

Report to the Subcommittee on
Personnel, Committee on Armed
Services, U.S. Senate

August 2003

MILITARY
PERSONNEL

DOD Actions Needed
to Improve the
Efficiency of
Mobilizations for
Reserve Forces



Military Personnel Dod Actions Needed To Imp

Gene L. Dodaro



Military Personnel DOD Actions Needed To Imp:

Military personnel DOD actions needed to improve the efficiency of mobilizations for Reserve forces. , **Military Personnel: Additional Actions Needed to Improve Oversight of Reserve Employment Issues** ,2007 DOD has made progress capturing employment information on its reservists since August 2005 but several challenges remain In August 2004 DOD changed employer reporting by reservists from voluntary to mandatory The number of reservists reporting employer information to DOD increased from 60 percent in August 2005 to about 77 percent in August 2006 However we found that reservists have not fully reported civilian employment information reported employment data are not necessarily current and DOD s employer verification process is not adequate Complete and current civilian employer information is important to DOD for several reasons including its ability to provide sufficient outreach to employers In August 2004 DOD established a 95 percent goal for reporting employment information for the Selected Reserve and a 75 percent reporting goal for the Individual Ready Reserve and Inactive National Guard As of August 2006 about 91 percent of Selected Reserve members had reported this information whereas only 30 percent of Individual Ready Reserve or Inactive National Guard Members with good addresses had complied Currently the Army Reserve has met the Selected Reserve reporting goal and the Army National Guard has met the Inactive National Guard reporting goal and nearly met the Selected Reserve goal while the other reserve components have met neither goal Moreover DOD does not have specific time frames for when reserve components are to achieve their reporting goals and has not directed the service components to take actions to assure compliance In addition the DOD instructions requires reservists to update their employment information when changes occur however during focus groups we found that reservists generally were not aware of the need to update employer information when employers changed Military Personnel Derek B. Stewart,2003-11 On Sept 14 2001 Pres Bush proclaimed that a national emergency existed by reason of the 9 11 terrorist attacks Under Sect 12302 of title 10 U S Code the Pres is allowed to call up to 1 million Nat Guard and Reserve members to active duty for up to 2 years The GAO was asked to review issues related to the call up of reservists following 9 11 GAO examined 1 whether the DoD followed existing operation plans when mobilizing forces 2 the extent to which responsible officials had visibility over the mobilization process and 3 approaches the services have taken to provide predictability to reservists Also determined the extent to which the Ready Reserve forces which make up over 98% of non retired reservists were available Makes recommendations Military Personnel United States. General Accounting Office,2003 Military Training: Actions Needed to Improve Planing and Coordination of Army and Marine Corps Language and Culture Training , **DoD's High-Risk Areas: Actions Needed to Reduce Vulnerabilities and Improve Business Outcomes** Gene L. Dodaro,2010 The Dept of Defense DoD spends billions of dollars to sustain key business operations intended to support the warfighter DoD is at high risk because of vulnerabilities to fraud waste abuse and mismanagement and also should have a broad based transformation needed to achieve greater

efficiency effectiveness and sustainability The author provide his views on 1 actions needed to achieve measurable outcomes in DoD s high risk areas and 2 DoD s progress in strengthening its mgmt approach for business transformation including establishing the Chief Mgmt Officer position Includes info regarding the high risk area related to contract mgmt at the Dept of Energy s National Nuclear Security Admin Illustrations *Military Training: Continued Actions Needed to Guide DoD's Efforts to Improve Language Skills and Regional Proficiency* Sharon L. Pickup,2010-10 Today and in the foreseeable future military operations require U S personnel to work alongside multinational partners and among local populations The DoD has placed a greater emphasis on transforming language and regional proficiency capabilities which includes cultural awareness This testimony summarizes recommendations on DoD s efforts to develop language skills and regional proficiency and the steps DoD has taken to implement these prior recommendations Specifically the testimony addresses the extent to which DoD has 1 developed a strategic plan to guide its language and regional proficiency transformation efforts and 2 obtained the information it needs to identify capability gaps and assess risk **Military personnel: DOD's Predatory Lending Report Addressed Mandated Issues, but Support is Limited for Some Findings and Recommendations** ,2007 You requested that we review DOD s 2006 report on predatory lending practices Specifically we evaluated DOD s approach and support in preparing its mandated report on predatory lending practices This report documents findings that we briefed to your offices on August 17 2007 Enclosure I contains the briefing slides we presented This briefing contributes to a larger GAO body of work on compensation and financial conditions of military personnel see the list of related GAO products at the end of this report In conducting our review we limited the scope of our work to the types of loans that DOD identified as being predatory in its mandated 2006 report We examined legislation that mandated the DOD report and regulations such as government wide and DOD wide standards for data quality In addition to reviewing DOD s predatory lending report and the reports cited in that study we reviewed GAO Congressional Research Service and Federal Deposit Insurance Corporation Office of the Inspector General reports on related issues We developed a tool to systematize our analysis of the quality of research studies and data sources DOD used as support in its report We interviewed representatives and obtained documents from DOD and the federal agencies military charity organizations and consumer groups involved in the preparation of DOD s report as well as other groups whose perspectives were different from those provided in the DOD report **Military Personnel** Brenda S. Farrell,2009 Since 9 11 the DoD has relied on more than 650 000 members of the National Guard and Reserve to support operations at home and abroad As reservists return to civilian life and their civilian employment the difficulties some face in maintaining positive working relationships with their employers is an area of interest Maintaining employers continued support for their reservist employees is critical if DoD is to retain experienced reservists This report examined the extent to which DoD has 1 taken steps to inform reservists of their obligations and responsibilities to their employers to provide timely notification of a call to active duty and 2 developed initiatives to promote positive working relationships between reservists

and their employers *Status of GAO Recommendations to the Department of Defense (Fiscal Years 2001-2007)* Sharon Pickup, 2010 A report to congressional committees regarding the DoD's progress in implementing GAO's recommendations over the last 7 years During this period of time GAO issued 637 reports to DoD that included 2 726 recommendations By law agencies including DoD are required to submit written statements explaining actions taken in response to recommendations that have been made This report contains the results of an analysis on the implementation status of the 2 726 recommendations made to DoD in reports issued during FY 2001 through 2007 Includes examples of related financial accomplishments reported for the period based on DoD related work Illustrations *Department of Defense Appropriations for 2010, Part 1, February 11, 2009, 111-1 Hearings*, 2010 *Defense logistics actions needed to improve the availability of critical items during current and future operations : report to congressional committees.*, 2005 GAO has identified spare parts supply as a long standing Department of Defense DoD management problem In December 2003 GAO reported on problems with Operation Iraqi Freedom OIF logistics support including shortages of spare parts and supplies in Iraq This report expands on that effort by assessing the following 1 what supply shortages were experienced by U S forces in Iraq between October 2002 and September 2004 and what impact the shortages had on their operations 2 what primary deficiencies in the supply system contributed to any identified supply shortages and 3 what actions DoD has taken to improve the timely availability of supplies for current and future operations To address these objectives GAO selected nine items that represented possible shortages with operational impacts U S troops experienced shortages of seven of the nine items GAO reviewed GAO identified five systemic deficiencies that contributed to shortages of the reviewed items including inaccurate Army war reserve spare parts requirements and ineffective distribution Annual updates of Army war reserve parts requirements have not been conducted since 1999 As a result the war reserves did not contain enough track shoes batteries and tires to support U S forces during initial operations Effective distribution relies on a seamless process to promptly move supplies from the United States to a customer GAO found that conflicting doctrinal responsibilities for distribution management improperly packed shipments insufficient transportation personnel and equipment and inadequate information systems prevented the timely availability of four of the items While U S troops developed short term solutions to manage item shortages during OIF DoD and the services have begun to undertake systemic long term changes to fix the supply problems identified The majority of the changes are focused on distribution and not on the full gamut of systemic deficiencies GAO identified7 *The War on Terror* James P. Terry, 2013-05-30 A former Marine judge advocate and legal counsel to General Colin Powell James Terry explores the genesis of the United States approach to terror violence and the legal foundation for the nation's response to the conflicts in Afghanistan and Iraq Terry first reviews the entire spectrum of legal issues that arise before offering creative and practical legal and political solutions to counter terrorist activities The author examines the development of rules of engagement and their application in the terrorist environment while differentiating the law of self

defense in this environment from more traditional conflicts He also addresses the role of interrogation and the line between harsh interrogation and torture and the jurisdictional claims that arise This volume examines a large number of topics related to the struggle and in a remarkably concise exploration makes them understandable to experts in international law as well as those who do not have a strong background in the field This text provides a serious but concise review of the legal issues in 20 interrelated chapters All constitutional law scholars and political scientists will greatly benefit from reading this book No other text offers such a comprehensive or detailed review of the issues arising from the War on Terror

Military and veterans' benefits enhanced services could improve transition assistance for Reserves and National Guard : report to congressional committees. United States. Government Accountability Office,2005

Reserve Forces John H. Pendleton,2010-04

Military Operations Sharon Pickup,2009-12 U S gov t agencies including the DoD and the USAID have spent billions of dollars to develop Afghanistan From FY s 2004 to 2008 DoD has reported obligations of about 1 billion for its Commander s Emergency Response Program CERP which enables commanders to respond to urgent humanitarian and reconstruction needs As troop levels increase DoD officials expect the program to expand This report assessed DoD s 1 capacity to manage and oversee the CERP in Afghanistan and 2 coordination of projects with USAID Includes recommendations Illustrations

Management and Oversight of Contingency Contracting in Hostile Zones United States. Congress. Senate. Committee on Homeland Security and Governmental Affairs. Subcommittee on Federal Financial Management, Government Information, Federal Services, and International Security,2008

*Committee on Appropriations House of Representatives, January 2, 2009, 110-2 House Report 110-932, **,2009

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