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Analysis of the Army Reserve Systems of Israel, Canada, United Kingdom, Federal Republic of Germany, and the Netherlands

By:

Irving Heymont

Prepared for:

Office of the Director for
Planning and Evaluation
Department of Defense

Contract No. MDA903–77–C–0145

May 1977

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WESTGATE RESEARCH PARK, McLEAN, VIRGINIA 22101

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This An analysis of the reserve systems of Israel, Canada, United Kingdom, Federal Republic of Germany, and the Netherlands was made to identify features that either merit further study for possible adaptation to the US Army reserve system or should be avoided in future changes.

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The conclusions in this analysis are solely the responsibility of the author.



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ANALYSIS OF THE ARMY RESERVE SYSTEMS OF ISRAEL, CANADA, UNITED KINGDOM, FEDERAL REPUBLIC OF GERMANY, AND THE NETHERLANDS

I. PURPOSE

This analysis was undertaken to identify features of the army reserve systems examined that either merit further study for possible adaptation to the US reserve system or should be avoided in future changes.

II. SCOPE

The analysis is limited to an examination of the structure and process of the reserve systems. The effectiveness of the systems is undetermined. Of the systems examined, since 1945 only the Israeli reserve system has been tested by full mobilization followed by, or simultaneously, with war. Further, no adequate objective methods are yet available for measuring readiness of army units in peacetime.

III. ASSESSMENT METHOD

The findings in the analysis are based primarily on (1) knowledge of the shortcomings in the US reserve system identified in "The Army Study of Guard and Reserve Forces," the OSD Reserve Component Test Program and subsequent Total Force studies and (2) the salient features of the Israeli reserve system. If the test of a reserve system effectiveness is the ability to mobilize rapidly and perform well on the battlefield, then the Israeli system has proved effective.

IV. SIGNIFICANT DIFFERENCES BETWEEN US AND RESERVE SYSTEMS ANALYZED

The major characteristics of the reserve systems analyzed are shown in Table 1 and detailed descriptions are in the appendixes. The major differences between the US reserve system and virtually all of the countries analyzed are listed below.

Table 1

MAJOR FEATURES OF ARMY RESERVE SYSTEMS

Factor	Israel	Canada	United Kingdom	Federal Republic of Germany	Netherlands
GENERAL ORGANIZATION					
Units					
Mission	Front-line combat and logistical	Non-deploying combat and logistical	Rear area security and logistical	Rear area security and logistical	Front line combat and logistical
Largest size	Division	Battalion	Battalion	Battalion	Division
Service	Compulsory to age 41 for first line units	Voluntary	Voluntary, upper age varies with rank and arm/service	Compulsory for about six years or less	Compulsory for about six years
Active army cadre	Yes	Yes	Yes	Not applicable[a]	Not applicable[a]
Predesignated active army personnel	Yes	No	No	Yes	Yes
Individual Reservist Pools	None				
Mission		Fillers for active units	Fillers for all units	Fillers for active units, replacements	Fillers for active units, replacements
Service		Voluntary	Voluntary and compulsory for ex-active service EM for total service of 12 years	Compulsory to age 32 for EM, 45 for NCOs, 60 for officers	Compulsory to age 35 for EM, 40 for NCOs, 45 for officers
Total reserves as approximate percent in full mobilization	80-85 percent	40 percent	30 percent	over 50 percent	over 50 percent
TRAINING OF RESERVE UNITS					
Active duty (days)	31-38 per year, officers and NCOs 7 days more	7-14 per year	15 per year (overseas once every 3 years)	6-12 every 18 months	14 once in 6 years; none for RIM units except one week once for specialists[b]
Inactive duty (days)	Average 1 day per month-not unit training	60 man/days per year variable at discretion of commander	Minimum 12 per year, 17 days more per year authorized-variable at discretion of commander.[c]	None except voluntary	None
Active army control	Yes	No	No	Yes	Yes
Mobilization exercises	Yes	No	No	Yes	Yes
INITIAL TRAINING OF RESERVISTS					
Enlisted men	3 years active duty	2 weeks and then with reserve unit	2 weeks and then with reserve unit	15 months active duty	14 months active duty
Officers	Includes one year of active duty	No active duty requirement	No active duty requirement	Includes 3 months of active duty	Includes 10 months of active duty
UNIT EQUIPMENT	Maintained by unit set for war use. Not used in training.	Divided between unit and depots. Used in training	Divided between unit and depots; some in deployment area. Used in training	Maintained by unit set. Not used in training. Some to be requisitioned from civilian sources	Maintained by unit set. Used in training. Some to come from training base and requisition from civilian sources.

[a] Units not manned in peacetime except during active duty for training

[b] RIM units are described in App E

[c] Applies only to independent units (see App C)

- The US is the only country that does not assign active army personnel to reserve units in peacetime or predesignate active army personnel to join reserve units on mobilization.
- The US has the only voluntary reserve system that plans on employing reserve combat brigades and divisions in a front-line role.
- Only the US maintains front-line reserve combat brigades and divisions and does not have active army control of the training of these units in peacetime.
- Only the US maintains reserve units for peacetime domestic security functions.
- The US and Canada are the only countries that have career development programs which permit reserve officers without any active duty experience, except for annual training, to be promoted to general officer.

V. FINDINGS

A. Features That Merit Further Study

The major features are listed below and others are listed in the detailed description of each system in the appendixes. The reserve systems that have the features listed are shown in parentheses.

1. Unit Practices

a. Units have full-time active army cadres in peacetime (CN, UK, and IS).*

b. Active army personnel are predesignated to join reserve units on mobilization to full key positions (FRG, NE, and IS).

c. Brigades and higher units are commanded by active army or former high ranking active army personnel (UK, NE, and IS).**

---

*FRG and The Netherlands reserve units are not manned in peacetime except for active duty training periods.

**Canada and the FRG do not have reserve brigades or divisions.

d. Units are authorized a general overstrength to ensure full strength on mobilization (FRG, NE, and IS).

e. Units are authorized an overstrength in critical skills as well as a general overstrength (IS).

f. Nationwide recruitment for specialized reserve units highly dependent upon civilian skills (UK).

g. All administrative personnel and logistical process for wartime operation accomplished within the unit in peacetime (FRG, NE, and IS).

h. Unit equipment maintained for rapid use in wartime and operational condition periodically checked in accordance with standard operation procedures (FRG, NE, and IS).

i. Periodic mobilization exercises to include tests of procedures and status of individuals (FRG, NE, and IS).

2. Training

a. The active army is responsible for the planning and conduct of active duty for training of reserve units (FRG, NE, and IS).

b. Reserve unit active duty for training conducted throughout the year (FRG and IS).

c. Annual active duty for training conducted under field conditions with no administrative breaks except for religious services (IS).

d. Reduced training requirements for specialized units highly dependent on civilian skills (UK).

e. Active army equipment used by reserve units during active duty for training. Reserve unit equipment kept in constant readiness for wartime use (FRG and IS).

f. Training of reserve maintenance units and individual members vs. hands-on-training on equipment of active army and reserve units (IS).

g. Reserve unit commanders given bulk training man-days to permit training programs to meet unit needs (CN and UK).

h. Provisions for variable periods of extended active duty for individuals (CN, NE, and IS).

i. Authority to excuse trained personnel from some inactive duty training (UK).

j. Reserve unit training in deployment area on a regular basis (UK).

3. Personnel Practices

a. All reserve officers have had active duty experience as officers or candidate officers following initial officer training (FRG, NE, and IS).

b. Resident schooling required for promotions (CN, UK, FRG, NE and IS).

c. Age limitations by grade or arm and service or both (UK, FRG, NE and IS).

d. Personnel in key civilian occupations not eligible for enlistment or retention in the reserves (UK).

e. Use of retired personnel as active reservists (FRG and IS).

f. Requirements for appropriate active service experience for hire as technicians with reserve units (UK).

g. Officer candidates serve a probationary period before final commissioning (UK and NE).

4. Other Practices

a. Voluntary program for paramilitary training of youth (CN, UK, and IS).

b. Pre-stock of equipment for reserve units in deployment area (UK).

B. Features to be Avoided

1. Units

a. Units maintained at such strength levels that adequate strength on mobilization is not assured (CN and UK).

b. Maintenance of reserve battalions that never train together (NE).

2. Training

a. Unit training of reserve units at intervals of 18 months or more (FRG and NE).

b. Initial training of non-prior service reservists not concentrated or intensive (CN and UK).

Appendix A

ISRAEL

I. GENERAL ORGANIZATION

A. Units

The organized units of the reserves consist of all arms and services and range in size up to and including divisions. Many reserve units are also used to bring active service formations to full wartime structure. Under full mobilization, the reserves constitute about 80 to 85 percent of the ground forces.

Reserve units (headquarters and equipment storage) are located throughout the country, primarily in the areas with high population density.

B. Individual Reservists

The Israelis do not maintain pools of reservists designed for use as augmentation or fillers. There are control units to manage reservists living abroad and personnel who leave active service without an immediate assignment to a reserve unit. Such assignments are made within three months after active service.

II. MISSION

The primary mission of the reserves is to provide the force necessary to successfully prosecute a war. The active force is designed to provide the training base for the reserves, cover mobilization, and handle minor security threats.

III. GENERAL SYSTEM

A. Service

The reserve system is based on conscription of both males and females at age 18 for active service. Of the physically able, virtually all males and about one-half of the females are actually inducted. The required periods of active and reserve service for the lower ranks of enlisted personnel are listed below. Exemptions are granted for medical reasons, certain personal hardships, and marriage and pregnancy for females.

Sex/Age	Type of Service	Duration
Males		
18-21	Initial active service	36 months
21-39	Annual training or duty	31-38 days*
40-54	Annual training or duty	14-21 days
21-54	Other training or duty	Average 1 day/month
Females		
18-21	Initial active service	24 months
21-34	Annual training or duty	31-38 days*
21-34	Other training or duty	Average 1 day/month

The duration of active service and reserve training or duty can be increased during emergency periods or reduced because of changes in the perceived threat, financial constraints, and demands of the civilian sector.

B. Training and Personnel Policies

The initial active service is designed to prepare individuals for service in reserve units. Subsequent reserve training is designed to maintain the individual and unit skills acquired during active service. In most reserve units, more than half of the members have had combat service in one or more wars. The reserve system does not have a career development system for enlisted personnel. The emphasis is on stability in units and retention of active service proficiency.

Under the Israeli system, potential NCOs and reserve officers are recognized and trained during initial active service. Promotions of enlisted men after initial active service are made on the basis of either battlefield service (to fill vacancies and reward outstanding performance) or during subsequent periods of active service. Provision is made for promotion of reserve officers in peacetime (see paragraph VI.A).

C. Premilitary Training

The Israelis maintain a voluntary premilitary training program (GADNA) for boys and girls. This program is run primarily by the armed forces in coordination with the Ministry of Education and other civilian agencies. Members receive training in field lore, weapons, physical conditioning, etc. and participate in a variety of social and cultural projects designed

*Officers and NCOs usually serve seven days more.

for individual and national development. The program also includes summer camps. In wartime, GADNA members perform many services to assist the war effort. For example, during the 1973 war, GADNA members took over mail delivery, and assisted in maintaining other public services. It is estimated that 80 percent of those inducted into the Israeli Army have participated in the GADNA program.

IV. PEACETIME ORGANIZATION

A. Assignments

1. Reservists. Reservists are assigned to reserve units on the basis of the qualifications of the reservist and the needs of the unit. There are no geographical constraints because the country is small (about the size of Massachusetts) and the emphasis on stability within units. This stability is deemed essential for development of effective teamwork and unit spirit. The loss of time in speed of mobilization is considered an acceptable price to maintain stability. Further, the time loss is not considered significant because the population is concentrated into a few areas (Haifa, Tel Aviv, Jerusalem, and Beersheba).

2. PredesignatedActive Army Personnel. In addition to the full-time personnel, described below, other active army personnel are predesignated for specific assignments with reserve units in mobilization.

B. Strengths

1. All reserve units are maintained at an overstrength level to compensate for "no-shows" on mobilization and to provide for initial combat losses. There are two types of overstrengths. One type of overstrength (about 10 percent) is to provide for non-specialist positions. The other type of overstrength (about 15 percent) is to provide certain units trained personnel for preselected critical positions such as tank gunners.

2. Normally, reservists reaching age 40 and liable only for a reduced number of training days per year are transferred to second-line units.

C. Full-time Personnel

1. Strength and Composition. All reserve brigades and divisions are usually commanded by a full-time active duty career officer who has a full-time staff of active duty personnel and civilians for peacetime command, administration, and maintenance. In a few cases, the brigade or division commander may have a peacetime staff assignment or may be a

former high ranking active service officer who is now a reservist. In such cases, the deputy commander is a full-time active service officer. Usually, the commanders of reserve battalions and smaller units are reserve officers.

The strength of the cadre is about 5-7 percent of the authorized unit strength and varies with the type of unit. For example, armored divisions, with their high density of track laying vehicles, have larger cadres than units with lower density of equipment.

Organizationally, all cadres are divided into a headquarters element, a mobilization center element, and elements for the major component organizational units. A cadre element for a typical battalion consists of maintenance people (many are civilians), an administrative officer, a clerk and a supply person. Although members of a cadre are assigned to unit elements, the cadre commander uses them as needed, particularly for maintenance.

2. Duties. The principal functions of the cadre are to maintain equipment, ensure that necessary supplies are on hand and ready for use, maintain personnel records and the unit mobilization system, and prepare and maintain operational plans for postmobilization employment of the unit. The unit mobilization system is actually maintained by the unit mobilization center (see paragraph VII). The reserve subordinate commanders and staff officers are responsible for keeping abreast of the unit's status but have no significant administrative responsibilities when the unit is not on active duty, except to write efficiency reports on completion of active duty periods. Administration within the reserve units is simple, reduced to essentials, centralized at battalion and higher levels, and focussed on supporting rapid and orderly mobilization.

D. Equipment and Facilities

1. Unit Equipment

a. All reserve units have facilities for storage and maintenance of their wartime authorized levels of equipment and basic loads of ammunition and expendables. This equipment and supplies are for wartime use only and are not used in training. Detailed standard operating procedures

are in effect to ensure that all equipment is in an operational condition. For example, tanks are visually inspected at specified intervals, certain parts replaced at other intervals, and driven at specified speeds for certain distances at other specified intervals. The unit's equipment and supplies are so stored that each subunit can be fully equipped rapidly as the mobilized personnel assemble.

b. Volunteers from civilian life, civil defense elements and members of the GADNA program are used to assist in the maintenance of the stored equipment and in providing security for the storage site. Reserve maintenance units on active duty for training are used to supplement the cadre in carrying out the more complex maintenance procedures.

c. There are no training facilities at the site where the reserve unit stores its equipment. All training is conducted at active service facilities.

2. Individual Reservists. The individual reservist retains in his personal possession only a pair of boots, uniforms, and some eating utensils.

E. Command Subordination

Reserve units in peacetime are under the command of the active service area commander where their equipment is stored. There is no reserve chain-of-command.

V. PEACETIME TRAINING

A. Initial Training

All reservists receive their initial training during their conscript service. Upon induction, conscripts are assigned to centers for individual training based on army needs, their civilian skills and education. This individual training lasts three months and covers the equivalent of the US Army basic and advanced individual training. On completion of this training, the conscript is selected for specialized training in a technical skill or assigned to a unit for the remainder of his active service. Stability in assignments is considered essential for the training of effective units and qualified troops.

B. NCO Selection and Training

Conscripts are closely observed and tested at the training centers and those with promotion potential are earmarked for further training later as noncommissioned officers and officers. After some service in units, those who had been earmarked for promotion potential and have established good records are sent to centralized schools for training as NCOs. Upon completion of this training, they are returned to units. During the centralized NCO training, those with officer potential are earmarked for further training.

C. Officer Selection and Training

After some service in units, the NCOs earmarked as potential officers are sent to an officer candidate school if they volunteer for service beyond the required conscript service (usually one additional year). The extension is of such length as to ensure at least one year of active service as an officer. Efforts are also made to have all officers attend a company commander's course before release from conscript service because it is often difficult for reserve officers to attend resident courses after returning to civilian life. This helps ensure that reserve officers later promoted to captain have had the school training desired for company commanders.

D. Units

1. Active Duty Training

a. The amount of annual active duty training received by reserve units is not fixed. Decisions on the number and types of units to be called and the duration of the active duty period are based on various considerations including budget constraints, perceived security threats, or the need for retraining because of the introduction of new weapons and doctrines. Annual active duty training for reserve units is not restricted to certain months of the year, but is spread throughout the year. In scheduling active duty periods, efforts are made to minimize inconvenience to the individual and to the national economy. Although it is considered best to schedule annual active duty in one period, operational reasons often dictate that a reserve unit divide its annual active duty into two periods. Annual active duty takes two forms -- operational

or training. Reserve units are called for operational duties to strengthen the country's defenses or to relieve active service units so they can train.

b. Active duty for training for reserve units is conducted by the active army, frequently at a combined arms training center. The overall training program is prescribed by the general headquarters, and the execution and technical guidance is decentralized to the area commanders and the chiefs of the arms and services who operate active army training centers for reserve units. For example, refresher training in tank gunnery is not the responsibility of a reserve tank unit commander but of the commander of the training center. The preparation of a tactical exercise for a reserve battalion is the responsibility of the training center commander and not of the battalion commander who commands his battalion during the exercise with the normal chain of command supervision.

c. The training of reserve units is based on a flexible cycle, starting with company level and smaller unit training one year and reaching division level training in about four years. Each year of the cycle includes some refresher training at the lower levels. Unit training is intensive and consists almost exclusively of practical exercises under field conditions. Administrative breaks in training are unknown except for the Sabbath day. Every effort is made to use the available time fully in challenging and meaningful training under simulated combat situations.

d. The training of reserve combat service support units varies from the pattern described to put greater emphasis on retention of individual skills acquired during conscript service. Meaningful hands-on work is emphasized. The annual active duty for training is scheduled so that reserve maintenance units, for example, accomplish actual workloads and thus free active service personnel for assignment to combat and combat support units. Reserve maintenance units, for example, are used to assist in the periodic scheduled maintenance of the equipment stored for reserve units and for the maintenance of equipment used in the training base.

2. Other Training. In addition to annual active duty, reservists are obligated for an average of one day of duty per month. These duty days may be combined to not exceed three successive days per quarter.

These duty days are used to check unit equipment, verify mobilization data, security duties, and other tasks.

E. Extended Active Duty

The Israeli system does not have a professional career program involving regular personnel serving for periods such as 20 or 30 years or to a certain age. Career service personnel serve on variable contracts, usually ranging up to five years, that are renewable by mutual consent. Consequently, there are a number of reservists who have served in the active force at different times for varying periods. Qualified reservists are encouraged to serve in the active force for mutually agreeable contract periods.

VI. PERSONNEL POLICIES

A. Promotion of Reserve Officers

There is a simple career development program and limited promotion opportunities for reserve officers. By earning points for active and reserve service and by attendance at army schools, reserve officers can qualify for promotions up to the grade of lieutenant colonel and to the position of battalion commander. There are no special resident or non-resident school courses for reserve officers, but all the service schools and courses are also available to qualified reservists. These courses are generally short and stress application rather than theory.

Reserve colonels and generals are usually retired active service personnel. All retired officers are also reservists to age 55.

B. Pay

1. Reservists on duty for training or war service receive two kinds of pay. One form is a daily allowance, the same for all grades, as pocket money to cover incidental expenses. The other form of pay is a function of civilian salary and is designed to ensure that military service, after conscript service, does not impose special hardships.

2. Employers are required, in peacetime, to continue the pay of employees called to active duty for training up to the prescribed legal number of days for such training. Self-employed reservists are paid from an insurance fund to which the individual and government contribute. In wartime, reservists receive a minimum established by the government, and

80 percent of their civilian pay up to a maximum prescribed by the government. Payment is made from an insurance fund to which employers, self-employed individuals, and the government contribute. When this fund is exhausted, as was the case in the 1973 war, the government makes up the deficit.

VII. MOBILIZATION SYSTEM

1. The goal of the mobilization system is to have all units assembled, equipped and prepared for deployment within 24 hours after the order to mobilize has been issued.

2. The actual mobilization is carried out by divisions, separate brigades and comparable units. These units in peacetime maintain mobilization centers charged with the detailed planning, rehearsal and execution of mobilization procedures. These procedures are very detailed and comprehensive and are so designed that when the reservist is delivered to his unit no further processing is required. All personnel data and forms and property receipt forms are prepared beforehand and kept current. For example, it is a military offense if a reservist fails to report within three days a change in location of home or place of work or telephone number. The detailed procedures involve use of civilian agencies for the notification and pick-up of reservists.

3. Mobilization exercises on national and local scales are held periodically to test procedures. Reservists may be called for muster and notification procedure checks without notice and with no pay provided these exercises are held after normal working hours. The training days described in paragraph V.D.2 are most frequently for activities to ensure unit readiness and completeness of mobilization procedures.

VIII. ASSESSMENT

If the test of a reserve system is the ability to mobilize rapidly and perform well on the battlefield, then the Israeli system has proved effective. The Israeli system evolved to meet the requirements of a particular environment which is significantly different from that of the US. Nevertheless, there are features of the Israeli system that merit further study for possible adaptation to the US reserve system. These

features are listed below. There are no significant features that are to be avoided on the grounds that they tend to reduce effectiveness of the reserve system.

A. Units

1. Units have active army cadres.

2. Brigades and divisions are commanded by active army or former high ranking active army personnel.

3. Each unit authorized a general overstrength and an overstrength in specified critical skills.

4. All administrative personnel and logistical processing for wartime operations accomplished within the unit in peacetime.

5. Unit equipment maintained for wartime use within 24 hours and operational condition periodically checked in accordance with standard operating procedures.

6. Administration centralized at battalion and higher levels.

7. Periodic mobilization exercises to include tests of procedures and status of individuals.

B. Training

1. The active army is responsible for the planning and conduct of annual training of reserve units.

2. Annual training conducted throughout the year.

3. Annual training is conducted under field conditions with no administrative breaks except for religious observance.

4. Active army equipment used by reserve units during active duty for training. Reserve unit equipment kept in constant readiness for wartime use.

5. Training of maintenance units and individual members is hands-on training on equipment of active army and reserve units.

C. Personnel Policies

1. Reserve officers have a minimum of one year of active duty experience.

2. Retired personnel are active reservists until age 55.

3. Provision made for extended active duty of reservists for mutually agreeable periods.

4. A voluntary program for paramilitary training for boys and girls.

Appendix B

CANADA

I. GENERAL ORGANIZATION

A. Units

The organized units of the reserves (called the Militia) consist of about 100 combat arms units plus administrative and service units, none larger than a battalion, sufficient for about a six-division force. The units are located throughout Canada in the same manner as the US Army National Guard. These units are very much understructured (battalions lacking companies) and understrength. The total strength of the reserves in units is about 16,000. In contrast, the total regular Canadian ground force units have a strength of about 24,000.

B. Individual Reservists

There are two major pools of individual reservists, the Cadet Instructor List and the Supplementary List. Membership in both pools is voluntary and carries no obligation for active service.

II. MISSION

Canada does not plan for the use of its peacetime units in an overseas combat or combat support role.

The primary missions of the Canadian reserve system are to provide the following:

1. A pool from which company-size units and individuals may be drawn to augment regular units.

2. A framework for a training base if full mobilization is followed by total mobilization.

III. GENERAL SYSTEM

The reserve system is entirely voluntary. Personnel may enlist at age 17 for indefinite terms and may drop out at will. There are no statutory requirements to attend drills or summer camps. However, continued participation in training is required for sustained membership.

IV. PEACETIME ORGANIZATION

A. Units

1. Strengths. Reserve units vary widely in strength and structure (i.e., some infantry battalions have as few as two companies and as many as five). Overall, the reserve force structure is inflated and the existing units are understrength.

2. Recruitment. Recruiting is done locally in the same manner as for US reserve units. There are no limitations on enlistment because of civilian occupation. There are estimates that a significant number of the reservists are in strategic civilian occupations and would be excused in the event of a mobilization. Many reservists and regulars are recruited from participants in the voluntary Cadet programs which combine many features of the US Junior ROTC program and the pre-World War II Citizens Military Training Corps.

3. Full-time Personnel. The active force (Mobile Command) supplies a Regular Support Staff to reserve units. At the battalion headquarters level this staff usually consists of a captain who acts as adjutant and training officer, an enlisted man (E-7 equivalent) as chief instructor, and another enlisted man (E-5 equivalent) to handle supply matters. At the company level there is usually a regular NCO to assist with training and other matters. There are no civilian employees comparable to the US technicians.

4. Equipment and Facilities. All reserve units are fully equipped with individual weapons and equipment but only with a maximum of about one-half of their major mission items. Active force units are designated to support the training of reserve units within certain areas by making available either their own major mission equipment or pools of such equipment (see para. VB below). Apparently there is insufficient major mission equipment to bring the reserve force structure to wartime authorized levels.

Reserve units are responsible for the maintenance of their own equipment within certain specified limits. Maintenance beyond unit capabilities is performed by the regular establishment.

Reserve units have local drill halls and armories. Field training is conducted at active force posts.

5. Command Subordination. The reserves are organized into 21 districts under five area headquarters. These area headquarters are subordinate to the regular establishment Mobile Command. This chain of command is manned by reservists with districts commanded by reserve colonels and the area headquarters by reserve brigadier generals. The Regular Support Staffs are within the reserve chain of command and are rated by the appropriate reserve commander.

B. Individual Reservists

1. Cadet Instructor List. This pool consists of reserve officers who are concerned exclusively with the administration and training of the various cadet programs. A very large proportion of their duties is performed on a voluntary basis and without remuneration. The operations of these cadet programs is separate from the reserve districts and areas.

2. Supplementary List. This pool consists of ex-regular and inactive officers and enlisted men who volunteer to keep the Government informed of their location. The members of this pool have no training or mobilization obligations. It is believed that in the event of mobilization many members of this pool will volunteer for active service.

V. PEACETIME TRAINING

A. Initial Training of Enlisted Reservists

The recruit training of non-prior service reservists is conducted within the unit joined during inactive duty training and the annual active duty training. The recruit may volunteer for a two-week basic training course conducted by the reserve districts and areas under close supervision of the regular establishment. Training in individual skills is conducted within the unit and volunteers may attend regular force schools and reserve area schools.

Proficiency of enlisted men in individual skills is certified by the Regular Supporting Staff on the basis of written and performance tests. The standards used in these tests are prescribed by the Mobile Command and are adapted from the regular establishment standards. The adaptation

takes into consideration the equipment and training time available to reservists.

B. Units

1. Units conduct both inactive duty and active duty training. Inactive duty consists of training on weekday nights (usually four hours) and on weekends. Active duty training (called annual collective training concentrations) is usually conducted in the summer at an active force post and varies between seven and fourteen days. The actual number of training sessions, both inactive duty and active duty, is dependent upon the number of training man-days allocated to the unit. Currently, most reserve units are allocated training man-days on the basis of 60 days per man exclusive of active duty training. The number of inactive duty sessions, the length of the active duty training and the unit members participation is decided by the unit commander on the basis of a number of factors which include:

- Allocation of training man-days
- Availability of equipment from the supporting active force unit
- The training needs of the unit

2. The training program of the unit is developed by the unit commander in cooperation with the supporting regular force unit commander. All reserve units are satellited on specified regular force units for cooperative (not directed) training support. This support consists of making available major mission equipment items, instructors, etc. In addition, there are various national annual competitions for best reserve units in certain skills (i.e., first aid, artillery gunnery) that in effect influence the annual training program.

3. Reserve units from time to time conduct active duty training abroad, usually either in the United States or with the Canadian brigade in Europe.

C. Extended Active Duty Training

1. Qualified reservists are encouraged to volunteer for extended active duty with regular force units in Canada and in Europe and with

Canadian peacekeeping units of United Nations forces. Such volunteers are used to bring regular units to full strength for major exercises and other purposes. These periods of extended active duty are variable and usually for less than one year. The number on extended active duty is dependent upon available funding, but as a matter of policy an effort is made to have reservists comprise about 10 percent of the Canadian units contributed to UN forces.

2. Senior NCOs and officers (captains and above) on extended active duty usually serve in one or two grades lower than their reserve rank. Upon completion of the extended active duty, they revert to their reserve rank.

VI. PERSONNEL POLICIES

A. Procurement of Reserve Officers

Reserve officers are procured through a number of programs comparable to US programs, including the Marine Corps Platoon Leaders Course. Enlisted reservists may also secure reserve commissions through a program very similar to that conducted by the US Army National Guard with the two two-week active duty training phases conducted in the summer by the area and district headquarters.

B. Procurement of NCOs and Specialists

NCOs and specialists are procured through training within the units and short resident courses conducted by district headquarters or summer courses conducted by area headquarters. Proficiency in a given skill or skill level is certified by the Regular Support Staff on the basis of written and performance tests. The criteria are prescribed by the Mobile Command and are adaptations of those used within the regular establishment.

C. Officer Promotions

Reserve officers may be promoted up to and including the grade of brigadier general. The criteria for eligibility for promotion requires, in effect, attendance on an active duty basis at specified courses conducted by the district and area headquarters. For example, one of the criteria

for promotion from 1st lieutenant to captain virtually requires attendance at least one two-week resident course. These courses are conducted by reserve personnel with active support of the regular forces. Other criteria include age-in-grade requirements, extension courses, and successful completion of written examinations.

D. Pay

1. Reserve personnel are paid for attendance at training periods at the rate of about 90 percent of the pay for active service personnel of the same grade.

2. Pay for an inactive duty training period of six hours or less is one-half of the applicable daily rate. The pay of any training period of over six hours in one day is at the full applicable daily rate. Reserve personnel are not eligible for any retirement pay.

VII. MOBILIZATION SYSTEM

A. Units

A detailed plan for mobilization of reserve units is under development. Apparently, at this time all units would assemble at the drill halls on mobilization and await further orders. Individuals and company-size units would initially be used to augment regular force units.

There is no evidence of any physical practice of mobilization procedures.

B. Individual Reservists

There are plans and procedures for inviting members on the Selected Reserve List to volunteer for active service on mobilization. Volunteers would be used, initially, to bring regular units to wartime authorized strengths.

VIII. ASSESSMENT

A. Features for Possible Adaptation

The following features of the Canadian reserve system merit further study for possible adaptation to the US reserve system.

1. Units

a. Reserve units have active army cadres to assist in training and administration.

b. Reserve unit commanders given bulk training man-days to permit tailoring of training programs to meet the particular needs of their units and selected members.

2. Personnel Policies

a. Provision for variable periods of relatively short extended active duty periods for reservists to meet needs of active force units while simultaneously providing training for the reservists.

b. Requirement for some periods of active duty schooling or training of reserve officers as a prerequisite for promotion.

c. Use of individual qualification standards based on the equipment and training time available to reservists.

d. An active Cadet program carried out by reserve officers.

B. Features to be Avoided

1. Initial training of non-prior service reservists not concentrated or intensive.

2. Inflated force structure.

3. Units maintained at such strength levels that adequate strength on mobilization is not assured.

Appendix C

UNITED KINGDOM

I. GENERAL ORGANIZATION

A. Units

The British ground force reserve units are known as the Territorial and Army Volunteer Reserve (TAVR) and are divided into Independent and Sponsored units. Both categories are further divided into Groups A and B. Group A units are designed for employment in any area even though some have mobilization assignments within the UK. Group B units are designed solely for employment within the UK. They are not discussed further because they are small in number and many are bands and the equivalent of US ROTC units.

1. Independent Units. These units comprise the bulk of the TAVR and are based on one or more TAVR centers that are comparable to the armories and reserve centers in the US reserve system. Each unit has a Regular Army and civilian permanent staff and keeps as much as possible of its equipment with it. About 38 percent of the Independent units are of the combat arms, about 18 percent are engineer and signal units, and the remainder are logistical units. Except for a small parachute brigade, the largest TAVR unit is a battalion. There are also one artillery brigade headquarters, two engineer brigade headquarters, and two signal group headquarters.

Independent units of the same branch and type are not uniformly organized and equipped. For example, infantry battalions differ in organization and equipment depending upon their mobilization assignment.

The total authorized strength of the Independent units is about 55,500, but with an actual strength in 1976 of about 46,000. The strength of the active service Army is about 150,000.

2. Sponsored Units. These are technical and specialist units that recruit personnel with required civilian skills on a country-wide basis. They do not have their own armory or reserve center or permanent staff. Examples of Sponsored units are telecommunications repair units and petroleum laboratories. The units are sponsored by the appropriate arm or service with the training organization of that arm or service supervising the planning and

execution of the training of the units. A few Sponsored units consist solely of pools of individuals (e.g., chaplains).

The total authorized strength of the Sponsored units is about 13,300, but with an actual strength in 1976 of about 7,000.

B. Individual Reservists

The UK maintains a pool of reservists who are either former members of the active force or the TAVR. This pool is generally referred to as the Regular Army Reserves.

II. MISSIONS

A. Units

1. Independent Units. Some of the Independent units have mobilization assignments with the British Army on the Rhine (BAOR) generally to provide logistic support and rear area security. These units are not considered to be first line combat troops. Other Independent units have mobilization assignments within the UK to augment the UK Mobile Force, and to assist in maintaining a secure base, and to provide a framework for any future expansion of the Army.

2. Sponsored Units. These units are primarily logistical in nature and are designed to provide support that is not essential in peacetime.

B. Individual Reservists

The mission of the Regular Army Reserves is to provide prior service individuals to bring active force and TAVR units to wartime authorized strength upon mobilization. The British plans calls for a phased mobilization of individual reservists depending on the nature of the emergency.

III. GENERAL SYSTEM

The reserve system, except for certain classes of the Regular Army Reserves, is entirely voluntary. Service in some classes of the Regular Reserve (enlisted) is compulsory because enlistment in the active Army incurs a total military obligation of 12 years although the active service obligation may be as little as three years.

IV. PEACETIME ORGANIZATION

A. Units

1. Strengths

a. Both Independent and Sponsored units are understrength with few units at full strength. Overall, it is estimated that TAVR units are at about 75 percent of wartime authorized strength.

b. Apparently there are no coercive measures applied to retain members of the TAVR for the full-term of their enlistment. It is estimated that the annual loss is about 20 percent exclusive of losses due to expiration of the term of service.

2. Recruitment

a. Recruiting is done locally for Independent units in the same manner as for US reserve units. Personnel for Sponsored units are recruited on a nation-wide basis and consist of skilled personnel. Personnel in specified key occupations are not eligible to join the TAVR.

b. Personnel may enlist in the TAVR at age 17 for terms of two, three or four years with subsequent reenlistments for periods of one, two, three or four years. Maximum age for initial enlistment varies from age 32 to 40, depending upon prior service and the type of unit. Upper age limits for continued service in the TAVR are prescribed and vary with grade and type of unit. For example, corporals in the Finance Department may serve to age 50, while others of the same grade and lower cannot serve beyond age 45.

c. Many members of the TAVR and the regular forces are recruited from participants in the voluntary Army Cadet Force for boys between the ages of 13 and 18. This program combines elements of the US Junior ROTC, Boy Scouts, and the pre-World War II Citizens Military Training Corps. The program is operated by reserve officers and civilian volunteers under active Army supervision.

3. Full-Time Personnel

a. A Regular Army staff is provided for all TAVR Independent units. This staff, integral to the unit, normally consists of the commanding officer, adjutant, quartermaster and sergeant major at the battalion level. However, in all medical units and in less than half of all other

TAVR battalions, the commanding officer is a TAVR officer. When a TAVR battalion has companies spread over a large area, the commanding officer is usually an active service officer. When a battalion is commanded by a TAVR officer, an active service training major is provided as a supernumerary (e.g., not part of the TOE and may not remain with the unit on mobilization). At the company level, three active service permanent staff instructors (PSIs) are provided, one of whom is a warrant officer, to assist in the training and administration of the unit. The PSI group members are supernumeraries and are normally assigned to a TAVR unit for two and one-half years.

b. In addition to the Regular Army staff, a limited number of civilian employees are also provided to assist in the training and administration of the unit. In almost every case these employees are experienced former active service personnel.

4. Equipment and Facilities. All TAVR units are fully equipped with individual equipment and weapons. Major mission items are limited by availability and adequacy of storage and maintenance facilities. Many TAVR units with mobilization assignments with the BAOR have major mission items prestocked in Europe. Other units have major mission items in depot storage to be drawn on mobilization. The active force provides equipment, when required, to support annual active duty training. (See paragraph V.B below.)

All Independent units have local drill halls and armories. Field training is normally restricted to active force posts.

5. Command Subordination. Independent units are subordinate to the headquarters of the active service military district* in which they are located. However, responsibility for training and special arm or service matters is vested with respective arms/service advisors at Headquarters UK Land Forces.

B. Individual Reservists

1. The Regular Army Reserves are divided into the major classes listed below. Subdivisions of the classes are not discussed.

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*The UK is divided into ten military districts.

- Regular Army Reserve of Officers (RARO)
- Regular Reserve (former regular enlisted men with some part remaining of the 12-year obligation)
- Long Term Reserve (former Regular Reserve enlisted men to age 45)
- Army Pensioners

2. Members of the Regular Army Reserves have no training obligation except for members of certain subdivisions of the Regular Reserve. However, these training obligations are not invoked. The legal obligations are either 12 to 15 days of active duty training or 20 inactive duty drill periods per year.

V. PEACETIME TRAINING

A. Initial Training of Reservists

1. The recruit training of non-prior service members of TAVR Independent units is conducted within the unit joined during inactive duty training. In addition, the first annual active duty period (15 days) is spent in basic training, usually conducted by the appropriate arm or service. This period is in addition to the camp training period of the unit. (See paragraph V.B below.)

2. Proficiency of enlisted men in individual skills is measured by the same standards used in the active force.

B. Units

1. General

a. A cash bonus is paid to TAVR enlisted men for successful completion of annual obligatory training. The amount of obligatory training varies with the type of unit but includes an annual 15-day camp training period for all units (usually during the summer) and a certain number of obligatory days of inactive duty training (called "out of camp" training). This inactive duty training may be conducted on weekday nights, during the day, and on weekends. An evening drill counts as one-sixth of a training day.

b. In addition to the obligatory training described above, paid man-days are allotted on a per capita basis for voluntary training. Units may pool these man-days and use them to the best advantage for both training and administration.

2. Independent Units

a. The annual obligatory training for Independent units usually consists of the 15-day summer camp and 12 days of out of camp training. In addition, 17 days per man for voluntary out of camp training is currently authorized. Every third year the summer camp training is conducted abroad. Usually this overseas training is conducted in the area of the war location of the unit.

b. With the approval of the battalion commander, up to 30 percent of the total unit strength of trained enlisted men may be allowed to complete a lower training obligation. This measure is designed both to achieve economy and to permit trained individuals to remain in the unit even though their outside interests prevent full participation.

c. There is no detailed central policy for the training of the different types of TAVR units. The Ministry of Defence issues generalized instructions that are considered, in fact, to be more applicable to active service units. There are estimates that more than 70 percent of the available training time in most TAVR units is devoted to individual training.

3. Sponsored Units

a. The annual obligatory training for Sponsored units consists of the 15-day summer camp and only four days of out of camp training. Depending on available financial resources, some Sponsored units may be authorized some paid voluntary training days.

4. Individual Reservists. No training is provided in peacetime for the individual reservists in the General Army Reserves.

VI. PERSONNEL POLICIES

A. Procurement of Reserve Officers

Reserve officers are procured from a number of programs comparable to US ROTC programs. Enlisted men with at least one year's service in the TAVR and who are especially selected can be commissioned after attending a two-week course at the Royal Military Academy at Sandhurst followed by satisfactory completion of one year's service in the TAVR as a probationary second lieutenant.

B. Procurement of NCOs and Specialists

1. Independent Units. NCOs and specialists are procured through training within the units. Attendance at active service schools is encouraged. Proficiency in a given skill or skill level is determined through performance on standard active force tests.

2. Sponsored Units. Specialists for Sponsored units are secured on a nation-wide basis from personnel who already possess comparable civilian skills.

C. Officer Promotions

TAVR reserve officers may be promoted up to and including the grade of colonel. In fact, the highest grade normally attained is major, with few advancing higher. The criteria for eligibility for promotion include time-in-grade, position vacancies, and completion of certain course work and examinations.

D Pay

1. TAVR members are paid for attendance at voluntary and obligatory training at about the same rate of pay for active service personnel of the same grade. Evening drills are considered the equivalent of one-sixth of a training day.

2. Enlisted men of both Independent and Sponsored units receive a uniform annual bonus (called liability bounty) for membership and consequent liability for mobilization. An annual bonus is also paid to enlisted men for successful completion of all obligatory training. The amount of this bonus depends upon number of years service in the TAVR with the maximum attained in the fifth year. The training bonus for members of Sponsored units is less than for members of Independent units.

3. Members of certain subclasses within the Regular Reserve (enlisted men) of the Regular Army Reserves are paid a small annual bonus for liability for recall before general mobilization. This bonus varies with rank and degree of liability for early recall. (The British have three stipulated degrees of emergency, before general mobilization, with specified classes of reservists subject to recall at each of the three degrees.)

VII. MOBILIZATION SYSTEM

A. Units

1. Independent Units. Upon notice of mobilization, Independent units assemble at their centers for further movement to war stations either abroad on in the UK. Each unit is responsible for dissemination of the mobilization notice to their members. The balance of the unit equipment to reach wartime authorized strength is drawn from depots or in the preplanned theater where presumably it has been stored by unit (known in British terminology as Pre-Sotcked Unit Equipment - PUE).

2. Sponsored Units. Members are notified of mobilization by mail or by public broadcast followed by mail confirmation. Members are pre-issued travel warrants for travel to designated Temporary Mobilization Centers operated by static regular units. When fully formed and equipped, the units are moved to their war location.

3. Individuals Reservists. Individual reservists earmarked to reinforce units overseas report to Reinforcement Drafting Units (RDUs) also provided by static regular units. Here they are processed and issued individual gear before being dispatched in groups to their units. Equipment for the reservists is supposedly prestocked in depots and drawn by the RDUs when call-up is ordered.

Reservists earmarked for units with war locations in the UK report directly to the unit.

4. Mobilization Practice. There is no evidence of any physical practice of mobilization procedures.

VIII. ASSESSMENT

A. Features for Possible Adaptation

The following features of the UK reserve system merit further study for possible adaptation to the US reserve system.

1. Units

a. Reserve units have active Army cadres to assist in training and administration.

b. Technical and specialist units are recruited nation-wide from personnel with required civilian counterpart skills.

c. Some reserve units are commanded by active Army officers.

2. Training

a. Annual training of units once every three years overseas, primarily in wartime deployment area.

b. Reduced training requirements for specialized reserve units highly dependent on civilian skills.

c. Authority to excuse trained personnel from some training.

d. Procedures to ensure annual camp training for personnel who cannot attend such training with their units.

e. Flexibility in use of voluntary training man-days to permit tailoring of training programs to meet the particular needs of the unit and its members.

3. Personnel Policies

a. Personnel in key civilian occupations not eligible for enlistment in the reserves.

b. High qualifications for hire of the equivalent of US technicians (i.e., requirements for active service experience and use of retired personnel).

c. Officer candidates serve as probationary second lieutenants for one year before having their commissions confirmed.

4. Other. Pre-stock of major mission items in the deployment area for early deploying priority units.

B. Features to Be Avoided

Initial training of non-prior service reservists not concentrated or intensive.

Appendix D

FEDERAL REPUBLIC OF GERMANY

I. GENERAL ORGANIZATION

A. General

The two major components of the active German Army are the Field Army and the Territorial Army. The Field Army consists of three corps with divisions, separate brigades, and supporting units that are all earmarked for assignment to NATO. In peacetime, the entire Field Army is maintained at about 50 percent of wartime authorized strength. The major part of the understrength is in corps and division support units. On mobilization, the Field Army is brought to full strength with individual reservists and a few reserve units of battalion and smaller size.

The Territorial Army consists of brigades, battalions and smaller units designed for rear area security and logistical support of the Field Army and other NATO forces. In peacetime, the Territorial Army is maintained at about 15-20 percent of wartime authorized strength or even less. On mobilization, it is brought to full strength with individual reservists and many reserve units within 72 hours.

B. Units

The reserve units of the German Army are known as Equipment Holding Units. These units are completely inactive except for active duty training or on mobilization when they are filled with pre-assigned reservists and predesignated active service personnel. These units are of all arms and services and the largest is a battalion; most are service support units. None of the reserve units are intended as front-line combat troops. Most reserve units are assigned to the Territorial Army on mobilization. The relatively few reserve units assigned to the Field Army on mobilization consist mostly of divisional and corps combat service support units and replacement battalions (organized manpower pools assigned to brigades and divisions in wartime).

The combat type reserve units assigned to the Territorial Army are static light infantry security companies, separate regional defense infantry battalions, and battalions and smaller units to bring the cadre Home Defense Brigades to full wartime structure.

C. Individual Reservists

The organized pools of reservists are listed and described below. In addition to the members of these pools, there are many individuals with active service experience who still have a statutory military obligation. Current records are not maintained on these individuals.

1. Standby Reserve. This pool consists of most of the conscripts and volunteers (extended service personnel) released from active service within the preceding 12 months. These individuals have specific mobilization assignments to fill vacancies in Field Army and Territorial Army units. Assignments are based on age, skills, and distance from home to the unit. This manpower pool can be mobilized on order of the Minister of Defense. Members of this pool are usually assigned to reserve units on completion of service in this pool.

2. Personnel Reserve. This pool consists primarily of those who have served in reserve units and have been released because of age and other reasons. Members have no specific mobilization assignments but may be mobilized for use as individual replacements to fill losses in Field Army and Territorial Army units.

II. MISSION

The primary missions of the German reserve system are to provide the following:

1. Predesignated fillers to bring all active service units to wartime authorized strength.

2. Provide reserve units to furnish logistical support and rear area security.

3. Provide a pool of unassigned reservists for use as loss replacements.

III. GENERAL SYSTEM

1. The reserve system is based on statutory obligations of personnel who have been conscripted or have volunteered for active service.

Conscripts are inducted for 15 months of active service at about age 19 and the minimum voluntary enlistment period is two years, but is usually four or more. The statutory military obligation is to age 32 for enlisted men, to age 45 for noncommissioned officers and to age 60 for officers.

2. Reserve units are completely inactive except when mobilized or ordered to active duty for training or mobilization exercises. There is no inactive duty training for reserve units except on an unpaid voluntary basis. Such training is usually conducted on the initiative of the unit commander (see paragraph V.B.3).

IV. PEACETIME ORGANIZATION

A. Units

1. Strengths. The number of reservists assigned to each EHU provides a 10 percent overstrength above the wartime authorized level in order to compensate for "no-shows" on mobilization. In addition, active service personnel are predesignated to fill key command and specialist positions in the EHUs. These personnel are either drawn from organizations and activities that cease operations on mobilization, or are predesignated from active units (replaced by mobilized reservists).

2. Assignments. Personnel are assigned to EHUs on completion of the one-year service in the Standby Reserve or upon release from active duty. Additionally, there are some volunteers who serve in EHUs although not required to (see paragraph VI.D). Efforts are made to assign reservists to a unit within 50 kilometers of their homes consistent with their military specialties.

3. Full-Time Personnel. There are no full-time personnel assigned to reserve units except for an NCO and two or three maintenance people per company. The duties of the NCO are primarily to maintain personnel and mobilization records and to supervise the maintenance people who are usually civilian employees.

4. Equipment and Facilities. All reserve units are fully equipped with wartime authorized levels of equipment except for those items to be requisitioned from the civilian economy or to be made available from active service agencies that cease operations on mobilization (e.g., schools). The items to be requisitioned from the civilian economy are usually construction equipment and general purpose vehicles. Unit equipment is usually stored in company locations and is reported to be well maintained. It has also been reported that active service units provide support for operational checks of equipment and maintenance beyond the capabilities of the civilian maintenance people.

Members of reserve units and the Standby Reserve keep in their possession their basic uniforms and some individual equipment but not weapons.

Usually there are no training facilities at the unit storage sites. All training is conducted at training centers operated by the active army.

5. Command Subordination. Reserve units are subordinate to the next higher active service headquarters to which they are assigned on mobilization.

B. Individual Reservists

1. Standby Reserve. Members of this manpower pool are assigned to specific units and their records are maintained by the unit.

2. Personnel Reserve. This is an unorganized pool of manpower and the maintenance of their records is centralized at various staff elements of the Ministry of Defense. There is no regular program for verification of the accuracy of these records.

V. PEACETIME TRAINING

A. Initial Training of Reservists

All reservists have had a minimum active service of 15 months. This minimum consists of three months of basic and advanced individual training at a training unit followed by a year's service with a TOE unit.

B. Units

1. Each reserve unit assembles for training about once each 18 months for a period of six to 12 days at an active army training center. In a typical 12-day training period, the officers and key personnel assemble first for about six days for refresher training, preparation for arrival of the troops, and refinement of the organization for the conduct of the training exercise. The troops report on the seventh day and the unit progresses from squad to platoon to company level training culminating in a 24-hour field training exercise. This training is conducted throughout the year, is directed by active army personnel, and the equipment used is furnished by the training center.

2. In addition to unit training, reserve units conduct alert exercises to test the notification system and response time. These exercises cannot last more than three days and are conducted at infrequent and irregular intervals.

3. Informal and unpaid training on a voluntary basis is encouraged. Reserve unit commanders can assemble their units or key personnel on a voluntary basis for training exercises. These exercises usually are for preparation for mandatory training periods, terrain walks, marksmanship competition or command post exercises. Such training is usually conducted on a weekend at an active army installation and the active army furnishes quarters and rations without charge.

B. Individual Reservists

1. Standby Reserve. This manpower pool with a one-year service obligation first came into being on 1 January 1976 replacing a previous pool which consisted only of conscripts with a three-month obligation following active service. The German plans call for members of the Standby Reserve to train and participate in mobilization exercises with the unit they are assigned to on mobilization. There are insufficient data, as yet, on the actual implementation of these plans. However, considering that the members of the Standby Reserve have had recent active service and the high cost of reservist training (see paragraph VII), it is not likely that their manpower pool will receive significant amounts of training.

2. Personnel Reserve. This manpower pool does not receive any training.

3. Individual Reservists. Individual members of reserve units and manpower pools are encouraged to volunteer to attend appropriate active army schools.

VI. PERSONNEL POLICIES

A. Procurement of Reserve Officers

Reserve officers are procured from the various programs conducted to provide officers for the active army for varying periods of service. A major source is the program that requires enlistment for two years with commissioning after 21 months and with duty as an officer for only three months. Conscripts cannot obtain a commission without volunteering for an extended service officer candidate program. There are no provisions for enlisted reservists to attain commissions while in a reservist status except through programs that require a return to active service for some period.

B. Procurement of NCOs

Selected qualified conscripts can become NCOs by attending a three-month course during the last part of their conscript service. Reservists with only conscript service and certain basic qualifications can become NCOs by attending active service schools and passing certain examinations. Most NCOs in the reserves attained their rank while serving in the active army.

C. Promotions

Overall, there is no organized career development program for reserve personnel. However, reserve officers and NCOs may be promoted by attending active army schools, passing certain examinations and meeting other criteria such as time in grade.

D. Assignments

Personnel assigned to reserve units are transferred to the Personnel Reserve as qualified and younger personnel complete service in the Standby Reserve pool. Generally, except for qualified volunteers, service in reserve units for enlisted men is about six years. This policy, together with the goal of manning units with members who live within a 50 kilometer radius of the unit, results in considerable personnel turbulence.

E. Pay

Reservists recalled for training are paid at conscript rates supplemented with a support allowance of 70 percent of net civilian pay for single members and 90 percent for married members. There is no retirement pay system for reserve service.

VII. MOBILIZATION SYSTEM

1. The goal of the mobilization system is to have the Standby Reserve at their mobilization stations within 24 hours and the reserve units assembled, equipped and prepared for deployment within 72 hours after the order to mobilize is issued.

2. The actual mobilization is carried out by active service units and existing territorial headquarters. The procedures for mobilization of personnel and civilian equipment are detailed and provide for full or partial mobilization with mobilization notices announced publicly or sent

by mail or courier. Upon notice of mobilization, members of reserve units report to their unit equipment storage sites and members of the Standby Reserve report to their units, using private and public transportation. Personnel data forms are prepared beforehand so that personnel processing is kept to a bare minimum.

3. Mobilization exercises for reserve units and the requisitioning of civilian equipment are held periodically, but only on a local scale. There are no exercises of the procedures for the mobilization of the Personnel Reserve pool.

VIII. ASSESSMENT

A. Features for Possible Adaptation

Although the German Army reserve system rests on conscription, there are features that merit further study for possible adaptation to the US reserve system. These features are listed below.

1. Units

a. Reserve units have predesignated active army personnel to fill key command and specialist positions on mobilization.

b. Each unit authorized a 10 percent overstrength.

c. Personnel processing for wartime operations accomplished in peacetime.

d. Except for active duty for training periods, the unit equipment is stored and maintained for immediate use on mobilization.

e. Reserve units conduct mobilization exercises.

f. The peacetime chain of command of units is the same as in wartime.

2. Training

a. The active army is responsible for the planning and conduct of active duty training.

b. All training is conducted throughout the year and at active army installations.

c. Organized provisions made for active army support of voluntary unpaid training.

3. Personnel Policies

a. All reserve officers have had active duty experience.

b. Age limits, by grade, prescribed for service in the reserves.

c. Members leaving active active service have reserve assignments with active army units for one year thereafter.

d. Promotion of reserve officers and NCOs dependent upon attendance at active army schools in addition to other criteria.

B. Features to Be Avoided

1. Unit training of reserve units at intervals of 18 months or more.

2. Lack of verification of records on all personnel with military obligations.

Appendix E

NETHERLANDS

I. GENERAL ORGANIZATION

A. Units

1. Principal Reserve Units. These are listed below:

- One infantry division (in the process of being mechanized).
- One separate combat infantry brigade.
- Combat support and logistical units generally not larger than a battalion.
- Four infantry territorial defense brigades.

The major combat force of the Netherlands Army is one corps with two active service divisions. The planned peacetime strength of the corps for 1978 is about 27,100 with a wartime strength of about 81,200. This three-fold increase on mobilization is to be made by use of combat, combat support, and logistical units of battalion and smaller size, and individual reservists.

2. Types of Reserve Units. The Netherlands reserve system is unique in that it maintains two different types of reserve battalions in terms of their initial training and reserve service. These types are known as RIM and mobilizable units and are described below. Both types of battalions can be found in the same brigade and division.

a. RIM Units. These units are composed of conscripts that were organized into companies upon induction and performed their active service (individual and unit training) together as an element of an active army battalion. In active battalions, the companies are always at different levels of unit proficiency because about every six months a new company starts its 10 months of unit training. Upon completion of active service and "short leave" (see paragraph B.1), the company, less active army key personnel, is retained as a RIM reserve company for 18 months and is assigned to a reserve RIM battalion made up entirely

of RIM companies. These RIM battalions have mobilization assignments either with elements of the active army corps or with the reserve division.

b. Mobilizable Units. These reserve units are of the ordinary type found in most armies. In the Netherlands system, they are composed of individuals who completed active service in a unit to which the RIM system does not apply and of individuals from disbanded reserve RIM units.

B. Individual Reservists

In effect, there are two pools of individual reservists as described below:

1. Short Leave Personnel. All conscripts upon completion of active service are considered to be on "short leave" for six months. During this period they are subject to recall to the unit where they performed their active service. Upon completion of this short leave, they are assigned to a mobilizable unit except that the former members of an applicable active company form a reserve RIM company.

2. General Pool. This pool consists of unassigned reservists who have completed service with reserve RIM or mobilizable units and still have a statutory military obligation.

II. MISSIONS

A. Units

1. RIM Units. These units have mobilization assignments to either active service formations or to the reserve division and separate combat brigade. In peacetime, the active service brigades and divisions are understructured and some separate combat support and logistical units required in wartime are maintained as RIM units.

2. Mobilizable Units. These units have mobilization assignments to round out the active service force and as components of the reserve division and separate combat brigade.

B. Individual Reservists

1. Short Leave Personnel. These individuals are subject to recall to their active service unit, normally to replace platoons and companies in the initial phase of training and to fill personnel shortages.

2. General Pool. Members of this pool may be mobilized to fill vacancies in active and mobilized reserve units and for combat replacement losses.

III. GENERAL SYSTEM

1. The reserve system is based on statutory obligations of personnel who have been conscripted or have volunteered for active service. The Netherlands Army is basically a conscript force with conscripts comprising about 60 percent of the active force.

Conscripts are inducted for 14 months of active service at age 20. Conscript candidates for NCO and officer training serve 16 months. The minimum enlistment period for volunteers is four years. The statutory military obligation is to age 35 for enlisted men, to age 40 for noncommissioned officers and to age 45 for officers.

2. Reserve units are completely inactive except when mobilized or ordered to active duty for training. There is no inactive duty training for reserve units.

IV. PEACETIME ORGANIZATION

A. Units

1. Types. Most reserve units are of the mobilizable type. Two brigades of the reserve division and many of the units to bring the active divisions to full structure strength are RIM units.

2. Strengths. All reserve units are assigned an overstrength in peacetime to ensure full strength on mobilization. In addition, active service personnel are predesignated to fill key command and specialist positions in RIM and mobilizable units on mobilization. These personnel are drawn from organizations and activities that cease operations on mobilization. It has been estimated that upon mobilization about 10 percent of the strength of the reserve division and separate combat brigade would consist of predesignated active service personnel.

3. Assignments. Members of disbanded RIM units are assigned to either a mobilizable unit or pass into the general reserve pool.

Assignments to mobilizable units (including prior service in reserve RIM units) are usually for only six years. At the end of this period, the reservist passes into the general reserve pool.

4. Full-time Personnel. There are no full-time personnel assigned to RIM units. The one reserve division has a small cadre (about 40) that in peacetime is responsible for preparation of training schedules for all reserve units to be recalled for training.

5. Equipment and Facilities. All reserve units are fully equipped with wartime authorized levels of equipment except for items in use in the peacetime training base or to be requisitioned from the civilian economy (e.g., general purpose vehicles and engineer items). The equipment is generally stored by company and maintained by military and civilian personnel of the territorial force (peacetime non-tactical area commands).

Members of reserve units keep in their possession their basic uniforms and some individual equipment but not weapons.

All training of reserve units and personnel is conducted at active army installations.

B. Individual Reservists

The General Pool is an unorganized pool of manpower and the maintenance of their records is centralized at the national level.

V. PEACETIME TRAINING

A. Initial Training of Reservists

1. Enlisted Men. The Netherlands uses two methods for initial individual training of enlisted men. Conscripts assigned to applicable (company level) units receive four months of initial individual training within the battalion to which they are assigned. This training covers basic and advanced individual training. The conscripts selected for technical training, such as drivers, mechanics, and other specialists, receive both basic and technical training at schools and centers operated by the Army Training Command and then join their unit before the start of the 10 months of unit training. All other conscripts receive their initial individual training at schools of the Army Training Command and

the duration of the training varies with the specialty of their intended assignment.

2. Noncommissioned officers. Conscripts selected for NCO training receive their initial training (six months) at centralized NCO schools. Conscripts not selected for NCO training may be promoted to the ranks of private first class or corporal but not higher.

3. Reserve officers. Conscripts selected as reserve officer candidates receive two months of basic training and about four months of officer candidate training at centralized schools. Upon completion of this training they are assigned as candidate officers to units for the remaining ten months of obligatory service. Upon completion of this service they are commissioned as reserve second lieutenants and are assigned to mobilizable reserve units or remain with a RIM unit.

B. Units

1. RIM Units. RIM units do not receive any unit training during the 18 months of their existence. Individual specialists in reserve RIM units, such as tank gunners, are called up once for about two weeks of individual refresher training.

2. Mobilizable Units. These units are usually ordered to active duty for training for about two weeks once every six years. The battalion is the largest unit participating in this training at any one time. Reserve unit training is conducted at active army installations and under the control of the active army. Predesignated active army personnel participate in the peacetime training of the units they join on mobilization.

3. Predesignated Active Army Personnel. Such personnel participate in command post exercises in their mobilization assignment and participate in terrain walks and other exercises without troops in connection with the mobilization deployment of their reserve units.

C. Individual Reservists

1. Officers and NCOs. These members of reserve units are usually ordered to active duty for individual training of one to four weeks about once every three years. Additionally, reserve officers may

voluntarily come on active duty for special short resident courses of instruction or on-job-training in order to qualify for promotion or specific assignments.

2. General Pool. This manpower pool does not receive any training.

VI. PERSONNEL POLICIES

A. Promotions

Overall, there is no organized career development program for reserve officers and NCOs. However, reserve officers may be promoted by voluntarily attending active army schools, passing certain examinations and meeting other criteria such as time in grade. In practice reserve officer promotions are limited because of relatively large output of officers from active service into the reserves and the small reserve troop basis.

B. Extended Active Duty

Provisions are made for some reserve officers to serve on extended active duty under a contract for a mutually agreeable number of years.

C. Pay

Reservists on active duty for training are paid at the same rate as active service personnel for the same grade. There is no retirement pay system for reserve service.

VII. MOBILIZATION SYSTEM

1. Procedures. The procedures for mobilization of reserve units are very detailed. Mobilization is generally by company and then assembly into larger units and formations. Local civilian officials (Burgomeister) play an important part in the mobilization process, particularly in the requisitioning of vehicles and other items from civilian sources.

2. Mobilization Exercises. The practice of mobilization procedures is limited. The available data indicate that once a year there is a 24-hour exercise for testing the mobilization of one RIM battalion with a mobilization assignment with an active army division. The procedures for requisitioning vehicles and other equipment from civilian sources are not practiced.

VIII. ASSESSMENT

The Netherlands reserve system is unique becuase of the RIM system which is dependent upon (1) an active army where there are no levies on units for individuals for overseas service, (2) acceptance of active army battalions composed of companies which are never at the same level of proficiency in unit training, and (3) acceptance of reserve battalions that never train together. Consequently, the RIM system is not considered applicable to the US Army. Nevertheless, there are other features that either merit further study for possible adaptation to the US reserve system or should be avoided. They are listed below.

A. Features for Possible Adaptation

1. Units

a. Reserve units have predesignated active army personnel to fill key command and specialist positions on mobilization.

b. Each reserve unit authorized an overstrength.

c. Some reserve units conduct mobilization exercises, even if limited.

2. Training

a. All training is conducted at active army installations.

b. Active army personnel predesignated to join reserve units on mobilization participate in some training for their mobilization assignment.

3. Personnel Policies

a. All reserve officers have had active duty experience.

b. Age limits, by grade, prescribed for service in the reserves.

c. Promotion of reserve officers dependent upon attendance at active army schools in addition to other criteria.

B. Features to Be Avoided

1. Unit training of reserve units at intervals of six years.

2. Reserve units that never train together.

Appendix F

DATA SOURCES

I. GENERAL SOURCES

Sources containing data applicable to more than one of the countries analyzed are listed below:

a. Defense Intelligence Agency, Military Capability Study of NATO Countries (U). 1 September 1976.

b. I. Heymont, Mobilization Training Readiness Factors for Selected NATO/Warsaw Pact Land Forces (U). GRC-OAD-CR-147, April 1976.

c. Library of Congress, Federal Research Division, A Comparative Analysis of Military Conscription Regulation in European NATO Countries, 1969-73.

d. Neil Creighton, Mobilization of NATO Ground Forces in Central Europe (U), Department of State, Senior Seminar in Foreign Policy, June 1973.

II. SPECIFIC SOURCES

The specific data sources used are listed below by the applicable country. In addition, specific data were received during interviews with representatives of the Defense Attache Offices of the Washington, D.C. embassies of each of the countries.

A. Israel

1. I. Heymont, "Minutemen of the Desert—Israeli Reserve System," ARMY, July 1973.

2. I. Heymont, "Israeli Career Officer Corps," MILITARY REVIEW, October 1968.

3. W. H. Tankersley,* Trip Report August 2-9, 1976, Tel Aviv (U).

4. R. Man, "Guide for the Reserve Soldier," BAMAHANEH, Tel Aviv, April 1973.

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*Deputy Assistant Secretary of Defense for Reserve Affairs

B. Canada

1. Department of National Defense (Canada), Defense 1975. January 1976.

2. Defense Intelligency Agency, Canadian Armed Forces Intelligence Study (U). December 1976.

C. United Kingdom

1. Précis, The Reserves, undated.

2. UK Staff College, "The Reserves and Mobilization," 9 Army Staff Course, November 1975.

3. UK Staff College, The Territorial and Army Volunteer Reserve, 8 Army Staff Course. March 1974.

4. BG B. T. V. Cowey, "The British Territorial Army," The National Guardsman. June 1973.

5. J. Baynes, "The Volunteer Reserve Army," RUSI, December 1972.

6. Norman L. Dodd, "Britain's Volunteers," Defence, January 1973.

D. Federal Republic of Germany

1. Federal Ministry of Defense (FRG), White Paper 1975/76: The Security of the Federal Republic of Germany and the Development of the Federal Armed Forces, January 1976.

2. Central Intelligence Agency, The West German Army: Peacetime Organization and Plans for Mobilization (U), SR IR 75-8, May 1975.

3. Memorandum for Record, Mobilization of Bundeswehr Reserves, trip report, LTC Wilfred Ebel, USAR, February 1974.

4. Defense Intelligence Agency, IR Message 6 834 0592 75.

E. Netherlands

1. Netherlands Ministry of Defense, Our Very Existence at Stake—1974 Defense Memorandum. 1974.

2. Netherlands Army Training Command, Presentation on the Netherlands Army Training Command. November 1971.

3. Netherlands Ministry of Defense, Reply to Questions by COL Heymont, 31 January 1975.

4. Netherlands Ministry of Defense, The Netherlands System of Mobilization. Undated briefing paper.

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