

MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS-1963-A

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STUDENT ESSAY

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FULL-TIME PERSONNEL . . . WHEN DO WE NEED
THEM AND WHAT SHOULD THEY YIELD?
A MODEL TO ASSIST THE COMMANDER IN MAKING HIS CHOICE

BY

LIEUTENANT COLONEL(P) ROGER C. BULTMAN

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out required day-to-day operations, thus enabling unit members to concentrate their limited available time on training and mobilization readiness. Unit commanders determine what their full-time needs are, following the models developed by the National Guard Bureau, Department of the Army. However, the unit commander requires flexibility in determining which unit positions he may want to fill with a full-time soldier. While making this determination the unit commander must consider what type position should be full-time, how many full-time personnel will be required, what must these full-time positions yield to improving his unit readiness, and the outside influences that may increase his need for full-time personnel. The model developed in this essay will assist the unit commander in making these decisions.

ABSTRACT


AUTHOR: Roger C. Bultman, LTC(P)

TITLE: Full-Time Personnel . . . When Do We Need Them and What Should They Yield? A Model to Assist the Commander in Making His Choice

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The full-time support program for the U.S. Army Reserve enhances unit readiness and deployability by putting full-time soldiers in USAR units and activities. Full-time support is basically used for the purpose of organizing, administering, recruiting, and training the Army Reserve. With the regulatory revisions in 1985, the full-time support program now emerges as one of the most significant manpower programs in the Total Army. The full-time program assists drilling Reservists by carrying out required day-to-day operations thus enabling unit members to concentrate their limited available time on training and mobilization readiness. Unit commanders determine what their full-time needs are, following the models developed by the National Guard Bureau; Office, Chief Army Reserve; U.S. Army Forces Command; and Headquarters, Department of the Army. However, the unit commander requires flexibility in determining which unit positions he may want to fill with a full-time soldier. While making this determination the unit commander must consider what type position should be full-time, how many full-time personnel will be required, what must these full-time positions yield to improving his unit readiness, and the outside influences that may increase his need for full-time personnel. The model developed in this essay will assist the unit commander in making these decisions.



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USAWC Military Studies Program Paper

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THEM AND WHAT SHOULD THEY YIELD?
A MODEL TO ASSIST THE COMMANDER IN MAKING HIS CHOICE

Individual Essay

by

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12 May 1986

When and if this nation is next required to bring its full military power to bear in a major war, the President and Congress will be faced with the absolute necessity for early federalization and call up of most elements of the Reserve Components.

Since the Vietnam Era, a conscious decision has been made to reduce and fix the Active Army end strength and give increased responsibilities to the Army's Reserve Components. With the Secretary of Defense's initiation of the TOTAL FORCE Policy in 1972, the Army entered a period in which the Reserve Components have become a cornerstone of its strategy. This policy links Active and Reserve Components into a single force designed to deter war or, if required, to fight and win. This heightened reliance on Reserve Components embodies requirements for increased readiness, improved mobilization, and rapid deployment. Central to each of these issues, and paramount to total readiness, is time. Army National Guard and US Army Reserve units today must, for all practical purposes, deploy concurrently with Active Component units. Their increased readiness and mobilization requirements, commensurate with Reserve Components assigned responsibilities, necessitates additional full-time personnel in Army Reserve Component units. This conclusion has been reinforced by Reserve Component field commanders, Active Component soldiers serving with Reserve Components units, as well as numerous studies pertaining to the subject during the past ten years. During this ten-year period, Reserve Component units have progressed from an atmosphere stressing Annual General Inspections, Annual Training and range firing to an environment which emphasizes rapid mobilization and deployment, Combined Arms training, and individual skills. This new dimension of added responsibilities has been compounded by several other factors:

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- o Accelerated mobilization and shorter deployment times for most Reserve Component units.

- o Increased training requirements due to the extensive training time needed for many skills which are now required for the new high-tech equipment.

- o Capstone alignment of all Reserve Component units with Active Component units has placed an increased demand on these units.

- o Unit reorganizations and modernization has presented one of the single most important challenges to Reserve Component units since its present force structure, equipment, and manning challenges.

With these factors and with so many Guard and Reserve units linked with early deploying Active Component units for wartime assignments, it is obvious that part-time commanders need help in the form of full-time people to meet their greatly increased training and readiness responsibilities. Today's Reserve commanders can no longer expect to have three or four months to train between mobilization and combat. To be able to move directly from the local armory to the combat zone, they need help and are receiving some now in the form of experienced full-time soldiers, which enables them to reap full benefit from the limited training time their status as part-time soldiers affords.

The Committee on Armed Services, U.S. House of Representatives (HASC), stated in the Department of Defense Authorization Act, 1986, under the title of Future Implications of Increasing Active Utilization of Reserves (page 185):

Increased utilization of the reserves, together with improving effectiveness of the reserves, represents the best way to help alleviate the (demographic) pressures (of a shrinking recruit pool) on manpower and dollar resources. Certain reserve units are estimated to cost approximately 40-70 percent of comparable active force units.

Reserve forces now support critical mobilization missions and the committee continues to believe that the capability of reserves to perform additional missions is unquestionable, especially with increased full-time support.

The HASC report further stated in Reserve Forces Effectiveness (page 203):

The committee continues to emphasize the need to increase the effectiveness of the nation's reserve components, not only to meet today's force commitments and to relieve budgetary pressures, but also to meet increased future requirements, a problem likely to be exacerbated by demographic changes in the late 1980's. As a result of this emphasis, the committee included a number of reserve initiatives, of which increased full-time support is the cornerstone.

The possibility of mobilization is one of the primary reasons for a Reserve force. The possibility of an accelerated mobilization is why there is a great demand for full-time support in the Reserve units. Full-time support personnel are essential to the Reserve Components and are needed to assist in achieving the levels of readiness required today. Full-time support in Reserve units means more available manpower in peacetime for operating and maintaining equipment, for training, for developing mobilization and exercise plans, and for personnel management and supervision. The full-time support structure assists Reserve Component unit members to optimize their training time without devoting inordinate amounts of time in performing administrative functions which do not contribute directly to an advanced state of readiness. A major advantage of full-time support is the continuous availability of these key unit personnel who are highly skilled and trained to perform the day-to-day mission requirements associated with the unit's wartime mission and with improving readiness and training of the Reservists. Increased levels of full-time support have enhanced unit capabilities, readiness and responsiveness. Congressional efforts to increase full-time support reflects

their significant commitment to improve the readiness and capability of the Reserve Components as an essential element of the Total Force. The Chief, Army Reserve, Major General Berkman, stated in his article for the 1985-86 Green Book, Association of the U.S. Army "Army" Magazine that:

With congressional support, the number of full-time unit support members available to the Army Reserve has increased steadily over the past several years. As the Army Reserve continues its rapid conversion to the latest high-technology equipment, the number of full-time personnel is programmed to increase, at least through 1991.

The General Accounting Office stated in their June 4, 1985 Report to the Secretary of the Army on Problems in Implementing the Army's Reserve Components Full-Time Manning Program that:

Under the full-time program, full-time personnel are assigned to Reserve units to enhance unit readiness and deployability through improved training, personnel administration, maintenance, supply and operational activities. These objectives are to be accomplished by increasing the number of full-time personnel in units over the manning levels that have existed, almost unchanged, since the 1950's and by establishing a cadre of Reservists on full-time active duty, with military skills and backgrounds comparable to those of their counterparts in Active Army units. These objectives are also accomplished by aligning full-time positions with specific military positions in reserve units.

They went on to say that:

There are many positive aspects of the full-time program, such as the military (experience) and (civilian and military) education of the full-time personnel already in the program; the positive effects of increased full-time personnel on unit readiness; the full-time personnel professional and technical career development, and the fact that full-time personnel are deployable with their units of assignment.

All information indicates that full-time personnel in Reserve units increases readiness and is good for the Army. GAO also stated in this report

that "the Army's full-time support program is an approach which has the potential to enhance the capability of the Reserve Components." They further stated that "the majority of personnel in units visited by the GAO team appeared to be well qualified" and their examination of military personnel records showed that "full-time personnel in the Reserve units visited also met military occupational specialty requirements" and that many of the full-time personnel "had Active duty experience." Their report supports the many written statements that the full-time force is a quality force, truly needed by the Reserve units.

In this essay about full-time support, I have limited my discussion to full-time Reserve soldiers in Reserve units. I have not attempted to discuss full-time military technicians, which are civil servants nor full-time Active Component soldiers.

The full-time Reserve soldier is classified under the personnel category of Active Guard/Reserve (AGR). AGR is the name for full-time Reservists on active duty to improve mobilization readiness by organizing, administering, recruiting, and instructing the Reserves. It applies to the Reserve Components of all of the Armed Services. Within the Army, it applies to the Army National Guard and the Army National Guard of the United States as well as to the Army Reserve. However, in this essay AGR refers only to the United States Army Reserve Active Guard/Reserve (USAR AGR) program. The Army implemented its AGR program on 1 February 1979. The first members were actually Reservists already on active duty under one of the several different programs under various authorities (see Enclosure 1, Full-Time Support History). The new program is an umbrella to unify these separate categories of Reservists. Experience and discussion showed the need for more well qualified Reservists on full-time duty. The AGR program objectives are

to attract and retain the highest possible quality of soldiers, which are experienced Army Reservists and to provide a mechanism for equitable selection, attachment, promotion, rotations, and separation (to include possible active duty retirement) of program participants. A number of assumptions underlie the AGR program and its objectives. Two of the most important are: first, the organizers, trainers and administrators of the Reserve should be soldiers with both active duty and Reserve troop unit experience. Of those with that experience, the full-time personnel should be the best available and, as such, they should be encouraged to stay in the full-time support program to continue applying their growing experience to the important, multiplying, and persisting challenges of an expanding Reserve responsibility in the Total Army. Second, equitable rotation of individuals and thoughtful relocation or redesignations of positions circulates ideas and skills, and it redeploys experience from jobs done to jobs needing to be done. Good management of individuals and positions also makes possible progressively more challenging assignments, personal and professional development, and ultimately promotion. Also, one important fact that is overlooked in planning full-time personnel requirements is that an AGR position by law exists to support the mission of the Army Reserve. The full-time Army Reserve soldier is assigned for that purpose and the soldier was selected because of his Reserve experience. The full-time soldier is considered something of an expert for his job. Many of the Active Army soldiers with whom they may work with or at least come into contact with may have little knowledge or understanding of the Reserve. There is a Reserve full-time job to be done and the full-time Reserve soldier is expected to do it, however, there are many opportunities for mutual assistance with your Active Component and civil servant work force.

To determine initial full-time requirements, the National Guard Bureau (NGB) and U.S. Army Forces Command (FORSCOM) developed requirements models based on the "Stroud" and "Sills" Studies respectively (see Enclosure 2). These models used the template approach on existing units. Full-time positions were identified in five functional areas: supervisory, training, maintenance, supply and administration. The Stroud Study identified four levels of manning: present, minimal, adequate and optional. Using recommendations from the Stroud Study, NGB and FORSCOM established manning levels at the "adequate" level (4-6 for company and 6-9 for battalion). Consideration was given for additional full-time support for units with unusual command and control, units separated from parent organizations, and units with mobilization missions which required a high level of operational readiness.

Based on these established manning models NGB and FORSCOM identified full-time authorizations for FY 80 through FY 83 in early deploying and mobilizing units in accordance with HQDA directed priorities listed in the Reserve Components Resource Priority List. One notable exception permitted NGB to authorize a Training NCO in each company-sized unit in FY 83. NGB and FORSCOM identified the following problems associated with their models:

- o Rigid models developed at higher headquarters with limited staffing did not always place the current grade and military skill where needed most.
- o The models lacked sufficient flexibility to allow commanders to tailor full-time personnel to local needs.
- o Changes in full-time positions were difficult to make because of the rigid models.

During FY 83 HQDA (ODCSOPS) recommended changes in AR 135-2 (Full Time Manning) which decentralized management of the full-time program. The changes established responsibility with NGB and FORSCOM for prioritizing Reserve Component units for full-time personnel in accordance with their mobilization and deployment priority and for approving full-time positions in subordinate units and with making other changes in full-time positions as required, while retaining development of overall distribution policy at HQDA (ODCSOPS). HQDA (ODCSOPS) has no responsibility under AR 135-2 for determining other full-time requirements such as Advisors and Military Technicians. These requirements will continue to be determined by NGB and FORSCOM.

Subsequently, NGB and FORSCOM provided States and Major US Army Reserve Commands (MUSARC) guidance on selecting full-time positions for FY 84. NGB and FORSCOM developed their proposed authorizations for FY 84 based on State and MUSARC selections, of positions, from the established requirements models, staying within the limits of the known FY 84 allocations. FORSCOM, additionally, established an allocation reserve for anticipated unit activations, conversions and reorganizations.

Having identified the authorized ARNG and USAR requirements for FY 80 through FY 83 and the proposed authorizations for FY 84, NGB and FORSCOM enhanced these projected requirements with other known full-time personnel requirements resulting from troop unit conversions, activations, and new equipment deliveries scheduled during FY 85 through FY 89. There are an estimated 5600 new items of equipment planned for distribution to the Army Reserve Components by FY 92. These items are not all replacements for items currently in the Reserve Component inventory. In some cases, they are additions to the Reserve Component equipment and material base. In determining the number, grade, and skill of full-time personnel required to

maintain new equipment, NGB and FORSCOM used the Army Modernization Information Memorandum (AMIM), 1500 man-hours (30 hours x 50 weeks) per individual and 400 hours usage per item (standard AC estimate), to assist in identifying full-time personnel for any new piece of equipment coming to the ARNG and USAR.

NGB and FORSCOM identified all planned activations and conversions in the Reserve Components for FY 84-89, using information contained in the force structure data base. They determined the number of additional full-time personnel which would be required, by grade and skill, by comparing all units to be activated in the Reserve Components with an existing unit in the NGB and FORSCOM models with like Standard Requirements Code (SRC). Units planned for activation with SRC's not existing in the models were compared to like unit structure for determining the necessary grades and skills. No allowance was made for split units or other geographical considerations.

NGB and FORSCOM determined that prior to approval of an activation or conversion action, a detailed review for full-time requirements must be made. This review must be a paragraph and line examination by unit with a comparison to like units in the NGB and FORSCOM models, for enhancement. Many changes have occurred in the full-time program which have assisted the Army in maintaining a quality force. One of the major changes was that a complete rewrite of AR 135-2 (Full-Time Manning) was completed. This rewrite changed the proponenty from ODCSPER to ODCSOPS and changed the responsibility of the regulation from providing the guidelines for only limited full-time requirements to providing the guidelines for all full-time support.

The rewrite of AR 135-2 included many changes for ODCSOPS, TRADOC, NGB, and FORSCOM. ODCSOPS became the proponent for the regulation and assumed overall responsibility for determining all Reserve Component full-time support

requirements to include programs for recruiting/retention, command and control, personnel management, and administrative support. The revised AR 135-2 referenced other regulations which govern specific programs such as recruiting and retention which were not included in the revised regulation. ODCSOPS now provides the guidance for determining full-time positions thru TRADOC to NGB and FORSCOM. ODCSOPS is also the HQDA approving authority for the NGB and FORSCOM models and for all major requirements changes to these models. ODCSOPS reviews all unit activations, conversions and reorganizations for Reserve Component full-time positions prior to approval. Similarly, ODCSOPS, in coordination with TRADOC, reviews all new and upgraded items of equipment scheduled to be delivered to the Reserve Components, identifies all full-time positions by specialty code, skill and grade and then provides this information to NGB and FORSCOM. ODCSOPS identifies the full-time positions which should be filled with full-time military or military technicians. In FY 85, ODCSOPS initiated a controlled evaluation of the full-time program and now requires NGB, FORSCOM, and OCAR to report semiannually to ODCSOPS, in a "in progress review" format, the progress and problem areas of the full-time program.

TRADOC, in coordination with DARCOM and HSC, reviews all new equipment scheduled for delivery to the Reserve Components and any changes to unit organizations due to mission or doctrine changes for all full-time personnel requirements. This information is sent to ODCSOPS, NGB and FORSCOM simultaneously, with concise justification as to why these full-time positions are required, along with the type units, grade and skill for each position.

NGB and FORSCOM have enhanced and automated their current (FY 86) full-time models. They have forwarded to ODCSOPS their revised models which have been approved. NGB and FORSCOM continue to evaluate program effectiveness in

terms of contributions to improving readiness and they are conducting workload surveys for all positions. NGB and FORSCOM have also tailored the full-time models, for such external factors as force modernization, high technology, geographic distribution of units, CAPSTONE alignment, distance from support element, and commander's prerogatives.

The new guidelines established in the revised AR 135-2 and the development of an automated Requirements Management Information System have greatly increased the accuracy and timeliness of identifying requirements by grade, skill and type unit for the out-years. As full-time requirements expand, so will the need to show justification in concise detail.

The procedures established in the revised AR 135-2, together with a good full-time personnel management program (AR 135-18) and an Automated Requirements Information System, will provide for a sound, well-managed full-time program. The evaluation system will be critical for FY 86 and beyond and sufficient full-time personnel should be on hand to enable an accurate formal evaluation, with workload surveys, to be conducted.

Now that I have covered the background as to how the full-time requirements were determined by NGB and FORSCOM and some of the factors used in determining the future requirements, I want to lay out a "model" which could be used by unit commanders, to determine their full-time requirements.

Enclosure 3 displays a full-time personnel model which could be used as a guide by unit commanders for determining full-time requirements. This guide would also be especially useful to unit commanders to assist them in understanding the expected yield and final output desired from a given full-time position.

The steps the unit commander should go through when using this guide are as follows:

The unit commander identifies what positions he may want to have a full-time soldier occupy. The normal type positions identified for full-time are:

- o Supervisor/Command and Control
- o Supply/Logistics
- o Maintenance
- o Operator
- o Personnel/Administration
- o Operations/Planners
- o Trainer (MOS Specific)

Then the unit commander should try to determine how many full-time positions he may need. Some of the major variables he should consider are:

- o Number of Functions
- o Diversification of Functions
- o Unit Strength
- o Unit Mission/Type Unit

Other outside influences may impact on the type position selected and the number of full-time soldiers required. Some of these outside influences are:

- o Force Modernization
 - o Equipment (New/Upgraded) and Density of Equipment
 - o Unit Activation/Conversion/Reorganization
- o High Technology
- o Geographic Distribution of Unit
- o Capstone (Roundout/Affiliation/Partnership)
- o How Close to Support Element
- o Command Prerogative

However, the most important factor a unit commander must consider when determining his needs for full-time support is the "yield" expected from the full-time positions. This yield as measured in a "percentage increase" should be as follows:

- o Percent completed day-to-day tasks giving maximum training time to commander during training assemblies
- o Percent improved quality of training administration
- o Percent improved quality of training time
- o Percent increased MOS training to unit members

The bottom line is that full-time personnel must improve unit readiness. NGB and FORSCOM have tailored their full-time models in line with the outside influences shown on this guide. Each of these outside influences and any others should be reviewed in detail for additional full-time requirements. The type positions listed on the model are samples and can be expanded to cover any full-time requirement. Should a given position yield the desired improvement in readiness, the number of positions can be adjusted for unit mission strength and type functions. This guide is not a panacea but is intended as a planning tool for unit commanders and staff officers.

Using this guide to review "model units" some other positions have been identified as good positions for full-time personnel. One of the possible "type" positions identified was a chemical NCO at all brigade, group or higher levels. After reviewing all of the information available for maintenance of chemical equipment and the training hours (individual and unit) required the conclusion is that a full-time chemical NCO may now be required at brigade and group level. However, in the near future a full-time chemical NCO may be required at the battalion level throughout the Reserve Component force.

Another possible "type" position is a staff officer and NCO at all battalions. The need for a battalion staff officer was prevalent in both the NGB and FORSCOM models. Of major concern, was the authority for commanders to select any staff position (Executive Officer, S1, S2, S3, S4) to be filled by a full-time officer. A commander could initially select the S1 position for full-time fill and three years later may wish to fill the S4 position with a full-time officer. Such flexibility must exist for all commanders. The commander may desire a full-time battalion staff NCO. In the future this position may be one of the "type" positions the unit commander may wish to fill with a full-time soldier. It is important for NGB and FORSCOM to analyze all positions to determine if a requirement exists, throughout the Reserve Components, force for the above (or similar) positions to be filled by full-time personnel. The process never stops and a commander must continually review his full-time positions and make adjustments as he feels necessary.

In summary, this essay has covered what are, in the opinion of the author, the most important issues past, present and future, for the US Army Reserve full-time program. An attempt was made to explain the steps used to insure the proper quality and mix of the full-time force. The chart displayed at Enclosure 1, can be used as a management tool by unit commanders to review their current and future full-time positions and to insure that they do meet the important requirement of improving unit readiness.

Major General Briggs, the Deputy Chief of Staff for Personnel at Headquarters, Forces Command stated in a fact sheet dated 8 January 1985 that "one of the key points or bottom lines, is the need for latitude in using full-time support." The Commanding General of FORSCOM, General Sennewald, also stated in his 1985 White Paper on full-time support, that the most important issue to the Reserve Component unit commander is the need for

"flexibility" in determining full-time positions. Also the Chief, Army Reserve, Major General Berkman, stated in The Posture of the U.S. Army Reserve and Budget Estimates for Fiscal Year 1987 that:

his organization has developed management initiatives directed toward fine tuning the full-time program. Through the implementation of position validation procedures and objective force analysis, program unit strength was realigned to assure flexibility in meeting changing unit readiness demands. The implementation of comprehensive life cycle management regulations has provided a highly qualified and stable full-time force with the skills, experience, and background needed to maintain and sustain the required level of Reserve Component readiness.

The chart displayed at Enclosure 1 will assist the unit commander in reviewing his prospective full-time positions to insure they can satisfy the most important issue, that is improving his unit readiness.

Full-time support provides essential assistance to units striving for higher levels of readiness. Past and programmed increases in full-time support demonstrates the commitment of Congress and the U.S. Army to improve the readiness and capabilities of the Reserve Components. NGB, FORSCOM and OCAR have structured their full-time support programs to best suit their own unique needs. The unit commander must have that same flexibility. This vital and successful program must continue to be emphasized and funded by Congress, OSD and the Army.

SUMMARY OF MAJOR FULL-TIME SUPPORT STUDIES (continued)

SILLS STUDY

STUDY

FULL-TIME SUPPORT TO THE USAR (SILLS STUDY), 1980, PROponent WAS U.S. ARMY RESERVE

OBJECTIVE(S)

TO EXAMINE THE EXISTING FULL-TIME SUPPORT PERSONNEL MANAGEMENT CATEGORIES IN ORDER TO DEVELOP A MORE SIMPLE AND CONSISTENT FORSCOM FULL-TIME SUPPORT PERSONNEL MANAGEMENT SYSTEM.

RECOMMENDATIONS

1. FULL-TIME MANNING AUGMENTATION STRUCTURE FOR ALL PERSONNEL TO BE MAINTAINED AT MAJOR U.S. ARMY RESERVE COMMAND (MUSARC) LEVEL.
2. SINGLE INTEGRATED RATING AND SUPERVISION CHAIN TO BE ADOPTED.
3. ALL FULL-TIME SUPPORT PERSONNEL WORKING FOR MUSARC COMMANDER, EXCLUDING MAINTENANCE OR CLERICAL PERSONNEL, BE MILITARY.
4. TRANSITION TO MILITARY FORCE BE WELL PLANNED AND EXTEND OVER A 5 YEAR PERIOD.
5. MAINTENANCE FACILITY AND CLERICAL PERSONNEL BE EXEMPT FROM CONVERSION AND DUAL STATUS REQUIREMENT.
6. BASE LEVEL OF 10,194 FULL-TIME UNIT SUPPORT PERSONNEL BE APPROVED BY FORSCOM AS BASIS FOR FUTURE PERSONNEL SELECTION.
7. FULL-TIME CHIEF OF STAFF BE ESTABLISHED AT ARMY RESERVE COMMAND AND GENERAL OFFICER COMMAND LEVEL.
8. CHIEF OF STAFF EXPERIENCE BE EQUIVALENT TO COMMAND FOR PROMOTION PURPOSES.
9. SELECTED ACTIVE GUARD/RESERVE PERSONNEL BE ROTATED BETWEEN ACTIVE COMPONENT AND RESERVE COMPONENT ASSIGNMENTS.
10. DETAILED JOB TASKS BE DEVELOPED FOR ALL FULL-TIME PERSONNEL.

FULL-TIME SUPPORT HISTORY

<u>DATE</u>	<u>ITEM</u>	<u>DESCRIPTION</u>
1916	THE NATIONAL DEFENSE ACT	AUTHORIZED FEDERAL FUNDING TO HIRE CARETAKERS AND CLERKS TO PROVIDE FULL-TIME SUPPORT TO NATIONAL GUARD UNITS.
1950	ARMY RESERVE TECHNICIAN PROGRAM	AUTHORIZED FULL-TIME SUPPORT FOR USAR UNITS.
1960	DUAL STATUS PROGRAM FO. USAR TECHNICIANS	MEMORANDUM OF UNDERSTANDING BETWEEN THE ARMY AND CIVIL SERVICE COMMISSION. RECOMMENDED DUAL STATUS BE A PREREQUISITE FOR HIRING. GUARANTEED THAT TECHNICIAN WOULD NOT LOSE CIVILIAN POSITION IF HE INVOLUNTARILY LOST MILITARY STATUS.
1968	NATIONAL GUARD TECHNICIAN ACT (PL 90-486)	DESIGNATED NATIONAL GUARD TECHNICIANS AS EXCEPTED STATUS FEDERAL EMPLOYEES.
1970	MEMORANDUM OF UNDERSTANDING BETWEEN ARMY AND CIVIL SERVICE COMMISSION.	REQUIRES UNIT MEMBERSHIP AS A CONDITION OF EMPLOYMENT.
1976	DEFENSE MANPOWER REPORT	CONCLUDED REPLACING CIVILIAN TECHNICIANS WITH FULL-TIME MILITARY COULD SAVE \$270M IN FY 75.
1977	IMPLEMENTATION OF OFFICER PERSONNEL MANAGEMENT SYSTEM --U.S. ARMY RESERVE	USAR PERSONNEL RECALLED TO ACTIVE DUTY, IN SPECIAL ACTIVE DUTY FOR TRAINING STATUS, TO PROVIDE CAREER MANAGEMENT TO USAR OFFICERS.
1977	GERARD STUDY	IDENTIFIED FULL-TIME SUPPORT REQUIREMENTS.
1977	STROUD STUDY	IDENTIFIED FULL-TIME SUPPORT REQUIREMENTS. RECOMMENDED LEGISLATIVE ACTION TO IMPROVE THE MILITARY TECHNICIAN PROGRAM.

FULL-TIME SUPPORT HISTORY (continued)

<u>DATE</u>	<u>ITEM</u>	<u>DESCRIPTION</u>
1977	OFFICE, SECRETARY OF DEFENSE, RESERVE COMPONENT STUDY, TEST FOUR	TEST PROGRAM. FORE-RUNNER OF FULL-TIME MANNING IN RESERVE COMPONENT UNITS.
1978	ARMY RESEARCH INSTITUTE (ARI) STUDY	RECOMMENDED INCREASES IN RESERVE COMPONENT FULL-TIME SUPPORT STAFF.
FEB 1979	USAR LONG TOUR MANAGEMENT PROGRAM	PROVIDED CENTRALIZED MANAGEMENT OF PERSONNEL SERVING ON ACTIVE DUTY FOR TRAINING AND SPECIAL ACTIVE DUTY FOR TRAINING FOR MORE THAN 179 DAYS.
NOV 1979	CHANGE TO PL 96-107	AUTHORIZED VOLUNTARY RECALL OF RESERVE COMPONENT PERSONNEL TO ACTIVE DUTY IN SUPPORT OF THE ARNG AND USAR.
NOV 1979	MEMORANDUM FROM ODASD (RA) TO ASA (M&RA), SUBJECT: POLICY ON SELECTION, UTILIZATION AND REPORTING OF PERSONNEL PROVIDING FULL-TIME SUPPORT TO THE RESERVE COMPONENT	INTRODUCED TERM ACTIVE GUARD/RESERVE (AGR).
1979	TECHNICIAN CONVERSION PROGRAM	PROGRAM INITIATED TO REPLACE CIVILIAN TECHNICIANS WITH MILITARY PERSONNEL.
1980	FULL-TIME MANNING PROGRAM	ACTIVE COMPONENT AND FULL-TIME RESERVE COMPONENT PERSONNEL ASSIGNED TO RESERVE COMPONENT UNITS.
JUN 1980	SILL STUDY	RECOMMENDED PROCEDURES AND POLICIES FOR BETTER MANAGING THE USAR FULL-TIME MANNING PROGRAM.

FULL-TIME SUPPORT HISTORY (continued)

<u>DATE</u>	<u>ITEM</u>	<u>DESCRIPTION</u>
JAN 1981	ODCSPER LETTER, SUBJECT: AGR POLIC" GUIDANCE	OUTLINED ACTIVE GUARD/RESERVE PERSONNEL SELECTION AND RETENTION POLICIES.
APR 1981	MEMORANDUM FROM ODASD (RA) TO ASA (M&RA), SUBJECT: SELECTION UTILIZATION AND REPORTING OF FULL-TIME SUPPORT PERSONNEL	ADDRESSED MILITARY TECHNICIAN CONVERSION AND USE OF FULL-TIME MANNING PERSONNEL.
SEP 1981	TECHNICIAN CONVERSION TEST	TEST PROGRAM TERMINATED.
OCT 1981	FORSCOM REPORT ON TECHNICIAN CONVERSION TEST	RECOMMENDED A FULL-TIME UNIT SUPPORT BASELINE REQUIREMENT OF 7.2 PERCENT OF PAID DRILL STRENGTH. RECOMMENDED THAT THE FULL-TIME SUPPORT BE COMPOSED OF ACTIVE GUARD/RESERVE PERSONNEL.
NOV 1982	CONGRESSIONAL INTEREST IN DOUBLE-SLOTTING OF FULL-TIME MANNING PERSONNEL AND RESERVE UNIT MEMBERS (PAY CATEGORY A PERSONNEL)	VICE CHIEF OF STAFF, U.S. ARMY, DECISION TO END DOUBLE-SLOTTING.
APR 1983	FORSCOM FULL-TIME MANNING EVALUATION	FOUND POSITIVE CORRELATION BETWEEN READINESS AND FULL-TIME MANNING LEVELS.
APR 1983	U.S. GENERAL ACCOUNTING OFFICE (GAO) FULL-TIME MANNING REPORT	RECOMMENDED SLOWING PROGRAM GROWTH PENDING COMPLETION OF AN OBJECTIVE EVALUATION.
JUN 1983	OFFICE, DEPUTY CHIEF OF STAFF FOR PERSONNEL (ODCSPER) RESERVE COMPONENT STUDY GROUP	RECOMMENDED ODCSPER MAINTAIN OVERALL MANAGEMENT AND THAT ODCSOPS BE RESPONSIBLE FOR DETERMINING REQUIREMENTS. ALSO RECOMMENDED REVISIONS TO AR's 135-2 AND 135-18 AND THAT NGB AND OCAR BE THE PROGRAM MANAGERS.

SUMMARY OF MAJOR FULL-TIME SUPPORT STUDIES

DEFENSE MANPOWER COMMISSION STUDY

STUDY

"DEFENSE MANPOWER: THE KEYSTONE OF NATIONAL SECURITY. REPORT TO THE PRESIDENT AND THE CONGRESS," 1976, PROPO- NENT WAS OFFICE, SECRETARY OF DEFENSE (OSD)

OBJECTIVE(S)

1. DETERMINE LEVELS OF ACTIVE FORCE PERSONNEL IN SUPPORT OF RESPECTIVE RESERVE COMPONENTS
2. DESIRABILITY OF REPLACING TECHNICIANS WITH MILITARY PERSONNEL

RECOMMENDATION

1. SOME INCREASE IN ACTIVE COMPONENT PERSONNEL CAN PROVIDE THE MEANS TO IMPROVE TRAINING AND UPGRADE READINESS.
2. REPLACEMENT OF RESERVE COMPONENT TECHNICIANS WITH MILITARY ACTIVE GUARD/RESERVE OR EXTENDED ACTIVE DUTY PERSONNEL WOULD ACCOMPLISH THE OBJECTIVES OF THE PRESENT PROGRAM AT SIGNIFICANT SAVINGS.
3. PROGRAM MUST BE CHANGED USING A LONG RANGE PLAN WHICH WOULD NOT IMPACT ON READINESS OR IMPOSE UNDUE HARDSHIP ON TECHNICIANS NOW IN PROGRAM.

GERARD STUDY

STUDY ON THE FULL-TIME TRAINING AND ADMINISTRATION OF THE SELECTED RESERVE (GERARD STUDY), 1977, PROPOONENT WAS OFFICE, SECRETARY OF DEFENSE (OSD)

1. TO DETERMINE WHETHER SUBSTANTIAL SAVINGS COULD BE REALIZED THROUGH REPLACEMENT OF TECHNICIAN PERSONNEL WITH FULL-TIME GUARDSMEN AND RESERVISTS
1. THERE IS NOT A SUFFICIENT MAGNITUDE OF COST DIFFERENCE BETWEEN MILITARY FULL-TIME SUPPORT AND TECHNICIAN FULL-TIME SUPPORT TO JUSTIFY A CHANGE.
2. TECHNICIAN PROGRAMS OF NATIONAL GUARD AND AIR FORCE RESERVE SHOULD BE RETAINED.
3. UNION ACTIVITIES HAVE AN ADVERSE AFFECT ON MILITARY READINESS.
4. DEPARTMENT OF NAVY RETAIN CURRENT MILITARY FORCE PENDING A STUDY TO DETERMINE IF IT IS COST EFFECTIVE TO CONVERT TO A TECHNICIAN FORCE.
5. COMBAT READINESS IS NOT DIRECTLY RELATED TO A HIGH RATIO OF FULL-TIME SUPPORT PERSONNEL
6. US ARMY RESERVE HAS LEAST EFFECTIVE TECHNICIAN FORCE OF THE SEVEN COMPONENTS EXAMINED
7. EXCEPTED CIVIL SERVICE TECHNICIAN STATUS PROVIDES SIGNIFICANT ADVANTAGES OVER COMPETITIVE CIVIL SERVICE STATUS.

SUMMARY OF MAJOR FULL-TIME SUPPORT STUDIES (continued)

STROUD STUDY

STUDY

STUDY OF THE FULL-TIME PERSONNEL REQUIREMENTS OF THE RESERVE COMPONENTS (STROUD STUDY), 1977, PROPOSENT WAS HQ, DEPARTMENT OF THE ARMY.

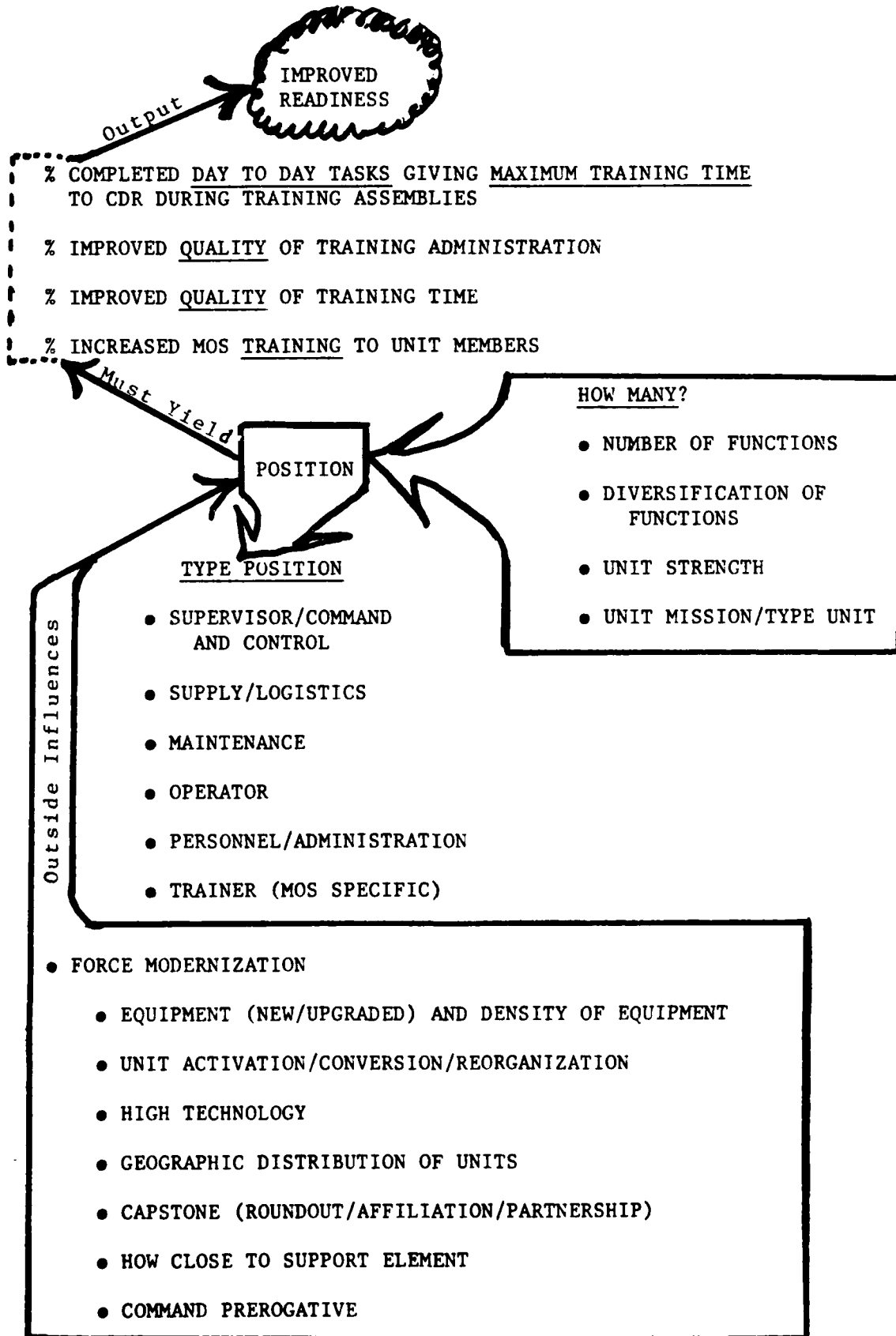
OBJECTIVE(S)

TO EVALUATE THE BATTALION AND UNIT TECHNICIAN PROGRAM AND TO IDENTIFY SPECIFIC FUNCTIONS OR TASKS THAT REQUIRE THE SUPPORT OF FULL-TIME PERSONNEL.

RECOMMENDATIONS

1. IMPLEMENT A UNIFORM MILITARY TECHNICIAN PROGRAM FOR THE ARNG AND USAR TO INCLUDE: EXCEPTED CIVIL SERVICE STATUS; MANDATORY UNIT MEMBERSHIP; AND IDENTICAL GRADE AND MANNING STRUCTURE.
2. ADOPT INCREASED FULL-TIME REQUIREMENTS FOR RESERVE COMPONENTS UNITS.
3. BEGIN IMPLEMENTATION OF THE RECOMMENDED MANNING STRUCTURE AND EVALUATE RESULTING READINESS IMPROVEMENT.
4. AUTHORIZE AND PROVIDE MANDAY SPACES FOR ADDITIONAL SUPPORT ASSEMBLIES.
5. CONSIDERATION BE GIVEN TO PROVIDING AN ADDITIONAL NON-COMMISSIONED OFFICER POSITION FOR PERFORMING THE ADMIN AND SUPPLY TECHNICIAN FUNCTIONS.
6. SUPPORT LEGISLATIVE ACTION TO IMPROVE THE CURRENT PROGRAM BY:
 - (a) FULLY FUNDING TECHNICIANS CURRENTLY AUTHORIZED.
 - (b) REMOVING TECHNICIANS FROM THE DOD CIVILIAN MANPOWER CEILING
 - (c) EXCLUDING TECHNICIANS FROM EXECUTIVE ORDER 11491.
7. IMPLEMENT ACTIVE COMPONENT AUGMENTATION PERSONNEL ONLY ON A LIMITED BASIS IN ORDER TO FULLY EXAMINE AND EVALUATE THIS ALTERNATIVE.

MODEL FOR DETERMINING FULL-TIME POSITIONS



STUDENT ESSAY

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US ARMY WAR COLLEGE, CARLISLE BARRACKS, PENNSYLVANIA

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