



ARROYO CENTER

***Views of ARNG and USAR Personnel and
their Employers on Mobilizations and
Deployments***

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February 2016

We Reviewed Three Completed DoD Surveys

- **January and June 2012 *Status of Forces Survey of Reserve Components***
 - **Survey conducted by Defense Manpower Data Center (DMDC)**
 - **Administered to a sample of personnel from all reserve components**
 - **Sample includes about 7,179 ARNG and 4,359 USAR members in January 2012 and 5,880 ARNG and 5,276 USAR members in June 2012**
 - **Together these two surveys provide a more complete view of USAR and ARNG members view deployments and activations**
 - **Note: Breakouts of responses by grade reflect how RAND received the data from DMDC**
- **2011 *DoD National Survey of Employers***
 - **Survey conducted by DMDC and Employer Support to the Guard and Reserve (ESGR)**
 - **Administered to a sample of RC employers and non-RC employers**
 - **Sample includes about 4,100 employers of ARNG members and 2,300 employers of USAR members. Some of these employers have both ARNG and USAR members as employees.**
- **Questions address issues such as attitudes towards activations and deployments, preferred deployment tempo, and the effects of activations on families, civilian jobs, and willingness to remain in the USAR or ARNG**
 - **This briefing uses the terms “activation” and “mobilization” interchangeably**

Key Insights: Employer Survey

- **Across a range of considerations related to military service, length, frequency, and timing of deployments were cited as most challenging for employers**
 - **Except for length, however, majorities said these issues posed small or no challenges**
- **Employers varied in the length of absence they thought their business could endure**
 - **Most preferred one year or less (nearly half preferred 3 months or less)**
 - **About a third said more than one year**
 - **Note: Even under the current one year mobilization policy, soldiers are generally away from their jobs for additional time in the year prior to MOB as they prepare to deploy**
 - **Employers preferred that extra pre-deployment training be conducted immediately prior to deployments**
- **Employers were split in the preferred frequency and duration of absences for military activities**
 - **About a third were indifferent saying, saying any combination would be OK**
 - **About a quarter were indifferent, saying any combination would be detrimental**
 - **There were few differences across employer types (public, private, non-profit) regarding preferences on deployment frequency and duration**
- **A little over half of employers felt that a 1:4 mobilization-to-dwell ratio would negatively impact their business (this was the only ratio specifically discussed)**
- **Absences of ARNG/USAR employees led to changes in business operations for about thirty percent of employers**
- **A plurality of employers believed that military obligations make employing ARNG and USAR employees challenging**
- **A large majority believed training and experience make ARNG and USAR employees valuable**

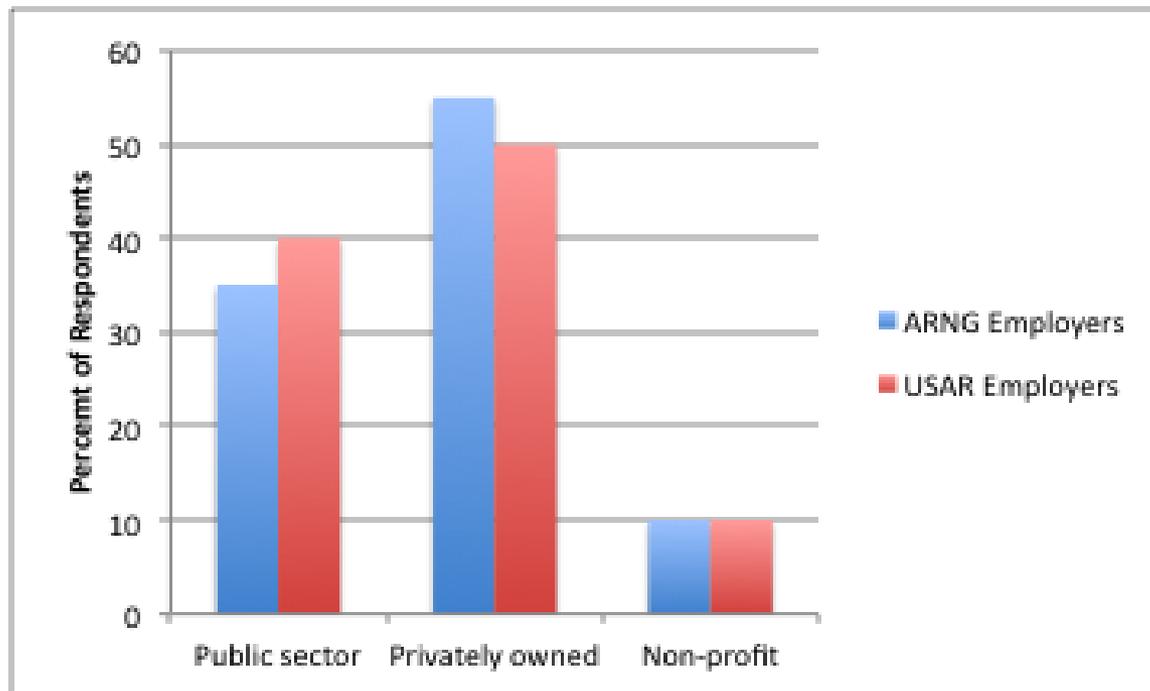
Key Insights: RC Member Surveys

- **Over 90 percent of ARNG and USAR respondents deployed since 9/11**
- **A plurality of ARNG and USAR members thought deployments affected them positively**
 - **Less than 20% reported that deployments affected them negatively**
- **A plurality of respondents favored a 1:5 MOB:Dwell rate as their individual preference, although a comparable number preferred rates of 1:4 MOB:Dwell or faster**
 - **About half of ARNG and USAR respondents were willing to mobilize three or more times over a 20 year career**
 - **A majority of USAR and ARNG personnel preferred between 3 and 6 months notice prior to mobilization**
- **Family and employer concerns were primary limiting factors in ARNG and USAR members willingness to deploy**
 - **A plurality reported that repeated deployments hurt their families**
 - **A plurality report that 1:6 MOB:Dwell or slower would be best for family**
 - **Few USAR or ARNG members reported experiencing major problems with employers prior to mobilization**
 - **Few ARNG or USAR personnel reported experiencing inability to return to civilian position after mobilization, and few said loss of seniority was a problem**
- **Large majority of respondents planned to stay in ARNG/USAR, regardless of number of deployments since 9/11**
 - **The possibility of very short notice activations (3 days or less) and much longer drilling time (90 days or more per year) reduced reenlistment intentions somewhat**
 - **Overall, a majority said they would stay another five years under either condition**

2011 DoD National Survey of Employers

Majority of Surveyed Employers of ARNG/USAR Members Were in Private Sector

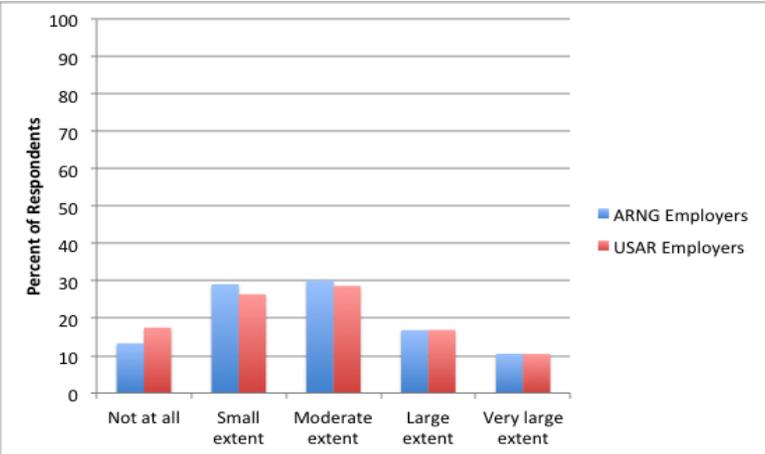
Q: “In which sector is your business?”



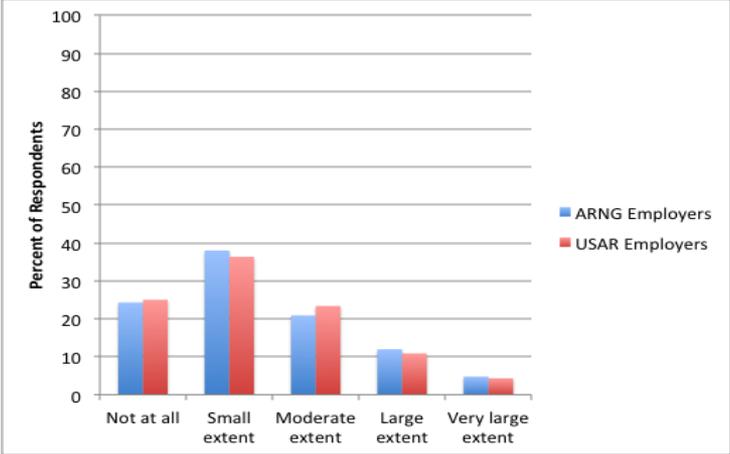
Across a Range of Considerations, Length, Frequency, and Timing of Deployments were Cited as Most Challenging for Employers

Q: “What aspects of National Guard or Reserve employee absences for military duties contributed to the problems for your business?”

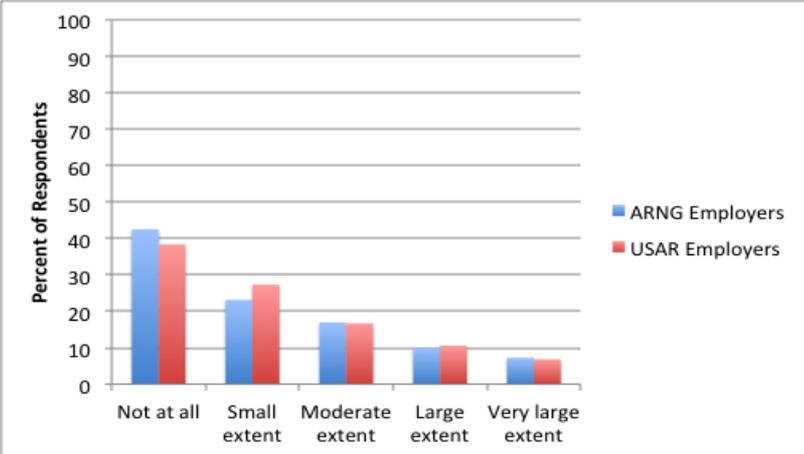
Deployments are too long



Deployments are too frequent



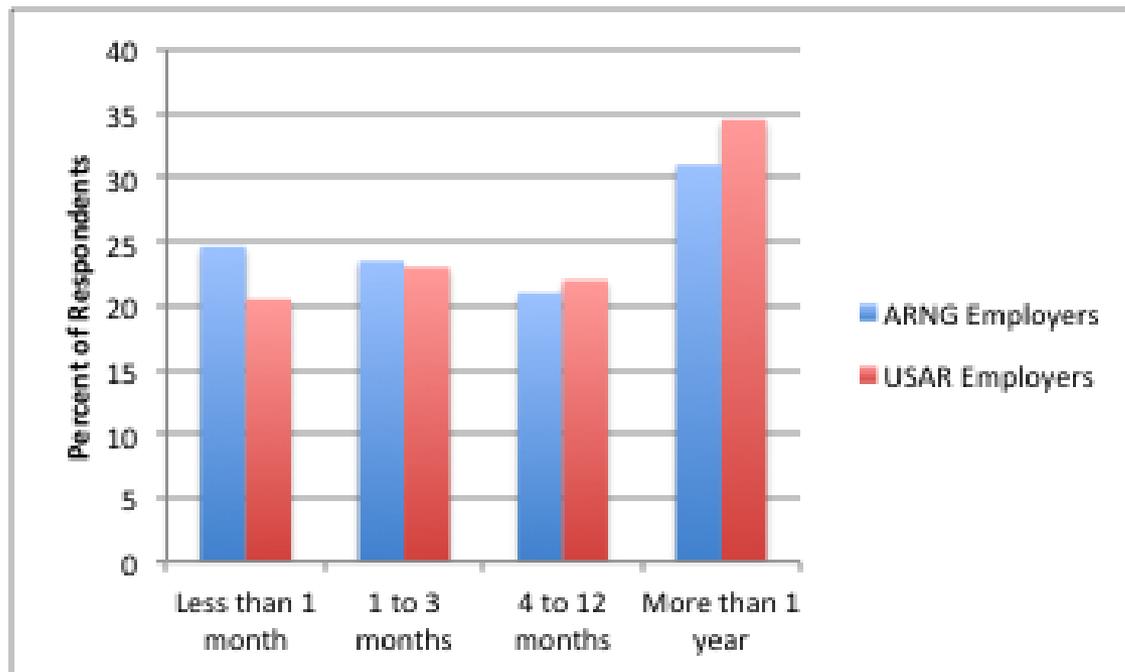
Deployments occur at inconvenient times



- Nonetheless, except for deployment length, majorities of respondents said these issues were either not a challenge or only to a small extent

Employers Varied in the Length of Absence They Thought Their Business Could Successfully Endure

Q: “What is the maximum amount of time you could successfully run your business while your ARNG/USAR employee(s) are absent?”

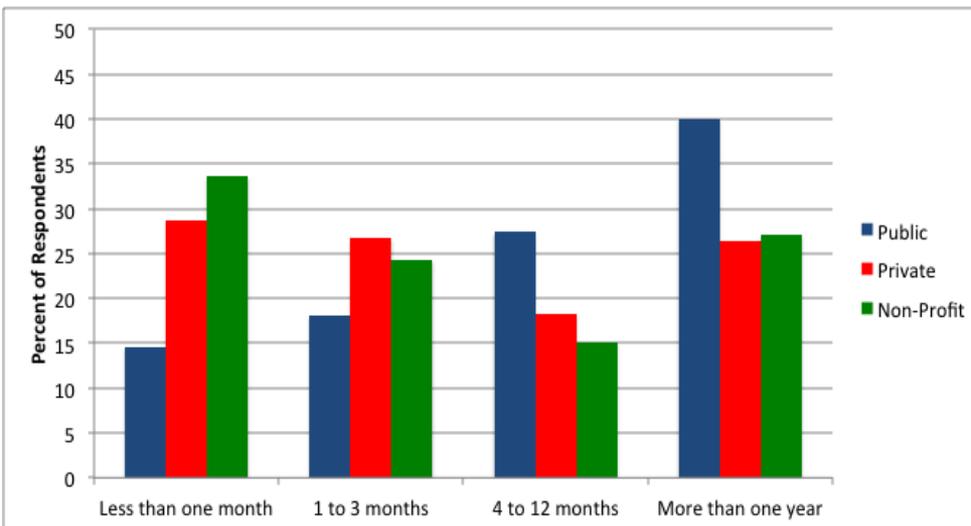


- About a third said more than one year
- Most preferred one year or less (nearly half preferred 3 months or less)

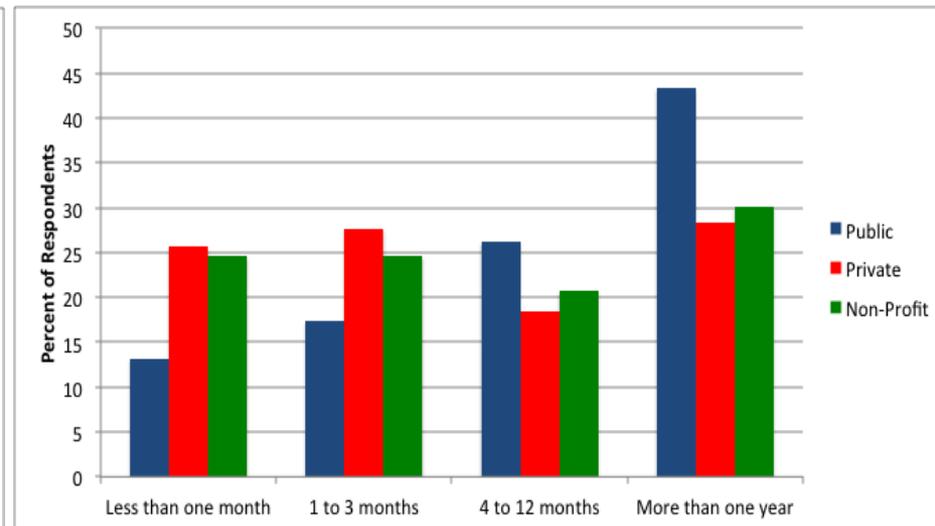
Public Organizations Thought They Could Successfully Endure Longer Absences than Did Private/Non-Profit

Q: "What is the maximum amount of time you could successfully run your business while your ARNG/USAR employee(s) are absent?"

ARNG Employers



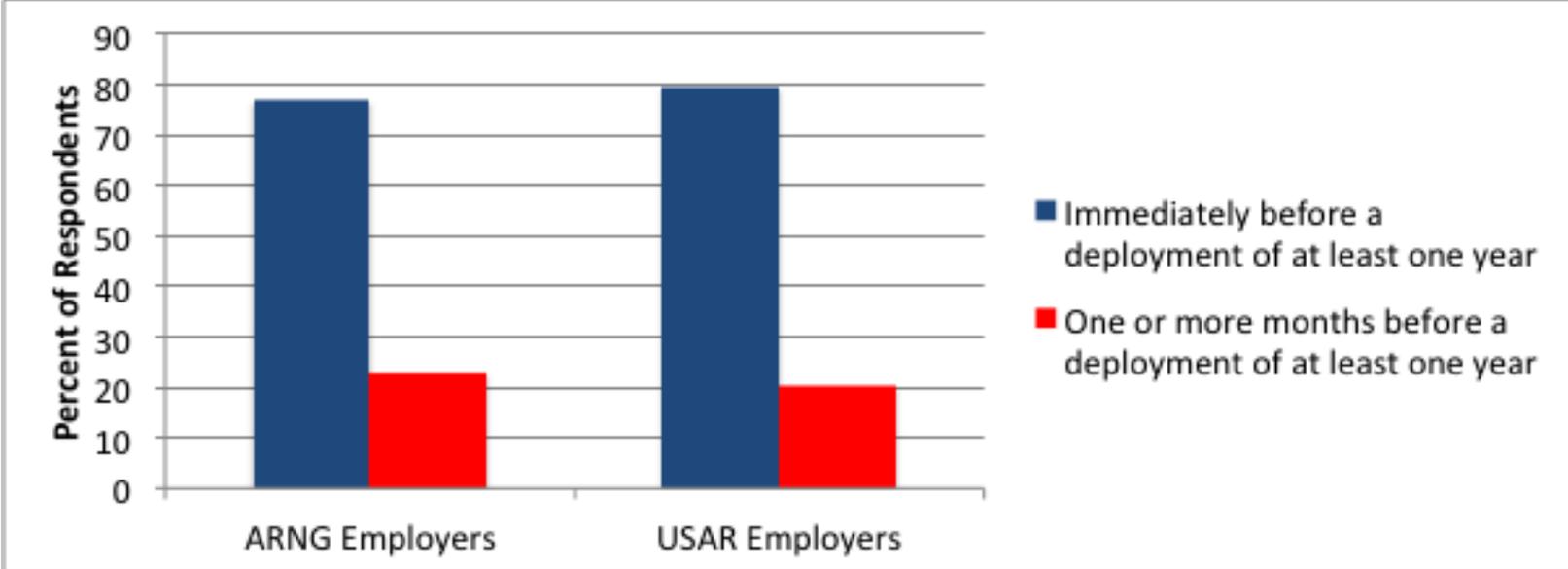
USAR Employers



- Even for public organizations, less than half thought they could successfully endure absences greater than one year

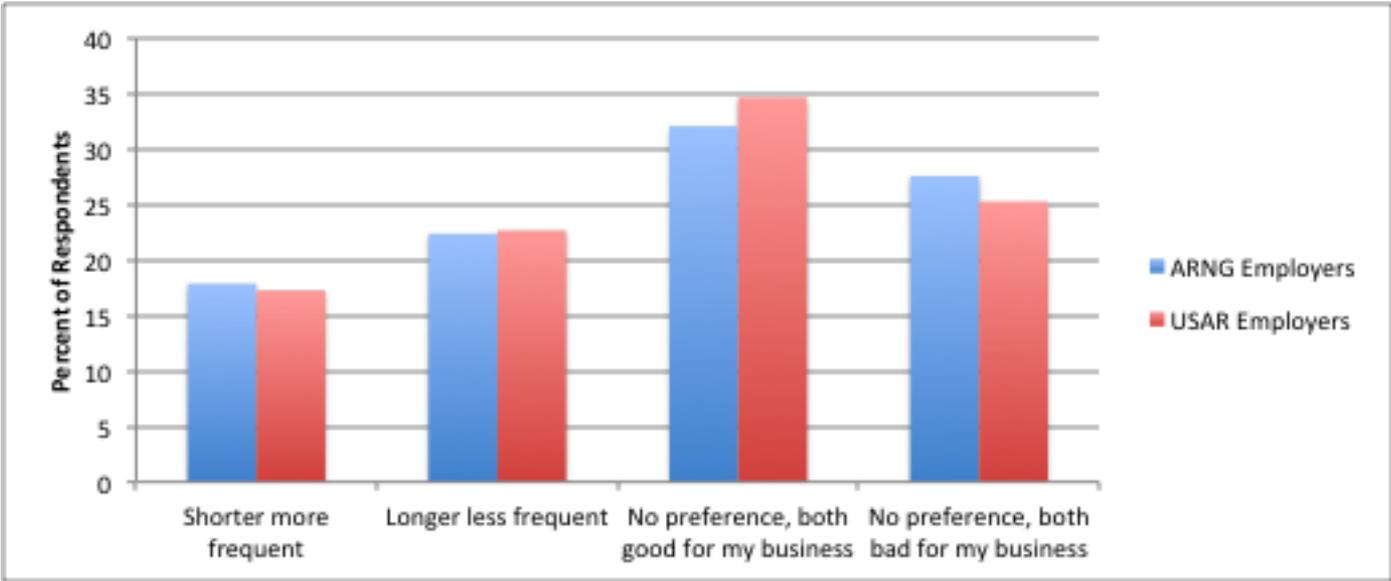
Employers Preferred That Extra Pre-Deployment Training be Conducted Immediately Prior to Deployments

Q: “Would it be better for your business if pre-deployment training occurred immediately before or several months before the deployment ?”



Employers were Split in the Preferred Frequency and Duration of Absences

Q: “Assume at least one of your employees is a National Guard or Reserve member who needs to be absent for military duties: would it be better for your business if the absences were....?”

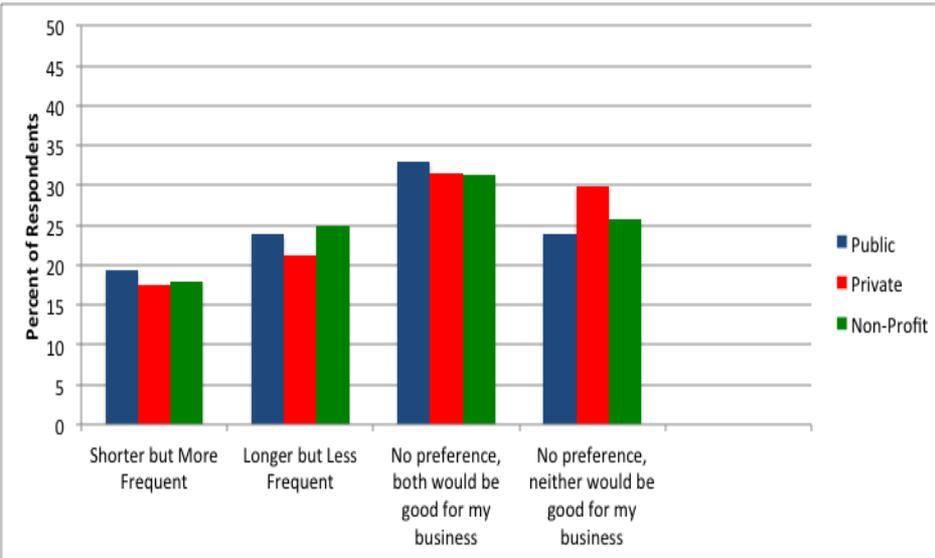


- **About a third were indifferent saying, saying any combination would be OK**
- **About a quarter were indifferent, saying any combination would be detrimental**

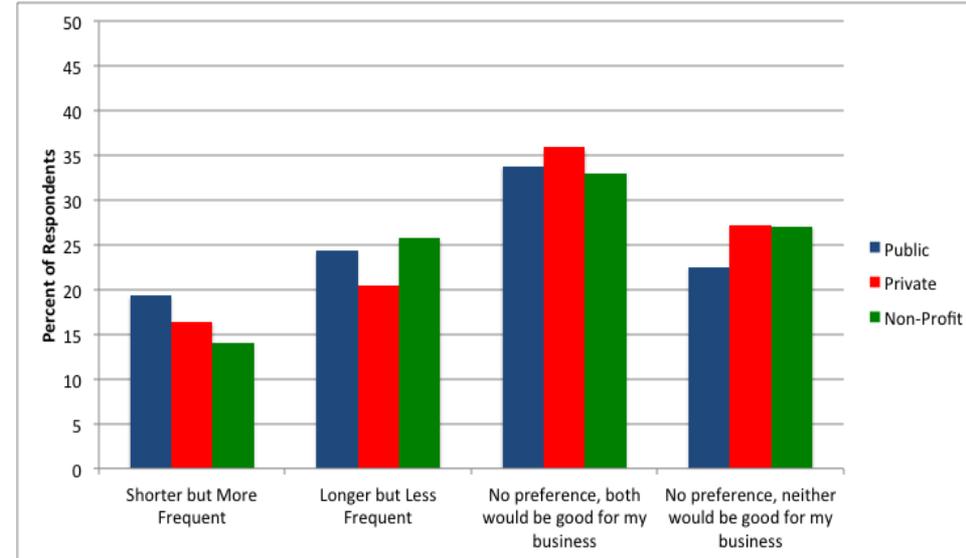
There were Few Differences Across Employer Types Regarding Frequency and Duration of Absences

Q: “Assume at least one of your employees is a National Guard or Reserve member who needs to be absent for military duties: would it be better for your business if the absences were....?”

ARNG Employers

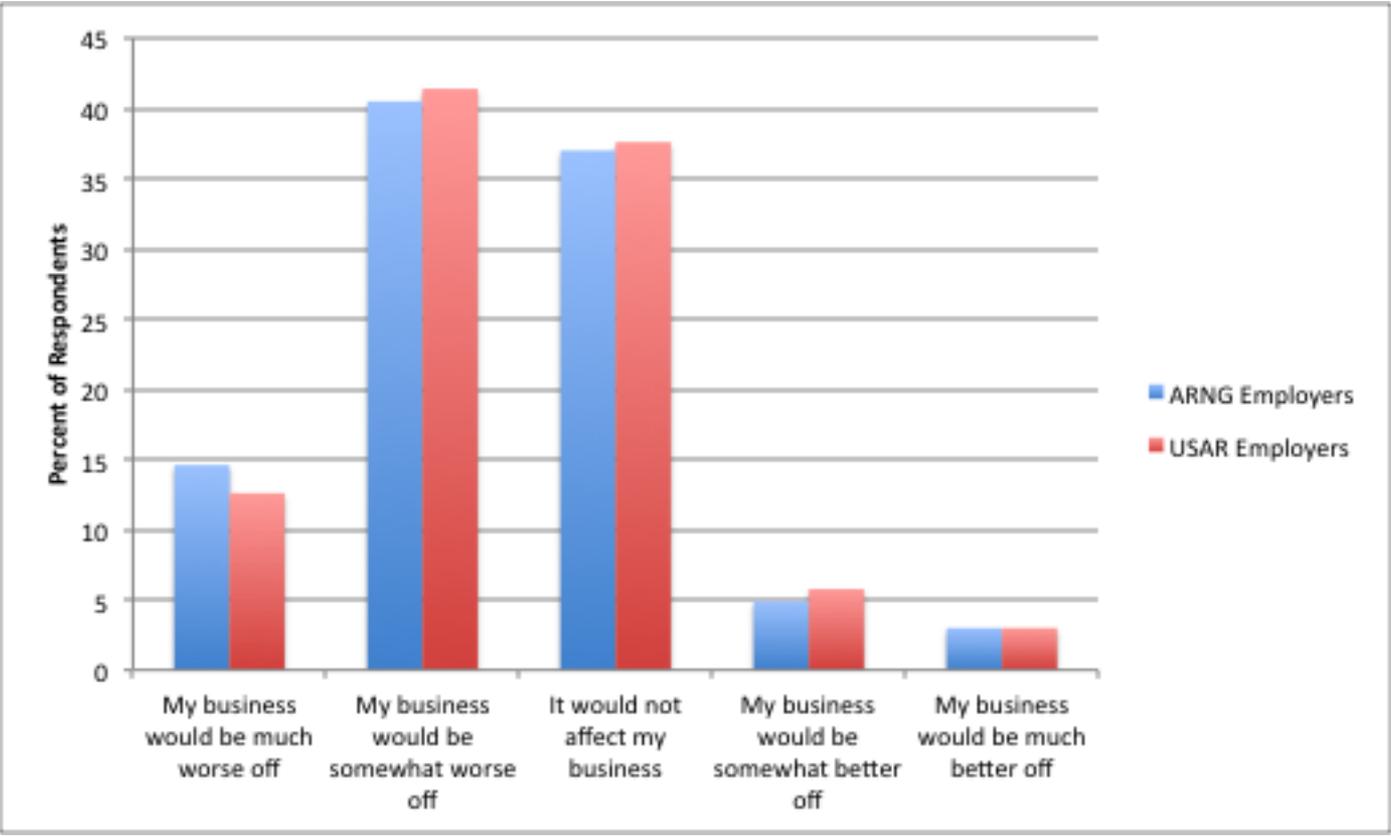


USAR Employers



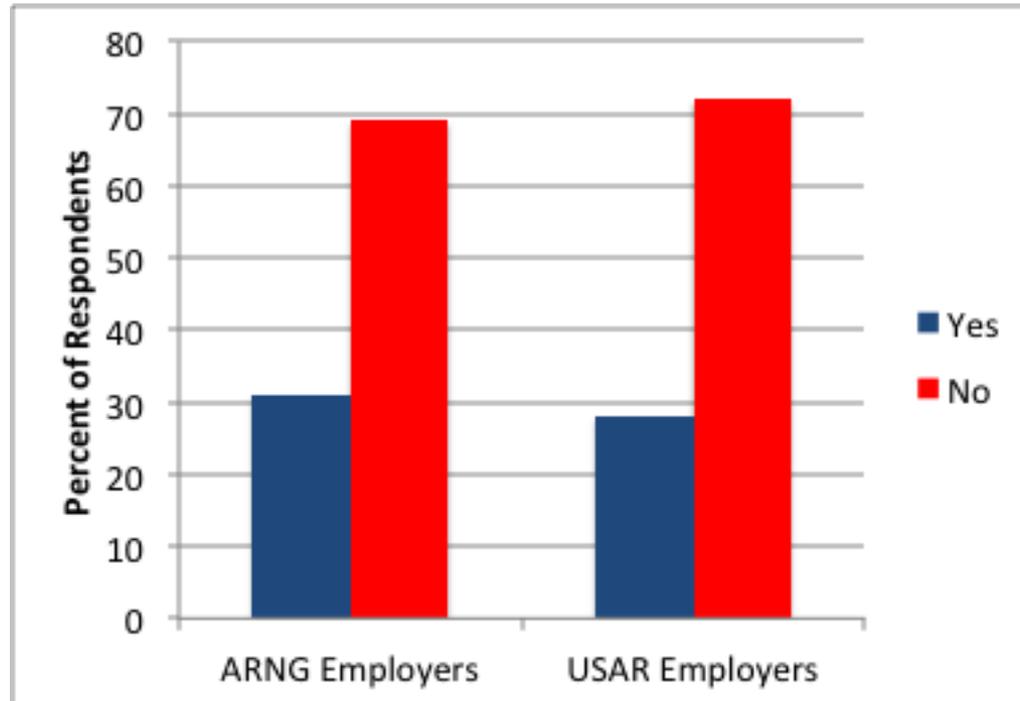
A Little Over Half of Employers Felt that a 1:4 MOB:Dwell Ratio* Would Negatively Impact Their Business

Q: “How would it impact your business if your USAR/ARNG employees needed to be absent from work for military duties for one full year out of every five years in addition to time for annual training and drills?”



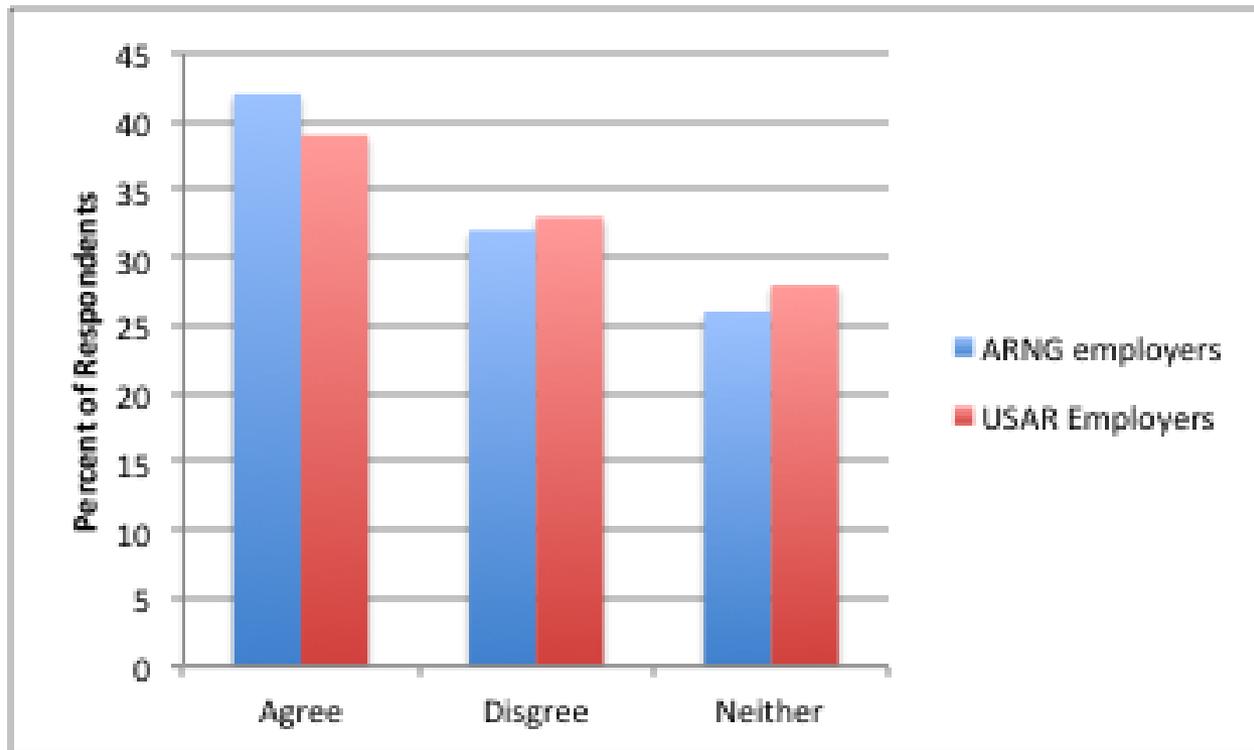
Absence of ARNG/USAR Employees Led to Changes in Business Operations for About Thirty Percent of Employers

Q: “Has the absence of ARNG/USAR employees resulted in any changes to standard business operations?”



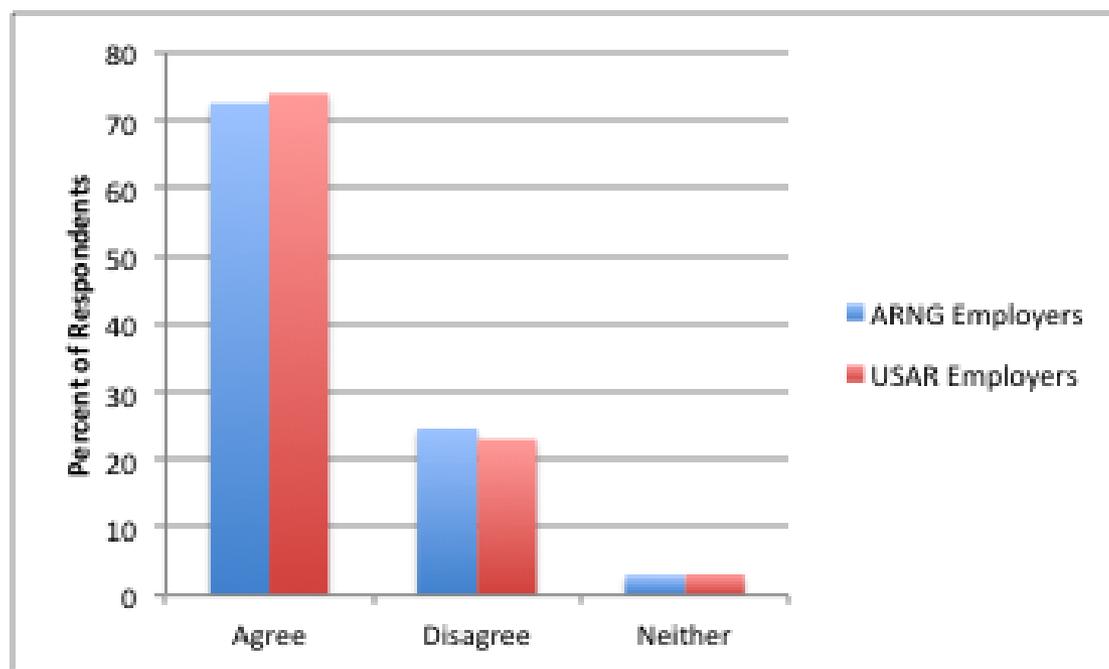
A Plurality of Employers Believed that Military Obligations Make Employing ARNG/USAR Employees Challenging

Q: “Do you agree or disagree with the following statement: Employing ARNG/USAR members is challenging due to military obligations?”



A Large Majority of Employers Reported That Training and Experience Make ARNG and USAR Employees Valuable

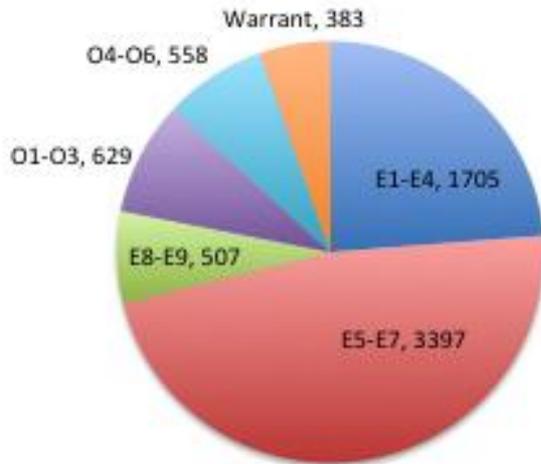
Q: “Do you agree or disagree with the following statement: ARNG/USAR training and experience makes more valuable employee?”



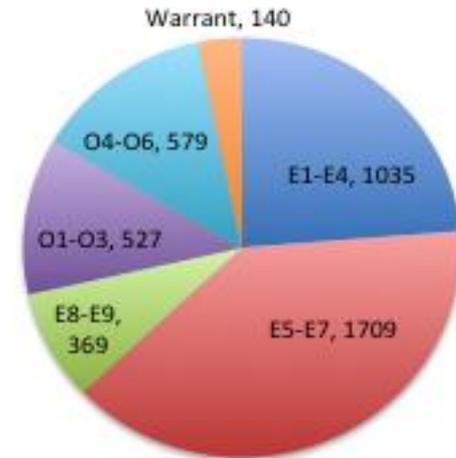
January 2012 SOF-R

Respondents Come From All Ranks

ARNG



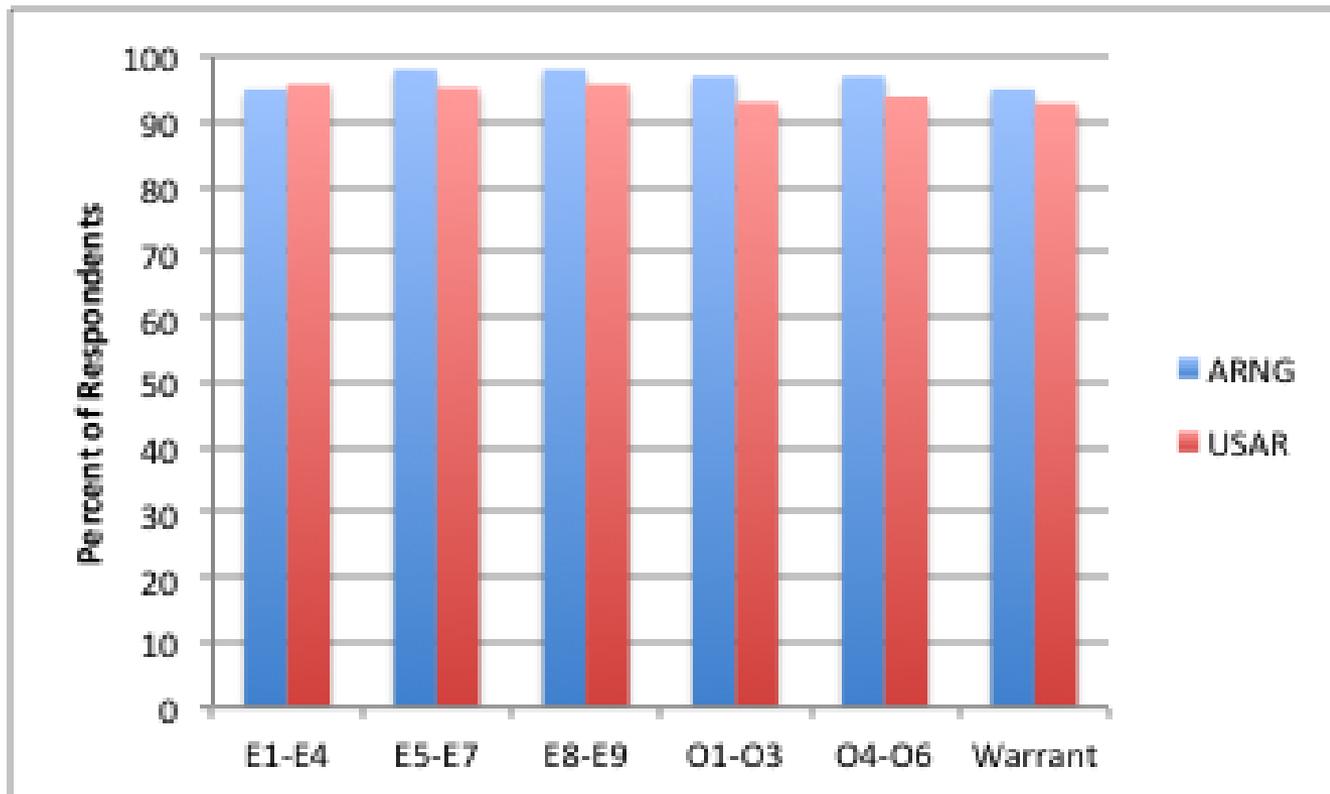
USAR



Numbers represent number of respondents by rank, N=11,438

Over 90 Percent of ARNG and USAR Respondents Deployed to Combat Zone Since 9/11

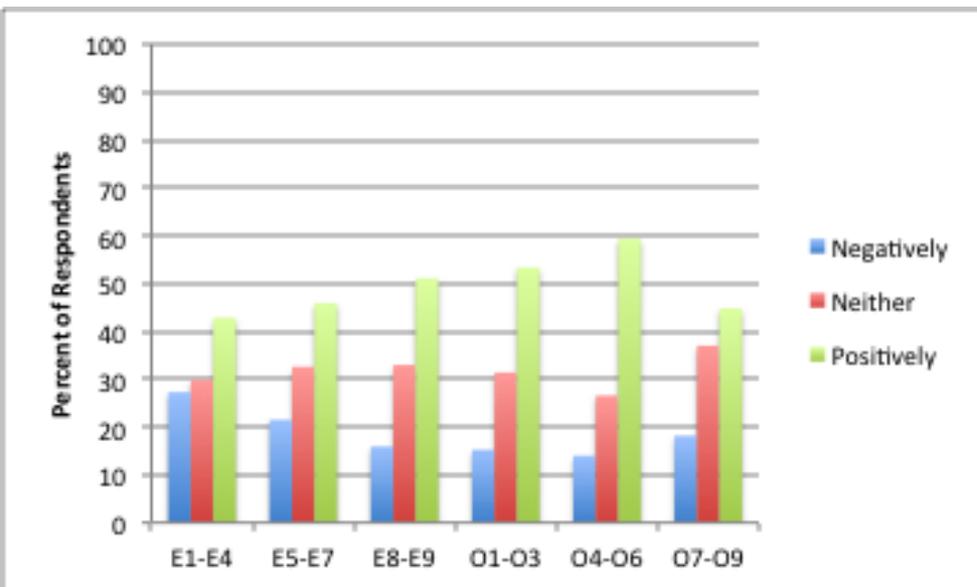
Respondents Earning Combat or Hostile Fire Pay Since 9/11



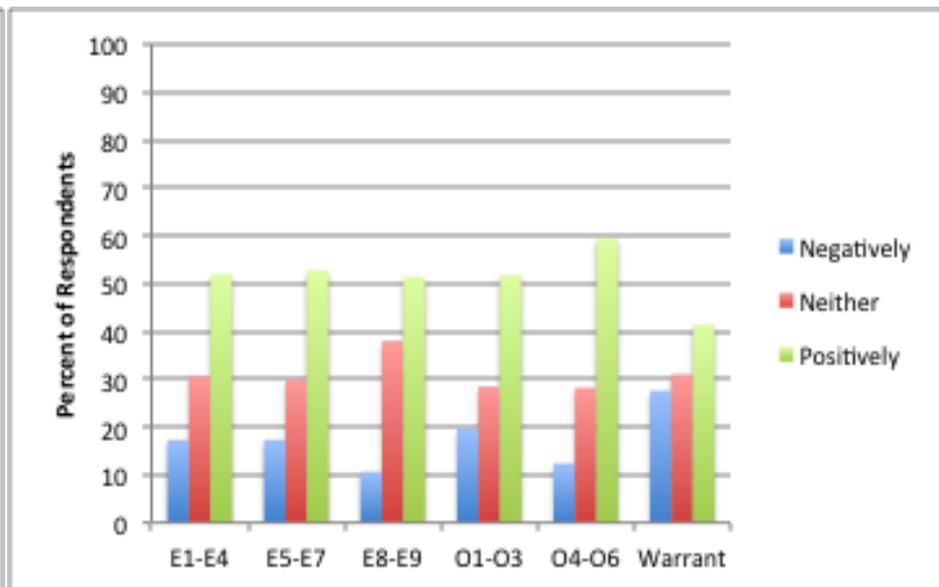
A Plurality of ARNG and USAR Members Thought Deployments Affected Them Positively.....

Q: "How have your repeated deployments affected you?"

ARNG



USAR

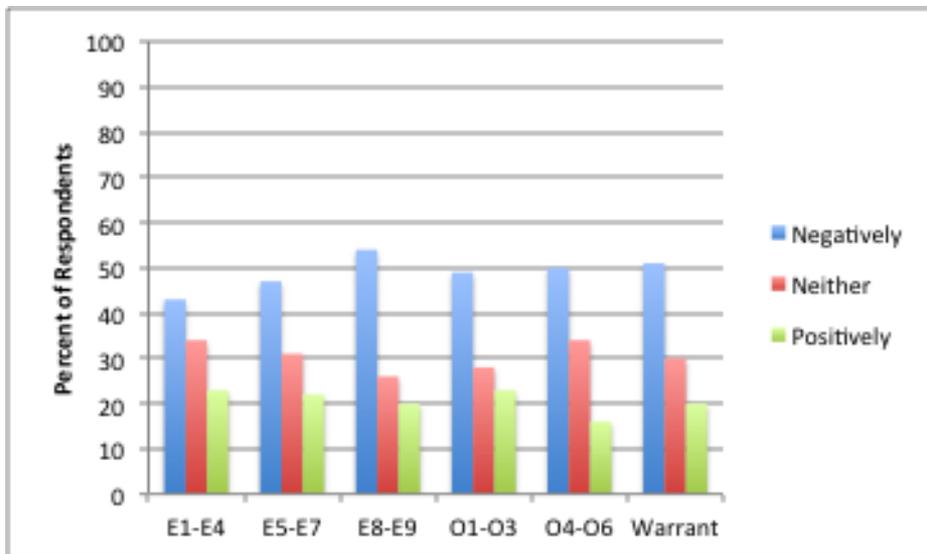


- Less than 20% reported that deployments affected them negatively
- Enlisted USAR members are more likely than enlisted ARNG members to report positive effects from deployments
- USAR officers are more likely than ARNG officers to report negative effects of deployments

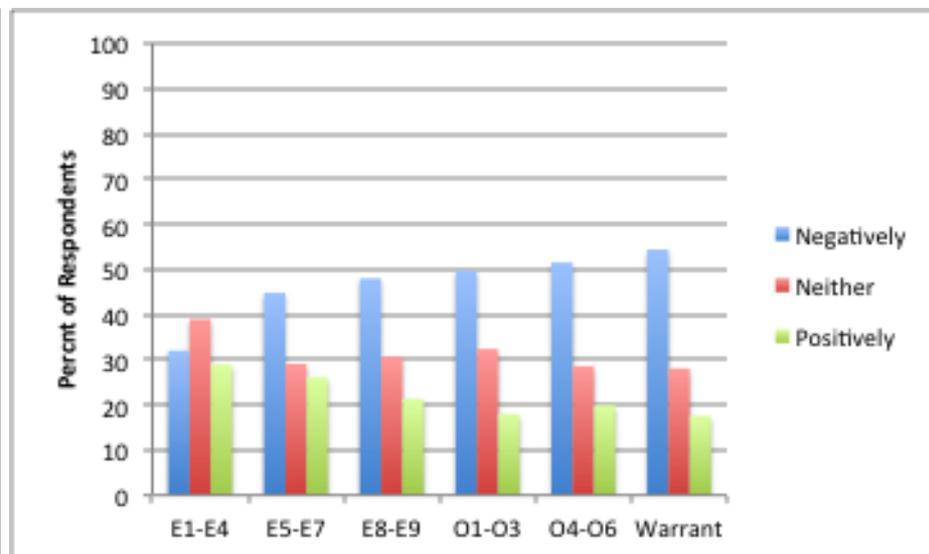
....But a Plurality Reported that Repeated Deployments Hurt Their Families

Q: “How have your repeated deployments affected your family?”

ARNG



USAR

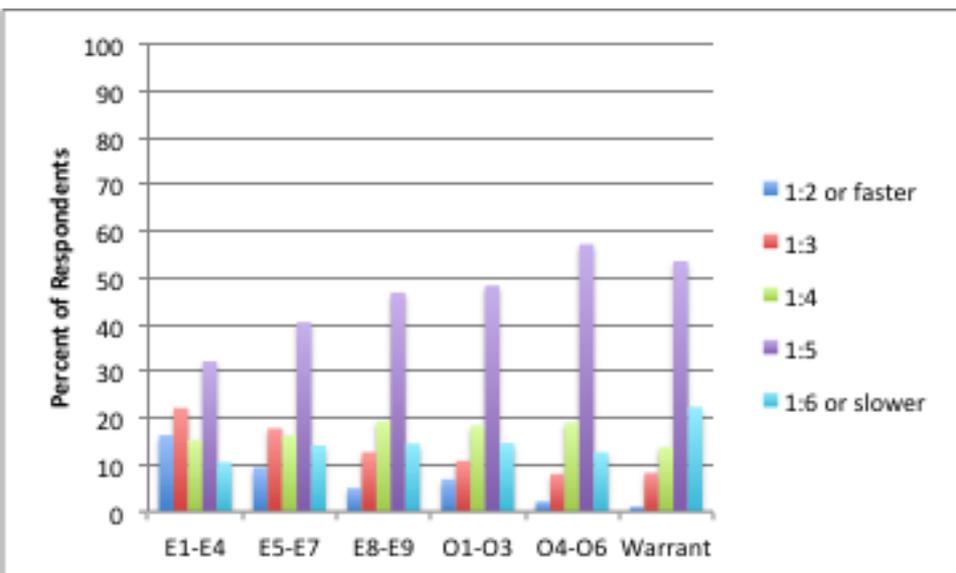


ARNG members are slightly less likely to report positive effects of deployments on their families than USAR members

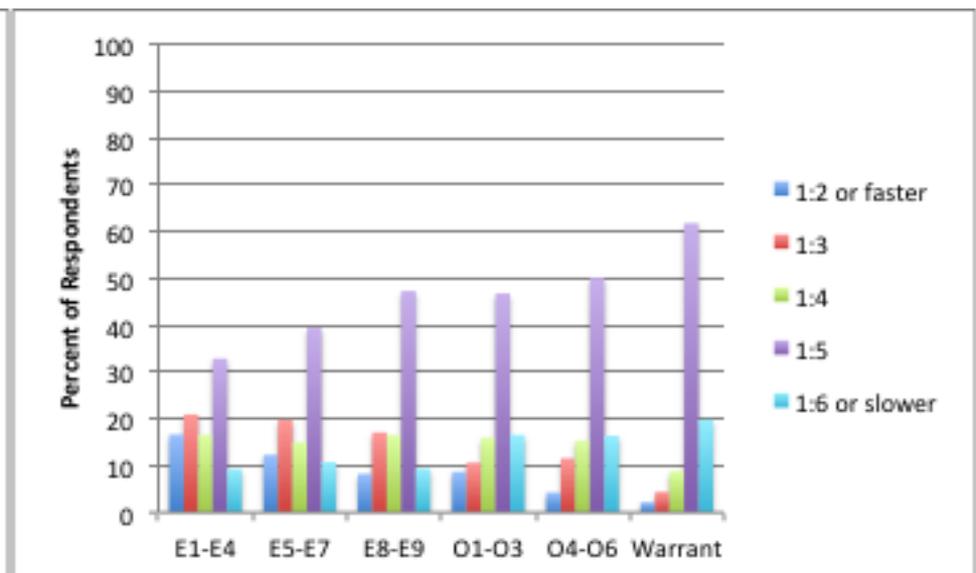
Among Five Different Rates Proposed, A Plurality of ARNG and USAR Respondents Favored a 1:5 MOB:Dwell Rate.....

Q: “The Department of Defense (DoD) currently thinks that an activation ratio of 1:5 (1-year activation with 5 years off [non-activation]) may be an appropriate activation ratio for most Reserve component members. Which of the following activation ratios would be best for you?”

ARNG



USAR

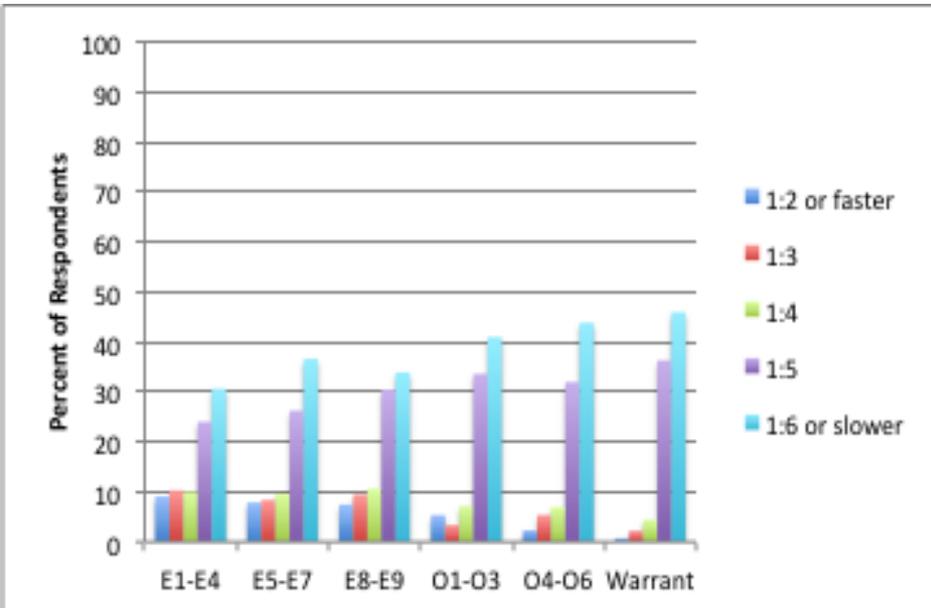


- 42 percent of both USAR and ARNG respondents preferred 1:5
- Comparable numbers—about 43 percent of ARNG and 44 percent of USAR respondents—said a rotation rate faster than 1:5 would be best for them
- Only 14 percent of ARNG and 12 percent of USAR respondents preferred a rotation rate of 1:6 or slower

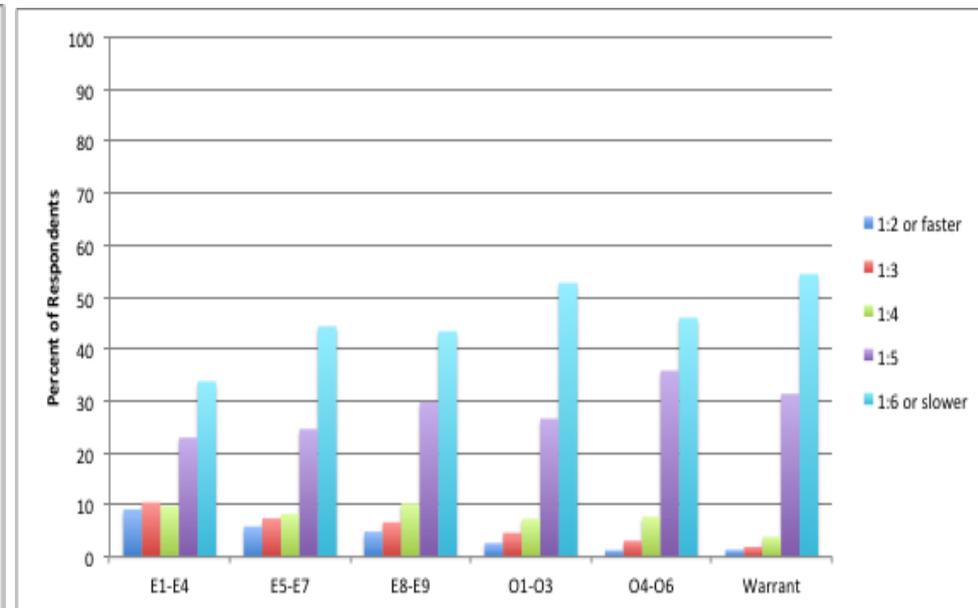
...But a Plurality Reported that 1:6 MOB:Dwell or Slower Would Be Best for Family

Q: “The Department of Defense (DoD) currently thinks that an activation ratio of 1:5 (1-year activation with 5 years off [non-activation]) may be an appropriate activation ratio for most Reserve component members. Which of the following activation ratios would be best for your family?”

ARNG



USAR

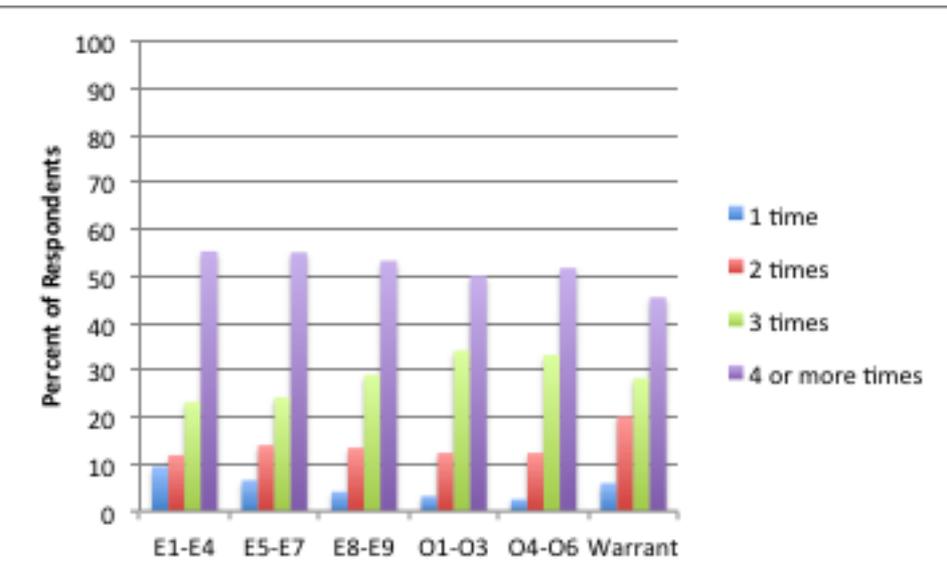


- 43 percent of ARNG and 37 percent of USAR respondents preferred 1:6 or *slower*
- 26 percent of ARNG and 28 percent of USAR respondents preferred 1:5
- 21 percent of ARNG respondents and 24 percent of USAR respondents reported that a rotation rate of 1:4 or *faster* would be best for their families
 - 9% of ARNG and 12% of USAR answered “not applicable”
 - Percentages may not add to 100% due to rounding

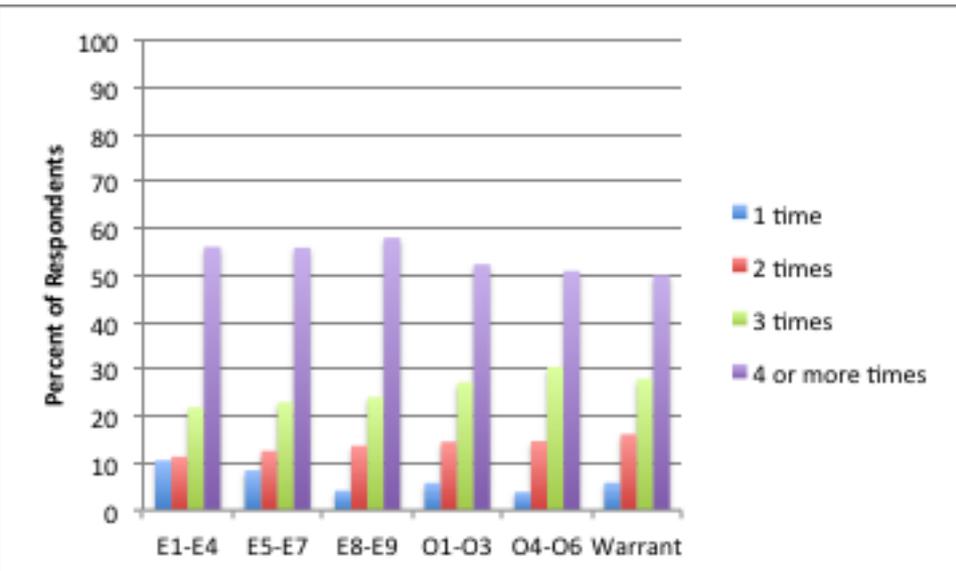
About Half of ARNG and USAR Respondents Across Grades Were Willing to Mobilize Three or More Times

Q: “How many times would you be willing to be activated throughout a 20-year military career if each activation was for 1 year or less?”

ARNG



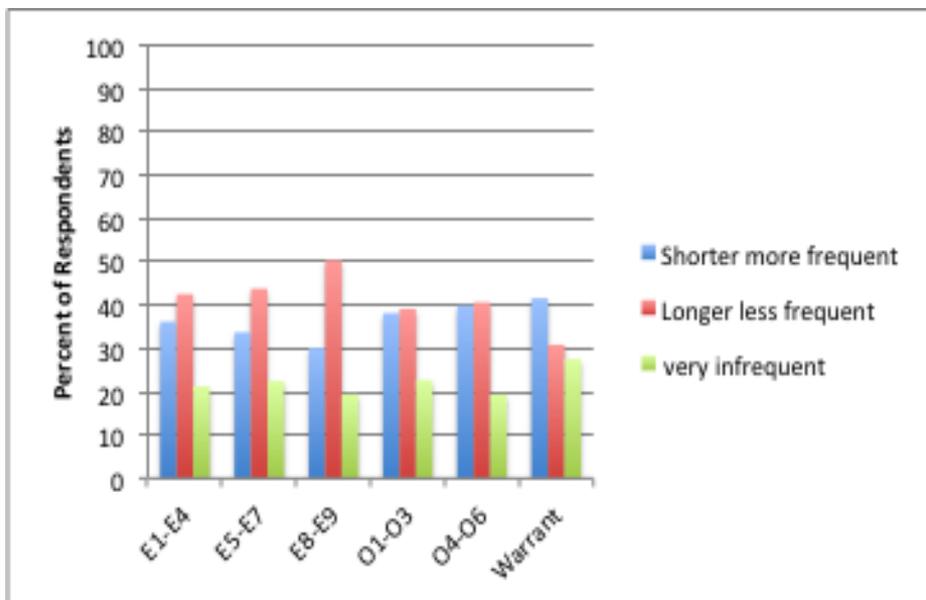
USAR



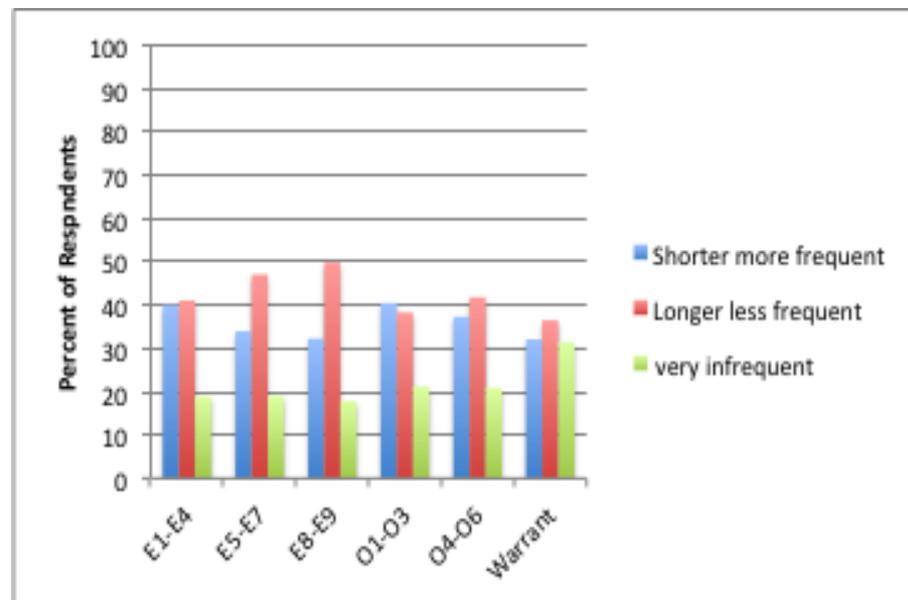
Preferences on Mobilization Timing and Length Were Mixed

Q: “Which of the following activation/dwell frequencies would you prefer?”

ARNG



USAR

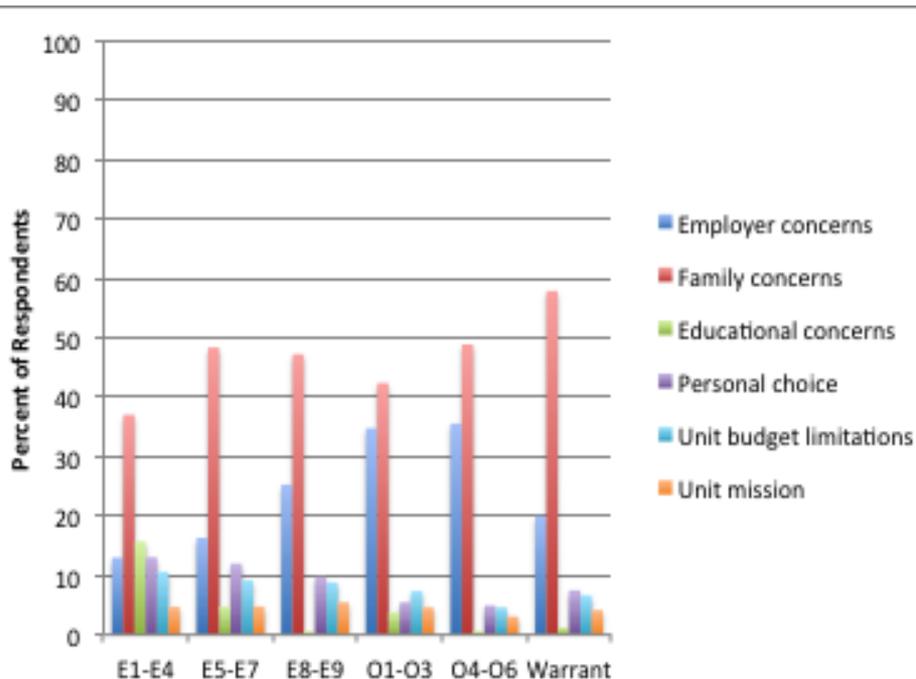


- Enlisted personnel are more likely than officers to prefer longer, less frequent mobilizations
- Across paygrades, about 20 percent of ARNG and USAR members prefer very infrequent mobilizations

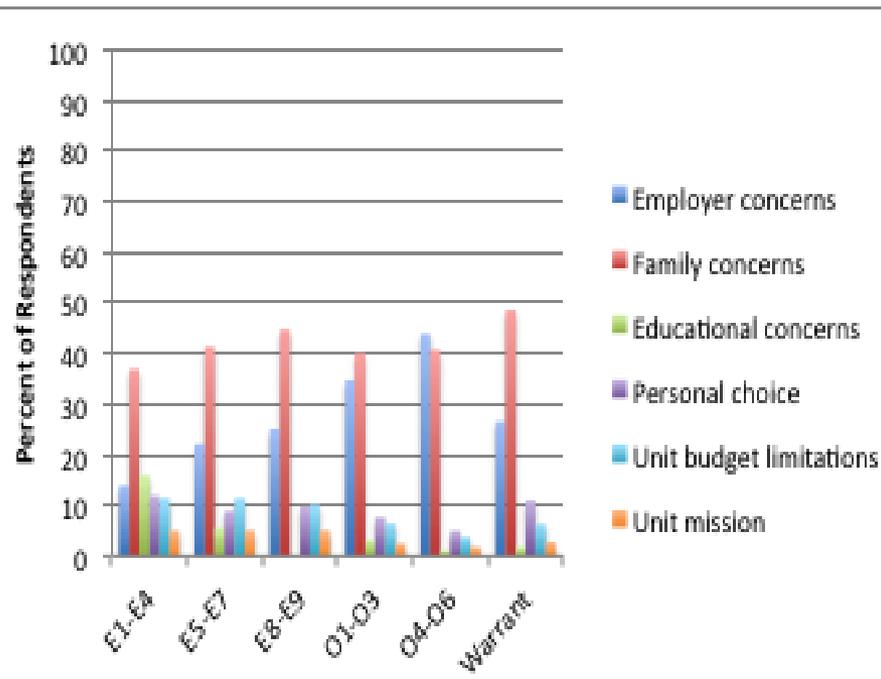
Family and Employer Concerns Were Primary Limiting Factors in ARNG and USAR Members' Willingness to Deploy

Q: "What are the primary limiting factors on your willingness to deploy?"

ARNG



USAR



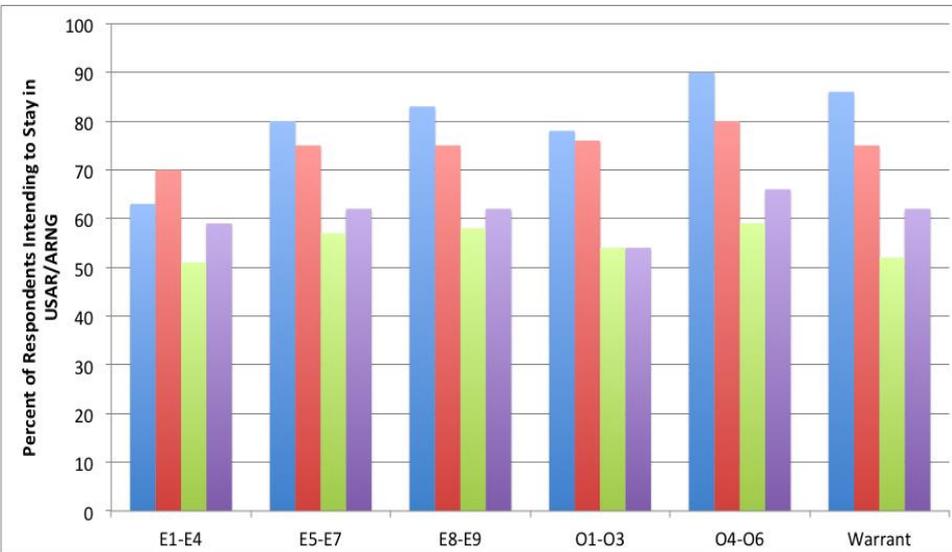
Family was always the top concern, but USAR members were slightly more likely to report employer concerns as a limiting factor compared to ARNG members

Possibility of Very Short Notice Activations and Much Longer Drilling Time Reduced Reenlistment Intentions Somewhat

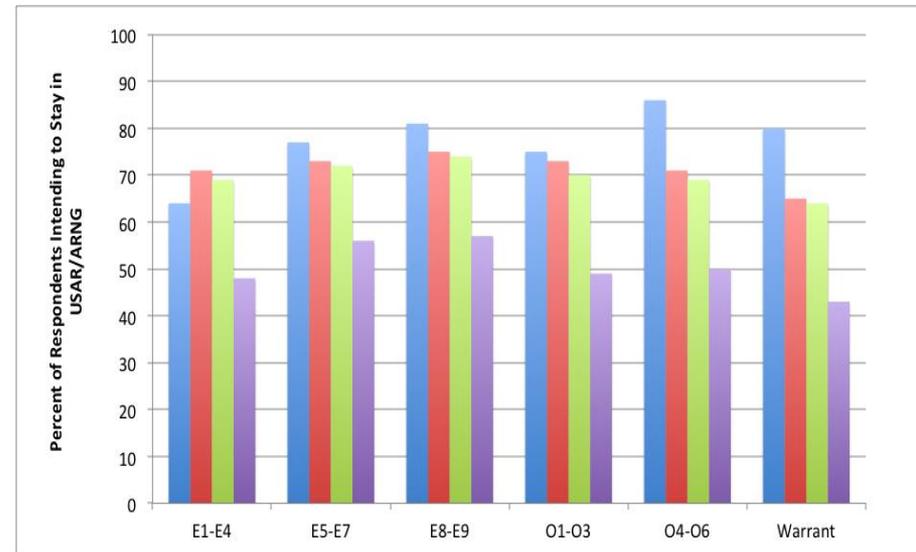
Questions:

- How likely are you to remain in the ARNG/USAR?
- How likely would you be to stay 5 years if you knew you would deploy for one of those years?
- How likely would you be to stay if you could be placed on active duty with less than 72 hours notice?
- How likely would you be to stay if your unit had 90 drilling days per year?

ARNG



USAR

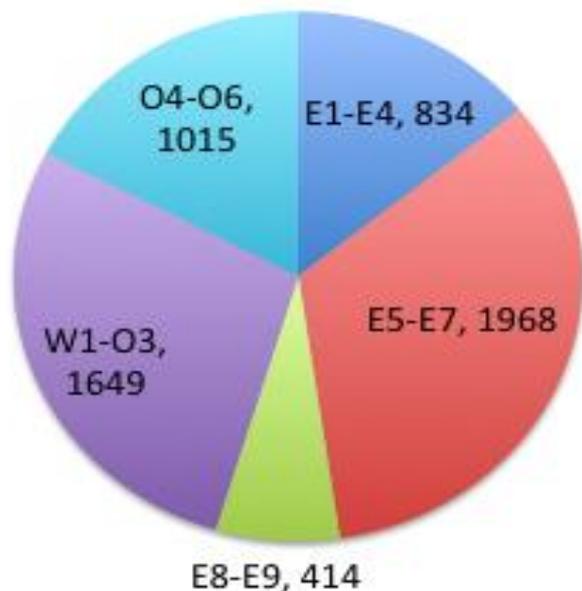


Short notice activations have a bigger negative effect on reenlistment intentions in USAR; drilling time had a bigger negative effect in ARNG

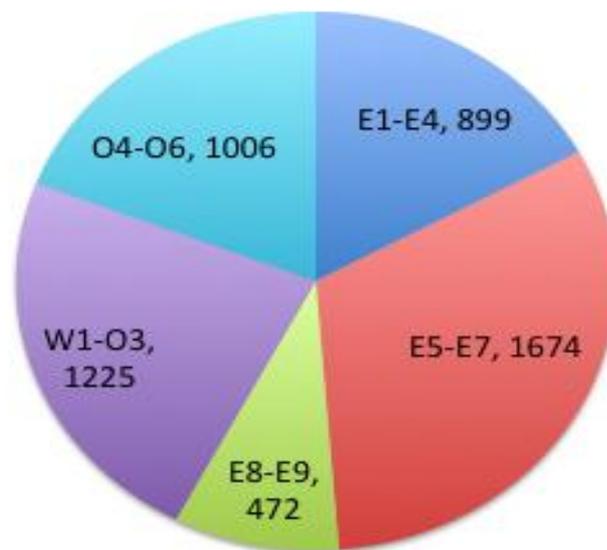
June 2012 SOFR

Respondents Came From Across Ranks

ARNG

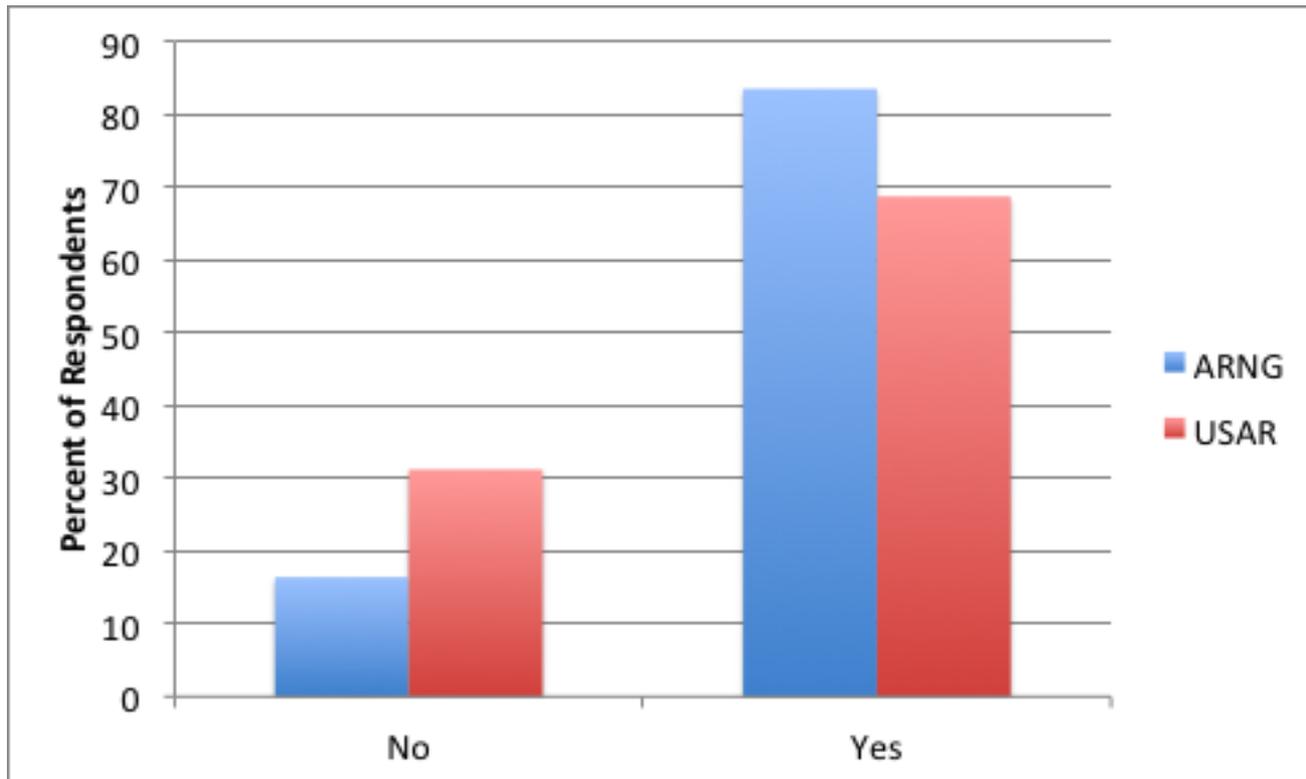


USAR

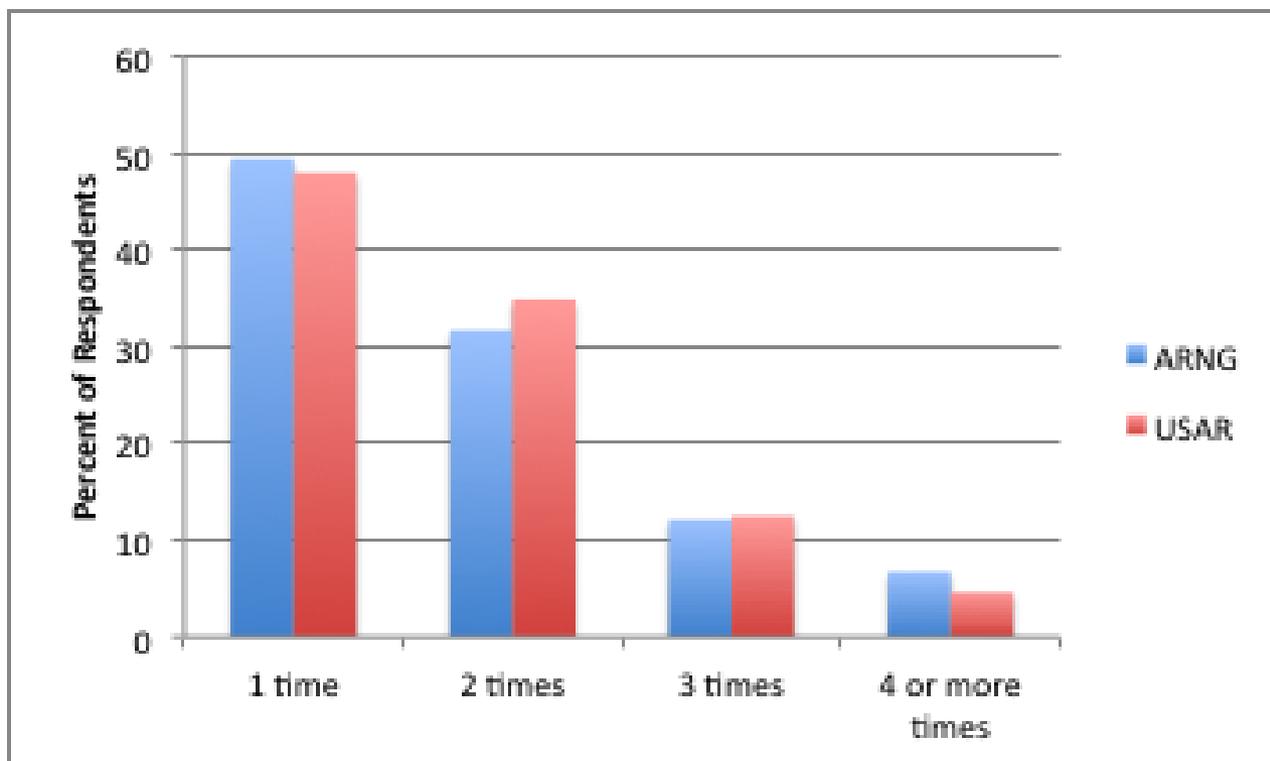


Numbers represent number of respondents by rank N=11,156

Majority of ARNG and USAR Respondents Had Deployed Since 9/11



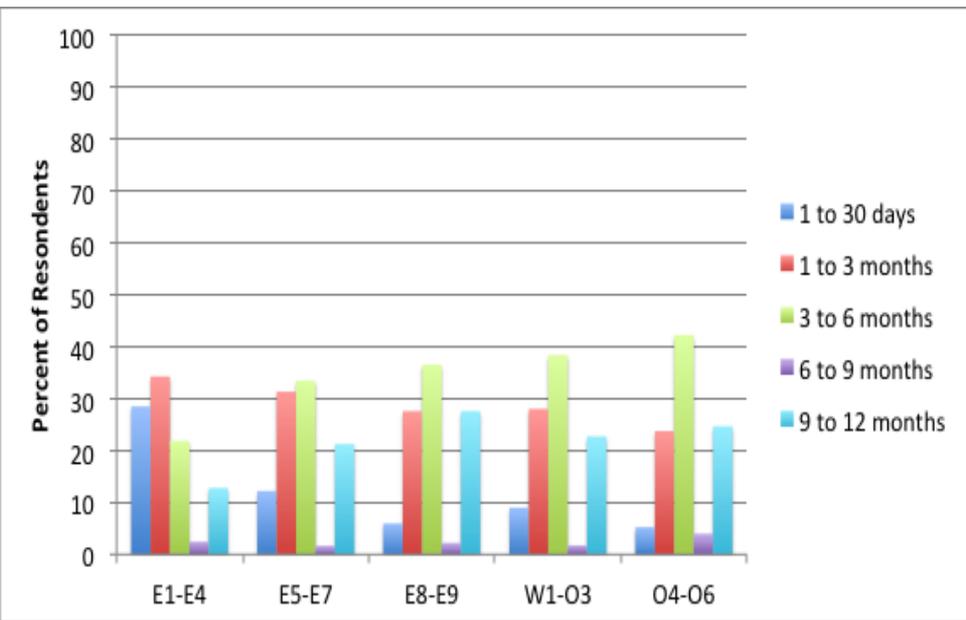
About Half of USAR and ARNG Respondents Had Deployed More Than Once Since 9/11



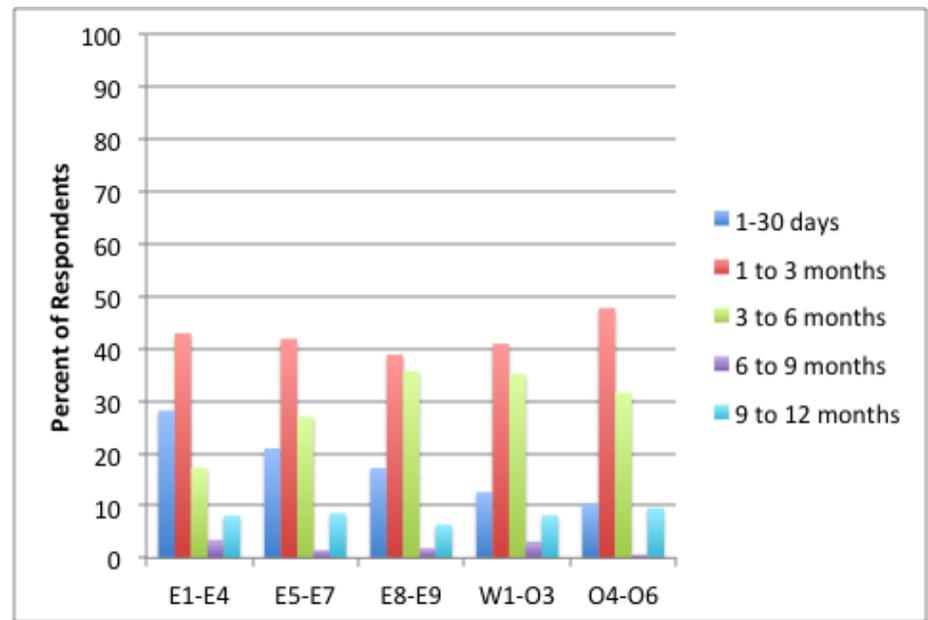
Majority of USAR and ARNG Personnel Wanted 3 to 6 Months Notice Prior to Mobilization

Q: “Ideally how much notice would you prefer in advance of an operation?”

ARNG



USAR



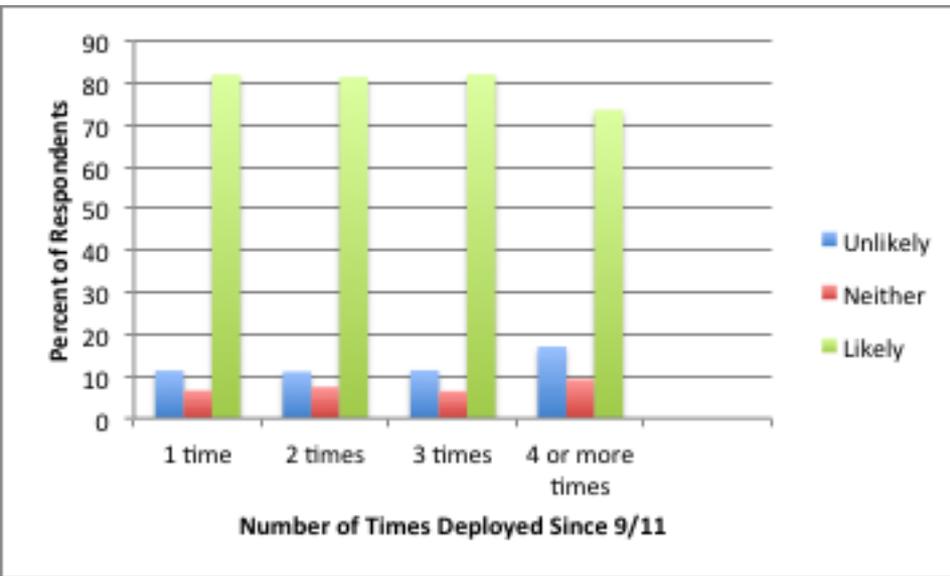
ARNG personnel prefer more lead time than USAR personnel

More junior personnel are more likely to prefer shorter advance notice

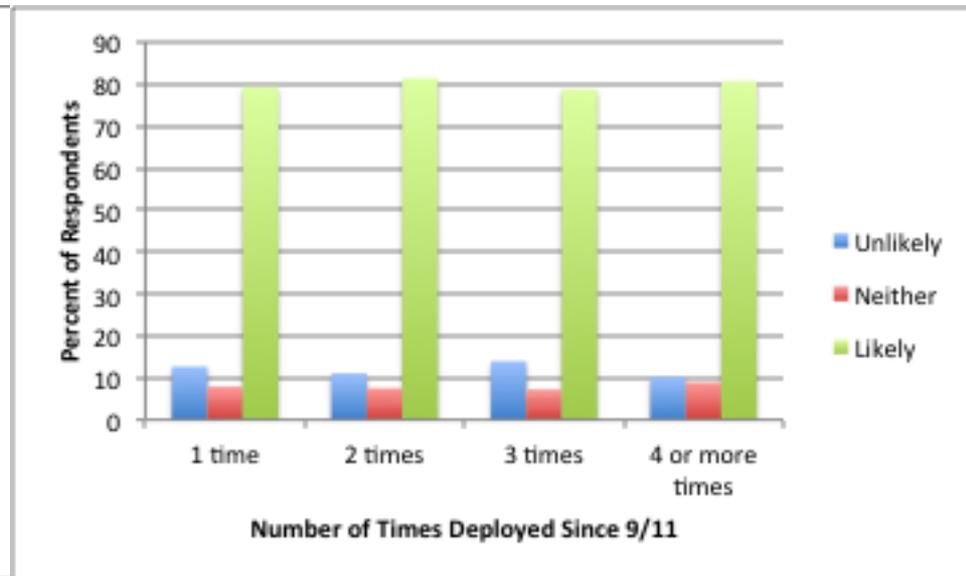
Large Majority of Respondents Planned to Stay In, Regardless of Number of Deployments Since 9/11

Q: "How likely would you be to remain in the National Guard/Reserve assuming you could stay?"

ARNG



USAR

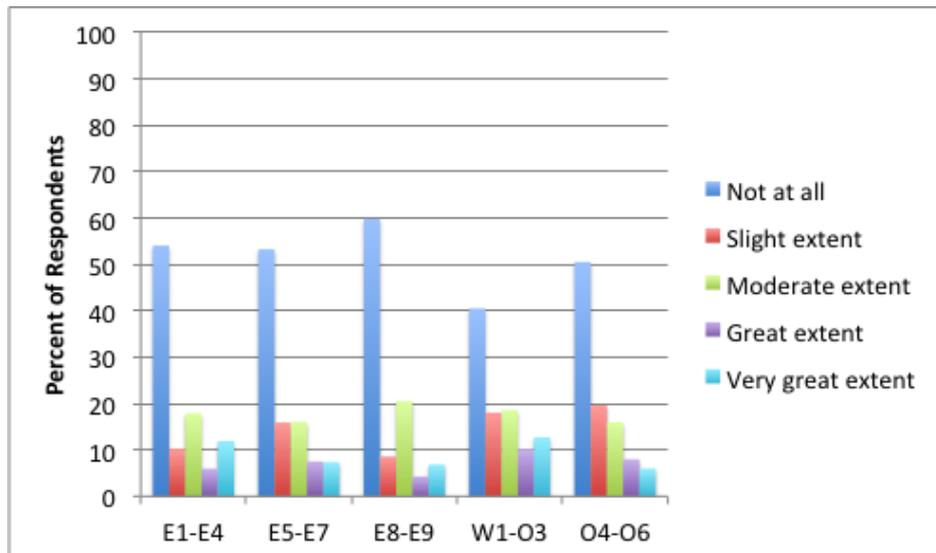


However, some evidence that ARNG members with 4 or more deployments are slightly less likely to stay

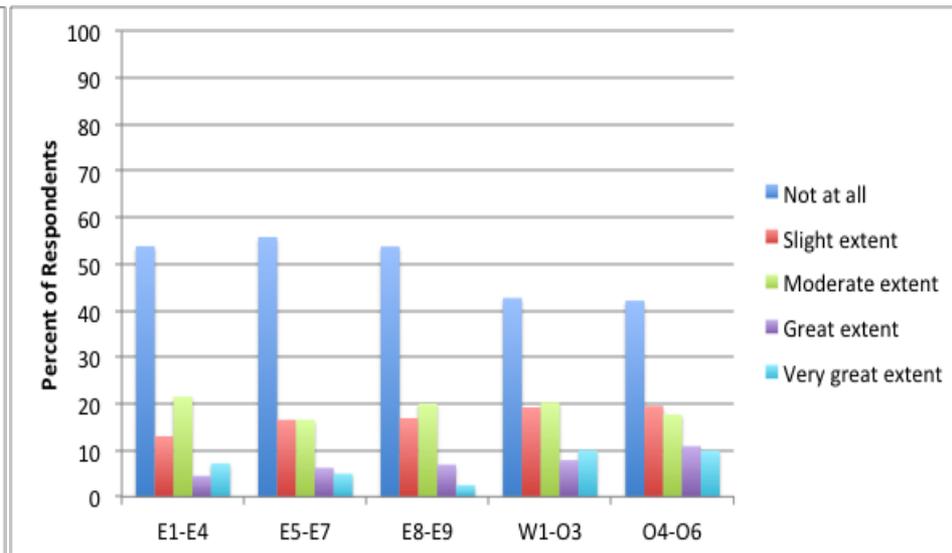
For a Majority of Respondents, Mobilizations and Deployments Were Not a Major Factor in Decisions to Stay in ARNG/USAR

Q: “To what extent are activations and deployments as reason to leave the Guard/Reserve?”

ARNG



USAR

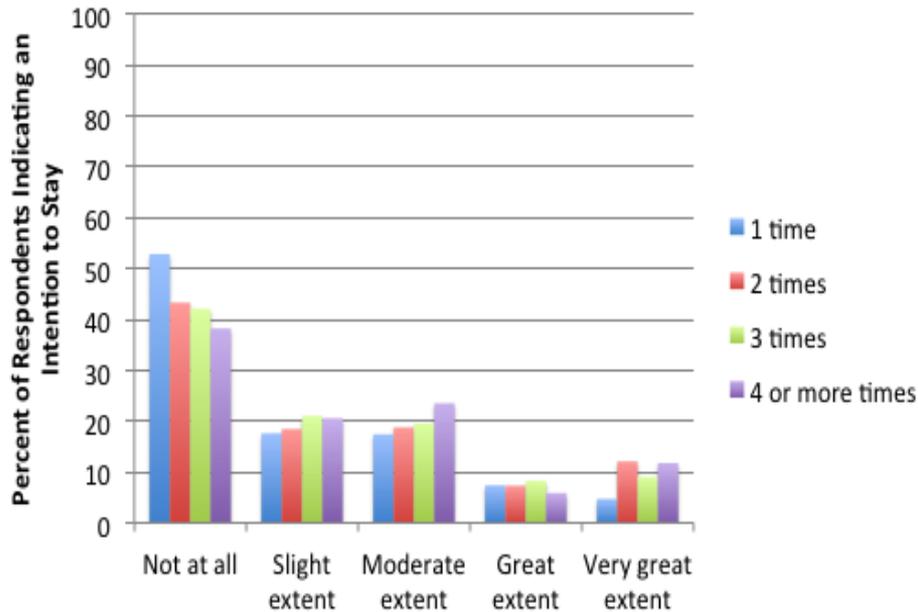


Deployments and mobilizations affect the retention intentions of more senior personnel somewhat more negatively

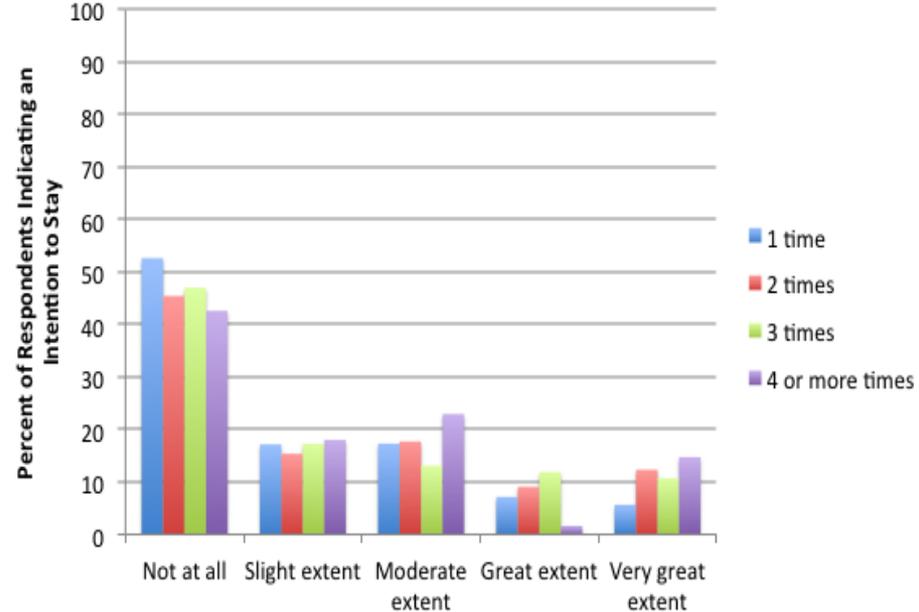
Those With More Deployments Reported a Somewhat Greater Impact of Deployments on Retention Intentions

Q: "To what extent are activations and deployments as reason to leave the Guard/Reserve?"

ARNG



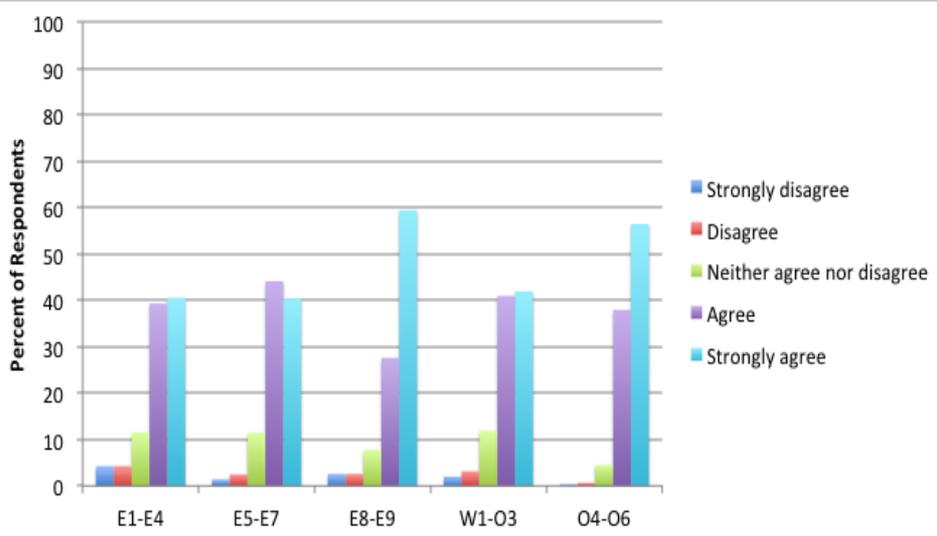
USAR



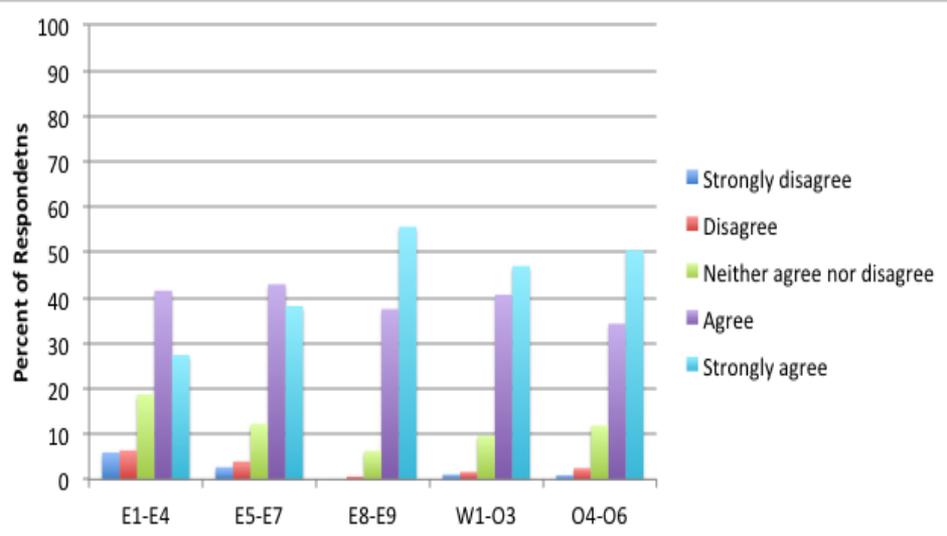
Large Majority of USAR and ARNG Personnel “Enjoy Serving” in the ARNG/USAR

Q: “Do you agree/disagree with this statement: I enjoy serving in the guard and reserve?”

ARNG



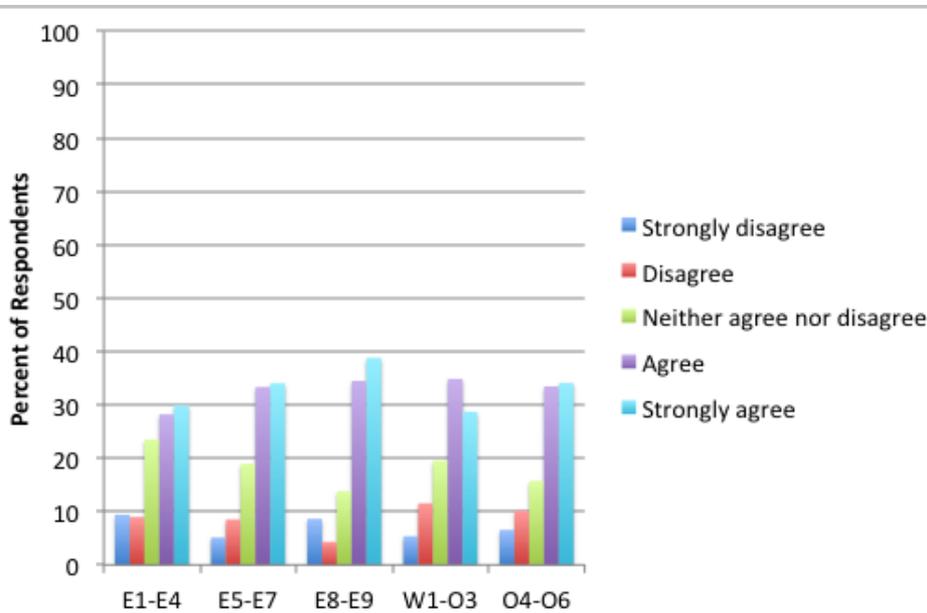
USAR



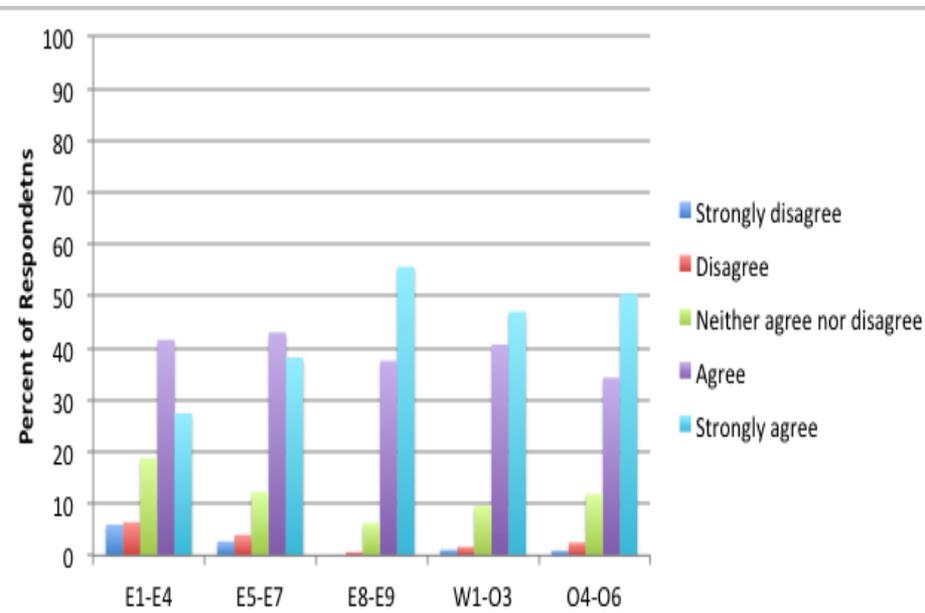
Majority of USAR and ARNG Members Reported Staying in Partly for the Benefits

Q: “Do you agree/disagree with this statement: It would be difficult for me to leave the National Guard/Reserve and give up the benefits that are available?”

ARNG



USAR

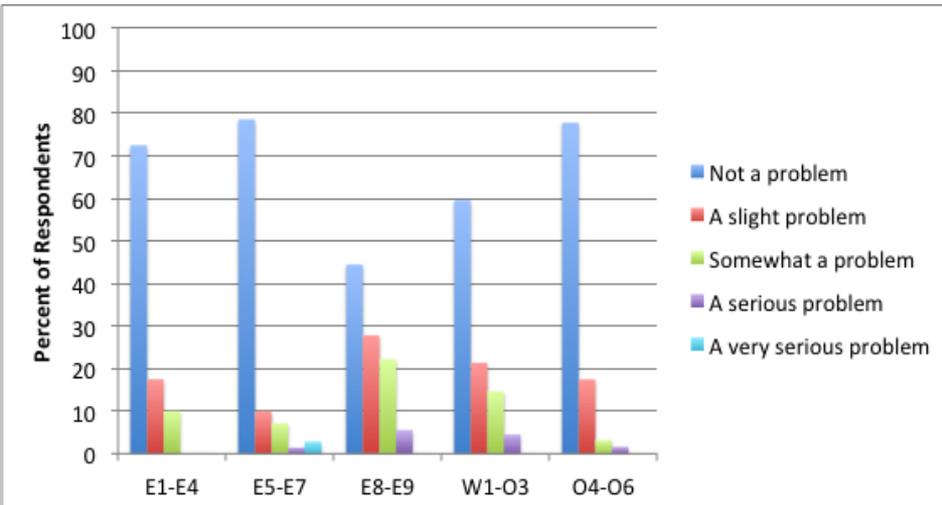


Benefits play a greater role in decision of USAR members to stay than ARNG members

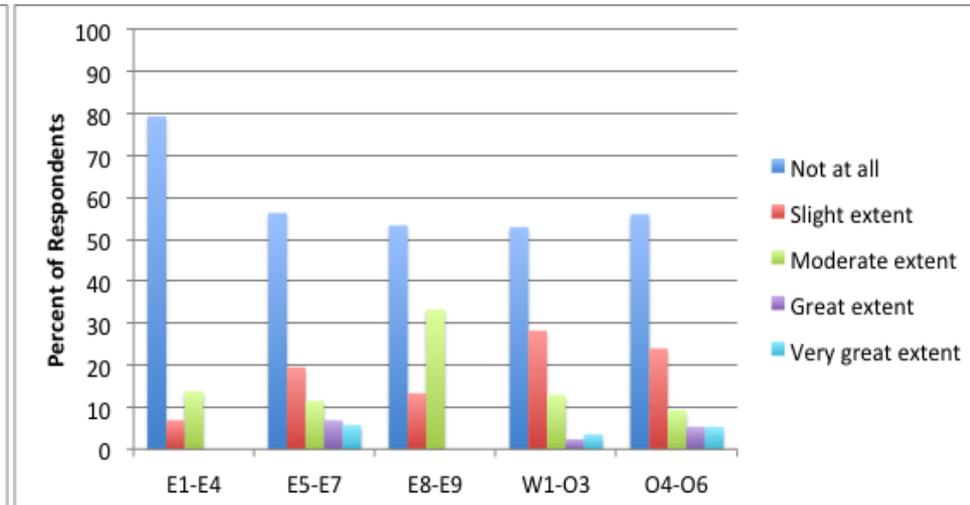
Few USAR or ARNG Members Reported Major Problems with Employers Prior to Mobilization

Q: “For your most recent activation, how much of a problem were problems with your civilian employer prior to activation for you?”

ARNG



USAR

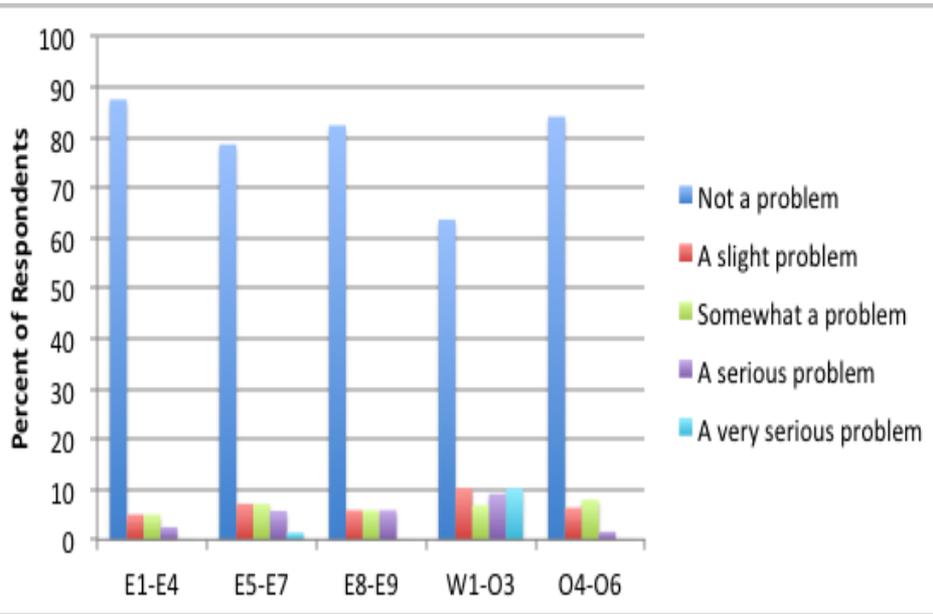


USAR members are somewhat more likely to have experienced problems than ARNG members.

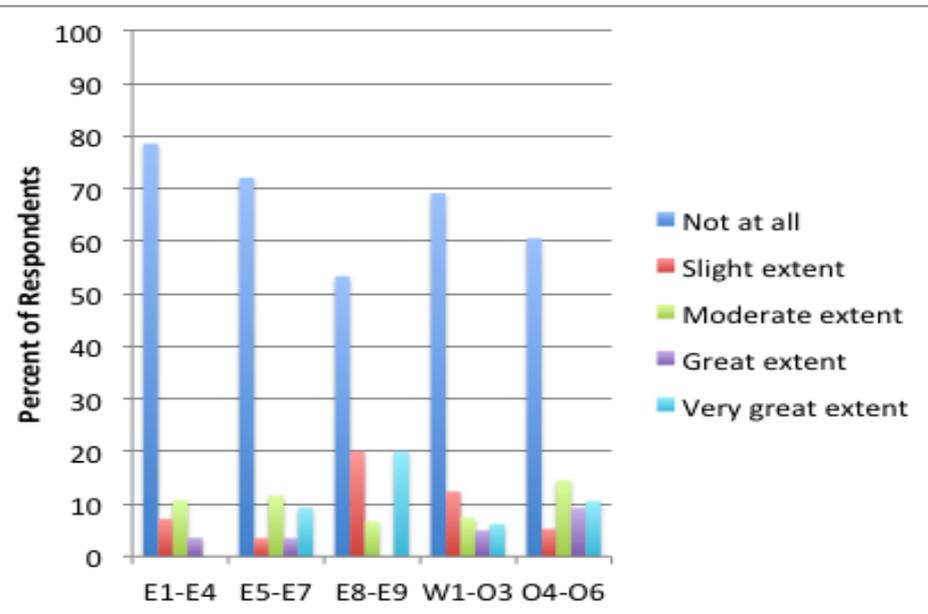
Few ARNG or USAR Personnel Reported an Inability to Return to Civilian Position After Mobilization

Q: “For your most recent activation, how much of a problem was getting the same job back after returning for you?”

ARNG



USAR

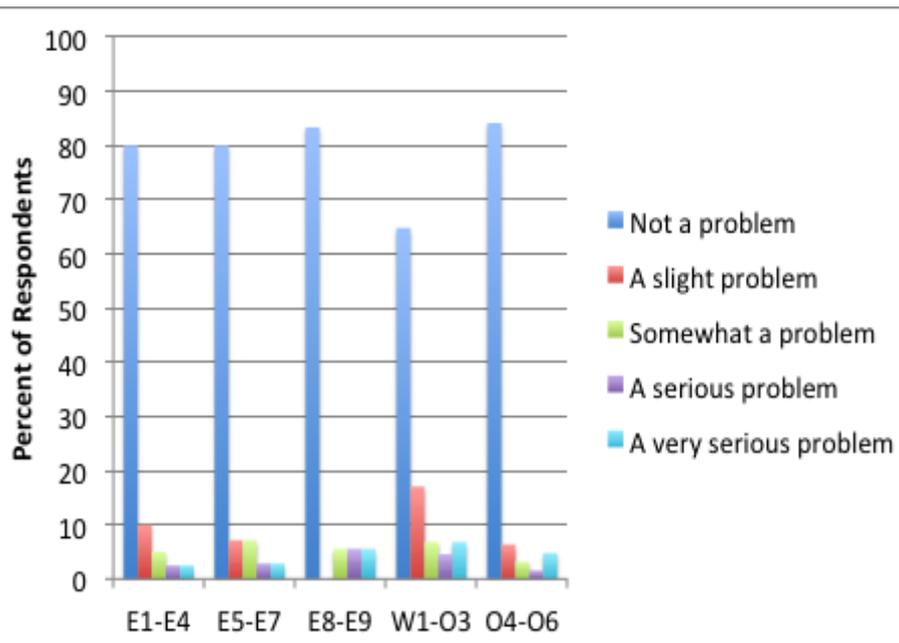


Inability to return to civilian position affected USAR members more than ARNG members

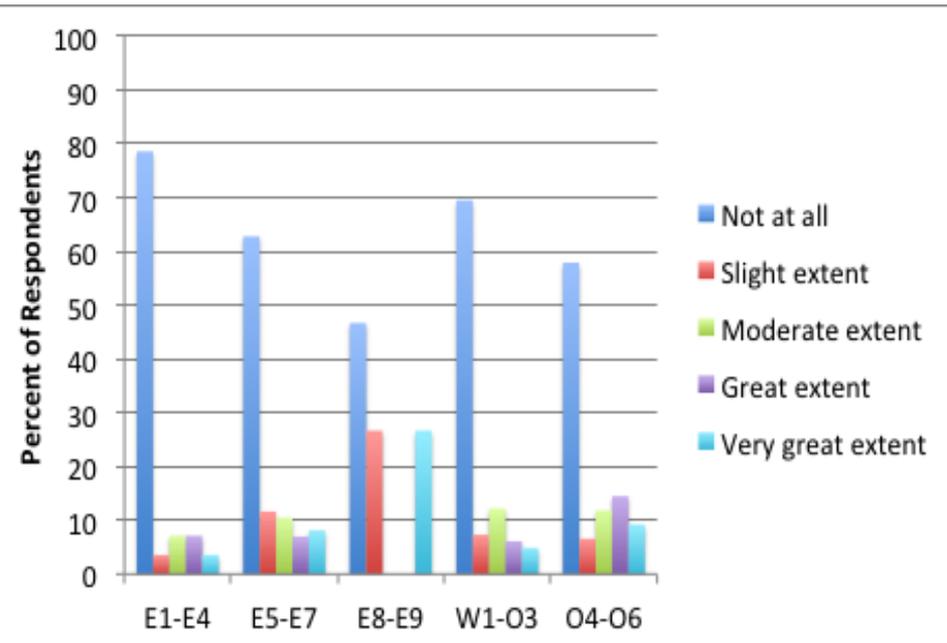
Few Respondents Said Loss of Seniority in Civilian Jobs After Mobilization Was a Problem

Q: “For your most recent activation, how much of a problem was loss of seniority in civilian job for you?”

ARNG



USAR



USAR members are somewhat more likely to have experienced loss of seniority than ARNG members.



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