Expanding Enlisted Lateral Entry

Options and Feasibility

DINA LEVY JOY MOINI JENNIFER SHARP HARRY J. THIE



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United States. Congress. Senate.

Committee on Armed Services

Expanding Enlisted Lateral Entry:

Expanding Enlisted Lateral Entry Dina G. Levy, Joy S. Moini, Jennifer Sharp, Harry J. Thie, 2004 The U S military constantly evaluates its personnel system to find optimal ways to obtain the types of personnel to execute its missions most efficiently Will it get better results if it expands its program to allow civilians with appropriate education and experience to enter the military laterally This report looked specifically at the lateral entry of non prior service personnel into enlisted active duty occupations. It reviewed existing programs identified the potential goals of a lateral entry program and presents an objective based framework to link the goals with specific program features Using this framework the authors analyzed occupations in the Army Air Force and Navy and concluded that pursuing a policy of large scale lateral entry did not show promise They recommended further that the Army and Navy leave their current lateral entry programs intact for possible expansion should future conditions warrant it Expanding Enlisted Lateral Entry: Options and Feasibility, 2004 Most recruits into the U S military currently follow a set training pattern upon entry new entry training followed by occupational training Some new recruits come to the military with advanced training or experience acquired outside the military but in many cases the military retrains them in the same occupation or prepares them for a different occupation altogether Several possible explanations exist for this seemingly inefficient practice First by choice the military operates as a closed system Except for a few exempt communities recruits are expected to enter at the bottom become acculturated and complete service provided training and experience to advance within the system Second the U S military currently has excess training capacity Perhaps if the training capacity were limited in its ability to support recruiting needs bypassing training through lateral entry of experienced personnel would be a more attractive option Third lateral entry of civilians into high ranks could be disruptive to the military culture Yet some forms of lateral entry into the military are accepted including the awarding of advanced pay grades to doctors and lawyers in the officer corps and to enlisted band members based on nonmilitary training and experience This report explores options for expanding a specific form of lateral entry lateral entry of non prior service personnel into enlisted active duty occupations **Evaluating Options for Expanding Lateral Entry Into Enlisted** Military Occupations, 2004 Describes work done for the RAND National Security Research Division documented in Expanding enlisted lateral entry options and feasibility by Dina Levy and others **The National Security Enterprise** Roger Z. George, Harvey Rishikof, 2017 This second edition of The National Security Enterprise provides practitioners insights into the operation missions and organizational cultures of the principal national security agencies and other significant institutions that shape the US national security decision making process Unlike some textbooks on American foreign policy this book provides analysis from insiders who have worked at the National Security Council the State Department Department of Defense the intelligence community and the other critical entities included in the book The book explains how organizational missions and cultures create the labyrinth in which a coherent national security policy must be

fashioned Understanding and appreciating these organizations and their cultures is essential for formulating and implementing coherent policies This second edition includes four new chapters Congress DHS Treasury and USAID and updates to the text throughout It covers the many changes instituted by the Obama administration implications of the government campaign to prosecute leaks and lessons learned from more than a decade of war in Afghanistan and Iraq

The Ingenuity Gap, The National Security Enterprise Harvey Rishikof, Roger Z. George, 2011 Recent breakdowns in American national security have exposed the weaknesses of the nation s vast overlapping security and foreign policy bureaucracy and the often dysfunctional interagency process In the literature of national security studies however surprisingly little attention is given to the specific dynamics or underlying organizational cultures that often drive the bureaucratic politics of U S security policy The National Security Enterprise offers a broad overview and analysis of the many government agencies involved in national security issues the interagency process Congressional checks and balances and the influence of private sector organizations The chapters cover the National Security Council the Departments of Defense and State the Office of the Director of National Intelligence the Central Intelligence Agency the Federal Bureau of Investigation the Department of Homeland Security and the Office of Management and Budget The book also focuses on the roles of Congress the Supreme Court and outside players in the national security process like the media think tanks and lobbyists Each chapter details the organizational culture and personality of these institutions so that readers can better understand the mindsets that drive these organizations and their roles in the policy process Many of the contributors to this volume are long time practitioners who have spent most of their careers working for these organizations As such they offer unique insights into how diplomats military officers civilian analysts spies and law enforcement officials are distinct breeds of policymakers and political actors To illustrate how different agencies can behave in the face of a common challenge contributors reflect in detail on their respective agency s behavior during the Iraq War This impressive volume is suitable for academic studies at both the undergraduate and graduate level ideal for U S government military and national security training programs and useful for practitioners and specialists in national security studies U.S. Military Service Cynthia A. Watson, 2007-01-08 This work is a fascinating overview of Americans complex and occasionally uneasy relationship with military service from World War II to the age of global terrorism The end of the Cold War ushered in a new kind of war that has already made conventional tactics and strategy obsolete How has the U S military responded In U S Military Service A Reference Handbook Cynthia Watson professor of strategy at the National War College analyzes the major issues that are reshaping the military in the era of global terrorism problems of recruitment urban warfare effective use of electronic media and rebuilding failed states She also examines the unprecedented policy of relinquishing military duties to the for profit sector which has occurred in both Afghanistan and Iraq Through a combination of detailed analysis and broad overview the work shows how the U S military is quickly transforming itself into a leaner more agile force Battle-wise: Seeking

Office,1991 Filling the Ranks Cindy Williams,2004-04-02 The war in Iraq and the problematic military occupation of that country have called into question the adequacy of America's all volunteer force Politicians and others have expressed doubts about its equity and capability some have called for the reinstatement of the draft Yet over the past twenty years the all volunteer military has become a technologically advanced force that has contributed to America's overall military advantage This book analyzes current military pay and personnel policies and identifies changes needed to maintain and improve America's all volunteer force Filling the Ranks argues that to attract qualified and motivated volunteers the armed forces need to offer better tangible inducements pay benefits and training to accompany such intangible rewards as pride in serving one's country Many of the policies related to tangible rewards were established shortly after World War II and are no longer effective Filling the Ranks presents detailed assessments of US military pay and personnel policies in light of the strategic demographic economic and labor realities of the future It identifies specific problems that today's military career patterns training pay and benefits pose for officers and enlisted men and women in both active duty and reserve forces discussing such issues as competition with the private sector for talent the need to restructure compensation and provision of family support It offers recommendations for more flexible adaptive and effective policies and a blueprint for achieving them

Commanders Digest ,1974 Fiscal year 1978 authorization for military procurement, research and development, and active duty, selected reserve, and civilian personnel strengths United States. Congress. Senate. Committee on Armed Services, 1977 Hearings, Reports and Prints of the House Committee on Armed Services United States. Congress. House. Committee on Armed Services, 1973 **Hearings on Cost Escalation in Defense** Procurement Contracts and Military Posture and H.R. 6722 ... United States. Congress. House. Committee on Armed Commission on the National Guard and Reserves: Transforming the National Guard and Services, 1973 Reserves Into a 21st-Century Operational Force Arnold L. Punaro, 2008-10 The Commission was chartered by Congress to assess the reserve component of the U S military and to recommend changes to ensure that the National Guard and other reserve components are organized trained equipped compensated and supported to best meet the needs of U S nat security Contents Creating a Sustainable Operational Reserve Enhancing the DoD's Role in the Homeland Creating a Continuum of Service Personnel Mgmt for an Integrated Total Force Developing a Ready Capable and Available Operational Reserve Supporting Service Members Families and Employers Reforming the Organizations and Institutions That Support an Operational Reserve and Commission for the Total Operational Force Illus **Hearings Before and Special Reports** Made by Committee on Armed Services of the House of Representatives on Subjects Affecting the Naval and Military Establishments .1974 Studies Prepared for the President's Commission on an All-Volunteer Armed Force United States, President's Commission on an All-Volunteer Armed Force, 1971 Annual Report Rand Corporation, 2004

Manpower and Personnel Needs for a Transformed Naval Force National Research Council, Division on Engineering and Physical Sciences, Naval Studies Board, Committee on Manpower and Personnel Needs for a Transformed Naval Force, 2008-02-25 The Department of Defense DOD is committed to transforming the nation's armed forces to meet the military challenges of the future One approach to achieving this transformation is by leveraging advances in science and technology New technologies and innovations are integral to today's military actions and associated changes have rippled through all aspects of operations highlighting the need for changes in policies related to military personnel At the request of the Force Chief of Naval Operations the NRC reviewed the military manpower and personnel policies and studies currently underway in the DOD and developed an implementation strategy for the Department of the Navy's future military manpower and personnel needs This book presents an introduction to current personnel policies of and concerns facing the Naval forces an assessment of demographic technological and other forces affecting future personnel needs and availability a summary and assessment of previous studies an examination of the role of research tools in implementing personnel policy change and an analysis of obstacles to and strategies for transforming the Naval forces

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