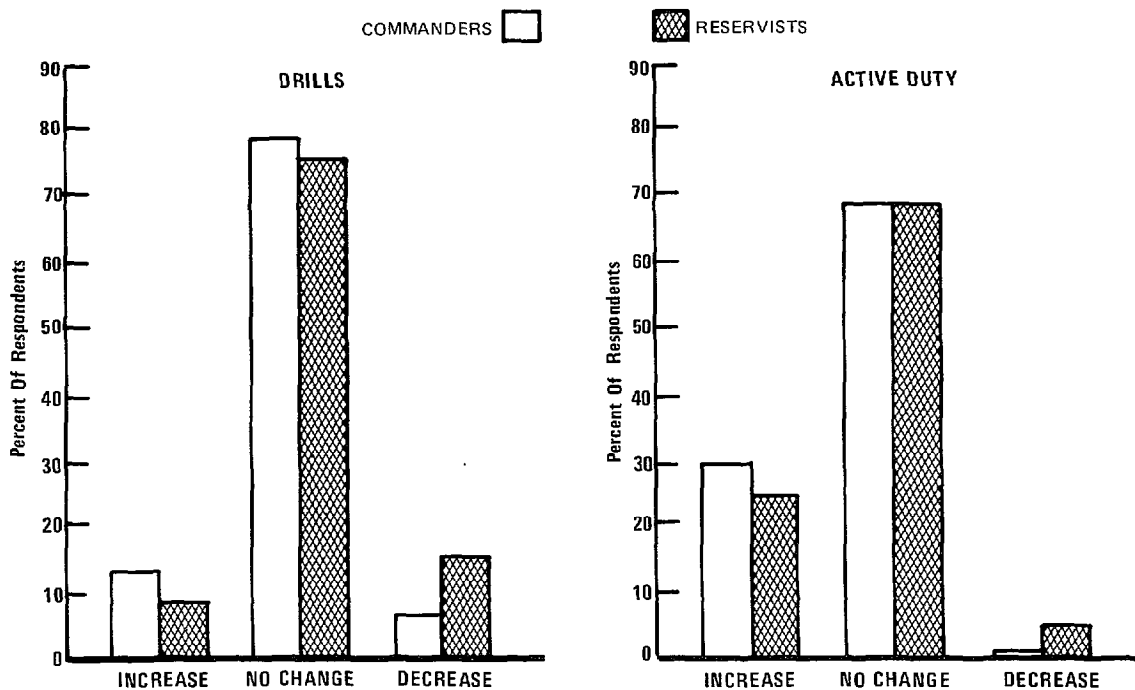


Figure 21
 SUGGESTED CHANGES TO RESERVIST PROGRAM
 MARINE CORPS RESERVE

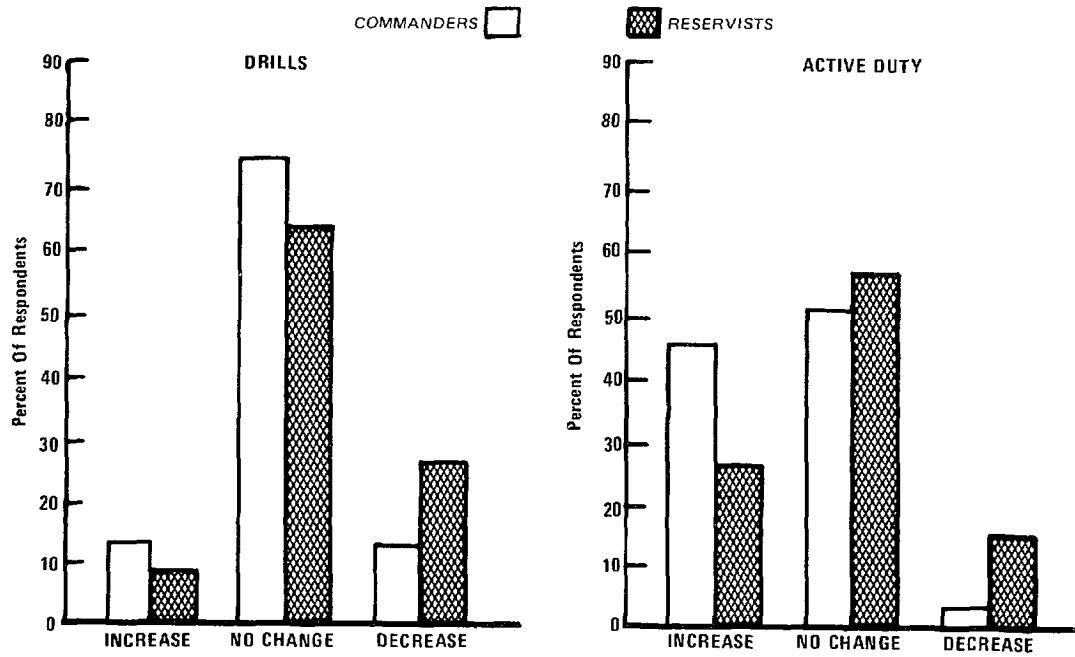
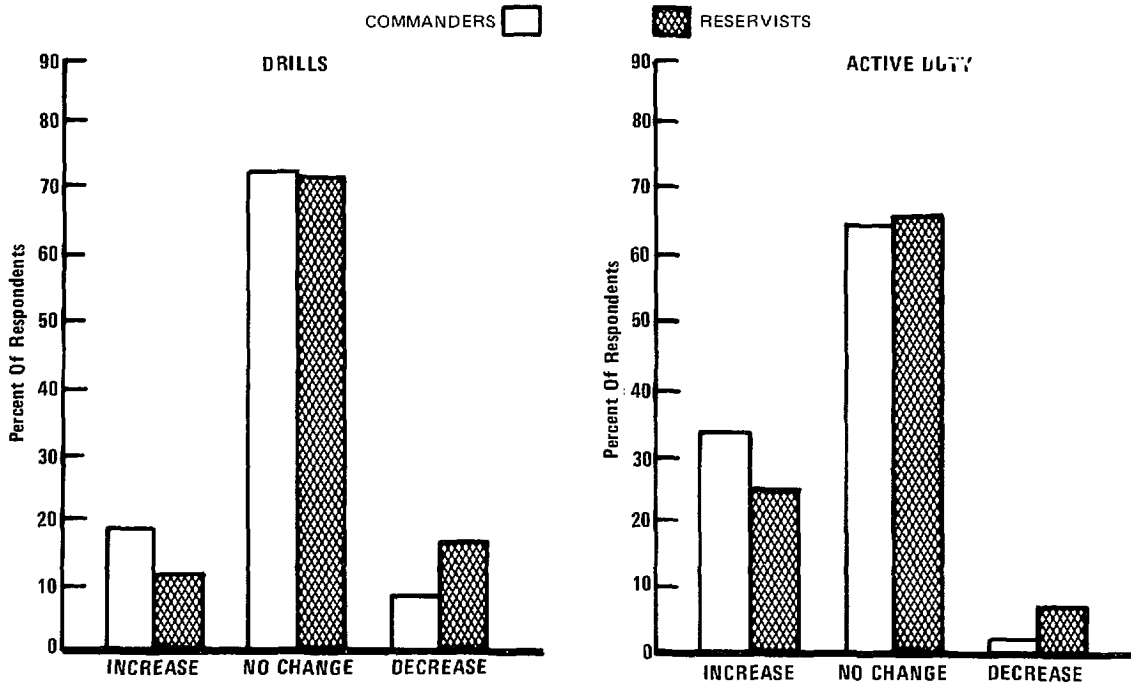


Figure 22
 SUGGESTED CHANGES TO RESERVIST PROGRAM
 ALL COMPONENTS



Attitudes vary by grade

The following table shows that lower grades are more likely to want to decrease drills, and higher grades are more likely to want to increase drills. More than half of the officers in the Army Reserve wanted to change the drill program but did not agree on the type of change needed. Twenty-nine percent of the officers felt that the number of drills should be increased and 22 percent felt that the number of drills should be decreased. This difference is consistent with the theory that some reservists require more training than others.

	Percent of reservists wanting changes to reserve program					
	Monthly drills			Annual active duty		
	Increase	Same	Decrease	Increase	Same	Decrease
<u>Army National Guard</u>						
E1-E4	13	61	26	31	60	9
E5-E9	13	75	12	23	70	6
Officers	19	74	7	14	79	7
<u>Army Reserve</u>						
E1-E4	4	78	18	24	62	14
E5-E9	9	81	10	21	75	4
Officers	29	49	22	32	61	7
<u>Navy Reserve</u>						
E1-E4	8	58	34	29	62	9
E5-E9	10	74	16	29	66	5
Officers	25	66	9	25	72	4
<u>Air Force Guard</u>						
E1-E4	10	74	16	25	64	12
E5-E9	7	75	18	26	67	7
Officers	18	74	8	26	66	8
<u>Air Force Reserve</u>						
E1-E4	5	72	23	23	68	9
E5-E9	6	77	16	26	68	6
Officers	17	77	7	23	73	3
<u>Marine Corps Reserve</u>						
E1-E4	8	56	36	27	54	19
E5-E9	15	74	11	26	63	11
Officers	5	90	5	37	63	0

VARYING TRAINING ON THE BASIS OF OCCUPATION

Because many respondents felt that the training program should be modified, we identified military occupational groups having possible candidates for a revised training schedule. In our opinion, training time could be decreased or those reservists in occupational groups similar to their civilian jobs and increased for those in occupational groups not similar to their civilian jobs. For example, more than half of the reservists in personnel and administration services, medical specialties, and electronic equipment repair said their civilian jobs were somewhat similar to their official military jobs. These reservists may be candidates for a reduced training schedule. On the other hand intelligence and communication specialists; service and supply handlers; infantry, gun crews, and seamen; and airmen and aircrews indicated that their military jobs were not similar to their civilian jobs. Therefore they would not be candidates for a reduced training schedule.

<u>Occupational group</u>	<u>Percent stating civilian jobs were similar to official military jobs</u>
Personnel and administrative services	64
Intelligence and communications	43
Service and supply	42
Medical specialties	68
Infantry, gun crews, and seamanship	21
Electronic equipment repair	67
Craftsmanship	51
Airmen and aircrews	46

VARYING TRAINING ON THE BASIS OF TIME SPENT IN OFFICIAL JOBS

The amount of time reservists spent in their official jobs compared to the time they felt was needed affected their attitudes towards changing the program. Most reservists in each occupational group indicated that 55 to 67 percent of the total time was adequate to spend training or working in their official jobs. The infantry, gun crew, and seamanship group estimated the least amount of time necessary (55 percent), and the medical specialties group estimated the most (67 percent).

Four hundred and two respondents (30 percent) said they were spending less time in their official jobs during drills than they felt was necessary. On the average they were spending only 36 percent of the time in their official jobs. This time differed only slightly by occupational group. In fact, medical specialists, electronic equipment specialists, and craftsmen all spent less than 32 percent of their time in their official jobs.

Only 170 respondents (13 percent) said they were spending more time in their official jobs than necessary. However, these reservists spend on the average less than 55 percent of the time in their official jobs, which may indicate that the number of drills can be reduced for those reservists who have attained the required skills.

The following table shows the average amount of time spent in official jobs by those reservists who said this time was "about right."

<u>Occupational group</u>	<u>Percent</u>
Personnel and administrative services	62
Intelligence and communications	63
Service and supply	63
Medical specialties	67
Infantry, gun crews, and seamanship	55
Electronic equipment repair	64
Craftsmanship	58
Airmen and aircrews	66

VARYING TRAINING ON THE BASIS OF ACQUIRED SKILLS

It may be possible to reduce or eliminate the required 48 training drills for some reservists once they are fully qualified for their official jobs. Granted, a minimum amount of time is required for all reservists to become fully qualified and to develop soldier comradeship. But after the minimum is met, the primary concern should not be uniformity of training time, but rather the additional time needed to maintain required skills in official jobs.

Candidates for reduced drills

Of the reservists responding, 235 (17 percent) said the number of required drills should be decreased. On the average this group spent about 46 percent of the time in their official jobs, 37 percent in general military and other jobs, and 17 percent idle. Of this same group,

- 61 percent said the time they spent in their official jobs was about right or more than needed,
- 78 percent spent 2 years or more in the Active Forces,
- 71 percent spent more than 2 years in the Selected Reserve training program,
- 71 percent felt that their units were either substantially or fully ready to respond and perform the units' mission, and
- 81 percent felt that in the event of mobilization they could be fully trained in their official jobs within 4 weeks.

Some reservists feel that the time they spend in their official jobs is about right, if not more than they need.

	<u>Percent of time in official jobs</u>	<u>Time is about right or more than needed</u>	
		<u>Number</u>	<u>Percent</u>
Army National Guard	51	35	14
Army Reserve	44	29	14
Navy Reserve	33	8	18
Air National Guard	54	29	10
Air Force Reserve	47	24	11
Marine Corps Reserve	29	25	16

The following table depicts the number of weeks training that these reservists feel they would need to become fully trained in the event of mobilization.

	<u>Less than 1 week 1-2 3-4 Over 4</u>			
	------(percent)-----			
Army National Guard	30	30	21	20
Army Reserve	36	25	16	23
Navy Reserve	39	33	18	10
Air National Guard	62	20	10	8
Air Force Reserve	65	21	7	8
Marine Corps Reserve	34	28	20	18

As mentioned previously, many of these reservists spent 2 years or more in the Active Forces and 2 years or more in the Selected Reserve training program. For example, our survey indicated that about 45 percent of the 84,000 Navy reservists spent over 4 years in the Active Forces, and

58 percent spent over 6 years in the Selected Reserve training program. It would appear that some of those reservists would be candidates for a modified training program, particularly those who spent only about a third of their time in official jobs and feel that their required number of drills should be decreased.

In its fiscal year 1979 budget submission, DOD suggested reducing drills for some Navy reservists. This involved 35,600 Reserve billets, some in the Navy's tactical/mobility force, including 9 construction battalions (6,800 billets) and all auxiliary activity and support activity billets. DOD said that although these billets support forces in combat, they are primarily assigned to other organizations and/or units.

Incentives may be needed
to retain reservists

Added incentives may be needed to retain reservists if drill schedules are reduced, such as (1) bonuses based on supply and demand for specific skills, (2) an annual pay system based on incremental levels of expertise achieved in official jobs rather than on number of drills attended, and (3) annual active-duty or summer-only training for qualified reservists who otherwise would not volunteer for or remain in the Selected Reserve.

The Secretary of Defense should direct the services to identify specific skills or occupational groups requiring more or less than 48 drills a year. The services should also consider the impact of any modification on recruiting and retaining reservists.

Factors such as those listed in the following table should be considered in any modification to the 48-drill program. Reservists said these factors were important in their decisions to enlist and would be a factor in their decisions to reenlist in the Reserves.

<u>Factor</u>	<u>Enlist</u>	<u>Reenlist</u>
	----(percent)----	
Opportunity to earn extra income	76	83
Providing for retirement income	70	81
Benefits	74	80
Developing potential	74	73
Being a member of a team	65	63
Serve community	71	68
Desire to learn a new skill	66	61
Desire to fill in spare time	28	27

CHAPTER 7

CONCLUSIONS, RECOMMENDATIONS, AND

AGENCY COMMENTS

CONCLUSIONS

Because of DOD's Total Force policy; it is critical to the security objectives of the United States that Selected Reserve units be ready to perform assigned missions in the event of war or national emergency. GAO recently questioned the ability of such units to perform because of critical manpower weaknesses. Two of these weaknesses were the shortage of qualified people and high turnover rates. The use of training time directly affects Reserves' qualifications, personnel shortages, high turnover rates, and readiness. Until DOD requires substantive changes in how training time is spent, it is unlikely that conditions will improve.

Since our 1974 study the services have decreased the amount of time reservists spend idle and on non-mission-essential general military activities. More reservists are supported by Active Forces' units and full-time personnel, and more reservists are participating in joint Active Forces and Reserve training exercises. Despite these improvements, the Reserves have not increased the amount of time spent in training for official job or mission training. Rather, they have used the additional time for training in other jobs.

We believe that requiring nearly all reservists to receive the same amount of training is inefficient considering that, on the average, reservists spend only about half of the time in their official jobs, and many spend far more and others far less than average. Because of their part-time status, reservists can devote only the equivalent of 38 days a year to training. They consume much of this time with administrative and general military requirements and by training or working in other than official jobs.

Many units cannot give reservists meaningful mission training because they are not situated near facilities where such training can be performed or because they do not have access to adequate facilities and equipment. Equipment has an important effect on the realism of Reserve training and readiness. It may also make reservists feel their work is more meaningful and interesting and thus improve morale and retention.

More affiliation with the Active Forces would help relieve these problems, particularly if the services shared more of the responsibility for Reserve training. They could relieve Reserve units of some of the administrative burdens, reduce the need to issue equipment to the Reserves, make their facilities available for reservists' use, and participate in weekend drill training as well as annual active-duty training. Although the services have increased their support, they could do more to improve Reserve training and readiness.

The Reserves may also need the guidance and support that can best be provided by more full-time personnel. (See our report, "Critical Manpower Problems Restrict the Use of National Guard and Reserve Forces," FPCD-79-58, July 11, 1979.) A recent study by the Army showed it needed at least 4,500 additional full-time personnel to support its Reserves.

Another way to improve Reserve training could be to increase the length of active duty and reduce the number of drills. Reservists spend more time training in official jobs with their equipment during active duty, and thus active duty appears to be more productive. In congressional testimony last year, the National Guard Bureau agreed that 3 weeks of active duty would produce a better trained reservist. Annual active-duty or summer-only training might also be an incentive to recruit and retain some reservists who otherwise would not volunteer for the Selected Reserve. However, any change of this sort should be viewed with caution since reservists may not want or be able to spend additional time away from their jobs during the summer.

A variable drill program would allow the National Guard and Reserves to increase the number of drills and/or active-duty training for early deployable units if needed to increase readiness. Conversely, the services could decrease or eliminate the number of weekend drills for those units deploying later, for units and reservists with easy-to-learn skills, and for those skills that have largely been developed during several years of active duty or in civilian training and jobs.

We believe it is time to also explore new methods to enhance efficiency of reserve training, such as reducing the number of drills (but not pay) once reservists reach the level of expertise required in their official jobs, basing reservists' salaries on their level of expertise, and varying salaries by supply and demand for specific skills. These and other innovative approaches may be particularly useful in providing a skilled Reserve force.

A training program based on variable pay would require an evaluation of personnel and training requirements. This evaluation should determine for each Reserve unit (1) an annual training program designed to meet skill and readiness requirements, (2) the availability of equipment, facilities, and other support needed for training, and (3) a defined number of active-duty and drill training days.

RECOMMENDATIONS

We recommend that the Secretary of Defense analyze Reserve training alternatives for each of the services and spell out specific advantages and disadvantages for the Congress' consideration. The analysis should consider (1) the feasibility and cost of basing reservists' pay on expertise and ability to meet training and personnel requirements and (2) the availability of equipment, facilities, and other support requirements.

In addition, we recommend that the Secretary of Defense direct the services to:

- Expand mutual support and service affiliation agreements, including arrangements to use the facilities and equipment of the Active Forces for Reserve training, particularly in those components where little or no progress has been made since 1974.
- Reduce or eliminate much of Reserve units' administrative workload.
- Restrict the use of reservists' time spent outside their official jobs on activities that are not mission essential.

AGENCY COMMENTS

On March 21, 1979, we requested formal comments from DOD and the Office of Management and Budget.

DOD

We met with each of the services to get their reactions to our report and incorporated their comments where appropriate. We also met with officials from the Office of the Deputy Assistant Secretary of Defense (Reserve Affairs) and incorporated their comments. However, because we had not received a formal reply from DOD, this report does not contain its reactions to our conclusions and recommendations.

Office of Management and Budget

On April 25, 1979, the Deputy Associate Director for National Security replied to our report. (See app. V.) The Office of Management and Budget agreed with the overall view of the report concerning the need for fully qualified reservists. It also recognized that the inflexibility of the current pay system, with compensation, benefits, and retirement credits being directly proportional to the frequency of Reserve training, is a great drawback to a variable training program.



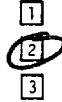
OFFICIAL GOVERNMENT BUSINESS

U.S. GENERAL ACCOUNTING OFFICE
 SURVEY OF NATIONAL GUARD AND RESERVE TRAINING

INSTRUCTIONS.

Almost all of the questions can be answered by circling the appropriate box. Those boxes contain numbers for key punching purposes which you should disregard. The preferred manner of responding is to circle the box indicating your answer.

Example:



In some instances, a space is provided for you to write a response to a question. Additionally, if you have comments on any of the questions or related points not covered in the questionnaire, please provide them on a separate piece of paper.

Throughout the questionnaire, the phrase "officially assigned military job" is used to refer to your primary MOS/SSI/AFSC/RATE. The job you actually do may be different from your officially assigned military job. The phrase "monthly drills" refers to paid inactive duty training, unit training assemblies (UTA) or other paid inactive duty monthly meetings. "Annual active duty" refers to the 15 days of active duty or annual tour required each year.

When you have completed the questionnaire, please return it in the enclosed postage paid envelope to:

Survey of Guard and Reserve Training
 Federal Personnel and Compensation
 Division
 U.S. General Accounting Office
 Room 4001, 441 G Street, N.W.
 Washington, D.C. 20548

Your views are greatly appreciated. Thank you

1. What is your pay grade?

- | | |
|--------------------------------|-------------------------------------|
| <input type="checkbox"/> 01 E1 | <input type="checkbox"/> 06 E6 - E7 |
| <input type="checkbox"/> 02 E2 | <input type="checkbox"/> 07 E8 - E9 |
| <input type="checkbox"/> 03 E3 | <input type="checkbox"/> 08 W1 - W4 |
| <input type="checkbox"/> 04 E4 | <input type="checkbox"/> 09 O1 - O3 |
| <input type="checkbox"/> 05 E5 | <input type="checkbox"/> 10 O4 - O6 |

2. Are you a civilian technician (that is, assigned to the unit on a full time basis as a civilian)?

- 2 Yes
 1 No

3. Have you had civilian training or experience which is similar to your officially assigned military job?

- 3 Yes, civilian training or experience is very similar.
 2 Yes, civilian training or experience is somewhat similar.
 1 No, civilian training or experience is not similar.

4. Circle the box which most clearly identifies your officially assigned military job (Circle only one)

- 01 Personnel and Administrative Services - (including finance, recruiting, data processing, accounting, information, educational, clerical, religious, morale, welfare)
- 02 Intelligence and Communications Specialists - (including radio, radar, sonar, combat operations control)
- 03 Service and Supply Handlers - (including food service, motor transport, law enforcement, material receipt, storage, issue, forward area support, etc.)
- 04 Medical Specialty - (including surgeons, medics, dentists, and doctors)
- 05 Infantry, Gun Crews, and Seamanship Specialists - (including artillery, armor, combat engineering, etc.)
- 06 Electronic Equipment Repairmen - (including radio, radar, sonar, missile guidance, nuclear weapons, ADP equipment, etc.)
- 07 Craftsmen - (including metal working, construction, utilities, lithography, fabric, leather, rubber, industrial gas and fuel production, etc.)
- 08 Airmen and Aircrews
- 09 Other Technical and Allied Specialists - (including photography, mapping, surveying, weather, ordnance disposal, music, etc.)
- 10 Other (please specify) _____

5. In the past year how often did you generally work or train in your officially assigned military job during monthly drills?

- 5 Always
 4 Very often
 3 Fairly often
 2 Occasionally
 1 Never

6. In the past year how often did you generally work or train in your officially assigned military job during annual active duty?

- 5 Always
 4 Very often
 3 Fairly often
 2 Occasionally
 1 Never

7. How important were each of the following reasons in your decision to initially ENLIST in the National Guard or Reserve? (Circle 1 box for each item)

	Very important	Somewhat important	Neither important nor unimportant	Somewhat unimportant	Very unimportant
(a) Opportunity to earn extra income	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(b) Opportunity to make friends	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(c) Chance to use my hobbies or interests	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(d) Being a member of a team	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(e) Providing for retirement income	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(f) Developing my potential	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(g) Benefits	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(h) Opportunity to serve my community	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(i) Gaining recognition and status	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(j) Desire to learn a new skill	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(k) Desire to serve in the military	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(l) Desire to fill in spare time	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(m) Desire to serve in Reserve instead of active forces.	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1

8. If you had to make a decision today on REENLISTING, how important would each of the following reasons be in your decision? (Circle 1 box for each item)

	Very important	Somewhat important	Neither important nor unimportant	Somewhat unimportant	Very unimportant
(a) Opportunity to earn extra income	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(b) Opportunity to make friends	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(c) Chance to use my hobbies or interests	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(d) Being a member of a team	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(e) Providing for retirement income	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(f) Developing my potential	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(g) Benefits	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(h) Opportunity to serve my community	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(i) Gaining recognition and status	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(j) Desire to learn a new skill	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(k) Desire to serve in the military	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
(l) Desire to fill in spare time	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1

9. How likely would you be to extend your enlistment in the Guard or Reserve?

- 5 Definitely extend enlistment
- 4 Probably extend enlistment
- 3 Might extend enlistment
- 2 Probably not extend enlistment
- 1 Definitely not extend enlistment

10. How long have you served in the National Guard or Reserves? (Total time served)

- 1 Less than 1 year
- 2 1 year to less than 2 years
- 3 2 years to less than 6 years
- 4 6 years to less than 15 years
- 5 15 years or over

11. Were you in the active services?

- 2 Yes 1 No

If yes, for how long?

- 1 Less than 2 years
- 2 2 years
- 3 More than 2 but less than 4 years
- 4 4 but less than 6 years
- 5 6 years or more

12. How many 4-hour drills are you required to attend each year? (Remember: one 8-hour day is equal to two 4-hour drills)

- 1 Less than 6 drills
- 2 6 to less than 12 drills
- 3 12 to less than 24 drills
- 4 24 to less than 36 drills
- 5 36 to less than 48 drills
- 6 48 drills
- 7 More than 48 drills

13. In the past 12 months have you attended more than the required number of paid drills?

- 2 Yes 1 No

If yes, how many extra paid drills have you attended?

- | | |
|---------------------------------|--------------------------------------|
| <input type="radio"/> 0 None | <input type="radio"/> 4 15 - 20 |
| <input type="radio"/> 1 1 - 5 | <input type="radio"/> 5 20 - 25 |
| <input type="radio"/> 2 6 - 10 | <input type="radio"/> 6 25 - 30 |
| <input type="radio"/> 3 10 - 15 | <input type="radio"/> 7 More than 30 |

14. How many extra non-paid drills have you attended in the past year?

- | | |
|---------------------------------|--------------------------------------|
| <input type="radio"/> 0 None | <input type="radio"/> 4 15 - 20 |
| <input type="radio"/> 1 1 - 5 | <input type="radio"/> 5 20 - 25 |
| <input type="radio"/> 2 6 - 10 | <input type="radio"/> 6 25 - 30 |
| <input type="radio"/> 3 10 - 15 | <input type="radio"/> 7 More than 30 |

15. Did your unit (or part of your unit) engage in training exercises conducted jointly with the active force in the past year?
 2 Yes 1 No
16. During monthly drills, how closely are personnel supervised to ensure their attendance in classroom instruction, field exercises, and on-the-job training? (Circle 1 box for each item)

	Very close	Moderately close	Neither close nor lax	Moderately lax	Very lax
(a) Classroom instruction	<input checked="" type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
(b) Field exercises	<input checked="" type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
(c) On-the-job training	<input checked="" type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1

17. What happens to individuals in your unit who fail to attend classroom instruction, field exercises, and on-the-job training? (Circle all that apply for each item)

	Recommended for discharge	Recommended for reduction in grade	Given a letter of reprimand	Given lower performance ratings	Given a verbal warning	No punishment	Don't know
(a) Classroom instruction	<input checked="" type="checkbox"/> 6	<input checked="" type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1	<input checked="" type="checkbox"/> 9
(b) Field exercises	<input checked="" type="checkbox"/> 6	<input checked="" type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1	<input checked="" type="checkbox"/> 9
(c) On-the-job training	<input checked="" type="checkbox"/> 6	<input checked="" type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1	<input checked="" type="checkbox"/> 9

18. Generally, how satisfied are you with your unit's monthly drill program?
- 5 Very satisfied
 4 Somewhat satisfied
 3 Neither satisfied nor dissatisfied
 2 Somewhat dissatisfied
 1 Very dissatisfied
19. How satisfied are you with your unit's annual active duty program?
- 5 Very satisfied
 4 Somewhat satisfied
 3 Neither satisfied nor dissatisfied
 2 Somewhat dissatisfied
 1 Very dissatisfied

20. How satisfied are you with the following aspects of the monthly drill program?

	Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied
(a) Relevance of training to your officially assigned military job.	<input checked="" type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
(b) Relevance of work to your officially assigned military job.	<input checked="" type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
(c) Organization of the training provided to you.	<input checked="" type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
(d) Meaningfulness of the training provided you.	<input checked="" type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
(e) Meaningfulness of the work assigned to you.	<input checked="" type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
(f) How interesting the training provided was to you.	<input checked="" type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
(g) How interesting the work assigned was to you.	<input checked="" type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
(h) Reasonableness of appearance standards (hair, clothing, etc.)	<input checked="" type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
(i) Opportunity to provide service to the community.	<input checked="" type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
(j) Opportunity to make good friends.	<input checked="" type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
(k) Opportunity to learn new skills.	<input checked="" type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
(l) Opportunity to use your hobbies or interests.	<input checked="" type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1

21. How satisfied are you with the following aspects of annual active duty?

	Very satisfied	Moderately satisfied	Neither satisfied nor dissatisfied	Moderately dissatisfied	Very dissatisfied
(a) Quality of food provided.	5	4	3	2	1
(b) Quality of lodging provided.	5	4	3	2	1
(c) Relevance of training to your officially assigned military job.	5	4	3	2	1
(d) Relevance of work to your officially assigned military job.	5	4	3	2	1
(e) Organization of the training provided to you.	5	4	3	2	1
(f) Meaningfulness of the training provided to you.	5	4	3	2	1
(g) Meaningfulness of the work assigned to you.	5	4	3	2	1
(h) How interesting the training provided was to you.	5	4	3	2	1
(i) How interesting the work assigned was to you.	5	4	3	2	1
(j) Reasonableness of appearance standards (hair, clothing, etc.)	5	4	3	2	1
(k) Opportunities to provide service to the community.	5	4	3	2	1
(l) Opportunity to make good friends.	5	4	3	2	1
(m) Opportunity to learn new skills.	5	4	3	2	1
(n) Opportunity to use your hobbies or interests.	5	4	3	2	1

22. During monthly drills this past year, about what percent of your time did you usually spend on each of the following activities? (Please account for 100 percent of your time.)

(a) Training or working in your officially assigned military job.	_____ %
(b) Administrative support requirements (duties performed by those other than administrative personnel to include record keeping, record checks, typing, filling out forms, immunizations, etc.)	_____ %
(c) Recruiting	_____ %
(d) Training and working in other assignments.	_____ %
(e) General military activities (physical fitness; lectures on drug abuse, equal opportunity, code of conduct; inspections; formations; etc.)	_____ %
(f) Waiting, filling in time, doing nothing, etc.	_____ %
Total	100 %

23. How do you feel about the amount of monthly drill time spent training or working in your officially assigned military job? Time spent in officially assigned job is:

- 5 Much more than needed
- 4 Somewhat more than needed
- 3 About right
- 2 Somewhat less than needed
- 1 Much less than needed

24. During annual active duty, about what percent of your normal working hours did you usually spend on each of the following activities? (Please account for 100 percent of your time.)

(a) Training or working in your officially assigned military job.	_____ %
(b) Administrative support requirements (duties performed by those other than administrative personnel to include record keeping, record checks, typing, filling out forms, immunizations, etc.)	_____ %
(c) Recruiting	_____ %
(d) Training and working in other assignments.	_____ %
(e) General military activities (physical fitness; lectures on drug abuse, equal opportunity, code of conduct; inspections, formations; etc.)	_____ %
(f) Waiting, filling in time, doing nothing, etc.	_____ %
Total	100 %

25. How do you feel about the amount of annual active duty time spent training or working in your official assigned military job? Time spent in official job is:
- 5 Much more than needed
 - 4 Somewhat more than needed
 - 3 About right
 - 2 Somewhat less than needed
 - 1 Much less than needed

26. Please rate the quality of training provided during monthly drills and annual active duty this past year.

- (a) Training during monthly drills
- Very good
 Good
 Average
 Poor
 Very poor
- 5 4 3 2 1
- (b) Training during annual active duty
- 5 4 3 2 1

27. Please rate the adequacy of land and buildings used for training during monthly drills and annual active duty this past year.

- Much less than adequate
 Less than adequate
 Adequate
 More than adequate
 Much more than adequate
- (a) Land and buildings during monthly drills
- 1 2 3 4 5
- (b) Land and buildings during annual active duty
- 1 2 3 4 5

28. Please rate the availability and condition of the equipment used for training during monthly drills and annual active duty

- Available and fully operational
 Available but not fully operational
 Not available
 Not applicable - no equipment needed for training
- (a) Equipment during monthly drills
- 1 2 3 9
- (b) Equipment during annual active duty
- 1 2 3 9

29. In your opinion how "ready" is your unit to respond in case of immediate mobilization? By ready we mean has the ability to mobilize, accomplish needed training, deploy, and assist the active forces in defeating the enemy.

- 4 Fully ready (My unit is fully capable of performing the mission for which it is organized or designed.)
- 3 Substantially ready (My unit has minor deficiencies which limit its capability to accomplish the mission for which it is organized or designed.)
- 2 Marginally ready (My unit has major deficiencies of such magnitude as to limit severely its capability to accomplish the mission for which it is organized or designed.)
- 1 Not ready (My unit is not capable of performing the mission for which it is organized or designed.)

30. In the event of mobilization, how many weeks do you feel would be required for you to become fully trained in your official assigned military job?

- 1 Less than 1 week
- 2 1 - 2 weeks
- 3 3 - 4 weeks
- 4 5 - 6 weeks
- 5 More than 6 weeks

31. Some have suggested changes to the training program of the National Guard and Reserves. Below is a diagram which represents all possible changes to monthly drills and annual active duty. Please circle the number in the box which represents the most acceptable change to you in annual active duty and monthly drills when considered in combination.

Example: If you feel that the number of monthly drills should be decreased and annual active duty training should be increased, you would circle box #10.
(See Example Below)

Annual Active Duty

	Eliminate	Increase	Decrease	Remain the same
Eliminate	1	2	3	4
Monthly Increase	5	6	7	8
Decrease	9	10	11	12
Remain the same	13	14	15	16

If you had felt that the number of monthly drills should remain the same and the active duty program should remain the same, you would have circled #16.

(Circle or 'x' one number)

Annual Active Duty

	Eliminate	Increase	Decrease	Remain the same
Eliminate	1	2	3	4
Monthly Increase	5	6	7	8
Decrease	9	10	11	12
Remain the same	13	14	15	16



OFFICIAL GOVERNMENT BUSINESS

U.S. GENERAL ACCOUNTING OFFICE
SURVEY OF NATIONAL GUARD AND RESERVE TRAINING

INSTRUCTIONS:

Almost all of the questions can be answered by circling the appropriate box. Those boxes contain numbers for key punching purposes which you should disregard. The preferred manner of responding is to circle the box indicating your answer.

Example:

- 1
- 2
- 3

In some instances, a space is provided for you to write a response to a question. Additionally, if you have comments on any of the questions or related points not covered in the questionnaire, please provide them on a separate piece of paper.

Throughout the questionnaire, the phrase "officially assigned military job" is used to refer to the primary MOS/SSI/AFSC/RATING of unit members. The jobs actually performed may be different from the officially assigned military jobs. The phrase "monthly drills" refers to paid inactive duty training, unit training assemblies (UTA) or other paid inactive duty monthly meetings. "Annual active duty" refers to the 14 or 15 days of active duty or annual tour required each year.

When you have completed the questionnaire, please return it in the enclosed postage paid envelope to:

Survey of Guard and Reserve Training
Federal Personnel and Compensation
Division
U.S. General Accounting Office
Room 4001, 441 G Street, N.W.
Washington, D.C. 20548

Your views are greatly appreciated. Thank you.

1. If your unit is mobilized, would the unit be deployed basically intact? (Circle one)
 - 4 Definetly yes
 - 3 Probably yes
 - 9 No basis to Judge
 - 2 Probably not
 - 1 Definetly not
2. How many positions are authorized for your unit according to its manning document? _____
3. How many personnel do you actually have assigned to your unit? _____
4. From your unit records, how many of these individuals are fully qualified for their officially assigned military jobs? _____
5. How many of these individuals are fully qualified for their officially assigned military jobs as result of prior active duty service?
 - 4 All or almost all
 - 3 Most
 - 2 Some
 - 1 Few or none
 - 9 Don't know
6. Have you qualified for th: position of unit commander through prior active service?
 - 2 Yes
 - 1 No
 - 9 Don't know
7. How many officers are in your unit? _____

8. How many officers have qualified through prior active service? _____
9. How many full-time civilian technicians, if any, are employed by the reserve unit? _____
If none, skip to question 12.
10. How effective have the civilian technicians in your unit been in performing their civilian job?
 - 5 Very effective
 - 4 Effective
 - 3 Borderline
 - 2 Ineffective
 - 1 Very effective
11. How many civilian technicians employed by your unit are also members of your reserve unit? _____
12. How does the quality of enlisted personnel in your unit now compare with the quality of enlisted personnel prior to the all-volunteer force?
 - 5 Present personnel are much higher quality
 - 4 Present personnel are higher quality
 - 3 Present personnel are about the same quality
 - 2 Present personnel are lower quality
 - 1 Present personnel are much lower quality
 - 9 No basis to Judge
13. Did your unit experience a shortage of qualified individuals during calendar year 1977?
 - 2 Yes
 - 1 No

If yes, continue. If no, skip to question 15.

What are the underlying reasons for the shortage? (Circle all that apply)

 - 5 Unit reorganization during 1977
 - 4 Unit was newly established during 1977
 - 3 Turnover of personnel
 - 2 Skills are difficult to obtain
 - 1 Modernization of equipment
 - 9 Other (Please specify) _____
14. If your unit is experiencing a shortage of some qualified personnel because their particular military skills are difficult to obtain, please indicate the major reason. If not applicable, skip to question 15. (Circle only one)
 - 1 Reluctance to attend active duty schools
 - 2 Inability to attend lengthy schools because of civilian constraints
 - 3 Lack of service school spaces
 - 4 Lack of adequate equipment or areas for training
 - 5 Recent reorganization of unit and subsequent need for qualification in skills required by new unit.
 - 6 Difficulty in recruiting personnel with prior experience
 - 7 Other (Please specify) _____

15. In the space below, please provide the number of authorized positions, number of personnel in those positions, and number of fully qualified personnel for each category listed.

Skill category	Number of Authorized Positions	Number of Personnel in these Positions	Number of fully qualified personnel
Personnel and Administrative Services (including finance, recruiting, data processing, accounting, information, educational, clerical, religious, morale, welfare)			
Intelligence and Communications Specialists (including radio, radar, sonar, combat operations control)			
Service and Supply Handlers (including food service, motor transport, law enforcement, material receipt, storage, issue, forward area support, etc.)			
Medical Specialty (including surgeons, medics, dentists, and doctors)			
Infantry, Gun Crews, and SeamanShip Specialists (including artillery, armour, combat, engineering, etc.)			
Electronic Equipment Repairmen (including radio, radar, sonar, missile guidance, nuclear weapons, ADP equipment, etc.)			
Craftsmen (including metal working, construction, utilities, lithography, fabric, leather, rubber, industrial gas, and fuel production, NEC)			
Other Technical and Allied Specialists (including photography, mapping, surveying, weather, ordnance disposal music, etc.)			
Other (please specify)			

16. Was your unit reorganized during 1977?

2 Yes 1 No

If yes, continue. If no, skip to question 18.

17. What percentage of your personnel should be retrained to meet the wartime mission requirements as a result of the reorganization changes? (Circle one)

- 1 None
- 2 Less than 25%
- 3 From 25% to under 50%
- 4 From 50% to under 75%
- 5 More than 75%
- 0 All

18. How many 4-hour training drills are the members of your unit required to attend each year? _____

19. In the past 12 months have any members of your unit been authorized more paid training periods than the required number of drills?

2 Yes 1 No

If yes, continue. If no, skip to question 22.

20. How many members of your unit participated in the extra paid training drills?

_____ (No. of individuals)

21. How many total extra paid training periods did these individuals use (i.e. number of participants multiplied by the number of paid training periods)?

_____ (No. of 4-hour training periods (Drills, AFTP's)

_____ Air Force mandays (special training)

22. Did your unit (or part of your unit) engage in training exercises conducted jointly with the active force in the past year?

2 Yes 1 No

23. During monthly drills this past year, about what percent of the total unit's time did members of the unit spend on each of the following activities? (Please account for 100 percent of monthly drill time.)

- (a) Training or working in officially assigned military jobs. _____ %
 - (b) Administrative support requirements (duties performed by those other than administrative personnel to include recordkeeping, record checks, typing, filling out forms, immunizations, etc.) _____ %
 - (c) Recruiting _____ %
 - (d) Training and working in other assignments _____ %
 - (e) General military activities (physical fitness; lectures on drug abuse, equal opportunity, code of conduct; inspections; formations; etc.) _____ %
 - (f) Waiting, filling in time, doing nothing, etc. _____ %
- Total 100 %

24. How do you feel about the amount of monthly drill time the unit spends working or training in their officially assigned jobs? Time spent in officially assigned jobs is:

- 5 Much more than needed
- 4 Somewhat more than needed
- 3 About right (Skip to question 26)
- 2 Somewhat less than needed
- 1 Much less than needed

25. Please circle the most important reason you believe why time spent training or working in officially assigned jobs during monthly drills is less (or more) than needed. (Circle only one)
- 1 Unit mission tasks do (or do not) require repetitive training
 - 2 Unit mission tasks are (or are not) similar to many of the unit member's civilian job tasks
 - 3 Unit could achieve the necessary proficiency level in the various mission tasks with more than (or less than) the allotted drill time
 - 4 Post mobilization does (or does not) provide sufficient time for needed training and administrative functions
 - 5 Other (Please specify) _____

26. During annual active duty, about what percent of the total unit's normal working hours did members of the unit usually spend on each of the following activities? (Please account for 100 percent of the annual active duty time)
- (a) Training or working in officially assigned military jobs. _____ %
 - (b) Administrative support requirements (duties, performed by those other than administrative personnel to include recordkeeping, record checks, typing, filling out forms, immunizations, etc.) _____ %
 - (c) Recruiting _____ %
 - (d) Training and working in other assignments. _____ %
 - (e) General military activities (physical fitness; lectures on drug abuse, equal opportunity, code of conduct; inspections; formations; etc.) _____ %
 - (f) Waiting, filling in time, doing nothing, etc. _____ %
- Total 100 %

27. How do you feel about the amount of annual active duty time the unit spends working or training in their officially assigned jobs? Time spent in officially assigned jobs:
- 5 Much more than needed
 - 4 Somewhat more than needed
 - 3 About right (Skip to question 29)
 - 2 Somewhat less than needed
 - 1 Much less than needed

28. Please circle the most important reason why you believe that the time spent training or working in officially assigned jobs during annual active duty is less (or more) than needed. (Circle only one)
- 1 Unit mission tasks do (or do not) require repetitive training
 - 2 Unit mission tasks are not (or are) similar to many of the unit members civilian job tasks
 - 3 Unit could achieve the necessary proficiency level in the various mission tasks with more than (or less than) the allotted duty time
 - 4 Post mobilization does not provide (or does provide) sufficient time for needed training and administrative functions
 - 5 Other (Please specify) _____

29. What portion of the total unit is being provided more training than needed?
- 1 None
 - 2 Less than 25%
 - 3 From 25% to under 50%
 - 4 From 50% to under 75%
 - 5 More than 75%
 - 6 All

30. If you feel that more training is needed for some, what is the best way to provide this training to them? (Circle all that apply)
- 1 By increasing the number of required drills.
 - 2 By increasing the amount of annual active duty for training.
 - 3 By increasing affiliation with active service units.
 - 4 By using more training aids.
 - 5 Other (Please specify) _____

31. What portion of the total unit is being provided less training than needed?
- 1 None
 - 2 Less than 25%
 - 3 From 25% to under 50%
 - 4 From 50% to under 75%
 - 5 More than 75%
 - 6 All

32. If you feel that some are receiving more training than needed, what is the best way of cutting back? (Circle all that apply)
- 1 By decreasing the number of training drills.
 - 2 By decreasing the amount of annual active duty for training.
 - 3 By decreasing affiliation with active service units.
 - 4 Other (Please specify) _____

33. In calendar year 1977, what portion of monthly drills and annual active duty for training time was used for training activities relevant to your unit's mission?

	All	More than 75%	From 50% to under 75%	From 25% to under 50%	Less than 25%	None
(a) Monthly drills	6	5	4	3	2	1
(b) Annual active duty	6	5	4	3	2	1

34. Is your unit's mission such that it is sometimes impractical to train at or near its home station?

2 Yes 1 No

If yes, continue. If no, skip to question 37.

What portion of your training can be practiced at or near your home station?

- 1 None
- 2 Less than 25%
- 3 From 25% to under 50%
- 4 From 50% to under 75%
- 5 More than 75%
- 6 All

35. Does the lack of adequate training sites or facilities at or near your unit's home station prevent mission exercises which you feel are needed to achieve and maintain proficiency?

2 Yes 1 No

36. How far from your unit's home station are the mission exercise training sites or facilities which are needed for unit training during your monthly drills?

- 1 Under 15 miles
- 2 From 15 to under 30 miles
- 3 From 30 to under 60 miles
- 4 From 60 to under 100 miles
- 5 Over 100 miles

37. Please rate the quality of training provided during monthly drills and annual active duty this past year.

Very good
Good
Average
Poor
Very poor

(a) Training during <u>monthly drills</u>	5	4	3	2	1
(b) Training during <u>annual active duty</u>	5	4	3	2	1

38. Please rate the adequacy of land and buildings used for training during monthly drills and annual active duty this past year.

Much less than adequate
Less than adequate
Adequate
More than adequate
Much more than adequate

(a) Land and buildings during <u>monthly drills</u>	1	2	3	4	5
(b) Land and buildings during <u>annual active duty</u>	1	2	3	4	5

39. Please rate the availability and condition of the equipment used for training during monthly drills and annual active duty.

Available and fully operational
Available but not fully operational
Not available
Not applicable - no equipment needed for training

(a) Equipment during <u>monthly drills</u>	1	2	3	9
(b) Equipment during <u>annual active duty</u>	1	2	3	9

40. What portion of calendar year 1977 unit mission training actually followed a published training schedule? (Indicate your answer by circling the one most appropriate box in each line)

All
More than 75%
From 50% to under 75%
From 25% to under 50%
Less than 25%
None

(a) Monthly drills	6	5	4	3	2	1
(b) Annual active duty	6	5	4	3	2	1

41. In the event of mobilization, how many weeks do you feel would be required for members of your unit to become fully trained in their officially assigned jobs?

- 1 Less than 1 week
- 2 2 weeks
- 3 3 - 4 weeks
- 4 5 - 6 weeks
- 5 More than 6 weeks

42. In your opinion, how accurately does your unit's readiness report reflect the true status of the unit?

- 1 Unit is underrated
- 2 Unit is accurately rated
- 3 Unit is overrated

43. Some have suggested changes to the training program of the National Guard and Reserves. Below is a diagram which represents all possible changes to monthly drills and annual active duty. Please circle the number in the box which represents the most acceptable change to you in annual active duty and monthly drills when considered in combination.

Example: If you feel that the number of monthly drills should be decreased and annual active duty training should be increased, you would circle box #10.
(See Example Below)

Annual Active Duty

		Eliminate	Increase	Decrease	Remain the same
Monthly Drills	Eliminate	1	2	3	4
	Increase	5	6	7	8
	Decrease	9	10	11	12
	Remain the same	13	14	15	16

If you had felt that the number of monthly drills should remain the same and the active duty program should remain the same you would have circled #16.

(Circle only one number.)

Annual Active Duty

		Eliminate	Increase	Decrease	Remain the same
Monthly Drills	Eliminate	1	2	3	4
	Increase	5	6	7	8
	Decrease	9	10	11	12
	Remain the same	13	14	15	16

DETAILED DESCRIPTION OF OCCUPATIONAL GROUPS

Personnel and administrative services - finance; recruiting; data processing; accounting; and educational, clerical, religious, morale, and welfare information.

Intelligence and communication specialists - radio, radar, sonar, and combat operations control.

Service and supply - handlers of food service, motor transport, law enforcement, material receipt, storage, issue, forward area support, etc.

Medical specialties - surgeons, medics, dentists, and doctors.

Infantry, gun crews, and seamanship - artillery, armor, combat engineering, etc.

Electronic equipment repair - radar, sonar, missile guidance, nuclear weapons, ADP equipment, etc.

Craftsmanship - metal working, construction, utilities, lithography, fabric, leather, rubber, industrial gas, and fuel production, etc.

Airmen and aircrews

Other technical and allied specialties - photography, mapping, surveying, weather, ordnance disposal, music, etc.

SAMPLE SIZE AND RESPONSE RATE BY COMPONENTSAMPLE SELECTION--RESERVISTS

In cooperation with the Office of the Assistant Secretary of Defense, Manpower and Reserve Affairs, the service components participating in our survey were instructed to draw a sample of 300 reservists using a random starting point and fixed interval supplied by us. Our sample was large enough to permit individual components to be analyzed within acceptable levels of confidence and precision. The Army and Air National Guard units used different intervals than those we supplied, resulting in samples greater than 300 reservists. Questionnaires were mailed to the homes of 1,938 reservists.

The response rates from all components combined averaged 80 percent, excluding bad addresses. Bad addresses were a major problem in the Marine Corps Reserve and Army Reserve components, averaging 24.2 percent and 11.6 percent of the samples, respectively. The following table shows the sample sizes, response rates, and bad address rates for each component.

	Number mailed	Responses		Bad addresses	
		Number	Percent	Number	Percent
Army National Guard	376	279	78.4	20	5.3
Army Reserve	301	207	77.8	35	11.6
Navy Reserve	297	232	82.6	16	5.4
Air National Guard	370	294	82.4	13	3.5
Air Force Reserve	309	235	78.3	9	2.9
Marine Corps Reserve	<u>285</u>	<u>169</u>	78.2	<u>69</u>	24.2
Total	<u>1,938</u>	<u>1,416</u>	79.7	<u>162</u>	8.4

WEIGHTING RESERVISTS' QUESTIONNAIRES

Samples from the Army National Guard and Air Force Reserve disproportionately represented their grade distribution. In addition, nonresponse rates for reservists in grades E1 to E4 were significantly higher than for other grade levels in the Army and Marine Corps Reserves. Therefore, the final sample did not adequately represent the universe in terms of reservists' grade distributions.

Our 1974 study showed that grade level was important in determining how reservists spent their time during drills and active duty and how they responded to questions designed

to measure satisfaction. Therefore, where necessary, reservists' responses were weighted by grade levels. The weighting process removed biases that could have been introduced by the disproportionate representatives of grades in our sample.

SAMPLE SELECTION--COMMANDERS

We asked components to give the names of the commanders for each of the 1,938 reservists sampled. We sent a total of 1,468 questionnaires to these commanders and received an overall response rate of about 81 percent. Bad addresses were not a major problem because the questionnaires were sent to each unit's address as opposed to the commander's home address.

The following table shows the sample sizes, response rates, and bad address rates for each component.

	Number mailed	Responses		Bad addresses	
		Number	Percent	Number	Percent
Army National Guard	317	209	69.9	18	6
Army Reserve	270	210	79.5	6	2
Navy Reserve	271	200	80.6	23	8
Air National Guard	263	237	91.2	3	1
Air Force Reserve	185	163	90.1	4	2
Marine Corps Reserve	<u>162</u>	<u>122</u>	77.2	<u>4</u>	2
Total	<u>1,468</u>	<u>1,141</u>	80.9	<u>58</u>	4



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

APR 25 1979

Mr. A. R. Shanefelter
Assistant Director, Federal
Personnel and Compensation Division
General Accounting Office
Washington, D.C. 20548

Dear Mr. Shanefelter:

This is in reply to your letter to the Deputy Director, OMB of March 23, 1979 requesting comments on a GAO draft report entitled, "Efficiency of Reserve Training Has Improved Since 1974, But More Can Be Done" (Code 965015).

We share the overall view of the report concerning the importance of assuring that Reserve units are manned by reservists who are fully qualified in their military jobs. It is very easy to place so much emphasis on increasing overall manning levels in today's environment that capability to perform suffers.

Of special interest were the comments regarding a variable training program and the criticality of having sufficient pay flexibility to make such a program work. We have recognized for some time that the inflexibility of the current pay system, wherein compensation and benefits, including the earning of retirement credit, is directly proportional to the frequency of training performed, is a great drawback to variable training. The solution to this problem could emerge from the recommendations of the Reserve Compensation System Study completed in June 1978 and now under review by the Department of Defense. This would then clear the way for focusing on the development of the correlation between training performed and mobilization readiness needed to establish a variable training program.

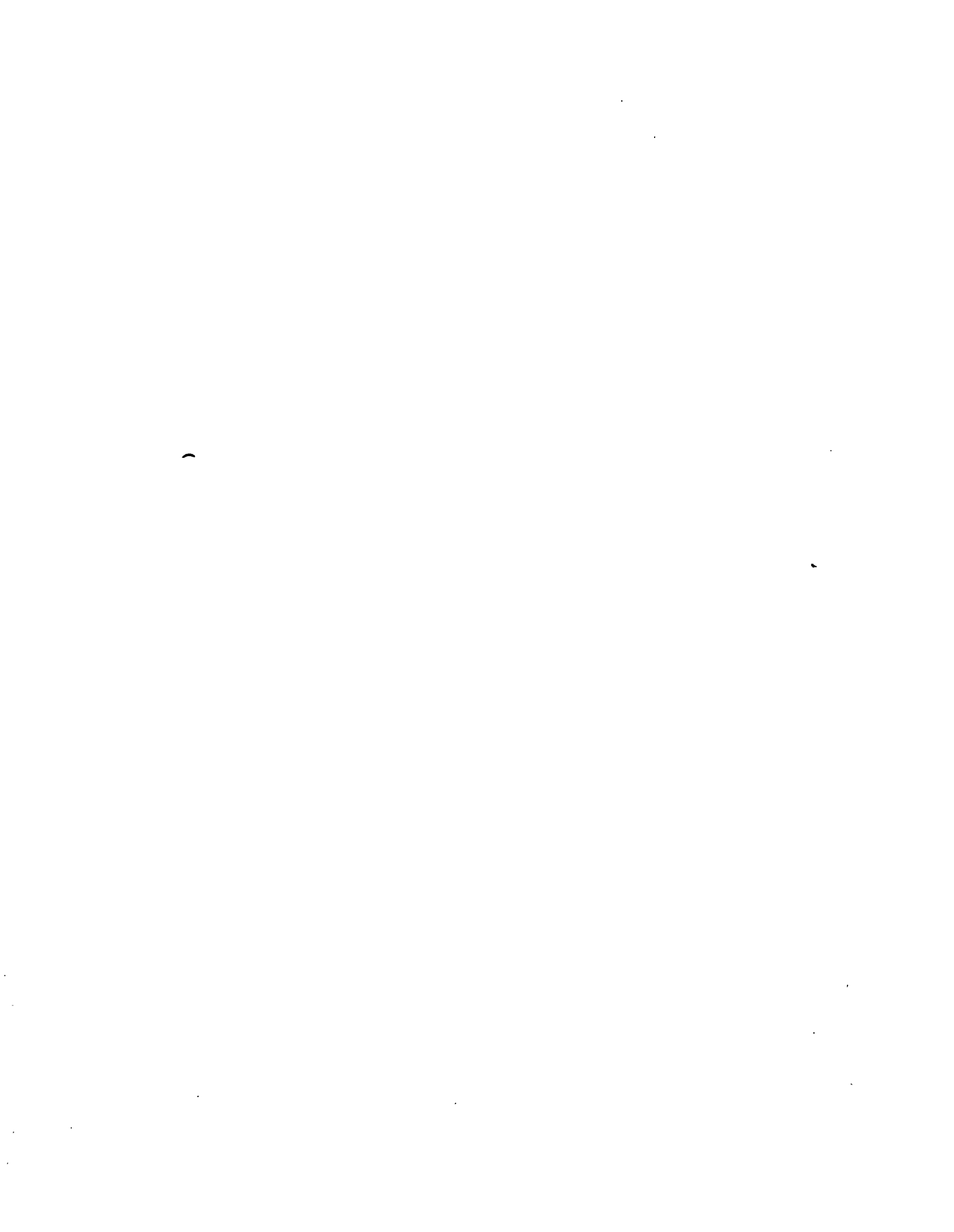
Thank you for providing this draft report for our review.

Sincerely,

A handwritten signature in cursive script, appearing to read "David Sitrin".

David Sitrin
Deputy Associate Director
for National Security

(965015)



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