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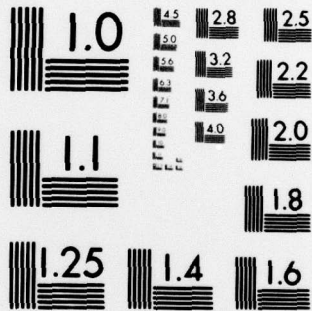
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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) THE STUDY EXAMINES THE ADEQUACY OF THE AIR FORCE TRAINING BASE CAPACITY TO ACCOMMODATE RECRUIT AND SPECIALIZED SKILL TRAINING UNDER MOBILIZATION. THE STUDY CONCLUDES THAT THE TOTAL TRAINING BASE STRUCTURE IS ADEQUATE, BUT RECOMMENDS FURTHER DETAILED ACTIONS TO BALANCE CAPACITIES AND TRAINING LOADS FOR INDIVIDUAL SKILL COURSES AT EACH TRAINING LOCATION.		

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AIR FORCE ENLISTED MOBILIZATION TRAINING

by

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Prepared for the
Deputy Assistant Secretary of Defense (MRA&L)
(Program Management)

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AIR FORCE ENLISTED MOBILIZATION TRAINING

The purpose of this paper is to examine the adequacy of the Air Force training base capacity to meet individual mobilization training requirements. This report addresses only enlisted training. Peacetime officer training capabilities, with management adjustments, are considered adequate to meet mobilization requirements. Peacetime training data are taken from the FY 80 Military Manpower Training Report (MMTR). Data on training base capacities and non-prior service (NPS) accessions during mobilization are based on the Air Force input to Table J of the Wartime Manpower Program and information provided by the Air Staff (AFMPPT).

Air Force requirements for pre-trained mobilization manpower are met through the active force, Reserve Components, retired personnel and NPS accessions. While some training, mainly refresher, is needed for some of the other personnel categories, the most significant individual training requirement is for NPS accessions.

Training Categories

Training requirements of new enlisted accessions include Recruit Training (RT) and Specialized Skill Training (SST). Recruit Training provides physical conditioning and military indoctrination to personnel entering the Air Force. Specialized Skill Training provides new or higher levels of skills to match job requirements and includes Initial Skill Training (IST) and Skill Progression Training (SPT). Initial Skill Training is formal training which leads to entry level job qualifications and SPT is given subsequently to produce higher skill or supervisory qualifications.

Training Flow

Figure AF-1 shows the overall peacetime training flow of new enlisted accessions programed for FY 80.

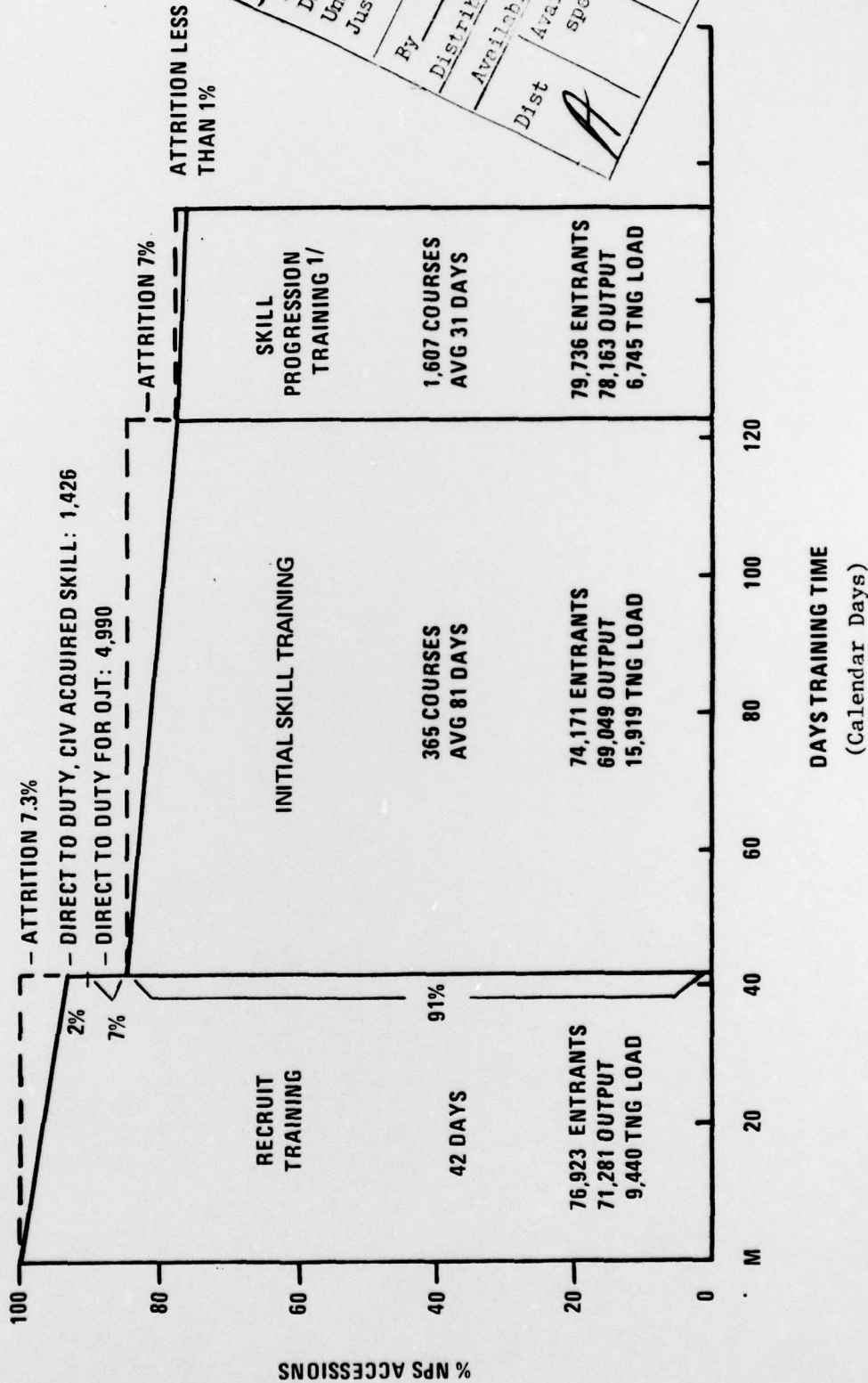
Figure AF-2 shows the training flow expected under mobilization based on the following Air Staff proposed changes to peacetime planning factors.

1. Course lengths are shortened by training six days a week instead of five.
2. The Air Staff indicates that, by training more intensively, Recruit Training attrition can be reduced slightly from 7.3% to 7%.
3. The Air Staff estimates that the proportion of RT graduates entering IST will be increased from 91% to 92.5% to meet skill training needs.

Figure AF-1

AIR FORCE PEACETIME ENLISTED TRAINING FLOW, FY 80

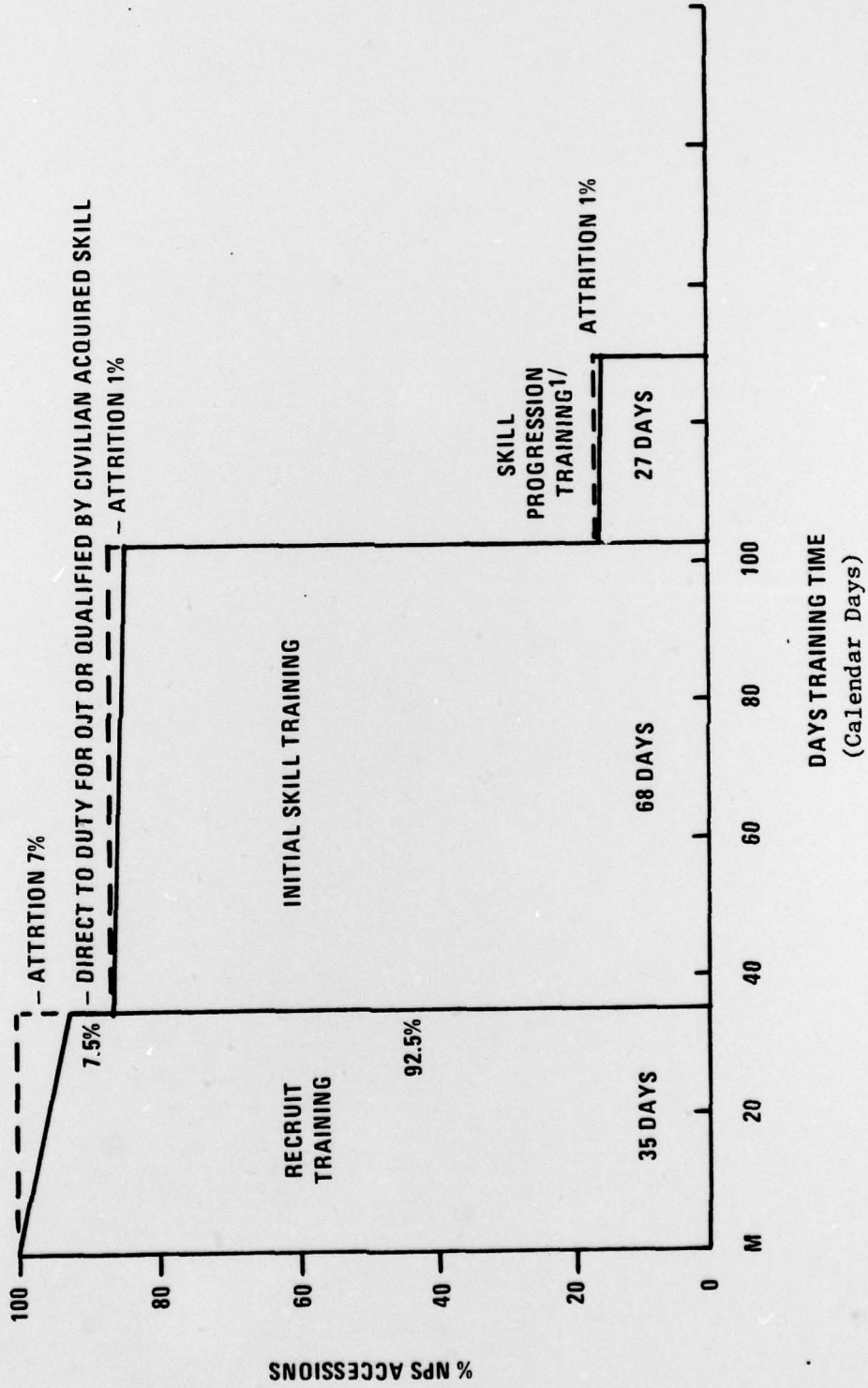
SOURCE : FY 80 MMT R



1/SPT IS NORMALLY PRECEDED BY AN INTERVAL OF TIME ON THE JOB

Figure AF-2

AIR FORCE ENLISTING TRAINING FLOW UNDER MOBILIZATION



1/SPT IS NORMALLY PRECEDED BY AN INTERVAL OF TIME ON THE JOB

4. Initial Skill Training attrition is reduced from 7% to 1% through more intensive training.
5. Entrants to SPT are reduced by 80% in order to concentrate training resources on more critically needed IST programs.

Training Load and Workload

In assessing training capacity, it is important to recognize the difference between training load and workload. Training load is the training authorization of a particular Service regardless of which Service conducts the training. That is, the Air Force training load reflects the training of all Air Force persons including those to be trained by other Services. On the other hand, workload reflects the training of all persons conducted at a particular training center regardless of the trainee's parent Service or Agency.

In RT, load and workload are usually the same because each Service trains its own recruits. However, workload should be used to express SST training capacity in order to reflect the impact of inter-Service training on specialized courses at specific locations.

The Air Force is in the process of developing specific mobilization workload data reflecting SST course capacities and training requirements by specialty. In the meantime, this report is limited to an aggregate picture of capacity based on adjustments to peacetime factors.

Recruit Training

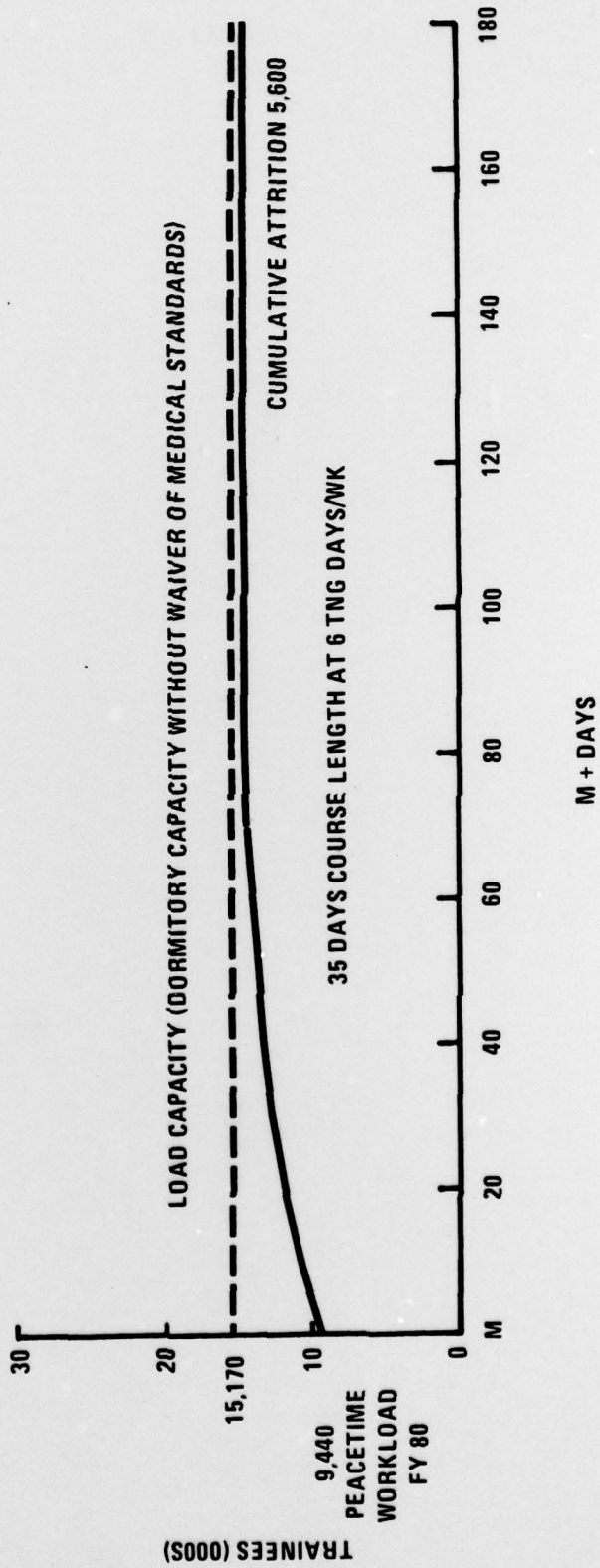
Recruit Training provides 30 training days (42 calendar days in peacetime; 35 days under mobilization by training six days a week). All Air Force RT is conducted at Lackland AFB which has a dormitory capacity of 15,170 without waiver of medical standards. Peacetime RT loads have been fairly consistent over the past five years, varying from 9,000 to 10,400. The FY 80 training load is 9,440.

By incorporating the applicable Air Staff proposed changes to peacetime factors, Figure AF-3 shows that, disregarding attrition, the RT load under mobilization will increase to 14,700, slightly less than the peacetime workload capacity of 15,170. The load is estimated by entering the FY 80 peacetime load at M-Day and adding at 10-day intervals the NPS accessions based on the Air Force input to Table J of the Wartime Manpower Program. If attrition were taken throughout the 180-day period, the entire curve would drop accordingly. The training base capacity also can be increased, if necessary, by increasing student density.

Specialized Skill Training

In peacetime, about 91% of Air Force RT graduates enter a variety of SST courses, reflecting the technical nature of the Service. Initial Skill Training includes 365 courses which average 81 calendar days in length. Skill Progression Training includes 1607 courses which average 31 days in length. Course lengths vary widely; for example, from 29 days for an aircraft maintenance

Figure AF-3
AIR FORCE RECRUIT TRAINING
UNDER MOBILIZATION
 4,416 INPUT EACH 10 DAY PERIOD



3426 9

specialist to 261 days for an avionics aerospace ground equipment specialist. Certain basic courses are prerequisite for other, more advanced courses; thus, a particular trainee may attend more than one SST course. This explains in part the increase in combined IST and SPT entry and load over RT figures in Figure AF-1.

About 2% of RT graduates who acquire suitable skills in civilian life are planned to go directly to duty, and an additional 7% are planned to go directly to duty for OJT. As shown in Figure AF-2, the percentage planned to attend IST courses under mobilization is 92.5%. Specialized Skill Training is conducted at the following six Air Force training locations:

<u>Locations</u>	<u>FY 80 Workload</u>	<u>Capacity</u> ^{1/}
Chanute	4,215	5,545
Goodfellow	1,182	1,132
Keesler	5,252	6,464
Lackland	4,676	6,115
Lowry	3,957	5,415
Sheppard	<u>4,775</u>	<u>6,921</u>
TOTAL	24,057	31,592

Aggregate enlisted SST requirements under mobilization are estimated by entering at M-Day the FY 80 peacetime SST workload at the six training sites, and adding at 10-day intervals the NPS accessions minus attrition (i.e., RT graduates) based on the Air Force input to Table J of the Wartime Manpower Program.

To account for the fact that a single trainee may be required to attend more than one SST course, numbers of RT graduates are factored based on the FY 80 ratio of SST entrants to RT graduates. This ratio, derived from Figure AF-1, is 2.16 SST entrants per RT graduate. ^{2/} However, under mobilization, the Air Force plans to reduce SPT by about 80%. Assuming that students already undergoing or enroute to SPT on M-Day will complete their training,

^{1/} Dormitory capacity without waiver of medical standards. Mobilization training capacities incorporating other possible limiting factors, such as the availability of technical facilities, equipment, instructors and support, were not available.

^{2/} FY 80 IST Entrants: 74,171
 FY 80 SPT Entrants: 79,736
 Total SST Entrants: 153,907
 FY 80 RT Output 71,281
 153,907 ÷ 71,281 = 2.16:1 Ratio

some transition time is provided by applying the 2.16:1 ratio for the first 30 days. For the remaining 150 days, the 80% reduction in SPT is reflected by using a 1.26:1 ratio.^{1/}

Specialized Skill Training (IST plus SPT) entrants per 10 day period are 8,871 for the first 30 days and 5,175 thereafter. Total SST entrants over 180 days are 104,238. Course length of 56 calendar days is a weighted average of FY 80 IST and SPT course lengths reported in the FY 80 MMTR, which has been shortened by training six days a week instead of five.

The resulting overall SST load, which is shown in Figure AF-4, increases from the peacetime load of 24,000 at M-Day to a peak load of 35,000 at M+30 and thereafter reduces by M+90 to a level rate of 31,000 for the remaining 90 days. The excess of load over capacity briefly reaches a peak of 3,400, which could probably be handled by a modest increase in student density.

Although Figure AF-4 shows that the Air Force SST requirements are generally within the training base capacity, the use of peacetime factors to estimate the volume of IST requirements during mobilization may understate the requirement. As reflected in the FY 81-85 Air Force POM, the amount of IST given to RT graduates has, for budget reasons, been reduced substantially over the past several years, resulting in units becoming saturated with OJT. Since OJT has the effect of prolonging training and diverting unit personnel, some upward adjustment in selected categories of IST may be warranted during mobilization when timing and unit readiness and performance become more critical.

The IST workload under conditions of mobilization may be further affected by increases in civilian acquired skills. For example, the yield of higher paid specialties, such as computer programmers, not readily available in peacetime, can be expected to increase somewhat during mobilization. When more detailed projections are possible, they may indicate a higher percentage of individuals going direct to duty with a corresponding reduction in IST course loads.

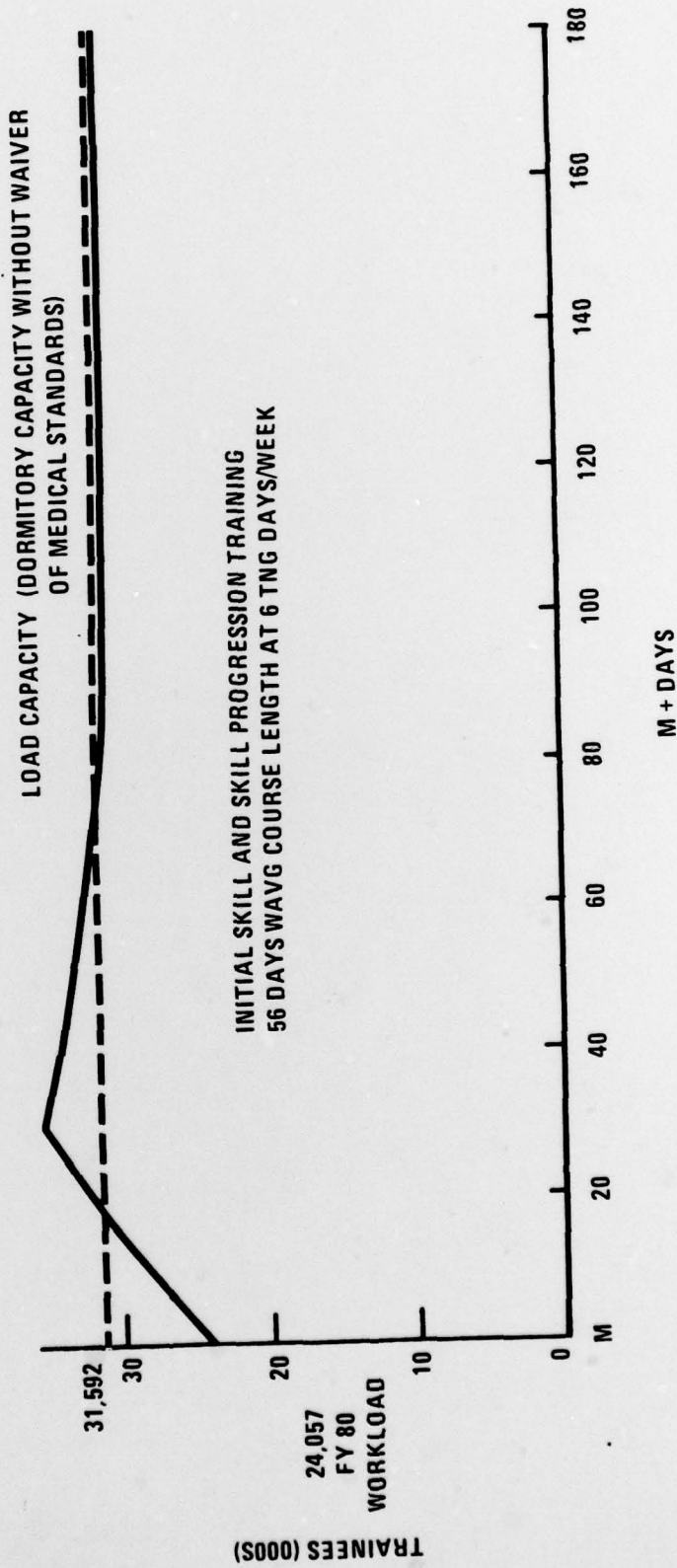
Summary

The Air Force has indicated that its training base of one RT center and five technical training centers is adequate to meet overall projected mobilization requirements, however precise loading projections by training centers are

^{1/}	FY 80 IST Entrants:	74,171
	20% of FY 80 SPT Entrants:	15,947
	Total SST Entrants:	90,118
	FY 80 RT Output:	71,281
	90,118 ÷ 71,281 = 1.26:1 Ratio	

Figure AF-4
AIR FORCE SPECIALIZED SKILL TRAINING
UNDER MOBILIZATION

INPUT PER 10 DAY PERIOD: 8,871 FIRST 30 DAYS
 5,175 NEXT 150 DAYS



24,057
 FY 80

awaiting completion of an on-going Air Force assessment of skill-by-skill wartime requirements on which to base more precise peacetime programming needed to meet the wartime surge.^{1/}

Comprehensive assessment of the adequacy of the Air Force training base capacity will be possible when the Air Force has completed its mobilization requirements by specialty and skill level. Comparing these requirements against assets will provide the SST requirements by course and training center which are needed to determine what specific adjustments may be necessary to match training capacity at each school with its respective requirement. Possible constraints to expanding the training base should be identified by examining the availability of technical facilities, training equipment, instructors and support. Requirements and capacities for conducting inter-Service mobilization training need to be incorporated to provide a complete picture of training workload at each center.

Conclusions

The Air Force:

1. Has the capacity to accommodate RT requirements stated in Table J of the Wartime Manpower Program.
2. Has the aggregate capacity to meet SST requirements if SPT is reduced by 80%, but should consider the effects of OJT loads under mobilization and the possible need to selectively increase IST.
3. Needs to:
 - a. Determine requirements by specialty and level,
 - b. Determine individual course requirements against personnel assets, including Reserve Forces and retired personnel,
 - c. Determine mobilization training capacity for each training center, including technical facilities, training equipment, instructors and support.
 - d. Determine and inform other Services of training capacity available to meet other Services' mobilization training requirements, once those requirements are received.
 - e. Inform sponsoring Services of Air Force mobilization training requirements to be provided by other Services.

^{1/} DAF Memorandum for ASD (MRA&L), "GAO Final Report Dated May 17, 1979, 'Problems In Getting People Into the Active Force After Mobilization' (OSD Case #5185) -- Information Memorandum," 29 June 1979.