



Ministry of Defence  
The Netherlands

# LESSONS LEARNED FROM COMMITMENTS OF RESERVISTS IN OPERATIONS (LLCRO)

## REPORT



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Dutch Functional Specialist in Africa

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## INTRODUCTION TO THE STUDY



Since the establishment of the National Reserve Forces Committee (NRFC) in 1981, the NRFC has gradually evolved into the main accredited advisory board on reservist policy of NATO's International Military Staff. The past 35 years have shown that, although NRFC members often look for a specific approach and solution to the subject of reservists, countries regularly encounter similar opportunities and difficulties. The exchange of knowledge and experience concerning the ways and means of using reservists is of major importance to the Alliance. The purpose of the study 'Lessons Learned from Commitment of Reservists in Operations', conducted by the Netherlands at the request of the NRFC Council, focuses on (international) deployment of reservists.

At present, NATO sees itself confronted with a deteriorating global security situation. Russia's involvement in the conflict in Eastern Ukraine and the terrorist actions of the so-called Islamic State in Iraq and the Levant (ISIL) forces the Alliance to change and update its strategic objectives and policies. In order to effectively counter hybrid warfare - the purpose of which is to keep an adversary politically, militarily and societally off balance- a fundamental overhaul of security and defence planning is required. This also directly concerns the position and role of reservists in the armed forces. For example, after the 2015 terrorist attacks in France, the French government decided to increase the number of reservists by 10.000 to improve national security.

The nature of future threats is often difficult to predict. Armed Forces need to be flexible to be able to adapt to changing conditions. Reservists provide this flexibility: they offer more capacity (quantity) and specialised skills (quality) if and when needed. Increasingly, most (if not all) NRFC-countries see reservists as a means to build a financially and operationally durable armed forces. Reservists are suitable for tasks in a wide range of areas, such as national tasks in the context of disaster relief and security, they provide specialist knowledge in national and international operations and, in general terms, reservists are an alternative for the

expansion of the available armed forces.

One of the main areas of interest, when it comes to reservists, is (international) deployment and everything associated with it. In February 2016, the Heads of Delegation stated their interest to contribute to a detailed study on 'Lessons Learned from Commitments of Reservists in Operations' (LLCRO). In April 2016, at the Staff Officers Meeting in Sofia, Bulgaria, 18 NRFC members reiterated they would participate in the LLCRO study. The Netherlands has volunteered to collect, process and analyze the information.

Many countries are currently in the process of developing their policies with respect to reservists. The purpose of the LLCRO study is to provide an overview of best practices and experiences, so countries can benefit from the insights and knowledge of other NRFC-members/observers. It is my firm belief that a study like this one will contribute greatly to a more efficient and effective way of deploying reservists.

Colonel Dick P. Scherjon  
Netherlands-Army  
Head of the Reservists and Society Bureau  
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## **RESEARCH METHODOLOGY**

In the past, the NRFC has tried to gather insights into lessons learned of reservists on missions for example with the Reserve Forces Monitor. However, this failed to deliver sufficient insights into the best practices of reservists on operations. The Monitor includes a somewhat complicated scoring card and it requires a lot of staff capacity (database research, outreach to civil organizations etc.) to properly work with the Monitor. The adopted methodology for this study is different from the Research Monitor, but some questions/research topics are identical.

In the framework of this study, the NRFC countries agreed to check their national lessons learned database for information on the deployment of reservists. However, this did not result in sufficient information, because many lessons learned systems do not differentiate between regulars and reservists. Subsequently, the NRFC requested support from NATO's Joint Analysis and Lessons Learned Centre (JALLC). However, JALLC indicated that it did not have sufficient resources for this research assignment. In February 2015, the Netherlands offered to take the lead in this study.

The Netherlands then decided to request the information directly from the source: the reservists and their commanders. In order to streamline the focus of this current 'Lessons Learned from Commitment of Reservists in Operations' study, the Netherlands have compiled a questionnaire -for reservists, who have mission-experience and their mission-commander- with a list of potential fields of interest. The objective of the questionnaire is to collect sufficient empirical data to be able to identify best practices and – equally important- room for improvement, when it comes to the international deployment of reservists.

The questionnaire (see Annex A to this report) covers three separate phases of missions: the pre-mission phase (the preparation), the actual mission conduct and the post-mission phase. The purpose of the questionnaire is not to limit the scope of the research, but rather to give countries an example of which areas could be of

## **RESEARCH METHODOLOGY (CONTINUED)**

interest. All contributing countries were -and some did- free to embellish on the list of questions.

For various reasons -such as time constrains or legal boundaries- most countries have decided not to submit the questionnaire to their reservists. Instead these countries have collected the necessary data on the topics listed in the questionnaire by other means. Annex B lists all countries participating in the study and the method of research they have used.

## **SUMMARY**

Following the NRFC Winter Meeting in Brussels, Belgium This study was executed to collect and compare knowledge and best practices from 18 NRFC members/observers pertaining to Lessons Learned from Commitments of Reservists in Operations. The overall objective of the study is to establish a more efficient and effective way to deploy reservists and to identify and remove any possible obstacles.

The principal methods of research was a questionnaire (survey), which consisted of questions to reservists and their commander and which focused on three phases of deployment: pre-deployment, mission conduct and post-mission. Not all countries had the opportunity to conduct this survey and some have used different methods to obtain the requested information. The basic questionnaire, as well as a list of all participating countries and the research method they have applied and the national contributions can be found in the appendices.

All NRFC countries that have experience with the deployment of reservists emphasize the fact that reservists are a great source of specialist knowledge, who provide another perspective. Reservists require more support and preparation. In order to get the most out of reservists, it is important to invest in employer engagement and in family support. Countries, who have fully integrated reservists into the armed forces encounter little difficulties with the deployment of reservists.

An area that requires special attention is the post-mission phase. In several countries reservists have stated that they were not offered an adaptation programme, while this is vital to ensure that Reservists are prepared to return to their civilian employment and lifestyles.

The following recommendations are made in the study:

A notification period of at least 3-6 months for deployment makes it easier for reservists to properly screen and handle personal admin including housing, job,

## **SUMMARY: RECOMMENDATIONS (CONTINUED)**

and family situations. In practice, in some countries reservists receive only little notice. A pre-deployment checklist of items that need to be taken care of prior to deployment helps to ensure that the reservist can devote 100% of his/her attention to the pre-deployment training and the deployment

Increase utilization of e-learning for the pre-deployment training or organize more sessions of the same training, so reservists can chose the session and the timings.

Good interaction between regulars and reservists is important in missions. More interaction (also before the mission starts and after it ends) could be beneficial for mutual understanding. By demonstrating how Reservists can bring different capabilities that complement those delivered by Regular forces, rather than simply producing less well trained copies of Regulars, mutual respect can be built.

Reservists should have the basic required equipment/clothing they need for their deployment, when they arrive in the mission theatre.

A detailed post-redeployment checklist is important to aid in decompression and to identify those in need of additional support.

It would be helpful if –for future reference and research- countries register specific ‘reservist data’ in their national lessons learned system.

## **CONCLUSION & RECOMMENDATIONS**

Many countries in the NRFC are currently in the process of developing and updating their policies vis-à-vis reservists. Some countries still have a form of conscription, others are in the process of transition to fully professional armed forces. Especially in countries where policy is under review, it is sometimes difficult to find a role for part-timers (i.e. reservists). As a result, not every country in this study has ample experience with deploying reservists. Some only use reservists in a limited role- as medical personnel for example- or in very small numbers, rather as an exception than as a rule. Other countries have legal boundaries, which make the deployment of reservists impossible.

Countries that have fully integrated the reservists into the armed forces and that make intensive use of them, like for example the United Kingdom, encounter little difficulties deploying reservists. In countries that have not fully integrated reservists there are more difficulties.

Reservists have -in most cases- less experience with the MOD rules and procedures, and therefore require more support and better preparation. The MOD often requires a lot of flexibility from reservists, but is not always able to be flexible itself.

A good relationship with civilian employers is vital to make it possible for reservists to contribute to missions. Employer Engagement at a strategic level and Employer Support at a tactical level are essential to make sure that the reservist is able to successfully complete a deployment.

Equally important is proper family care for families of reservists, who- especially in case of first time deployments- do not have inside knowledge of the MOD and procedures. Most countries have Military Family Services, but in case of individual deployments -where there are no colleagues involved- reservist families do not always receive a lot of attention.

In all the countries in this study, reservists maintain their basic military training on an annual basis, which is indispensable for deployment.

## **CONCLUSION & RECOMMENDATIONS (CONTINUED)**

In most countries, the pre-deployment training is identical for regulars and for reservists. However, whereas regulars can focus on the pre-deployment training, the reservist also has to find a way to combine with his civilian job. A Dutch reservist described the pre-deployment training 'a mission before the mission', which is quite an apt description.

Most countries maintain a 3-6 months notification period for the deployment of reservists. However, in practice this is often less, sometimes as little as 4-6 weeks, which hampers a proper preparation.

Most commanders note the added value of having reservists participating in missions. They provide specialist knowledge and a different perspective, which often has a very beneficial effect on the mission conduct. Furthermore, because of their flexibility they often can adapt to changing conditions -even in case their training/preparation is lacking.

The post-mission phase is one area that requires more attention. In several countries, reservists indicate that the MOD did not offer them an after-mission adaptation program. Time needs to be built into the post mission model for longer periods of observation during reintegration to ensure that Reservists are prepared to return to their civilian employment and lifestyles.

### **RECOMMENDATIONS**

- A notification period of at least 3-6 months for deployment makes it easier for reservists to properly screen and handle personal admin including housing, job, and family situations.
- A pre-deployment checklist of items that need to be taken care of prior to deployment helps to ensure that the reservist can devote 100% of his/her attention to the pre-deployment training and the deployment

## **RECOMMENDATIONS (CONTINUED)**

- Increase utilization of e-learning for the pre-deployment training or organize more sessions of the same training, so reservists can chose the session
- Good interaction between regulars and reservists is important in missions. Maximum interaction (even before the mission starts) could be beneficial for mutual understanding. By demonstrating how Reservists can bring different capabilities that complement those delivered by Regular forces, rather than simply producing less well trained copies of Regulars, mutual respect can be built.
- Reservists should have the basic required equipment/clothing they need for their deployment, when they arrive in the mission theatre.
- A detailed post-deployment checklist is important to aid reacclimation and to identify those individuals, who are in need of additional support.
- It would be helpful if –for future reference- countries document specific ‘reservist data’ in their national lessons learned system.

## **Annex A. QUESTIONNAIRE**

### **LESSONS LEARNED RESERVISTS IN OPERATIONS**

#### **I: QUESTIONS FOR THE RESERVIST**

##### **Focus on Pre-mission phase:**

- Are there policies in place to create predictability in the mobilization of reserves and to give members of the reserve possibility to plan their civilian life by giving them a warning period before mobilization/deployment/for extended periods of routine and non-routine training?
- How are Reserves chosen for deployment?
- To which extend did you meet the required level of military basic skills?
- To which extend did you meet the required level of functional skills?
- To which extend were you well prepared for the specific mission?
- Where do you see room for improvement? Could you illustrate this?
- How did you combine the pre-deployment activities with obligations in your private life (employer, home front, social life etc.)? Where did you encounter difficulties? Could you illustrate this?
- Do the armed forces (or any other instance working on behalf of the armed forces) ensure that families get information and updates regarding support and news about family members deployed in service of the armed forces?
- Do the Government or Armed Forces actively work to reach an understanding with private and public employers on the use of reservists, provide information about reservists and market reservist skillsets and competencies?
- What other remarks do you have concerning the Pre-mission?

##### **Focus on mission conduct phase**

- What specific reservist-related problems (if any) did you encounter during the mission conduct? Where do you see room for improvement? Could you illustrate this?
- If applicable, how was the cooperation between you and the regulars in your unit? Where do you see room for improvement? Could you illustrate this?

##### **Focus on post-mission phase**

- How did you experience the preparation to the re-deployment and end of the mission? What specific problems did you encounter? Could you illustrate this?
- What adaptation-program (if any) did you follow after the mission? How (if applicable) was this tailored to the reservist? Where do you see room for improvement? Could you illustrate this?
- What (if any) special program for (health)care is there after the mission? How (if applicable) was this tailored to the reservist? Where do you see room for improvement? Could you illustrate this?

**LESSONS LEARNED RESERVIST IN MISSIONS**  
**NRFC Research project**

**II: QUESTIONS FOR THE MISSION COMMANDER**

**Focus on Pre-mission phase:**

- How did the reservists in your unit meet the required level of military basic skills?
- How did the reservists in your unit meet the required level of functional skills?
- How well were the reservists in your unit prepared for their specific mission?
- Where do you see room for improvement? Could you illustrate this?

**Focus on mission conduct phase:**

- What's your opinion concerning the deployment of reservists during the mission? Where (if applicable) did you experience certain problems or certain advantages?
- What's your opinion concerning the cooperation between reservists and regulars during the mission? Where (if applicable) did you experience special problems?
- Where do you see room for improvement? Could you illustrate this?
- 

**Focus on post-mission phase:**

- How is the reservist prepared to post-mission phase? In what regard (if applicable) is the post-mission phase for reservists different from that of regulars? Where (if applicable) did you experience certain problems? Could you illustrate this?

### Annex B. Participating Countries and Research Method

	Involvement of reservists in operations	Participate in study	Questionnaire/other means of data collection	Remarks
 <span style="color: green;">Australia</span>	Yes	Yes	<b>Other:</b> i.e. centrally held data in the Directorate of Reserves and Employer Support	The time frame will not allow Australia to obtain approval to conduct the survey; distribute the document to Australia's approximately 23,000 active Reservists in the Navy, Army and Air Force; collate the information in the returns and prepare a timely response.
 <span style="color: green;">Belgium</span>	Limited	No	N/A	The number of reservists involved in international operations (deployment) is limited. Belgium is therefore unable to participate in this NRFC study.
 <span style="color: green;">Bulgaria</span>	Limited	No	N/A	The number of reservists involved in international operations (deployment) is limited and only concerns medical professionals (doctors and nurses). Bulgaria is therefore unable to participate in this NRFC study.

 <p>Canada</p>	Yes	Yes	<p><b>Other:</b> i.e. The Canadian Armed Forces recently conducted a survey among its Reserve Force. The outcome of this survey-combined with other available lessons learned-provides sufficient data for the LLCRO study.</p>	<p>Canadian regulations governing the conduct of surveys places significant constraints upon the development and delivery of any such survey. Furthermore, the sheer size of Canadian Reserve Force limits Canada's ability to obtain suitable responses within the given time frame.</p>
 <p>Czech Rep</p>	None	No	N/A	<p>Czech legislation does not foresee in the involvement of reservists in international operations (deployment). Deployment of reservists will become possible as of 1 July 2016, when a new law will come into force. At present, the Czech Republic is unable to participate in this NRFC study.</p>
 <p>Denmark</p>	?	?	?	?
 <p>Georgia</p>	?	?	?	?
 <p>Germany</p>	Yes	Yes	Questionnaire	<p>Bundeswehr reservists fundamentally man individual posts within the contingents, which comprise mainly</p>

				active-duty personnel, when they take part in missions. Germany therefore has only answered Part I "Questions to the Reservist".
 France	Yes	Yes	Questionnaire	
 Hungary	Limited	Yes	Questionnaire	The number of reservists involved in international operations (deployment) is limited, less than 10 soldiers. Only 4 of the deployed reservists have sent back the questionnaire. The voluntary reservists mostly fill individual assignments therefore they do not operate in Hungarian units but under multinational command out of the Hungarian chain of command. Hungary has therefore not answered the questions from the mission commanders perspective.
 Italy	Yes	Yes	<b>Other:</b> centrally held data in the Directorate of Personnel.  Italy conducts its own <b>annual report</b> of deployment of Reservists in homeland and	The number of reservists involved in international operations is limited. It only concerns officers belonging to Italian Army Selected Reserve, that consists of men

			international operations, collecting information both from Reservists and their chain of command	and women possessing special skills of interest for the Army, which cannot be immediately available (Engineers, Architects, Doctors and Surgeons Lawyers, Political advisors, Sociologists, Foreign and rare language experts, journalists)
 Netherlands	Yes	Yes	Questionnaire	
 New Zealand	Yes	?	?	?
 Norway	Yes	No	N/A	Norway is currently conducting a major reorganization of its Human Resources Management. The current data system is not able to differentiate between reservists and regulars. Norway is therefore unable to participate in this NRFC study.
 Poland	None	No	N/A	Polish legislation does not foresee in the involvement of reservists in international operations (deployment). Poland is therefore unable to participate in this NRFC study.

	Slovakia	?	?	?	?
	United Kingdom	Yes	Yes	<b>Other:</b> policy team and own annual survey	The UK conducts its own annual survey of reservists and has used existing data from 2015 (from over 5000 responses) to contribute to this study.
	United States	Yes	Yes	<b>Other:</b> Joint Lessons Learned Information System	Some answers to the questionnaire have been taken from information available in the US Joint Lessons Learned Information System.

## **Annex C. National Contribution**

### **NATIONAL CONTRIBUTIONS**

At the NRFC Winter Meeting in Brussels, Belgium which took place 1-4 February 2016, the NRFC Heads of Delegation stated their interest/commitment to participate in and contribute to the LLCRO study.

At the Staff Officers Meeting in Sofia, Bulgaria, the NRFC countries reiterated this earlier statement and it was agreed that all participating countries would submit data for inclusion in the preliminary report not later than 20 May 2016. Not all countries managed to do so. Late submissions (i.e. all data sent in after the 20 May deadline) will be included in the second draft of the preliminary report that will be submitted to the NRFC Secretary General by 10 June 2016. (See annex E to this report for a full timeline).

This section of the report will cover all the individual national contributions per country:



## **Reservists In Missions - Australia**

**Introduction.** The survey could not be actioned within the available time due to the Australian Defence Force ethics approval requirements for the administration of surveys. However, Australia provides the following general comments from existing data.

**General.** Australia has approximately 23,000 active Reservists in the Navy, Army and Air Force. Approximately 1,000 Reservists have deployed on operations each year for the last ten years.

**Terminology.** 'Deployed Reservists' is the usual term used in Australia rather than the phrase 'Reservists in Missions'.

**Foundations: Supporting the Reserve Capability.** To successfully deploy Reservists, Australia supports Reservists strategically. This includes legislation to guarantee availability and the fostering of relationships with employers. The link below provides access to fact sheets and Memoranda of Understanding detailing the responsibilities and policies for Reservists and their employers.  
<http://www.defencereservessupport.gov.au/resources/publications/>

The link includes a Benefits of Reserve Service booklet that outlines 'What Reservists offer to Australian Employers'.

**Integrating Reserves into Defence Capability.** Australia has a long history of Reserve Service. Currently, all Australian Reservists on deployment are volunteers. The modern Australian Defence Force is structured to rely on Reservists as part of an integrated Total Work Force. For deployment, a Reservist must agree to Continuous Full time Service (CFTS), which equates to full time service for a defined period of time and it provides the Reservist with the same rights, responsibilities, and conditions of service as permanent members. Reserve capability is managed at both the individual and the collective levels. Australian Reservists can be deployed as individuals providing force supplementation or deployed as a discrete Reserve unit or integrated with a Regular unit. The priority tasks for Navy and Air Force Reservists are domestic operations and individual supplementation to operational deployments. While the Army Reserve has a similar responsibility, every year, on a rotational basis, two (of the six) Reserve Brigades generate a deployable Battle Group to supplement their partnered Regular Bde I its 'Ready Year' in the Force Generation Cycle.

**Individual Readiness level.** Each Reservist is required to maintain a minimum individual readiness level. The level of preparedness required is increased as the likelihood of deployment increases. The base individual readiness level for a Reservist requires the annual assessment of availability, employment, physical fitness, weapon readiness, medical and dental. Prior to deployment a Reservist



must undergo individual force preparation and then participate (as applicable) in collective, mission-specific, pre-deployment training with the deploying unit or force element.

### **Lessons Learnt**

Attached is a comprehensive lessons learnt document for the deployment of Reserve contingents on a stabilisation operation in a benign environment. The 48 lessons are short and have been produced from the assessment of ten rotations that primarily comprised Reserve personnel, over a four year duration. The information is organised under three headings: Pre-deployment, Operations and Post-deployment. A glossary is provided at the rear of the document to explain any unfamiliar terms. Also attached is an extracted summary of Army Reserve Lessons from operations. Normally, Australian Lesson Learnt documents do not separate Reservist-specific issues.

[\(Both documents are waiting official clearance. Advice received 3 Jun is that clearance is expected Mon 6 Jun 16. An updated copy of this document including the attachments will be forwarded once clearance has been received.\)](#)

### **Deployment Guides**

#### **Key Themes**

The following key themes are offered:

#### **Pre-Deployment**

**Operational Planning.** Reservists require more certainty than regulars, especially clear start and finish times for training and deployment dates. A lack of notice leaves inadequate time to allocate dedicated resources to cater for specialised Reserve needs to prepare or follow up the individual, family and employer. Where possible avoid short planning times, limited distribution of information and the lack of clear guidance. The optimal warning period depends on the level of prior preparedness.

**Standardised Deployment Readiness Standards.** Reserve training should align with the deployment specific standards required for both Regular and Reserves.

#### **Deployment**

**Reservists are treated the same.** On deployment Reservists are treated the same as permanent members. This covers skill requirements, pay, conditions of service, medical, dental, welfare and family support.

**Reservists are different.** While Reservists successfully integrate as part of the Total Work Force model they do present some distinctly different administrative and logistic challenges when compared to the deployment of permanent personnel. Specialised support may be required to address the differences.



## Post Deployment

**Post Deployment Support.** Improving the ongoing demobilisation processes for returned Reservists or attached permanent individuals has been identified as an area of concern. A permanent member remains part of the 'system' and can be monitored by peers and superiors. This is not the case for the Reservist. Normally, the burden of responsibility to monitor any adverse change is transferred to the individual, the returning member's original unit, the family, or the employer, who may not have the expertise to recognise potential issues. This is especially significant for incidences of delayed onset post traumatic stress syndrome or moral injury. The returned member may not be aware of these issues or may prefer not to disclose any potential injury. Normally, when individuals return to their normal unit their immediate priority is reconnecting with their family and employer rather than addressing symptoms of potential concern. Other reserve considerations are that the member may be separated from their unit by long distances, or the Reserve unit may not have the resources to manage the member's complex needs. Post deployment support is available if the member chooses to access these resources.

## Conclusion

**Strategic Support.** A successful deployment occurs when a Reservist seamlessly transfers and integrates between civilian and military life. Legislation Reserve support policies and deployment planning that address civilian employment and family considerations significantly assist this process.

**Communication.** Timely and efficient communication is essential. Standardised procedures, specialised administration liaison officers and a good means of communication and appropriate notification ensures the individual, the Reserve unit, the employer and the supporting family are adequately informed. ForceNet is an online e-portal, which sits outside of the AUS Defence Restricted Network, for current and former members of the ADF. It provides access to Defence services and information anytime and anywhere members have access to the internet to improve communications, in particular for Reservists. It permits 'For Official Use Only' communication with Reservists and can be used to play a role (within security requirements) in keeping Reservists informed about deployments.

**Civilian Qualifications.** An opportunity exists to fully harness the full potential of reservists by recognising and applying their civilian knowledge, skills and qualifications. ForceNet provides an opportunity for Reservists to nominate their skills.



The number of reservists involved in international operations (deployment) is very limited. Belgium is therefore unable to contribute any lessons learned, best practices or insights to this study.



The number of reservists involved in international operations (deployment) is limited and only concerns medical professionals (doctors and nurses). Bulgaria is therefore unable to contribute any lessons learned, best practices or insights to this study.



The Canadian Armed Forces have ample experience deploying reservists. Canada has used a number of sources to answer the questions listed in the questionnaire: the Canadian Armed Forces Warfare Center Lessons Learned, the Reserve Retention Survey 2015/16 and insights from the Director of Reserves Staff Assessment.

## **I: QUESTIONS FOR THE RESERVIST**

### **Focus on Pre-mission phase:**

Are there policies in place to create predictability in the mobilization of reserves and to give members of the reserve possibility to plan their civilian life by giving them a warning period before mobilization/deployment/for extended periods of routine and non-routine training?

In many cases, reservists receive very little notice to organize themselves prior to deployments. Reservists typically need approximately three months' notice to properly screen and handle personal admin including housing, job, and family situations. The Managed Readiness Plan (MRP) allows for a predictable model on sustained operations. Home units should put an emphasis on Annual Personal Readiness Verifications to ensure that items such as immunizations, medicals, security clearance, and passports are always up to date.

### **How are Reserves chosen for deployment?**

Reserve service is with consent only. Typically, open positions in deployments are communicated via Canadian Forces Task Planning and Operations (CFTPO) messages. Members interested in participating on the identified deployment indicate their availability and intention (thus demonstrating consent). Suitable applicants are selected by the relevant the Force Employer (FE) and processed accordingly.



**To which extend did the reservist meet the required level of military basic skills?**

All CAF members receive the Basic Military Qualification (BMQ), though it may be delivered in different ways. The CA Reserve train in a series of weekend sessions. The RCN Reserve use Distance Learning (DL) to provide theoretical and administrative instruction, followed by a 9 week residential phase to cover all practical matters. Annually, CA Reservists requalify their Individual Battle Task Standard (IBTS).

**To which extend did the reservist meet the required level of functional skills?**

Some occupations have different qualification standards for “equivalent” Regular and Reserve Force courses (especially in the medical fields) even though they appear to be the same qualification. This difference creates a gap in skills/knowledge between Regular Force and Reserve Force personnel at the same level.

**To which extend was the reservist prepared for the specific mission?**

All CAF members receive the same mission preparation training, with both Regular and Reserve Force members attending on the same serials. 13.2% of Reservists who have deployed felt the pre-deployment training may have been too short.

**Where do you see room for improvement? Could you illustrate this?**

Reserve Forces should deploy Liaison Officers with higher Headquarters to assist with administration of reserve personnel and control all deployment and redeployment details to allow for a more seamless transition on and off missions.



**How did you combine the pre-deployment activities with obligations in your private life (employer, home front, social life etc.)? Where did you encounter difficulties? Could you illustrate this?**

Insufficient data is available to answer this question

**Do the armed forces (or any other instance working on behalf of the armed forces) ensure that families get information and updates regarding support and news about family members deployed in service of the armed forces?**

Military Family Services (MFS) is a national support agency whose mandate is to ensure the families of military members are taken care of during periods where military members are required to be away from their homes. This support is made available for both Regular and Reserve Force members.

**Do the Government or Armed Forces actively work to reach an understanding with private and public employers on the use of reservists, provide information about reservists and market reservist skillsets and competencies?**

The Canadian Armed Forces Liaison Council (CFLC) is a Canada-wide network of more than 120 senior civilian business executives and educational leaders who volunteer their time and effort to promote the Primary Reserve Force by highlighting the benefits of Reserve Force training and experience to the civilian workplace.

The Council has encouraged civilian employers and educational institutions to grant Reservists military leave on a voluntary basis, without penalty, to participate in their military activities, duties and training.

The Compensation for Reservists Program (CERP) will provide financial support to civilian employers and self-employed Reservists in order to help offset operational costs when a Reservist is deployed on certain named operations.



**What other remarks do you have concerning the Pre-mission?**

Insufficient data is available to answer this question

**Focus on the mission conduct phase:**

**What specific reservist-related problems (if any) did you encounter during the mission conduct? Where do you see room for improvement? Could you illustrate this?**

Reservist Private/Corporals possessed the required experience for the job; however Master Corporals and above in leadership positions were challenged to perform the duties at their rank. The reason for this is not clear, but it is assessed that the level of actual experience (i.e., actual time working in a leadership position) is often much less for a Reservist than for a Regular Force member (at the same rank) who works full-time as a military leader. There are likely other factors and this issue is under review.

Advisor positions need senior personnel who possess the required depth of job knowledge/skills; many times personnel are selected based solely on rank and not level of experience. (This observation applies equally to Regular and Reserve Forces personnel). Reservists, in many cases, are more qualified for these positions due to the civilian skill sets that they bring with them. Regular Force personnel sometimes lack these alternate perspectives and proficiencies.



**If applicable, how was the cooperation between you and the regulars in your unit? Where do you see room for improvement? Could you illustrate this?**

81.4% of Reservists deployed were satisfied with the treatment by the regular Force members of their unit.

#### **Post-mission phase**

**How did you experience the preparation to the re-deployment and end of the mission? What specific problems did you encounter? Could you illustrate this?**

Canada has undertaken significant effort in ensuring all redeploying personnel, Regular and Reserve are exposed to a comprehensive redeployment regimen designed to aid in decompression and to identify those in need of additional support. A post-deployment checklist (attached) must be signed off by unit Commanding Officer for each returning member.

**What adaptation-program (if any) did you follow after the mission? How (if applicable) was this tailored to the reservist? Where do you see room for improvement? Could you illustrate this?**

Upon return from a deployment, all members are to receive a thorough debrief, which is typically conducted during an Arrival Assistance Group (AAG). An AAG is a controlled administrative activity that ensures members address all necessary and appropriate post-deployment administrative requirements. 59.7% of Deployed Reservists indicated that they did not receive a post-deployment AAG. Of those who did, receive one, only 64.8 % felt that it adequately addressed their post-



deployment issues. This is perhaps symptomatic of the disconnection between the employing unit on a mission and the Reservist's home unit. Additionally, when Reservists live great distances from their support base (sometimes hundreds of kilometers), it becomes very difficult to provide and sustain the support they may require.

**What (if any) special program for (health) care is there after the mission? How (if applicable) was this tailored to the reservist? Where do you see room for improvement? Could you illustrate this?**

All personnel (regulars and reservists) receive post deployment debriefs. These assess the risk factors and potential exposures that the member may have endured. As a result, additional medical testing/treatment (physical and/or psychological) may be prescribed. This includes decompression briefs, to ensure that both members and their supervisors are aware of what signs to look for, are actually looking for them and know what to do if they arise (see attached post-deployment checklist).

## **II: QUESTIONS FOR THE MISSION COMMANDER**

### **Focus on Pre-mission phase:**

**How did the reservists in your unit meet the required level of military basic skills?**

All Reservists receive the CAF Basic Military Qualification (BMQ). Parent unit Commanding Officers are responsible to ensure that members maintain this fundamental skill level through annual refresher training activities.



**How did the reservists in your unit meet the required level of functional skills?**

In occupation training Reservists are taught the same technical skills as their Regular Force counterparts. However, Regular Forces courses are often slightly longer than Reserve Forces sessions, affording the Regular Forces members enhanced familiarity with practical skills. Regardless, all occupational skills are maintained at the unit level via ongoing annual training cycles.

**How well were the reservists in your unit prepared for their specific mission?**

During initial rotations, in some cases reserve units did not carry the required deployment equipment/clothing requirements therefore many reservists arrived to pre-deployment without some basic kit. This was remedied by the host unit. It is recommended that reserve units issue personal military equipment, while mission-specific kit is issued at pre-deployment location.

**Where do you see room for improvement? Could you illustrate this?**

A general observation spanning many operations reported that successful work-ups (weapons handling, physical fitness, marksmanship, combat first aid, basic fieldcraft) resulted in a more prepared and cohesive force when integrating augmentees. Check Reservist civilian qualifications through a questionnaire to ascertain relevant additional experience (e.g. policing, which could be valuable for police training missions).



**Focus on mission conduct phase:**

**What's your opinion concerning the deployment of reservists during the mission? Where (if applicable) did you experience certain problems or certain advantages?**

For Reservists who are tasked to larger formations or units that are deploying, any gaps in training can and are covered off on the road to high readiness to ensure that high functioning and seamless team deploys. Challenges remain resident with individual augmentation to HQ's and small missions where the lead up training is compartmentalized. For many of these positions Reservists remain capable of leveraging their civilian skill sets to augment the positions they are assigned to. Where this is lacking is in the absence of a comprehensive skills register for Reservists, which would allow for the "right fit" of senior Reservists to mission requirements.

**What's your opinion concerning the cooperation between reservists and regulars during the mission? Where (if applicable) did you experience special problems?**

Within the unit model that relies on long lead up training, the disparity and potential problems of Regular and Reserve integration is less prevalent as Reservists essentially demonstrate their worth during training. For more senior personnel this routinely comes down to whether or not the individual Reservist is capable of completing the mission assigned to them. It should be noted that for many of the specialized advisor positions in Afghanistan it was Reservists who better integrated into the mission framework by leveraging their civilian best practices, as opposed to a baseline of solely military experiences.



**Where do you see room for improvement? Could you illustrate this?**

Little improvement is required within the unit deployment model as harmonization and camaraderie are developed on the road to high readiness. Individual advisor augmentation for Afghanistan, and one presumes future missions of the same ilk, require much deeper appreciation of the cultural nuances and the softer negotiating skills required to work across government and within a multinational framework.

**Focus on post-mission phase:**

**How is the reservist prepared to post-mission phase? In what regard (if applicable) is the post-mission phase for reservists different from that of regulars? Where (if applicable) did you experience certain problems? Could you illustrate this?**

The post-mission phase is one area that requires more attention. Time needs to be built into the post mission model for longer periods of observation during reintegration to ensure that Reservists are prepared to return to their civilian employment and lifestyles. The long lead time for training and lengthy missions often leaves little time for decompression for members before they return to work within the legislated window of coverage to protect their employment. This can be remedied through shorter lead up training periods or extended coverage while undergoing reintegration

Canada uses a detailed Redeployment Checklist and Clearance Form to keep track of personnel after deployment. This also applies to reservists. A copy of this Checklist and Clearance Form is attached to this study as annex D.



Czech legislation does not foresee in the involvement of reservists in international operations (deployment). Deployment of reservists will become possible as of 1 July 2016, when a new law will come into force. At present, the Czech Republic does not have any experience to contribute to this NRFC study.



Denmark has not submitted data.



Georgia has not yet submitted data.



## **Role of reservists in international operations**

On average 7% of the Bundeswehr personnel on mission abroad consists of Reservists. However, this percentage includes civil employees of the Bundeswehr (for example, personnel of the administration, who participate in missions as "soldier"). The percentage of genuine reservists (former regulars, enlisted, short-time career) in German contingents on missions abroad is about 4%.

Reservists are predominantly attached to posts in active units and they are activated if necessary. The Bundeswehr wants reservists to be employed mainly for routine duties at home IOT compensate the absence of comrades on active duty/regulars who are absent because of deployment on mission abroad (or other reasons).

Reservists also can get deployed into missions abroad; but only when they are trained and volunteer for that. The precondition for a reservist to be deployed in mission abroad is to have the same training standard as his or her comrades on active duty. The Bundeswehr does not send Reserve Units (of the reinforcement reserve) in Missions abroad.

## **Experience and lessons learned**

Germany has good experience with deployment of reservists, but, it also places a high demand on the time burden shortly before deployment. Reservists who are busy in their civilian profession often encounter difficulties in managing this. Reservists on mission abroad are completely integrated in the respective contingent during the preparation-/training-phase, the mission conduct and the post processing phase.

The Bundeswehr does not differentiate in the mission analysis/the lessons identified and lessons learned process between active duty personnel and reservists.



### **Pre-mission Phase:**

**Are there policies in place to create predictability in the mobilization of reserves and to give members of the reserve the possibility to plan their civilian lives by giving them a warning period before mobilization/deployment/for extended periods of routine and non-routine training?**

Reserve duty is fundamentally voluntary. The same therefore applies to reservists, who participate in Bundeswehr missions abroad. A deployment abroad ("special foreign assignment") is always subject to a reservist's employer's consent. This is the reason why the reservists are fundamentally given enough "warning" time to plan their service and personal lives before leaving on a mission. They usually have 6 to 12 months to do so.

### **How are Reserves chosen for deployment?**

Appropriately qualified personnel are assigned to man contingents' organizational structures, which are fundamentally specified by the Bundeswehr Joint Forces Operations Command, at so-called force generation conferences. If the responsible force providers do not have any suitable active-duty personnel available and suitably qualified reservists, on the other hand, agree to be called up for a special foreign assignment, these reservists can be deployed. The deployment of active-duty personnel has fundamental priority. Reservists are also deployed if special skills are required for which no active-duty personnel has been trained and/or which none have (e.g. merchant ship officers for Navy operations abroad, military CIMIC personnel or mail room personnel). The respective reservists are either contacted and asked whether they are interested in going on a tour of duty abroad or can also apply to go on one themselves.



### **To what extent did you meet the required level of military basic skills?**

Prior to a deployment, reservists brush up on their general military skills. For this, they have to undergo two types of training: general pre-mission training (ELUSA\*) and specific pre-mission training tailored to the requirements of the country of deployment (ELSA†). Each of them usually takes one to two weeks.

### **To what extent did you meet the required level of functional skills?**

Both reservists and active-duty military personnel are selected on the basis of the functional training status required. Supplementary training should usually be confined to a few mission-specific aspects. Thus, the reservists assigned for operational deployment usually have the skills to meet the requirements.

To what extent were you well prepared for the specific mission?

All active-duty and reserve personnel fundamentally have the same mission-tailored general military training status and the skills and knowledge they need for their functions during missions. The time required to prepare for deployment depends on whether or not a reservist has already been deployed on a mission and, if so, how often and where.

### **How did you combine the pre-deployment activities with obligations in your private life (employer, home front, social life etc.)? Where did you encounter difficulties? Could you illustrate this?**

The training courses and periods are planned on a long-term basis in consultation with the reservists and, if applicable, with their employers. Reservists are thus fundamentally able to harmonize their working and personal lives. Experience shows that this does not cause any major problems.

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\* ELUSA – Einsatzlandunspezifische Ausbildung = non-theatre-specific training  
† ELSA – Einsatzlandspezifische Ausbildung = theatre-specific training



**Do the armed forces (or any other institution working on behalf of the armed forces) ensure that families get information and updates regarding support and news about family members deployed in service of the armed forces?**

The armed forces have their own points of contact for the members of the families of military personnel (reservists) deployed on missions abroad at the so-called family support centres. No matter whether the military personnel are active-duty or reserve personnel, the family support organisation ensures that equal treatment is provided for their families.

**Do the government or armed forces actively work to reach an understanding with private and public employers on the use of reservists, provide information about reservists and market reservist skill sets and competencies?**

Germany is currently working on an information package for the employers to enhance their acknowledgement of reserve duty and enter into some form of cooperation with them. This includes informing the employers about the skills and knowledge the reservists acquire during periods of reserve duty and the resulting added value they constitute for the employer. In March 2016, the Federal Minister of Defence, together with the President of the Bundeswehr Reservist Association, awarded the "Partners of the Reserve" prize to three employers during the plenary assembly of the Association of German Chambers of Industry and Commerce.

**What other remarks do you have concerning the pre-mission phase?**

Pre-mission activities are time-consuming and require the reservists to have a great deal of flexibility.



**Mission Conduct Phase:**

**What specific reservist-related problems (if any) did you encounter during mission conduct? Where do you see room for improvement? Could you illustrate this?**

We have no information on reservist-related problems during mission conduct.

**If applicable, how was the cooperation between you and the regulars in your unit? Where do you see room for improvement? Could you illustrate this?**

The cooperation between active-duty and reserve personnel is professional due to the tasks both of them have to perform. There is no/ hardly any difference between reserve and active-duty personnel on operations.



**Post-Mission Phase:**

**How did you experience the preparation for redeployment and the end of the mission? What specific problems did you encounter? Could you illustrate this?**

The post-mission measures are basically the same for active-duty and reserve personnel. The period of reserve duty must be tailored so as to enable the reservists to take the leave they are entitled to and undergo the planned post-mission measures and necessary medical examinations during their periods of reserve duty. Here, too, we have no knowledge of any specific reservist-related problems.

**What adaptation program (if any) did you follow after the mission? How (if applicable) was this tailored to the reservist? Where do you see room for improvement? Could you illustrate this?**

Post-mission activities are planned in consultation with the reservists. Reservists are thus fundamentally able to harmonize their working and personal lives also after a mission.

**What (if any) special program for (health) care is there after the mission? How (if applicable) was this tailored to the reservist? Where do you see room for improvement? Could you illustrate this?**

All military personnel returning home from tours of duty abroad first undergo a medical examination to establish whether special aftercare measures will be required in addition to the regularly planned post-mission measures. The post-mission measures fundamentally consist of a one-week post-mission seminar and a cure of up to three weeks. These measures have to be undergone during the period of reserve duty allowed for the mission. Reservists who return from a mission with some physical or mental injury may again be called up for reserve duty despite their physical or mental injury so that they can undergo additional



medical examinations and rehabilitation measures under the free organic medical care scheme.



In the timeframe 2012-2014, France has deployed approximately 890 reservists in operations. France deploys all ranks officers, non-commissioned officers and privates and all branches: Army, Air Force, Navy. The majority of reservists on missions are officers, most of which belong to the army or have a medical background. See table 1 for more detail.

French Armed Forces Reservists deployed on operations abroad 2012 / 2013 / 2014										
		Officers		NCOs		Ranks		TOTAL		
		Number	Days	Number	Days	Number	Days	Number	Days	%
2014	ARMY	94	6.415	43	2.566	14	1.083	151	10.064	53,03%
	NAVY	20	1.866	0	0	0	0	20	1.866	9,83%
	AIR FORCE	15	891	5	532	0	0	20	1.423	7,50%
	MEDIC	57	2.875	45	2.750	0	0	102	5.625	29,64%
	TOTAL	186	12.047	93	5.848	14	1.083	293	18.978	100,00%
2013	ARMY	83	6.774	26	1.773	17	1.237	126	9.784	51,83%
	NAVY	17	1.265	2	278	0	0	19	1.543	8,17%
	AIR FORCE	17	1.209	13	746	0	0	30	1.955	10,36%
	MEDIC	61	3.401	40	2.193	0	0	101	5.594	29,64%
	TOTAL	178	12.649	81	4.990	17	1.237	276	18.876	100,00%
2012	ARMY	102	7.429	60	2.915	54	2.482	216	12.826	68,30%
	NAVY	12	1.178	4	263	0	0	16	1.441	7,67%
	AIR FORCE	10	787	6	332	0	0	16	1.119	5,96%
	MEDIC	47	2.418	26	974	0	0	73	3.392	18,06%
	TOTAL	171	11.812	96	4.484	54	2.482	321	18.778	100,00%
<b>2015 : + 30 % of Army reservists deployed on operations compared to 2014</b>										

Table 1. French reservists on operations 2012-2014



**Data for 2015 :**

Number and days performed by reservists in operations for the year 2015

	<b>Operations by 31/12/2015</b>		
	<b>Manning</b>	<b>Days</b>	<b>Percentage</b>
Army	<b>172</b>	<b>11 779</b>	<b>2,49%</b>
Navy	<b>32</b>	<b>2 808</b>	<b>2,31%</b>
Airforce	<b>33</b>	<b>2 129</b>	<b>1,82%</b>
Medical	<b>51</b>	<b>1 699</b>	<b>2,70%</b>
<b>TOTAL</b>	<b>288</b>	<b>18 415</b>	<b>2,37%</b>

Table 3: number of French reservists in operations 2015

Percentage refers to the weight of days performed by reservists in operations compared to the total number of activity days performed by reservists.

Total number of operational reservists by end 2015 amounts to 28.000 to which can be added 23.000 reservists assigned to the Gendarmerie. Operational reservists are managed by MOD whereas Gendarmerie reservists are managed by the Interior Ministry The quantitative objective for 2018 is to reach the number of 40.000 operational reservists.

**Preliminary remarks :**

- French HOD/NRFC decided to concentrate on a sample of 20 reservists to answer the questionnaire
- Army and Air Force reservists participated

**QUESTIONS FOR THE RESERVIST**

**Focus on Pre-mission phase:**

**To which extend did you meet the required level of military basic skills?**

A great majority of reservists declared to master 100 % of basic military skills required for their deployment on operation

**To which extend did you meet the required level of functional skills?**

A great majority of reservists declared to master 100 % of specific to the mission military skills required for their deployment on operation



**To which extent were you well prepared for the specific mission?**

A majority of reservists declared to have been adequately prepared to their specific mission on operation.

**Is there room for improvement? Could you illustrate this?**

No comment on this point

**Could you fit in well your obligations in you private life (employer, home front, social life etc) with the deployment? If not, could you illustrate that?**

No specific problem on that point

**Do you have other remarks concerning the Pre-mission?**

The preparation / training of the reservist for the mission has sometimes to be adapted / concentrated in specific periods of time which are convenient to the reservist's agenda.

**Focus on mission conduct phase**

**Did you experience specific reservist-related problems during the mission conduct? Is there room for improvement? Could you illustrate this?**

Administrative support (especially finance) not always perfect for a good number reservists deployed on operations

**If applicable, how was the cooperation between you and the regulars in your unit? Is there room for improvement? Could you illustrate this?**

Very good integration in the active units / HQs for a great majority of reservists deployed on operation

**Focus on post-mission phase**

**How did you experience the preparation to the re-deployment and end of the mission? Did you experience specific problems? If so, could you illustrate this?**

No specific problems. Most of the reservists declare they are ready to go again on operations when possible.



**Did you follow an adaptation-program after the mission? Is this also suitable for the reservist? Is there room for improvement? Could you illustrate this?**

In some cases yes

**Do you have a special program for (health)care after the mission? Is this also suitable for the reservist? Is there room for improvement? Could you illustrate this?**

In some cases yes, but most of the reservists don't see the necessity of this.

## **QUESTIONS FOR THE MISSION COMMANDER**

### **Focus on Pre-mission phase:**

**To which extend did the reservists in your unit meet the required level of military basic skills?**

100% of them mastered the basic military skills required for their deployment on operations

**To which extend did the reservists in your unit meet the required level of functional skills?**

100% of them mastered the specific to the mission military skills required for their deployment on operations

**To which extend did the reservists in your unit well prepared for the specific mission?**

A great majority of them are well prepared for the mission on operation.

**Is there room for improvement? Could you illustrate this?**

In a few isolated cases, more time would be necessary for the preparation of the deployment.

### **Focus on mission conduct phase:**

**What's your opinion concerning the deployment of reservists during the mission? Did you experience special problems or special advantages?**

In most of the cases, the job done by our reservists on operations is comparable to the one done by their active duty comrades. No difference



**What's your opinion concerning the cooperation between reservists and regulars during the mission? Did you experience special problems?**

Very good integration of our reservists in active units / HQs. No specific problems.

**Is there room for improvement? Could you illustrate this?** No comment on this point

**Focus on post-mission phase:**

**How is the reservist prepared to post-mission phase? Did you experience specific problems? If so, could you illustrate this?**

Every active duty and reservist back from a theatre of operations identified as "hard" by the military (Afghanistan, Mali, Central African Republic) has to go for a few days through a "decompression center" located in Cyprus where psychologist, physical training specialists and other qualified personnel prepared him / her to the transition back to homeland life. It is part of the deployment and is achieved at the very end of the mission, on the way back home.

**QUESTIONS FOR THE REGULAR COMMANDER**

**Focus on Pre-mission phase:**

**What's your experience with the preparation of reservists for missions? Is there room for improvement? Could you illustrate this?**

The great majority of our reservists are well prepared for their deployment on operation

**Are the requirements with respect to the level of military, functional or specific mission skills comparable for reservists and regulars?**

Yes, there is no difference between active and reserve on this point

**To which extend did the reservists deployed for missions meet the required level of military basic skills?**

100%

**To which extend did the reservists deployed for missions meet the required level of functional skills?**

100%

**To which extend were the reservists in your unit well prepared for the specific mission?**

Very well prepared



**Focus on mission conduct phase:**

**Do you receive feedback (experiences/lessons identified/lessons learned) from the deployment of your reservist who served in missions? Could you illustrate the feedback?**

Yes, coming from the mission commander and the reservist himself

**Is there room for improvement? Could you illustrate this?**

No comment on this point

**Focus on post-mission phase:**

**Does your organization have an adaptation-program? Is this also suitable for the reservist? Is there room for improvement? Could you illustrate this?**

Yes, we have an re-adaptation program at the end of the mission, which is easily adapted to the reserve

**Do you have a special program for (health)care after the mission? Is this also suitable for the reservist? Is there room for improvement? Could you illustrate this?**

Yes, in some cases

**QUESTIONS FOR THE EMPLOYER**

**Your employee has beside his/her civilian job an obligation as reservist and recently joined a military mission. What's your opinion about that?**

**In which way did the absence of your employee influence your organization? Did you have a good solution for the temporally absence?**

**Which benefits and disadvantages for your organization do you experience by the deployment of your employee for a military mission?**

**Do you have the intent to support future deployments of your employee or do you have problems with that? Could you explain this?**

**Is (more/other) support from the Defense organization desirable? Could you explain this?**

France unfortunately received very few answers to the questionnaire from employers. The critical point is ANTICIPATION. Employers have to know well in advance in order to organize the period of time when the reservist is absent on his job



In Hungary reservists are voluntary (100% up to them) involved in military operations (missions) abroad where the Hungarian Defense Forces (HDF) is operating. The voluntary reservists mostly fill individual assignments therefore they do not operate in Hungarian units but under multinational command out of the Hungarian chain of command. Hungary is therefore unable to answer the questions about the perspective of the mission commander.

The number of reservists involved in international operations (deployment) is limited, less than 10 soldiers. 4 of the deployed reservists have sent back the questionnaire. This segment is based on their answers.

#### I: QUESTIONS FOR THE RESERVIST

Focus on Pre-mission phase:

#### **Are there policies in place to create predictability in the mobilization of reserves and to give members of the reserve possibility to plan their civilian life by giving them a warning period before mobilization/deployment/for extended periods of routine and non-routine training?**

Hungary has a law on mobilization, which contains a warning period. Furthermore, the HDF has a pre-selected pool of possible candidates for different missions.

#### **How are Reserves chosen for deployment?**

The relevant law allows reservists to carry out foreign military service (deployment). The HDF posts information about vacancies on its website. However, priority is given to regular military. Therefore sometimes not all information is readily available, reservists then have to be pro-active and search for information about possibilities for deployment.

#### **To which extend did you meet the required level of military basic skills?**

During the pre-deployment training (which in some cases lasts 5 weeks), all relevant basic military skills and mission specific information are covered. While some reservists note that reservists should have the same skills as regulars, others indicate that their knowledge was 'just enough'



**To what extent did you meet the required level of functional skills?**

Reservists are selected for their functional skills. All reservists indicate that they fully met the requirements.

**To which extend were you well prepared for the specific mission?**

The pre-deployment training is generally quite extensive. Most reservists indicate they felt well-prepared.

**Where do you see room for improvement? Could you illustrate this?**

Sometimes there is insufficient information available about conditions in specific missions.

**How did you combine the pre-deployment activities with obligations in your private life (employer, home front, social life etc.)? Where did you encounter difficulties? Could you illustrate this?**

3 reservists indicate that they did not encounter difficulties whatsoever, because events were scheduled well in advance. 1 reservist had difficulties explaining his wish to be deployed with his wife.

**Do the armed forces (or any other institution working on behalf of the armed forces) ensure that families get information and updates regarding support and news about family members deployed in service of the armed forces?**

The HDF endeavors to keep families of deployed personnel informed.



**Do the government or armed forces actively work to reach an understanding with private and public employers on the use of reservists, provide information about reservists and market reservist skill sets and competencies?**

Insufficient data available. 1 reservists advises the HDF to establish a list of companies supporting the army reserve program and publish this official list on different army-civilian cooperation web sites.

**What other remarks do you have concerning the pre-mission phase?**

Insufficient data available.

**Mission Conduct Phase:**

**What specific reservist-related problems (if any) did you encounter during mission conduct? Where do you see room for improvement? Could you illustrate this?**

In Hungary, the home pay for reservists is much lower than that of regular military for the same position. (During deployment, reservists get the same allowance, , but the other element of reservist income i.e. the home pay is lower.)

**If applicable, how was the cooperation between you and the regulars in your unit? Where do you see room for improvement? Could you illustrate this?**

Most reservists indicate that cooperation with regulars was good and that they received a lot of support from their regular colleagues during the pre-deployment phase and the actual mission.



**Post-Mission Phase:**

**How did you experience the preparation for redeployment and the end of the mission? What specific problems did you encounter? Could you illustrate this?**

Insufficient data.

**What adaptation program (if any) did you follow after the mission? How (if applicable) was this tailored to the reservist? Where do you see room for improvement? Could you illustrate this?**

In Hungary, -upon- return veterans receive a health care examination, psychological support and they are eligible for a week long recreation holiday with family at one of the army resorts. This program does not differentiate between reservists and regulars. A possible improvement would be the flexibilisation of the timings of these programs.

**What (if any) special program for (health) care is there after the mission? How (if applicable) was this tailored to the reservist? Where do you see room for improvement? Could you illustrate this?**

In Hungary, -upon return- veterans receive a health care examination, psychological support and they are eligible for a week long recreation holiday with family at one of the army resorts. This program does not differentiate between reservists and regulars.



## **ROLE OF ITALIAN RESERVISTS IN INTERNATIONAL OPERATIONS**

The number of reservists involved in international operations (deployment) is limited and it only concerns Officers belonging to Italian Army Selected Reserve, with specific professional skills (engineers, architects, doctors and surgeons, lawyers, political advisors, sociologists, foreign and rare language experts, journalists). Italy does not send Reserve Units in missions abroad. The percentage of reservists in Italian contingents on missions abroad is about 3%. All reservists deployed in operations have the same training standard as active duty personnel. Before deployment Reserve Officers are completely integrated in the respective contingents during the preparation/training-phase, the mission conduct and the post processing phase.

### **I: QUESTIONS FOR THE RESERVIST**

#### **Focus on Pre-mission phase:**

**Are there policies in place to create predictability in the mobilization of reserves and to give members of the reserve possibility to plan their civilian life by giving them a warning period before mobilization/deployment/for extended periods of routine and non-routine training?**

Reserve Officers deployment in missions abroad is always voluntary. Reservists receive a little notice to organize themselves before deployment; they typically need approximately two months notice to properly screen and handle personal admin including housing, job and family situations. The warning time is necessary to plan their service and personal lives before leaving on a mission.

#### **How are Reserves chosen for deployment?**



The deployment of active duty personnel is a priority. Reservists are deployed only if special skills are required (Officers belonging to Italian Army Selected Reserve, with specific professional skills like engineers, architects, doctors and surgeons Lawyers, political advisors, sociologists, foreign and rare language experts, journalists). Reservists are contacted and asked if they are interested in going on a tour of duty abroad.

**To what extent did you meet the required level of military basic skills?**

Reservists attend a specific basic course (5 week) and receive their basic military preparation.

**To what extent did you meet the required level of functional skills?**

Reservists are selected on the basis of their functional skills. Experience and lessons learned have shown that Selected Reserve Officers with their civilian knowledge and functional skills are useful and positive for the Mission Commanders. Reservists, in many cases, have shown to be more qualified for some specific positions due to the civilian skill sets they bring with them and alternate perspectives they have.

**To what extent did you well prepared for a specific missions?**

All active duty personnel and reservists have the same mission-tailored military training status and the skills and knowledge necessary for their functions during missions. The time required to prepare for a deployment depends on whether or not a reservist has already been deployed on a mission, how often and where.

**How did you combine the pre-deployment activities with obligations in your private life (employer, home front, social life, ect.)? Where did you encounter difficulties? Could you illustrate this?**



Pre-deployment activities and training courses are planned in consultation with the reservists and, when necessary, with their employers. Lessons learned have shown that reservists are able to organize themselves and to harmonize obligations in their private life.

**Do the Armed Forces ensure that families get information and updates regarding support and news about family members deployed in service of the armed forces?**

The armed Forces have their own points of contact for families of reservists deployed in missions abroad. National Family Support Centers are activated in order to ensure support.

**Do the government or armed forces actively work to reach an understanding with private and public employers on the use of reservists, provide information about reservists and market reservist skill sets and competencies?**

Italian Army is currently working on an information package for both employers and professional associations in order to enhance their acknowledgement of reserve duty and enter into same form of cooperation with them. This includes informing the employers about skills and knowledge the reservists acquire during periods of reserve duty and the resulting added value they constitute for the employers.



## **FOCUS ON MISSION CONDUCT PHASE**

**What specific reservist-related problems did you encounter during mission conduct? Where do you see room for improvement? Could you illustrate this?**

Reservist officers deployed in mission abroad are assigned to units and refers to their Chains of Command for any problems they usually encounter during mission conduct.

**How was the cooperation between you and regulars in your unit?**

There is hardly a difference between reserve and active duty personnel. Lessons learned and experiences have shown that there is an high level of cooperation between reservists and regulars deployed in operations.

## **FOCUS ON POST MISSION PHASE**

**How did you experience the preparation for redeployment and the end of the mission? What specific problems did you encounter?**

The preparation for redeployment and the post-mission measures are the same for both active duty personnel and reservists. No specific problems are reported.

**What adaption program did you follow after the mission? How was this tailored to the reservists?**

Post mission activities are planned in consultation with the reservists. Even in this phase, reservists are able to harmonize their personal obligations.



**What special program for care is there after the mission? How was this tailored to the reservist?**

All military personnel returning home from tour of duty in abroad mission first undergo a medical examination programme. All personnel (regular and reservists) also receive an after action review and some decompression briefings. Other logistic and administrative activities are planned by the Unit.

**QUESTIONS FOR THE MISSION COMMANDER  
FOCUS ON PRE-MISSION PHASE**

**How did the reservists in your unit meet the required level of military basic skills?**

All reservists assigned to the Unit have the required level of military basic skills. In order to meet the required level of military preparation to be deployed in mission abroad they attend a focused training. The time required (2/3/4 weeks) to prepare for a deployment depends on whether or not a reservist has already been deployed on a mission, how often and where.

**How did the reservists in your unit meet the required level of functional skills?**

Reservists are selected on the basis of their functional skills. So they meet the required level.

**How well were the reservists in your unit prepared for their specific mission?**

On average, well prepared.



**Where do you see room for improvement? Could you illustrate this?**

More focus on military procedures.

**FOCUS ON MISSION CONDUCT PHASE**

**What is your opinion concerning the deployment of reservists during the mission? Where did you experience certain problems or certain advantages?**

Selected Reserve Officers with their civilian knowledge and functional skills are useful and positive for the mission. Reservists, in many cases, have shown to be more qualified for some specific positions due to the civilian and functional skill sets they bring with them.

**What is your opinion concerning the cooperation between reservists and regulars during the mission? Where did you experience special problems?**

Lessons learned and experiences have shown that there is an high level of cooperation between reservists and regulars of the same unit when deployed in operations.

**Where do you see room for improvement? Could you illustrate this?**

More joint training activities and exercises could be useful in order to improve preparation and integration with active duty personnel.

**FOCUS ON POST - MISSION PHASE**

**How is the reservist prepared to post mission phase? In what regard is the post-mission phase different from that of regulars? Where did you experience certain problems?**

The preparation for redeployment and the post-mission measures are the same for both active-duty personnel and reservists. All military personnel returning home



from a tour of duty in abroad mission receive an after action review briefing and some decompression briefings. They undergo a medical examination programme and other logistic and administrative activities are planned by the Unit.

**Where do you see room for improvement?**

Improve the loyalty with unit.



In the period 2012-2015, the Netherlands have deployed approximately 234 reservists on operations. The Netherlands deploy all ranks: officers, non-commissioned officers and privates and all branches: Army, Air Force, Navy, Military Police. The majority of reservists on missions are officers, most reservists had a supporting role during operations. See table 2 for more details

<b>RESERVISTS IN OPERATIONS (NETHERLANDS)</b>										
		Officers		NCO'S		Ranks		Total		
		Number	Days	Number	Days	Number	Days	Number	Days	%
2015	ARMY	5		2		0		7	4-6 mth	average
	NAVY	3		0		0		3	4-6 mth	average
	AIRFORCE	0		2		4		6	4 mth	average
	SUPPORT	34		0		0		34	2 mth	average
	MP/GEND	0		0		0		0		
	TOTAAL	42		4		4		50		
2014	ARMY	12		0		2		14	4-6 mth	average
	NAVY	1		0		0		1	4-6 mth	average
	AIRFORCE	1		3		12		16	4 mth	average
	SUPPORT	33		1		0		34	2 mth	average
	MP/GEND	0		0		0		0		
	TOTAAL	47		4		14		65		
2013	ARMY	13		0		0		13	4-6 mth	average
	NAVY	3		0		0		3	4-6 mth	average
	AIRFORCE	0		0		5		5	4 mth	average
	SUPPORT	36		1		4		41	2 mth	average
	MP/GEND	0		0		0		0		
	TOTAAL	52		1		9		62		
2012	ARMY	14		0		0		14	4-6 mth	average
	NAVY	1		0		0		1	4-6 mth	average
	AIRFORCE	0		2		10		12	4 mth	average
	SUPPORT	29		0		0		29	2 mth	average
	MP/GEND	1		0		0		1		
	TOTAAL	45		2		10		57		

Table 2. Dutch reservists on operations 2012-2015‡

‡ This table is not complete, because not all data is stored centrally. As of 2016, the data registration system will be updated to properly cover information on reservist and deployments.



## **Role of reservists in international operations**

Most Dutch reservists were deployed on an individual basis as functional specialist to serve as a subject matter expert to assist and advise the mission commander. Some reservists were deployed to provide force protection.

## **Experience and Lessons Learned**

### **I: QUESTIONS FOR THE RESERVIST**

#### **Focus on Pre-mission phase:**

**Are there policies in place to create predictability in the mobilization of reserves and to give members of the reserve possibility to plan their civilian life by giving them a warning period before mobilization/deployment/for extended periods of routine and non-routine training?**

The MOD strives to give the reservist 6 month's notice about a potential deployment, so the individual has ample time to make arrangements. In practice, this is not always achieved. In some cases, the reservists receive a very limited notice to move (i.e. less than 4 weeks), which significantly impacts the possibility to make proper arrangements with their civilian employer and their family.

A short notice to move, also significantly impacts the pre-mission training opportunities. Sometimes due to time constraints certain training sessions cannot be completed before deployment and have to be done in the mission theatre (or not at all). The MOD is experimenting with the use of e-learning programs to increase training capabilities.



### **How are Reserves chosen for deployment?**

Whereas regulars are appointed for deployments, reservist service is always on a voluntary basis. Mission requirements and vacancies are published in a so-called Matching Tool, where reservists can then indicate if they are available and if they meet the criteria. If there is more than 1 suitable candidate, job-interviews are conducted. Sometimes reservists are handpicked for their specific expertise and/or language skills. In case of medical personnel, there is a special contact person, who directly contacts reservists to ask them if they are available.

### **To which extend did the reservist meet the required level of military basic skills?**

All military personnel (regulars and reservists) maintain military basic skills on an annual basis. In most cases, the military skillset of reservists has proven to be sufficient to meet the mission requirements. The only exception are reservists, who have been deployed with Special Operations units. They require more military skills (i.e. additional training). In case of staff officers, it is important that they are up-to-speed on common staff procedures and doctrines.

### **To which extend did the reservist meet the required level of functional skills?**

Experience has shown that -in virtually all cases- reservists bring useful (vital even) civilian knowledge and functional skills that are beneficial to the mission commander.

### **To which extend was the reservist prepared for the specific mission?**

The basic pre-deployment training is the same for regulars and reservists. Sometimes reservists are added to a mission contingent at a late stage, which hampers the possibility to participate in the full mission preparation.



Most pre-deployment training encompasses general awareness of the mission theatre, ammunition awareness, media training etc.) there is not always a lot of focus on the specific mission requirements.

Additionally, it is sometimes not clearly defined which mission specific skills are required. This makes it difficult for the reservist, who is less accustomed to military procedures to adapt and prepare.

**Where do you see room for improvement? Could you illustrate this?**

The MOD often requires flexibility from the reservist, but is not always able to be flexible itself. In case of issues, the MOD often leaves the initiative for damage control (changes in the agreement with the civilian employer for example) to the reservist.

The MOD now has a Bureau for Individual Deployments, which is responsible for the preparation of people for individual missions. Most reservists note that this is a positive development, because this Bureau can tailor training programmes to the specific needs. However, sometimes insufficient manpower is a concern which affects mission preparation.

Quite a few reservists have indicated that a checklist with pre-deployment elements (training, vaccination, clothing, admin procedures etc. etc) would be very helpful.

**How did you combine the pre-deployment activities with obligations in your private life (employer, home front, social life etc.)? Where did you encounter difficulties? Could you illustrate this?**

Reservists indicate that pre-deployment activities are sometimes difficult to combine with other issues. It is quite common that training sessions are cancelled or postponed to another day, which requires a great deal of flexibility of the reservists and his/her environment. Regulars can focus solely on the mission preparation, which is an advantage (luxury), reservists do not have.



**Do the armed forces (or any other instance working on behalf of the armed forces) ensure that families get information and updates regarding support and news about family members deployed in service of the armed forces?**

The MOD has a specialized section that exists to support families of deployed military personnel and provide them information. The MOD also organizes (in some cases) family days for the families of deployed military. However, most reservists are deployed individually and MOD support to their families is mostly ad-hoc (i.e. reactive, rather than pro-active).

The MOD has a 24/7 call center in place, which family members can contact with questions.

**Do the Government or Armed Forces actively work to reach an understanding with private and public employers on the use of reservists, provide information about reservists and market reservist skillsets and competencies?**

The Netherlands has an employer support section within the MOD and organizes annual Employer Information Days. Furthermore, the MOD has an award for the most reservist friendly employer.

However, the employer support package requires some improvement: at present, the MOD pays employers a € 55 per day compensation if their employees are active as reservists. This also applies to self-employed reservists. However, this scheme only applies to missions with a duration of 3 months or more. There is no additional



compensation for reservists, who make more in their civilian profession than in their military rank.

Dutch reservists, who are deployed do not enjoy job guarantees/protection. In most cases, the reservists try to make adequate arrangements with their civilian employer and the MOD assists in this regard. However, some reservists return from mission and find themselves unemployed. At present, the MOD does not have a safeguard in place for these individuals.

**What other remarks do you have concerning the Pre-mission?**

Some reservists have indicated that too many sections and branches are involved with the pre-deployment phase, which sometimes results in confusion. Many also consider the pre-deployment phase -with all the time it consumes- as a mission before the actual mission.

**Focus on the mission conduct phase:**

**What specific reservist-related problems (if any) did you encounter during the mission conduct? Where do you see room for improvement? Could you illustrate this?**

Some reservists indicate that they did not have the proper equipment for their task. This mostly refers to reservists, who have been deployed with Special Operations units.

Regulars do not always understand that reserves may be unfamiliar with all procedures.



**If applicable, how was the cooperation between you and the regulars in your unit? Where do you see room for improvement? Could you illustrate this?**

Regulars do not always have a proper understanding about reservists and their added value to the mission. Some reservists have also reported that regulars see them as competition.

Most reservists note a positive working relationship with their regular colleagues. Mutual respects grows when the two categories of personnel cooperate and interact.

Regular military personnel is often used to a specific procedure/way of working, even when the circumstances call for a different approach, which sometimes is confusing/frustrating for reservists. Most important, however, is that there is communication. Some reservists note that regulars did not always give them room to express their point of view/assessment of a situation.

**Post-mission phase**

**How did you experience the preparation to the re-deployment and end of the mission? What specific problems did you encounter? Could you illustrate this?**

In some cases the duration of the deployment was not fixed, which required some flexibility and negotiation between the reservist and the commander.

**What adaptation-program (if any) did you follow after the mission? How (if applicable) was this tailored to the reservist? Where do you see room for improvement? Could you illustrate this?**

Formally, the MOD has an adaptation programme for all military personnel, who return from deployment. This programme is not tailored to the reservists. It generally consists of two session with a MOD social worker: one shortly after redeployment and the second session approximately 4 months after return. For



some missions there is also a 'decompression' phase, where military personnel can exchange experiences before they return home.

Many reservists indicate that they did not follow any adaptation programme. Primarily because the MOD did not actively offer this. Some indicate that they do not see the added value, because of the nature/duration of their deployment. The decompression phase is described by some as 'an unnecessary obstacle on the way home'.

**What (if any) special program for (health) care is there after the mission? How (if applicable) was this tailored to the reservist? Where do you see room for improvement? Could you illustrate this?**

The MOD has a program to monitor the health of military personnel, who have returned from missions. However, regular military personnel is more visible than reservists.

In the case of reservists the initiative to request care/support has to come from the individual. Formally, every person, who returns from mission should have at least two sessions with an MOD social worker, but if the individual is not pro-active it happens quite frequently that the MOD loses track and no sessions take place.

## **II: QUESTIONS FOR THE MISSION COMMANDER**

### **Focus on Pre-mission phase:**

**How did the reservists in your unit meet the required level of military basic skills?**

All reservists met the minimal level. In the pre-deployment training phase, the basic skills are trained and checked.



**How did the reservists in your unit meet the required level of functional skills?**

Difficult to say, because every (most) reservist has his/her functional skills

**How well were the reservists in your unit prepared for their specific mission?**

On average, well prepared.

**Where do you see room for improvement? Could you illustrate this?**

More focus on military procedures, so reservists have a better understanding when and how their specific knowledge can contribute to the mission.

**Focus on mission conduct phase:**

**What's your opinion concerning the deployment of reservists during the mission? Where (if applicable) did you experience certain problems or certain advantages?**

Reservists bring civilian experience and knowledge, which can be greatly beneficial to the mission and which is normally not present in a regular army.

**What's your opinion concerning the cooperation between reservists and regulars during the mission? Where (if applicable) did you experience special problems?**

In most cases cooperation went without hiccups. However, some commanders note that reservists do not always demonstrate a proper understanding of military procedures (security during operations), dress code and conduct.



**Where do you see room for improvement? Could you illustrate this?**

There should be more joint exercises, where reservists can train side-by-side with regulars. This will contribute to mutual understanding and it will be of great value in case of deployment.

**Focus on post-mission phase:**

**How is the reservist prepared to post-mission phase? In what regard (if applicable) is the post-mission phase for reservists different from that of regulars? Where (if applicable) did you experience certain problems? Could you illustrate this?**

Difficult to keep track of reservists in the post-mission phase.

**Where do you see room for improvement?**

At present, the Netherlands does not have a centralized database to properly store all information/lessons learned/evaluations from reservists with mission experience. This is something that will be introduced in 2016.



New Zealand has not submitted data.



Norway is currently conducting a major reorganization of its Human Resources Management. The current data system is not able to differentiate between reservists and regulars. Norway is therefore unable to participate in this NRFC study.



Polish legislation does not foresee in the involvement of reservists in international operations (deployment). Poland is therefore unable to participate in this NRFC study.



Slovakia has not submitted data.



United Kingdom

The UK regularly deploys reservists. The UK has not conducted a survey among its reservists, but has used other resources to collect data.

### **Role of reservists**

The UK uses Reserves to deliver:

General capability: Mass – Reserves can now (under the Defence Reform Act 2014) be mobilised for any duty for which Regular forces can be used (except front-line duties in industrial disputes and service in Northern Ireland).

Specialist Capability: Better access to skills and capabilities more readily available in the civilian sector; this is most apparent in specialist areas such as medicine and cyber.

Regeneration: Strategic reserve for resilience and regeneration of our Armed Forces in case of national crisis.

Making the best of available resources: Maintaining regular force may not be best value for money in some areas.

Connecting with Society

### **Reserves service comes in varied forms:**

#### **Volunteer**

Members of society who voluntarily accept a liability to attend training and to be mobilised to deploy on operations.

Varying levels of commitment and readiness, including full time reserve service.



United Kingdom

### **Ex-Regular**

Former members of the Regular Forces who retain a liability to be called up for service. Generally only called upon if they have volunteered or when volunteer Reservists have not been available.

### **Sponsored Reserve**

Contractors and Civil Servants who, because of their civilian employment contract, can be mobilised to provide support to Defence in operational theatres.

The large majority of the Armed Forces remain Regular, with the proportion of Reserves within each structure increasing as readiness levels decrease. Thus, while there are some high readiness reservists, capability that might be required at short notice is largely Regular; where tasks have longer lead times or are conducted on a routine basis, Reservists can be used more widely as there is sufficient time to mobilise and train the required number of Reserves. No major capability rests entirely with the Reserve. Compulsory mobilisation of different types of Reservist is also possible should there be insufficient volunteers to meet a task.

While the proportion of Reservists within the whole force is increasing, Reserves should not be seen as a replacement for Regulars. Regulars and Reserves bring different but complementary capabilities and we are seeking to maximise the utility of our Reserves through the FR20 programme.

In peacetime, the Reserves commitment is to training rather than routine delivery of Defence objectives. When mobilised, Reserves are generally deployed in their own right rather than as replacements for Regulars. However, once mobilised, a Reservist is treated as a Regular. The size of the pool from which Reservists are drawn varies by capability: thus a Reserve infantry company may be required to generate individuals or formed groups depending on need. In Iraq and Afghanistan Reserves were generally deployed as individual augmentees, with some platoon and company-sized formations



United Kingdom

deploying. Medical units were the chief example of units deploying as an integrated whole.

A number of distinct capabilities are lodged with Reserve units: the most obvious examples are the wide range of specialist medical positions and the Joint Cyber Unit (Reserve). The former is maintained through a close working relationship with the National Health Service. Similarly, deep specialist groups such as the Engineer and Logistic Staff Corps provide the means by which appropriately skilled peoples' expertise can be accessed. More widely, Defence actively seeks partnership with civilian employers to enable mutually beneficial support in developing capability. For example, the Portfolio Employment Model enables truck drivers with seasonal working patterns to be used to support Defence at times of low demand while maintaining their skills, while their Reserve liability is limited in periods of high demand. The accreditation of civilian and military skills makes them transferrable, incentivizing Reservists to employ and develop their civilian skills as part of their Reserve training.

### **Lessons learnt and best practices**

#### **When a Reservist is mobilised, the employer can claim financial assistance to cover:**

- the cost of a temporary replacement if it's more than the reservist's salary (up to £110 a day)
- advertising costs and agency fees for finding a replacement
- a period of handover and takeover (5 days before and after mobilisation)
- 75% of the cost of specialist clothing for the replacement (up to £300)
- training costs for the replacement (up to £2,000)
- overtime, if other employees cover the work
- any training the reservist needs when they return
- Extra support for small and medium-sized businesses



United Kingdom

The employer can claim £500 a month in addition to the costs of replacing and retraining the reservist unless both of the following apply:

The employer's annual turnover was more than £25.9 million in the 12 months before the reservist was called up.

The employer had more than 250 employees or partners on the date of mobilization.

These are known as employer incentive payments.

No compensation is paid to employers for routine training. However, it should be noted that employers reap real benefits from employees who are Reservists. Reserve service provides individuals with transferable skills which can be used in the workplace such as leadership, management and communication skills. Much Reservist training is accredited with civilian qualifications so employers know exactly the standards which have been attained. SaBRE research, endorsed by the Chartered Management Institute, show an employer would have to purchase more than £8,000 of commercial civilian training to provide the same amount of development that an average Reservist's military service provides in just one year.

### **Quantitative Research**

The UK MOD sends a survey to a sample of Reservists annually. In 2015 (the most recent survey), 5215 responses were received, of which 2165 were officers and 3050 were other ranks. 40% of respondents had been mobilised as a Reservist. The topics below are of relevance to this study:

### **Kit and Equipment**

58% of volunteer reservists are satisfied with the kit and equipment they have to do their role effectively, while almost a quarter (23%) are dissatisfied. RAF volunteer reservists are more satisfied than Maritime reservists and Army reservists with the availability and standard of their kit and equipment.



United Kingdom

Half (50%) of volunteer reservists are satisfied with the availability of kit and equipment they have to do their job e.g. clothes, boots, personal weapon. Satisfaction is highest in the RAF Reserve.

59% of volunteer reservists are satisfied with the standard of the kit and equipment they have to do their job e.g. clothes, boots, personal weapon. One fifth (20%) of Army volunteer reservists are dissatisfied. This level of dissatisfaction is slightly lower than the level of dissatisfaction among trained Army Regulars where almost a quarter (24%) are dissatisfied with the standard of personal equipment/kit they have to do their job.

### **Training**

62% of volunteer reservists are satisfied with the amount of training they have received for their current role with the highest levels of satisfaction found in the RAF Reserve (75%) and Maritime Reserve (67%).

Two thirds (67%) of volunteer reservists are satisfied with the quality of training they have received for their current role. Satisfaction with the quality of training received for the current role is higher in the Maritime Reserve (72%) and in the RAF Reserve (74%) than in the Army Reserve (65%).

### **Relationship with Regulars**

It is not necessarily the case that there is a cultural difference between regulars and reservists: in some areas the civilian skills that Reservists bring to specialist capability mean that they may be better qualified and more experienced than their Regular counterparts.

This perception, insofar as it exists, may arise where Reserves are asked to do the same military specialisms as Regulars; in these cases it is unreasonable to expect them to attain the same standards as Regulars with less time in which to train. In these areas Reservists



United Kingdom

are required to train to a specified level that can be built upon on mobilisation. As the Green Paper identified, Reserves had been comparatively neglected for a sustained period, and were less well equipped and trained than they should have been. There was also a lack of pairing and partnering between Regular and Reserve units, preventing the challenging of stereotypes.

Work is ongoing to produce a Culture Change Maturity Model. This identifies effective behaviours, positive and negative indicators, standards (what 'good' looks like) and measures used to evaluate. The core of this work is in the integration of Reserves with Regulars for routine training and mobilisation. By demonstrating how Reserves can bring different capabilities that complement those delivered by Regular forces, rather than simply producing less well trained copies of Regulars, mutual respect can be built. Improving Reservist access to training and equipment, defining their roles and giving them the opportunity to deploy alongside Regulars are all means by which this issue is being addressed.

Just under a third (30%) of volunteer reservists agree or strongly agree that they feel valued by Regulars, while over a third (36%) disagree or strongly disagree that they feel valued by Regulars. Reservists in the Maritime Reserve are most likely to report feeling valued by Regulars (42%) and Reservists in the Army Reserve are least likely to report feeling valued by Regulars (29%).

While over a quarter (28%) of volunteer reservists agree or strongly agree that they are treated as an equal member of the Service by Regulars, 43% disagree that they are treated as an equal member of the Service by Regulars. These results are largely driven by the Army Reserve where 44% disagree or strongly disagree that they are treated as an equal member of the Army by Regulars.

Work is being undertaken to develop a culture change maturity model.



United Kingdom

## **Support during mobilisation**

Almost two thirds (64%) of volunteer reservists are satisfied with the support they received from the Service when they were last mobilised.

While 42% of volunteer reservists are satisfied with the amount of support their family received from the Service when they were last mobilised, a further 29% are dissatisfied. Levels of satisfaction are broadly similar across the Services.

### **Support provided to Reservist from others**

Over two thirds (70%) of volunteer reservists feel that their employer supports their Reserve service, while one in ten (11%) feel that their employer doesn't support their Reserve service. The Maritime Reserve has a higher level of employer support than the level of support found in the Army Reserve.

Half (50%) of volunteer reservists agree or strongly agree that their civilian employer values their Reserve service; almost one in five (18%) reservists disagree or strongly disagree that their civilian employer values their Reserve service.

Over two thirds (70%) of volunteer reservists feel that their employer supports their Reserve service, while one in ten (11%) feel that their employer doesn't support their Reserve service. The Maritime Reserve has a higher level of employer support than the level of support found in the Army Reserve.

Half of volunteer reservists agree or strongly agree that their civilian employer values their Reserve service; almost one in five (18%) reservists disagree or strongly disagree that their civilian employer values their Reserve service.



United States

The United States regularly deploys reservists. The US has not conducted a survey among its reservists, but has used other resources to collect data. Some of the information used to answer the following questions was pulled from the Joint Lessons Learned Information System (JLLIS). Querying JLLIS using the key word "Reservist" resulted in 690 observations, 54 documents and 5 after action reports dating back to the 1990 Gulf War to present day.

## **I: QUESTIONS FOR THE RESERVIST**

### **Focus on Pre-mission phase:**

**Are there policies in place to create predictability in the mobilization of reserves and to give members of the reserve possibility to plan their civilian life by giving them a warning period before mobilization/deployment/for extended periods of routine and non-routine training?**

The United States has multiple laws documented in Titles 10, 14, 32 and 50 of the United States Code (U.S.C.), as well as numerous documented policies in place to create predictability in the mobilization of their Reserve Component forces. For example, Department of Defense Directive (DoDD) 1200.17 discusses "Managing the Reserve Components as an Operational Force". Department of Defense Instruction (DoDI) 1235.09 discusses the "Management of the Standby Reserve". DoDD 1235.10 discusses "Activation, Mobilization and Demobilization of the Ready Reserve". DoDI 1235.12 discusses "Accessing the Reserve Components (RC)". Additionally, there are several memorandums from the Secretary of Defense, Office of the Secretary of Defense for Reserve Affairs, and various Service specific memorandums that discuss various aspects of the mobilization to dwell.

### **How are Reserves chosen for deployment?**

The sourcing of Reserve Component for pre-planned and emergent requirements is done by each of the services after receiving a sourcing



United States

request from the Joint Staff as part of their Global Force Management Process (GFMAP). Additionally, the Navy Reserve bases their mobilization on a mobility accessibility code – if there is no restriction, the service member is chosen based on need and clearance level requirements.

**To which extend did the reservist meet the required level of military basic skills?**

Basic military skills are maintained by Reserve Component members as part of their annual training such as weapons qualification, combat first aid, etc. Additional military skills training, that may be specific to the requirements of the deployed location, is provided as part of the pre-mobilization training which includes both hands-on and computer aided training. The Reserve Component will leverage a service member's active duty experience and training as much as possible.

**To which extend did the reservist meet the required level of functional skills?**

Pre-mobilization training ensures that all deploying forces meet their required level of functional skills. Selection of personnel for deployment is based on their military specialty and the fact that they have all functional skills required to meet the deployment requirements.

**To which extend was the reservist prepared for the specific mission?**

Pre-mobilization training can be tailored to prepare a Reserve Component unit to meet the requirements of a specific mission. If the requirement is emergent, training may be done until the member arrives at their deployed location but that is the exception, not the rule. Preparation starts with a successful and thorough pre-deployment in-processing process that identifies any shortfalls in a members training that will be required for a specific mission set and insures that the member receives that training prior to deployment.



United States

**Where do you see room for improvement? Could you illustrate this?**

Additional funding would provide the required equipment and man-days for Reserve Component members and units the opportunities to maintain critical skill sets between deployments. Providing as much pre-notification prior to a

scheduled deployment will provide the unit adequate time to insure their personnel are fully ready for the specific mission they are deploying for.

**How did you combine the pre-deployment activities with obligations in your private life (employer, home front, social life etc.)? Where did you encounter difficulties? Could you illustrate this?**

Pre-deployment activities are normally done at a different location than the person lives so everything they need to get done in their private life needs to be done before they leave for their pre-deployment training. Reserve members often encounter difficulties with school (leaving college mid-way through a semester for example), leases on apartments (having to break a lease to deploy) and financial (loan payments, etc.) Additionally, members sometimes have issues with their employers. Employers are usually very supportive of their Reserve Component personnel if they receive adequate pre-notification and are informed on the rights that both they and their employee have considering service in the military.



United States

**Do the armed forces (or any other instance working on behalf of the armed forces) ensure that families get information and updates regarding support and news about family members deployed in service of the armed forces?**

There are multiple family support programs that help the family stay connected when the reserve component member is deployed. The Employer Support for the Guard and Reserve (ESGR) work with the member's employer to make sure any employment issues are taken care of during the deployment. Many units provide monthly update meeting to keep the family informed on what the member is doing at the deployed location and to work through any administrative issues the family may be having; for example, with TRICARE (medical) access for the family.

**Do the Government or Armed Forces actively work to reach an understanding with private and public employers on the use of reservists, provide information about reservists and market reservist skillsets and competencies?**

The Reserve Component has an organization called Employer Support for the Guard and Reserve (ESGR) that actively engages employers on behalf of the military. This interaction can be improved through more interaction between the leadership of the units sending out information to the employers which provide them points of contact both at the unit and with the ESGR to resolve any issues that may come up during the deployment.

**What other remarks do you have concerning the Pre-mission?**

Providing checklists of items that need to be taken care of prior to deployment helps to ensure that the member can devote 100% of their attention to the pre-deployment training and the deployment.



United States

Adequate notification prior to a mobilization allows the member to obtain TRICARE (medical) benefits for their family prior to the deployment which many times is the key no cost family benefit for deploying members.

## **II: QUESTIONS FOR THE MISSION COMMANDER**

### **Focus on Pre-mission phase:**

#### **How did the reservists in your unit meet the required level of military basic skills?**

Basic military skills that are learned during their initial active duty training are refreshed annually so that Reserve Component members retain a basic level of their military skills.

#### **How did the reservists in your unit meet the required level of functional skills?**

Functional skills are taught to the Reservist during their individual advanced training following their basic training. These skills are maintained during the 24 days of drills. Team related skills are refreshed by crew level training during their drills and exercised during their annual training period (12-15 days).

#### **How well were the reservists in your unit prepared for their specific mission?**

If the specific mission the unit is mobilized for is the same as that assigned to the unit (example, an artillery unit deploying as an artillery unit) reservists are well prepared for the mission. When the assignment is other than their normal assigned mission (example, an artillery unit deploying for convoy security) additional training will be required both pre-deployment and during the initial stages of the deployment.



United States

**Where do you see room for improvement? Could you illustrate this?**

Capabilities determined to be important, such as providing base or convoy security, need to become part of every Reservists training profile. The annual training requirements may need to be modified and the number of training days evaluated to insure what we are asking our Reservists to complete can be done in the 24-39 days each year that we provide them.

**Focus on mission conduct phase:**

**What's your opinion concerning the deployment of reservists during the mission? Where (if applicable) did you experience certain problems or certain advantages?**

Once deployed, the fact is that it is transparent that the person is either a reservists or regular member of the military. Advantages to using Reservists include being able to pull down to individual fills for positions, tailoring the number of days the person is deployed, leveraging their civilian skill sets, etc. Problems include educating personnel on the mobilization/demobilization process and providing access to the websites from non-military networks to insure that reserve personnel that would like to deploy are aware of the active duty employment opportunities available.

**What's your opinion concerning the cooperation between reservists and regulars during the mission? Where (if applicable) did you experience special problems?**

Based on the extensive amount of time that Reservists have deployed over the past 15 years, there is a high level of cooperation between reservists and regulars. There is still among some of the regular forces a negative opinion of a Reservist but that is the exception, not the rule. On the Active Component (AC) side, there is a lack of understanding of how Reserve Component



United States

personnel/admin is conducted. The AC will refer RC issues back to the RC but when the member is on active duty, it really is an AC issue to resolve. The demobilization process is very different for AC vs. RC – the reintegration of the RC member back into the workforce is something the AC does not have to deal with and therefore does not understand.

**Where do you see room for improvement? Could you illustrate this?**

Ensuring that your members have their personal affairs in order prior to deployment will allow members to concentrate 100% of their attention on the deployment. Providing your members an avenue to maintain contact with their families (such as internet conductivity so personnel can Skype for example) helps to maintain high morale during the deployment.

**Focus on post-mission phase:**

**How is the reservist prepared to post-mission phase? In what regard (if applicable) is the post-mission phase for reservists different from that of regulars? Where (if applicable) did you experience certain problems? Could you illustrate this?**

The U.S. has multiple programs to help re-integrate back into society following a deployment to include the Yellow Ribbon program, 9/11 GI Bill, etc.

Post-mission reintegration is significantly different from the regulars as they have to re-integrate back into their civilian jobs whereas the regulars just integrate back into their military position. The majority of employers have been very supportive of their deploying employees but there are a few that, even though the law protects the deploying member, will give the employee a difficult time such as requiring them to come back to work earlier than required.



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Some deployed members will come back with medical issues that will require appointment at a VA hospital – some members have had difficulty getting appointments in a timely fashion. Retaining medical benefits for 180 days post deployment usually resolves the majority of these issues.

Some RC members will return from a deployment without a job. Having the Department of Labor brief during the demobilization process and providing access to job fairs are some of the activities that could ease this transition.

## Annex D. Redeployment Checklist and Clearance Form Canada

CDIO 1.3-12 Annex A|

### Redeployment Checklist and Clearance Form

SN	RANK	SURNAME	INITS	UNIT
HOME UNIT & UIC		FINAL DESTINATION	CHALK	DEPARTURE DATE

*D = Date of Departure from Theatre*  
*C = Date of Arrival in Canada*

PHASE 1 – IN THEATRE (OUT CLEARANCE)			
DESCRIPTION (amend as necessary)	AUTHORITY	SIGNATURE	REMARKS
Pre-DAG Pay and Admin	Unit OR		(D-30) As per Unit OR Admin Checklist
Theatre PER/PDR	Supervisor		(D-30)
Medical & Follow-up letter for Reserves	MO		(D-30) Res F only
Medical Questionnaire (CF 2088)	MO		(D-30) Res F only
Post Deployment Medical Questionnaire and Declaration (DND 4025)	MO		(D-7) Reg & Res F
IT Systems	IT		(D-3)
Unit Stores	CQ		(D-3)
Weapons Turn In	Wpns Stores		(D-3)
Clothing & Equipment – Mission Specific items that need to be returned in theatre	Clothing Stores		(D-3)
Chalk Manifest – Confirm member's particulars against manifest	Unit UEO		(D-2 Briefing and DAG)
Temporary CF 2034 Medical File	HSS		(D-2 Briefing and DAG) Deliver to Unit OR
Pay Advance (R&R Activities and per diem for Meals while on TLD)	Unit OR		(D-2 Briefing and DAG)
Passport	J1/Unit OR		(D-2 Briefing and DAG)
Crypto – DWAN	IT		(D-2 Briefing and DAG)
ROE Card/Ration Card	Unit OR		(D-2 Briefing and DAG)
Return Redeployment Checklist and Medical File to Unit OR	Unit OR		(D-2)
<b>PHASE 1 – COMPLETED</b>	<b>Unit CO</b>		Not to be delegated below Unit CO
		Commanding Officer	

PHASE 2 – DECOMPRESSION IN A THIRD LOCATION			
DESCRIPTION	AUTHORITY	SIGNATURE	REMARKS
Reintegration Briefings	Mental Health/Padre		
<b>PHASE 2 – COMPLETED</b>	<b>TLD/Unit CO</b>	Commanding Officer	

PHASE 3 – ARRIVAL ASSISTANCE GROUP (AAG) – REINTEGRATION DAYS			
DESCRIPTION	AUTHORITY	SIGNATURE	REMARKS
Class C Release/ROE	IC AAG		Res F only
Class C Contract amended (if appl)	IC AAG		Res F only – Class C Statements of Understanding will be adjusted by the Employing Authority in conjunction with direction from the TF.
Leave entitlements verified	IC AAG/Unit CClk		
Confirm operational allowances are ceased	IC AAG/Unit CClk		Effective date of departure from theatre
Confirm A/WSE is ceased	IC AAG/Unit CClk		Effective date of arrival at APOD (Reg F) Effective date SOU ends (Res F)
Return Diplomatic and Special Passports	IC AAG/Unit CClk		IC AAG to forward passports to Official Travel
Finalize DND 1654 Movement Claims	IC AAG/Unit CClk		
Finalize CF 52 Claims	IC AAG/Unit CClk		
Medical Examination	MO		<b>(C to C + 48 hrs)</b> All augmentees (Reg and Res F) plus remainder if/as identified in the Reintegration Plan or if the member answers yes to CFMO 27-03 Annex A.
<b>PHASE 3 – COMPLETED AND ENTERED INTO HRMS</b>	<b>IC AAG</b>		Released to home unit/leave on completion of AAG activities as directed in Reintegration Plan – Phase 3

*Copy of this Checklist with Phase 3 completed to be maintained in Pers File until replaced by completed Checklist (including Phase 4). For any member posted prior to completion of Phase 4, forward a copy of this Checklist to new home unit.*

PHASE 4 – POST-MISSION FOLLOW UP			
DESCRIPTION	AUTHORITY	SIGNATURE	REMARKS
Confirm Mess Dues have been started	Unit OR		(C + Redeployment Leave + 14)
Clothing and Equipment – Mission specific and/or belonging to base/unit or not on permanent scale of issue.	Unit/Base/Wing Supply		(C + 60)
CF Liaison Council/Unit Employer Support Rep for Reserves	Unit Employer Support Rep (ES Rep)		(C + 60) Res F only
Medical Examination	MO		(C + Redeployment Leave + 30)
Tuberculin (PPD) Testing	MO		(C + 90) All individuals are required to have a post deployment PPD testing after returning from duty provided the last test was negative. It is recommended that the routine post-deployment PPD test be done 12 weeks after return from overseas duty.
Enhanced Post Deployment Screening	SWO		(C + 120 to 180) It is recommended that the enhanced post-deployment screening interviews be done 4 - 6 months after return from overseas duty.
All medical interventions completed or member advised of recommended follow-up actions	Base MO		(C + Post-Deployment Leave + 30) MO to brief member on recommended follow-up action(s) To be updated prior to CO sign-off.
<b>A or B to be signed off to complete Phase 4 and the Redeployment Checklist</b>			
<input type="checkbox"/> <b>A – PHASE 4 COMPLETED</b> CO confirms he/she is satisfied that the member has completed all post-deployment follow-up.			(NLT C + 180)  Not to be delegated below Unit CO
<input type="checkbox"/> <b>B – PHASE 4 COMPLETED and member advised by MO/Med rep of recommended follow-up action(s).</b> CO confirms he/she is satisfied that the member has completed all post-deployment follow-up and that member has been advised by appropriate Med staff of the recommended follow-up action(s) to be undertaken.			
Phase 4 completed and entered into HRMS	Unit OR		

<b>POST DEPLOYMENT FOLLOW-UP COMPLETED</b>	Commanding Officer's Signature & Date
	Member's Signature & Date