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USAR PREMOBILIZATION COMBAT READINESS FOR ENLISTED PERSONNEL

STUDY

PROJECT

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BY

LIEUTENANT COLONEL OTIS J. ELAM

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This individual study explains key attributes of the current IRR Training Program. It will determine needs and requirements for sustainment training and explain the composition of the IRR--what it is made up of. Additionally, this study describes how the current IRR program determines needs and requirements and discusses what mobilization plans and requirements are necessary to meet the M-M+90 requirements. It sets forth recommendations and upgrades to enhance the current training program. Specifically, the study supports recommendations to: (1) align IRR forces through continuous recruiting and reclassifying, (2) focus on recruiting to fill the 10 N 10 Essential Forces, (3) institute a full or partial screening/testing to determine which IRR soldiers should receive sustainment training, (4) upgrade the current IRR training program by scheduling annual training (AT) at Active Component and Reserve Component schools, and (5) make the IRR training program mandatory rather than voluntary.

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USAR PREMOBILIZATION COMBAT READINESS FOR ENLISTED PERSONNEL

AN INDIVIDUAL STUDY PROJECT

bу

Lieutenant Colonel Otis J. Elam

Lieutenant Colonel D. E. Williams Project Advisor

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US Army War College Carlisle Barracks, Pennsylvania 17013 31 March 1989



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ABSTRACT

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The Individual Ready Reserve (IRR) is the nation's largest source of trained individual manpower, thus a critical element in the Total Army's mobilization planning system. From the inception of the IRR, it has not been clear how to maintain its readiness posture? What are the types and quantities of skills required to meet the M-M+90? How should IRR training be sustained? What are the types and quantities of skills available? What are the training requirements and frequencies of training needs for these skills? How many IRR soldiers in each of the required skills have received necessary refresher training?

This individual study explains key attributes of the current IRR Training Program. It will determine needs and requirements for sustainment training and explain the composition of the IRR -what it is made up of. Additionally, this study describes how the current IRR program determines needs and requirements and discusses what mobilization plans and requirements are necessary to meet the M-M+90 requirements. It sets forth recommendations and upgrades to enhance the current training program. Specifically, the study supports recommendations to: Align IRR forces through continuous recruiting and reclassifying; (2) focus on recruiting to fill the 10 N 10 Essential Forces, ~ Pa)_institute a full or partial screening/testing to determine which IRR_soldiers should receive sustainment training; 😪 upgrade the current IRR

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USAR PREMOBILIZATION COMBAT READINESS FOR ENLISTED PERSONNEL

CHAPTER I

INTRODUCTION

The Individual Ready Reserve (IRR) is the nation's largest source of trained individual manpower. Most IRR members have completed their active duty contracts, but have time remaining in the eight-year military service obligation.¹ IRR members do not belong to or train with units; instead they represent a pool of pre-trained, militarily experienced individuals who can be called to active duty during national emergencies.² Current plans for mobilization anticipate IRR members immediately filling vacancies in existing active or selected Reserve units; later they will replace casualties.³ IRR personnel would fulfill this role better than the primary alternative -- new recruits -- regardless of IRR training programs, because IRR personnel have some prior experience on active duty or in the active reserve. Mobilization Readiness will significantly improve if the IRR maintains its skills in peacetime.

The Congress, Office of the Secretary of Defense (OSD), and the military services -all concerned with IRR readiness -- have turned their attention to retaining skills of the IRR for two primary reasons: First, the IRR receives little training to maintain necessary skills for mobilization. Second, in an effort to increase the IRR available strength for mobilization, Congress extended the military obligation to eight years in 1984. Previously, the total obligation was six years. But in response to concern over readiness of the IRR, in 1985, OSD requested in the Defense Guidance that the services determine IRR skill retention and institute necessary refresher training programs.

The IRR consists of approximately 300,000 members who have served on active duty or in the selected reserve. Yet, we have no clear-cut plans or programs to maintain the

readiness posture of the IRR during peacetime. Many questions that have arisen pertaining to IRR training programs and skills are:

> 1. What are the types and quantities of skills required to meet the M-M+90 and sustainment of training requirements?

> 2. What are the types and quantities of skills available in the IRR?

3. What are the training requirements and frequency of training needs for these skills?

4. How many IRR soldiers in each of the required skills have received the necessary refresher training, and what is the frequency of this training?

5. What is the Army doing to reconcile differences between required and available skills?

Before continuing, it will be necessary to explain two terms:

a. M-M+90 requirements -- M or M-day is the term used to designate the day on which mobilization is to begin. M+90 requirements are manpower shortfalls needed on M-day plus 90 days beyond M-day to support Active Army and Reserve Component deploying and non-deploying units.

b. 10 N 10 Essential Forces -- The term originated from an agreement between the United States and its NATO Allies to deploy 10 divisions of U.S. military troops to Europe in 10 days if war is declared.

This paper will address the above questions:

Chapter II offers an overview of the Individual Ready Reserve.

Chapter III explains the composition of the IRR and offers a rational for supporting it.

Chapter IV describes how the IRR is managed and tells who manages it.

Chapter V explains what the mobilization plan and requirements should be to meet the M-M+90 requirements.

Chapter VI explains key attributes of the current IRR Training Program and recommends changes and upgrades necessary to meet the M-M+90 requirements.

Chapter VII will set up goals for IRR training, and address the need to change or upgrade the current training plans so that the IRR can meet its mobilization requirements and sustainment for training.

This study will focus on the USAR enlisted component of the IRR force. All numbers and percentages throughout this study will pertain to USAR enlisted members unless otherwise stated in this paper. The officers/warrant officers in the IRR are responsible for their own training; their

standards are determined by regulations for advancement or promotion.

ENDNOTES

1. U.S. Law, Statutes, 673(b) of Title 10, United States Code, Authorizes the President to call-up members of the Reserve Forces without a prior declaration of war or national emergency, Appendix 2, p. 30.

2. HQDA, Office, Chief Army Reserve, Posture of the U.S. Army Reserve, p. 37.

3. U.S. Department of the Army, <u>The</u> <u>Army Mobilization and Operation Planning</u> <u>System (AMOPS)</u>, Vol. III., p. 2-3.

CHAPTER II BACKGROUND

The Ready Reserve consists of two major groups: the Selected Reserve (SR) and the Individual Ready Reserve (IRR). Members of the SR are assigned to units, trained in units, have unit equipment in place, and are organized very much like an active component TDE unit. A subgroup of the Selected Reserve is the Individual Mobilization Augmentee (IMA). These reservists (IMA) are assigned to and drill with an active duty unit. IMA is the segment of the Ready Reserve that most frequently comes to mind when the reserves are discussed. The IRR is a pool of trained individuals, not organized into units, whose continued training is voluntary and irregular. A large number of IRR members have completed their active or SR duty contract, but they still have time remaining in their military service obligation. Members of the IRR are available

for call to active duty when the President declares an emergency or upon declaration of war.¹ Additionally, they may be required to report to active duty for training for up to 30 days per year.

IRR members meet no special requirements. By law, any time remaining in the eight-year military service obligation following completion of active duty or active reserve duty must be spent in the Ready Reserve. Individuals automatically become part of the IRR unless they choose to serve in the SR. Similarly, those who join the SR and serve less than eight years automatically become IRR members for the remainder of their eight-year obligation.²

The IRR Pool will not always match the wartime requirements for personnel. Some occupational areas may have too few IRR members to fill the shortfall between wartime requirements and peacetime manning.

Despite the haphazard structure for the IRR, mobilization plans depend on the considerable manpower potential pool of the IRR. During peacetime, our active manning level is well below levels called for in wartime mobilization. When mobilization occurs, the services will call the IRR to duty to fill out existing active and SR units to maintain them at full strength.³ Without the IRR, the fastest way to increase our requirements would be to institute the draft or dismantle low priority SR units and use their members as fillers for undermanned active units and high priority SR units. The latter option would disrupt the integrity of existing units and waste the valuable time and effort required to develop unit cohesion and responsiveness.

ENDNOTES

1. U.S. Law, Statutes, 673(b) of Title 10, United States Code, Authorizes the President to call-up members of the Reserve Forces without a prior declaration of war or national emergency, Appendix 2, p. 30.

2. U.S. Congress, Joint Committee, Congressional DOD Authorization Act of 1984, section 1022.

3. HQ, ARPERCEN, <u>Mobilization</u> <u>Requirements for Trained Manpower (MOBPOWER</u>) Vol. II., p.6.

CHAPTER III

INDIVIDUAL READY RESERVE COMPOSITION

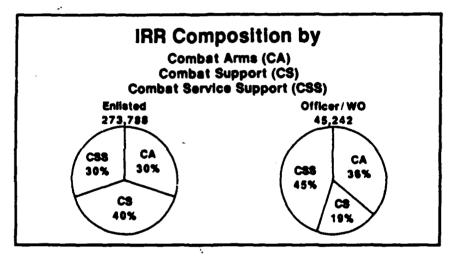
The Army's Individual Ready Reserve (IRR) contains both enlisted and officer personnel. Figure 1 indicates that the current Army IRR strength is approximately 300,000 soldiers. Enlisted members account for about 85.8 percent of the total IRR force, and officers account for the remaining 14.2 percent of the total IRR force. Figure 1 shows IRR composition: Combat Arms (CA), Combat Support (CS), Combat Service Support (CSS); it presents separate breakdown for enlisted personnel and officer/warrant officers. The enlisted force consists of 30 percent (82,136) Combat Arms, 30 percent (82,136) Combat Service Support, and 40 percent (109,515) Combat Support. The officer/warrant officer force is broken down into 36 percent (16,287) Combat Arms, 45 percent (20,358) Combat Service Support, and 19 percent (8,595) Combat Support.¹

The IRR members have undergone training commensurate with their military specialty. They have served previously in an active component or in the Selected Reserve status. Further, they have time remaining in their initial military service obligation.

The IRR is made up primarily of white males; the majority are located in the eastern United States. (See Figures 2 and 3.)²

Figures 4 and 5 show that IRR members fall largely in the 20 to 24 year age range.³ The majority are high school graduates, but only a very few have attended college.

A large number of personnel in the Army with less than six months of service may have to develop initial skills as well as undergo refresher training. In a rapid mobilization, the IRR soldier with less than six months of service would be of little immediate use.



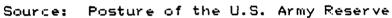
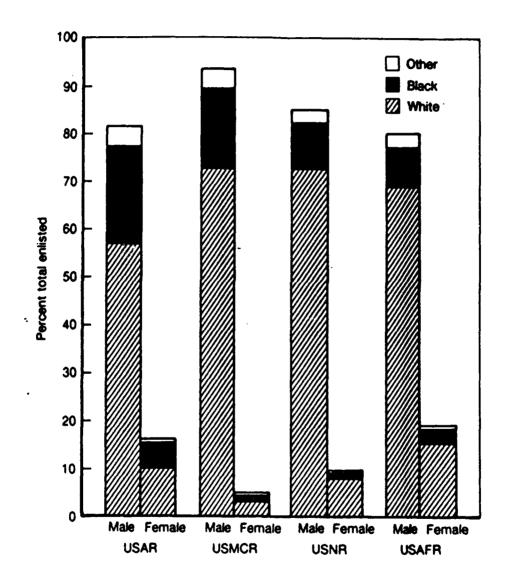
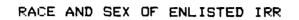


Figure 1





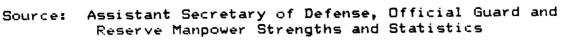
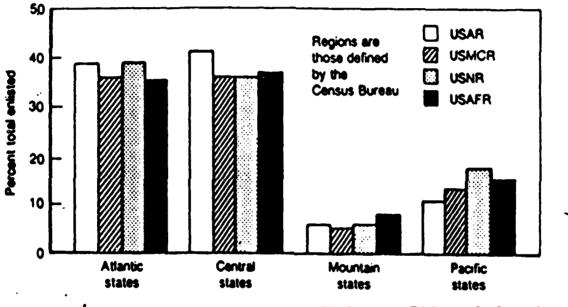


Figure 2

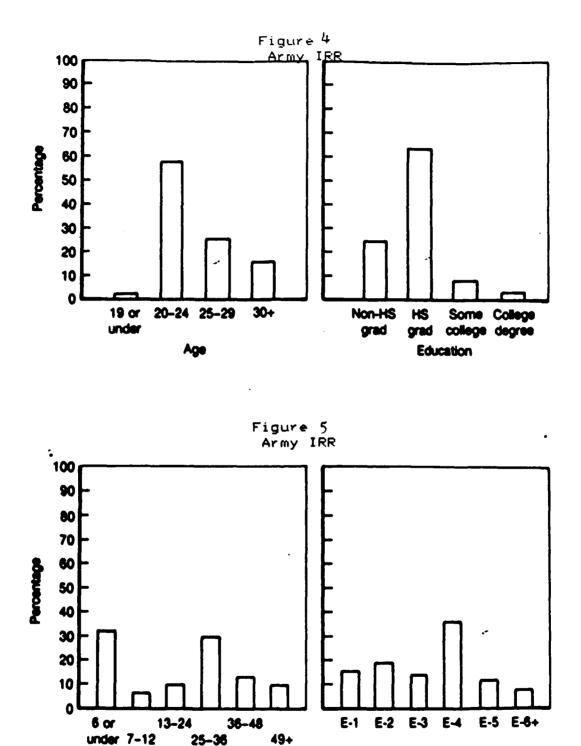
GEOGRAPHIC REGION OF ENLISTED IRR



Source: Assistant Secretary of Defense, Official Guard and Reserve Manpower Strengths and Statistics

Figure 3

US ARMY IRR CHARACTERISTICS



Months on active duty

Present grade



ENDNOTES

1. HQDA, Office, Chief Army Reserve, Posture of The U.S. Army Reserve, p. 37.

2. U.S. Department of Defense, Assistant Secretary of Defense, Guard and Reserve Manpower Strength and Statistics, 1988.

3. <u>Ibid</u>.

CHAPTER IV

MANAGEMENT OF ENLISTED IRR

The current enlisted Individual Ready Reserve (IRR) strength of approximately 270,000 members is managed by the Enlisted Personnel Management Directorate (EPMD) of the Army Reserve Personnel Center (ARPERCEN). The Enlisted Management Directorate's mission is to execute, sustain and assist in the development of an individual Ready Reserve enlisted personnel management system that is responsible to the needs of the Army. Additionally, EPMD provides training and professional development opportunities to meet wartime requirements as described below.

The Directorate is organized into a small headquarters element and five separate divisions. The three management divisions are organized by combat arms, combat support, and combat service support. They provide the

direct management of enlisted members from private to master sergeant/first sergeant. The management divisions are further grouped by career management field (CMF).

The two remaining divisions provide direct support to the management division. On the Directorate staff, they manage such diverse programs as:¹

1. reenlistment/retention

2. assignments/attachments

3. inquiries

4. transient management

5. management information systems for the Directorate

6. management of sergeants major/command sergeants major

7. development of internal Directorate plans and programs

8. coordination of enlisted training

Under the enlisted training program/plan, ARPERCEN has developed a Training Management Plan. This plan establishes priorities, strategies and programs for training the Individual Ready Reserve.

EPMD currently provides training opportunities in Counterpart Training, Professional Development Education, Exercise Support, Language Refresher Training, Skill level 2/3 Training and Aviation Training.

ENDNOTES

1. HQ, ARPERCEN, <u>Individual Ready</u> <u>Reserve/Individual Mobilization Augmentee</u> <u>Training Management Plan</u>, p. D-1.

CHAPTER V

MOBILIZATION PLANS AND REQUIREMENTS

Examination of the most current mobilization plan provides the first step for determining an IRR training plan or program. The mobilization plan tells how many IRR members are needed, what specialties will be needed at or shortly after mobilization, and the frequency with which the IRR member needs to be trained.¹ This information can be used to guide decisions on what specialties should be considered for training. The services have means to gather this information. For example, the Army has the MOBPOWER model to produce a priority list of IRR MOS needs based on mobilization situations (See Appendix A).²

Mobilization For Trained Manpower (MOBPOWER) is managed and operated by the Army Reserve Personnel Center (ARPERCEN). The MOBPOWER document estimates the projected

shortfall in trained manpower from wartime required strength in CONUS based Active Army units, Reserve units that deploy during the first 90 days after mobilization and Essential CONUS Support Units (ECSU), which do not deploy (See Appendix A). Using MOBPOWER data, training managers can establish strategies and programs that will prepare IRR soldiers to fill required mobilization needs and serve effectively in a theater of operation.³

Information from the Army's MOBPOWER document, such as trained manpower shortfalls for FY89, is drawn from the Mobilization Personnel Processing System (MOBPERS) and the Personnel Master File (PMF). The MOBPERS is managed and operated by ARPERCEN. MOBPERS provides monthly updates of requirements. These requirements are reported by MOS and grade for enlisted personnel. The MOBPERS Report also assigns each IRR member to a CONUS unit or mobilization station based on specific criteria. As of April 1988, approximately

390,965 requirements have been identified by MOBPERS.⁴

The PMF provides official information for IRR training of RT-12s. These are IRR members who have been released from either active duty or a Troop Program Unit (TPU) within the last 12 months; they are considered recently trained for planning purposes. RT-12 assets are subtracted from the requirements for trained manpower to meet shortfalls or to determine the number of additional IRR members that must be trained before mobilization. FY89 projects 112.3K recent trained IRR (96.4K RT-12 plus 15.9K trained in the IRR).⁵

The problem of estimating the Army's mobilization requirements can be reduced to this formula:

Mobilization - Recently = Shortfall of requirements (minus) trained IRR (equal) recently trained IRR need to meet mobilization requirements

Thus IRR training strategy should call for re-training a sufficient number of IRR in the necessary specialities to meet this shortfall at any given time.

ENDNOTES

1. U.S. Department of the Army, <u>The Army</u> <u>Mobilization and Operations Planning System</u> (AMOPS), Vol. III., p.E-1-1.

2. HQ, ARPERCEN, <u>Mobilization</u> <u>Requirement for Trained Manpower (MOBPOWER)</u>, Vol. II., p. 1-415.

3. U.S. Department of the Army, <u>The Army</u> <u>Mobilization and Operations Planning System</u> (AMOPS), Vol. III., p.E-1-1.

4. HQ, ARPERCEN, <u>Individual Ready</u> <u>Reserve/Individual Mobilization Augmentee</u> <u>Training Management Plan</u>, p. 2.

5. <u>Ibid.</u>, p.3.

CHAPTER VI

CURRENT INDIVIDUAL READY RESERVE TRAINING

Mobilization training should enhance the readiness of individuals through combined training initiatives and options. This calls for a combined effort among Headquarters, Department of Army (HQDA), Office, Chief Army Reserve (OCAR), Army Reserve Personnel Center (ARPERCEN), Training and Doctrine Command (TRADOC), and Forces Command (FORSCOM) to set the stage for training the IRR.

The Army Reserve Personnel Center is currently identifying the training needs of the IRR through projected shortfalls found in the MANPOWER system as described in Chapter V. Based on identified current mobilization fill requirements, IRR members will be identified for training through one of the following programs.¹

MOBILIZATION COUNTERPART READINESS TRAINING. Mobilization Counterpart Readiness Training is

a major means of IRR training. IRR members volunteer for active duty training tours from 12 to 35 days to train on the job with active component units in positions appropriate to their grade and military skills.²

REDTRAIN PROGRAMS. Redtrain is a Total Army Military Intelligence (MI) program that trains Army Reserve TPU, IRR, and IMA soldiers to sustain and improve technical and foreign language skills required to perform wartime intelligence, counterintelligence, and electronics warfare functions. First priority for this training goes to enlisted soldiers. This is consistent with Army Reserve training objectives. Redtrain opportunities are:

o Live Environment Training. Countering a live target in a MI speciality or in support of an MI operation (i.e., morse intercept, counterintelligence, and special operations).

o In-Unit Training. This training is conducted at one of the four FDRSCOM

consolidated training facilities (CTF). MI regional training site have the mission of training reserve component enlisted soldiers in a sensitive compartmented information environment using real time materials.

o Language Refresher Training. Interrogators, voice interceptors, and other MI linguists receive language refresher training at the Defense Language Institute, CTFs or through other service or government language programs.³.

CONTINUING HEALTH EDUCATION. IRR Medical professionals can receive enlisted training from a wide variety of military or civilian sponsored opportunities. These medical opportunities include medical conferences, symposia, and seminars sponsored by AMEDD. Professional Postgraduate short course programs include both Army and tri-service programs. This training meets specified professional requirements for continuing medical education.⁴

MISSION SUPPORT. This type of training -active duty for special work (ADSW) permits the IRR to perform a tour of 179 days. This 179 days may be authorized for special temporary duty requiring expertise in support of annual training exercises and other selected activities.⁵

DIVISION ATTACHED READY RESERVE TRAINING (DARRT). DARRT is a means for training IRR soldiers through longer term affiliation with active component units. It is much like the Individual Mobilization augmentation program (IMA), except DARRT is not constrained by any kind of authorization document. Further the IRR soldier will probably not mobilize with the active unit. Under DARRT, the IRR affiliates with specific brigades or divisions for 19-26 days of intensive field training.

The DARRT concept trains both IRR enlisted and officer personnel in combat arms, combat support, and combat service support. This program is managed by ARPERCEN.

Currently, ARPERCEN coordinates ongoing DARRT training programs with the 7th and 24th Infantry Divisions, XVIII Airborne Corps, and the 1st Special Operations Command. The 25th Infantry Division and the 3rd Armored Cavalry Regiment are currently under consideration for the DARRT program. More than 1,000 IRR soldiers participated in this program in FY88.⁶

GROUND LIAISON TEAM (GLT). The Army Airland Battle doctrine emphasizes coordination between air support and ground support. The GLT program was developed in coordination with the Air Force Reserve and the Air National Guard. Army IRR soldiers are attached as teams to Air Force Reserve and Guard units. The GLT authorizes up to 38 days active duty training annually, based on available funds. The GLT program began in FY86 with 24 officers and 48 enlisted personnel. In FY88 the program expanded to 112 officers and 224 enlisted personnel.⁷

SKILL LEVEL 2/3 TRAINING PROGRAM. Enlisted IRRs in high priority skills are offered standardized junior leadership and skill enhancement training. This training, conducted at Army schools under the direction of TRADOC, is being analyzed from the perspective of skill decay. Subsequent testing is done at predetermined intervals following the training. Test results of this training will be used as the basis for designing training necessary to enhance skill retention. Test will also measure the training status of individual soldiers.⁸

LANGUAGE TRAINING. The Language Training Program was created to comply with Army policy. This program requires annual proficiency testing. IRR members requiring these skills are identified by ARPERCEN, which is currently working with FORSCOM and other MACOMs to identify linguist mobilization shortfalls by language, MOS, and grade.⁹

IRR AVIATION TRAINING. IRR aviation training opportunities have increased over the past two years to include more than 750 personnel. It was projected for approximately 1,000 personnel in FY89, but budget constraints will limit the program to the FY88 level of 750. To support the new TPU combat mission, IRR will receive training opportunities in the newest AH-S Tow (Cobra), UH-60 (Blackhawk), and CH-47 (Chinook).¹⁰

The above nine-training programs are very important to the IRR. They are flexible, and meet the needs of IRR members but do not meet the needs of M+90. ARPERCEN is responsible for the management, coordination and funding of the IRR Training Programs. It keeps the members informed of available training opportunities.

Current data supports the following observations on these training programs:

1. Counterpart Readiness Training meets the needs of the IRR soldier.

2. Redtrain meets the needs of the IRR soldier, but there is a MOS shortfall.

3. The Health Education Program meets the needs of the IRR soldier but there is a shortage of medical MDSs. Vigorous recruiting may resolve some of these shortfalls.

4. The DARRT, GLT and Aviation Programs are among the newest for the IRR soldier. If funding for these programs continues, this training if properly managed, might meet pre-mobilization requirements for individual readiness.

ENDNOTES

1. HQDA, Office, Chief Army Reserve, Posture of The U.S. Army Reserve, p. 37.

2. Ibid.

3. HQ, ARPERCEN, <u>Individual Ready</u> <u>Reserve/Individual Mobilization Augmentee</u> <u>Training Management Plan</u>, p. D-2.

4. Ibid.

5. HQDA, Office, Chief Army Reserve, Posture of The U.S. Army Reserve, p. 38.

- 6. Ibid.
- 7. <u>Ibid.</u>, p. 39
- 8. <u>Ibid.</u>

9. Ibid.

10. <u>Ibid.</u>, p. 38

CHAPTER VII

RECOMMENDATIONS

This study sought to survey current IRR training programs and determine what types and frequency of training an IRR soldier should receive to sustain proficiency. It would then recommend changes to the training plan so that IRR soldiers can meet their M-M+90 requirements and receive sustained training to remain prepared for mobilization.

As indicated in Chapter VI, the current training program meets the type and frequency of training that an IRR soldier needs to sustain his/her proficiency. But it falls short of meeting the M-M+90 required sustainment of training.¹ Therefore, the Army should make changes as well as upgrades to the current IRR training plan as recommended in the latter part of this chapter.

As indicated in Chapter V, MOBPOWER has identified a shortfall between the Army's

current mobilization requirements and recently trained IRR assets for FY89. This shortfall of approximately 33.8K is only a small sampling compared to the M-M+90 requirement. For example, nine of the ten shortest MOSs are combat arms. At M+90, combat arms requirements are short approximately 140,000 personnel (See Appendix A).²

The Army has made no clear commitment to upgrade IRR readiness to meet M-M+90 requirements. On 20 June 1986, a completed IRR Training Action Plan was signed by the Deputy, Chief of Staff for Training, HQDA. This action plan specifically addressed the readiness shortfall in the IRR Program. In September 1987, TRADOC initiated a Reserve Component Training Strategy Task Force to resolve the IRR readiness problems so that the IRR can meet the M-M+90 shortfall. Yet to date, the Army lacks a specific strategy to change or upgrade the combat readiness posture of the IRR.

The current IRR Training Plan should be changed or upgraded in the following ways:

A. Reclassification Through Alignment and Direct Recruiting.

1. Reclassify enlisted personnel 90 days prior to ETS for the purpose of realignment of MOSs against shortfalls. Such reclassification will enable the IRR to reduce shortages and at the same time improve the IRR combat readiness.

2. Recruit hard-to-fill skills directly from the civilian work force, especially those that require long-term training skills (such as medical specialists). Rather than providing such training through a military school program, recruit civilian trained specialists.

B. Recruiting For 10 N 10 Forces.

Currently, the 10 N 10 Essential Forces are not up to strength. Intensify recruiting of such personnel through RC units. Such a recruiting effort for 10 N 10 Essential Forces is necessary to maintain 100 percent authorized strength at all times. Then these forces will be ready to deploy when needed.

C. Screening/Testing.

Current IRR training is not adequately linked to forces that deploy. IRR should screen personnel for assignment to sustainment training to assure that this training provides personnel who will satisfy demands of early mobilization. Such screening should select personnel for those military occupations for which the mobilized Army will have the greatest need. Likewise, it should screen out personnel unfit for such occupations and it should not sustain training for personnel who will not be needed quickly after mobilization.

D. Contract Modification.

The level of training currently provided to IRR members does not support

mobilization combat readiness for rapid deployment. To handle the increase of training to meet this requirement, it is necessary to schedule all IRR members for training at Active Component and Reserve Component schools. To ensure that a required number of soldiers in the right MOSs are trained annually, the enlisted contract of each new active and reserve component accession should be modified to require up to 15 days of annual training for the duration of the mandatory obligation.

E. Mandatory Training Program.

Over the years, the IRR Training Plan has greatly improved. The current Training Plan has made it possible for individuals of the IRR to maintain their skills commensurate to their grade level. But to utilize the current plan to the maximum extent possible, there must be a mandatory Training Plan for those soldiers having service obligations remaining as well as for

those IRR soldiers not having an obligation but a desire to stay in the IRR program.

The ability of the IRR to perform its wartime mission and fulfill its responsibility as an equal partner in the Total Force is, in part, dependent upon our efforts to ensure that combat readiness and training policies and programs adequately meet their needs.

ENDNOTES

1. HQ, ARPERCEN, <u>Mobilization</u> <u>Requirements for Trained Manpower (MOBPOWER)</u>, Vol. II., pp. 1-415.

2. <u>Ibid.</u>

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4. HQ, ARPERCEN. <u>Individual Ready</u> <u>Reserve/Individual Mobilization Augmentee</u> <u>Management Plan.</u> St. Louis: 3 October 1988.

5. HQ, ARPERCEN. <u>Mobilization Personnel</u> <u>Processing System (MOBPERS)</u>. St. Louis: August 1986.

6. U.S. Law, Statutes. 673(b) of Title 10, United States Code, Authorizes the President to call-up members of the Reserve Forces without a prior declaration of war or national emergency. Washington: Government Printing Office, 1986.

7. U.S. Department of the Army. <u>The</u> <u>Army Mobilization and Operation Planning</u> <u>System (AMOPS)</u>, Vol. III., Washington: Government Printing Office, 1988.

8. U.S. Congress. Congressional DOD Authorization Act of 1984. The Joint Committee Report No. 98-213. Washington: Government Printing Office, 1984. 9. U.S. Department of Defense. Assistant Secretary of Defense Guard and Reserve Manpower Strength and Statistics. Washington: Government Printing Office, December 1989.

10. U.S. Department of the Army. The Army Mobilization and Operation Planning System (AMOPS), Vol. 11. Washington: Government Printing Office, 1988.

11. U.S. Department of Army. <u>FORSCOM</u> <u>Mobilization and Deployment Planning System</u> <u>(FORMDEPS).</u> Vol I-III. Ft McPherson: 1987.

12. U.S. Department of Army. <u>TRADOC</u> <u>Training and Organization of The U.S. Army</u> <u>Reserve Component.</u> Ft Monroe: 1987.

APPENDIX A

MOBILIZATION REQUIREMENTS AND PRIORITIES FOR TRAINED MANPOWER FY89 (SAMPLE)

PROJECTED RT-12 ASSETS (SAMPLE)

PROJECTED SHORTFALLS (SAMPLE)

EUROPEAN SHELF REQUIREMENTS (SAMPLE)

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•	5. FY89 TRAINED MANPOWER REQUIREMENTS (6. PROJECTED IRR ASSETS)7. *											
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3	425	3	 387	351	 1166	: 779 :	144	: : : 635 :	571			
4	135	539	117	1Ø4	895	397	 1Ø7	: : : 290	 605			
: : : : : :	1Ø1	175	95	- 89	4610	 466 	86	: 38ø	: 8Ø			
IUIAL	3937	783	5983	4887	15592	21962	4463	17499	1464			

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* PROJECTED SHORTFALL = TOTAL REQUIREMENTS - (ASSETS - RT12)

8. COMMENTS SUM & HULDING MUS 1185 WILL BE RECLASSIFIED TO MOS 11250, SGM E-7.

7. EUKUPEAN SHELF KEWUIKEMENIS:

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	SL 1	SL2	SL3	SL4	SL5	TOTAL
UNIT FILLER:	ø	ø	ø	ø	Ø	ø
REPLACEMENT:	50271	15188	8676	4496	2902	81533

______ 11. MOSI2. CMF 13. TITLE 11C | 11 1 INDIRECT FIRE INFANTRYMAN 1 :=: ; 5. FY89 TRAINED MANFOWER REQUIREMENTS :6. PROJECTED IRR ASSETS:7. + -;----:;----:;FSOJ SKILLI PRI I PR2 I PR3 I PR4 I SASSETS IRT-12 LASSETS SHORT 1 : 97Ø ¦ Ø 906 1 705 | 2581 | 3552 | 653 : 2899 <u>្</u> 1 . . . ! 323 : 200 : 740 : 2 : Ø : 217 1 557 : 218 ; 339 : 401, . ! 1 : - t ! - 1 ------ ! -----___!_ -1 ; 1 1 84 : 3 233 | 78 : 12 | 88 ; 6 61 ; - : 66 ¦ 157 - ! -: 1 1 . : 24 : 2 : 30 : 87 : 4 : 31 | 18 : 12 : 6 1 81 : : . 1 1 1 - 1 1 1 5 : 4 1 Ø: 4 1 13 | 4 ; 9 5 : Ø: 4 : - بالمريقة -..... ter de la 1 . TOTAL: 1409 ; 2 : 1202 : 1041 : 3654 : 4209 : 895 : 3314 : 658 • 2 : . . 1 1 1 . 1 . 1 ----* PROJECTED SHORTFALL = TOTAL REQUIREMENTS - (ASSETS - RT12) 8. COMMENTS 11C VICE 11B E-8 ONLY FOR 1SG POSITION IN HHC MECHANIZED INFANTRY COMPANIES -WILL BE CHANGED TO 11CSM. 9. EUROPEAN SHELF REQUIREMENTS:

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