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SEQUESTRATIONS IMPACT ON THE ARMY RESERVE BATTALION

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SEQUESTRATIONS IMPACT ON THE ARMY RESERVE BATTALION

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For

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Abstract

The United States (US) active duty (AC) Army is undergoing a massive sequestration due to the 2011 Budget Control Act. The US Army Reserve (USAR) component has taken minimal cuts since 2011 due to its efficiency, but faces a 1 billion dollar budget cut in fiscal year 2015 and beyond. USAR organizations face cuts to full time staff and funding in fiscal year 2015. According to Chief of Staff General Odierno, the sequestration on the U.S. Army has cut the force from wartime high of 570,000 active-duty soldiers 490,000 by the end of 2015. If sequestration goes into effect in 2016, the Army may have to reduce the force to 420,000 soldiers and 10,000 soldiers in the Army Reserve” (Odierno, 2015). The budget cuts have a huge negative impact on personnel, training and equipment. A review of relevant literature discusses the importance for an organization to have a shared vision, different types of leadership styles and utilization of performance evaluations. These are factors that may mitigate the personnel, and budget cuts challenges arising from the 2011 Budget Control Act. Data is collected from USAR battalion staff and leadership to assess the relevance and importance leadership characteristics, shared vision, increased use of technology and performance management to grow in sequestration.

Chapter 1 – Introduction

Problem Statement

In 2012, the target news service discussed how the United States Army Reserve USAR should not worry about budgets cuts. Chief of the Army Reserve, General Talley, indicated that the USAR personnel end strength is currently at 206,000 soldiers and probably be reduced another 1,000 soldiers (U.A., 2012). In addition, then-Defense Secretary Leon Panetta and John McHugh, the Secretary of the Army, John McHugh told the military service departments not to plan for the sequestration. Cutting the Army Reserve would essentially be working against sequestration because it is already so efficient. However the outlook changes dramatically with both combat missions in Afghanistan and Iraq ending in 2014 (Hudson, 2014). According to President Obama, “When I took office (2008), we had nearly 180,000 troops in harm’s way. By the end of this year (2014), we had less than 10,000 in harms’ way” (Hudson, 2014). There is an anticipated 1 billion dollar cut in fiscal year 2015 and beyond for the Army Reserve (Feidler, 2013). This means that that leaders need to remain more resilient as there are much leaner times ahead. The president has emphasized the vision forward to continue the reduction of the military responsibly.

Regardless, USAR organizations need to embrace the challenges ahead. The primary difference between the Active Component army (AC) and USAR organizations is that USAR organizations have much smaller full time staff with a few civilian contractors and mostly reserve soldiers. A cut to the full time staff has a greater impact on an USAR organization than AC organizations. The AC organizations are more likely to closes bases all together and reconsolidate to different organizations.

Starting in 2014, the USAR must “reduce from 205,000 to 185,000 personnel in addition to funding cuts” (Lopez, 2013, Par 8). In order to compensate for the anticipated loss, soldiers need to take up more duties and spend more off duty time preparing for training. USAR organizations get one weekend a month and two weeks each year of training to accomplish the same mandatory training requirements as AC organizations that receive 365 days. The 2015 budget hearing stated how another 10,000 soldiers might be cut from the Army Reserve in 2016 if the sequestration continues (Odierno, 2015). In reality, the Army is moving from a war and deployment culture back to garrison and training environment. Requirements for training will increase. The rules and regulations change in order to meet the new force requirements. This forces USAR leaders to train on different platforms. This could mean more online training on a soldier’s own time, while unpaid to meet annual standards. This is challenging because USAR soldiers already balance often balance a full time civilian career or are pursuing higher education. This all takes a great degree of multitasking, flexibility and tenacity.

These budget shortfalls also significantly impact the civilian personnel employees that support the military as furloughs and layoffs and a hiring freeze affect 302,626 jobs (Whiting, 2013). According to Whiting, “every state and Army installation to see cuts says the Army” (Whiting, 2013). These civilian personnel, such as military technicians, often are USAR soldiers with these military technician jobs as their full time jobs. This disruption in pay has the potential for those personnel to look for other jobs, losing out on valuable experience.

Purpose of the Study

Overall, the purpose of this is to examine how USAR organizations are dealing with the personnel and funding constraint caused by the sequestration of the 2011 Budget Control Act.

The literature review provides information on the impact of a shared vision, different types of leadership styles, leadership qualities and performance measures. Regardless of the challenges, USAR organizations still need to operate at a high capacity. This paper examines important characteristics believed to help organizational leaders overcome challenges in USAR battalions amidst a dynamic environment. USAR organizations throughout the country are also facing the same issue and looking to find ways to maintain a strong, trained and ready to deploy force. Data was collected from interviews of USAR battalion leaders and surveys from USAR battalion soldier's.

Background and History

The September 11, 2001 attack on the World Trade Center in New York City triggered Congressional bipartisan support for war. At the time, force protection became the nation's top priority, but there weren't enough soldiers or funding to support the plan. After a decade of war, legislation in the form of the Budget Control Act of 2011 required a reduction in defense spending. This is not the first time the military underwent a reduction in force after a conflict and certainly won't be the last. However, the military must remain a professional force able to meet the world's challenges. The United States economy suffered from the 2008 recession and needed the government reduce military spending. The United States Army announced in 2012 that it would cut the active component Army AC force from 569,000 soldiers to approximately 490,000 soldiers in five years (Spinelli, 2012, p. 1). The majority of the impact would be taken from AC organizations cutting the force by approximately 80,000 by 2017. By February of 2014, "Secretary of Defense Hagel announced that he would recommend reducing AC end strength to between 450,000 to 440,000 soldiers and if sequestration level cuts were imposed in 2016 the Army will reduce to 420,000" (Feickert, 2014). During a visit to Fort Gordon, Georgia, the

Sergeant Major Of the Army, Chandler, addressed budget concerns and said the reduction in force would be accomplished through with lowered recruiting, retaining quality soldiers, and reclassifying jobs and separating soldiers. The United States Army is an ever-changing force, which requires constant adaptation to a dynamic environment in order to meet the demands of the American populace. The culture within the organization needs to remain competitive.

Operational Terms

United States Army Active Component soldier – An Active Component soldier receives training 365 days a year. This means it is expensive to retain an Active Component Soldier. In addition, an Active Component soldier can collect pension after 20 years of service.

United States Army Reserve soldier – A USAR soldier normally conducts training one weekend a month in addition to two weeks a year. When funding is available the USAR may be activated and work up to 365 days a year. The USAR soldier must complete the same required mandatory requirements and training as the Active Component soldiers'. The USAR soldier does not collect pension until the age of 60.

United States Army Reserve battalion - A USAR battalion provides trained, equipped, and ready soldiers who conduct mission support, provide mission command, and sustainment, to meet the operational requirements of Combatant Commands to deploy.

U.S. Army Sequestration - The Budget Control Act of 2011 requires a budget cut in government spending over 10 years. Specifically, the USAR has a reduction from 210,000 to 185,000 soldiers. The total Army budget is currently 120 billion dollars with 2016 being the breaking point of dropping 9 billion dollars (Lopez, 2013).

Mitigating impacts of U.S. Army Sequestration – This is defined as the ability to plan and coordinate at the same or above the capacity prior to the impact of sequestration.

Chapter 2 – Literature Review

The literature review focuses on four primary topics. The first examines the dynamics of organization undergoing change. The second topic focuses on the effect for all members in an organization that have bought into a shared vision. The third topic discusses effective leadership styles. The final topic concentrates on the impacts of utilizing proper performance appraisal techniques.

Dynamic environment

With the drawdown in deployments, there is an anticipated 1 billion dollar cut in fiscal year 2015 and beyond for the Army Reserve (Feidler, 2013). In 2014, the USAR has “reduced from 205,000 to 185,000 personnel in addition to funding cuts” (Lopez, 2013, Par 8). In order to compensate for the anticipated loss, soldiers need to take up multiple duties and work on their own time. On October 30, 2014, the USAR Human Resource Command issued message 14-306 to help commanders better identify how to separate soldiers who do not meet security clearance compliance, language proficiencies, and job specialty training (Ferdinando, 2014). This furthers the criteria to cut soldiers in a systematic and orderly manner. With the advent of increased technology platforms, it is arguable the Army can operate with fewer, but more dynamic, educated, and better trained soldiers. The 2015 fiscal year defense budget outlines how the U.S. Military prioritizes “technologically preeminent weaponry, over the size capacity of the force. In addition, the readiness dollars are spread over fewer personnel which maximizes the amount spent per person or platform” (Sharp, 2014).

However, regardless of the situation, the military must remain a professional force able to meet the world’s challenges. According to the Army War College Strategic Institute, “there have

been three major reductions in force since the inception of the all-volunteer force. The first occurred in 1972-1978. The second one occurred in the late 1990's after the Cold War. The third one is the current sequestration" (Snider, 2012). As the sons and daughters of the United States come home, they are faced with challenges, such as job hunting, pursuing higher education, or seeking veteran benefits to cope with injuries or post traumatic stress disorder.

Dr. Shanea Watkins draws demographics of troops in the military and finds that the background of military members are more likely to be educated and come from wealthy backgrounds (Watkins, 2008). This is contrary to conventional wisdom of popular culture depicting the Army as underrepresented minorities with few options. Dr. Watkins found that the quality of troops has increased since the start of the Iraq War in the early 2000's. Military members are significantly more likely to come from high-income neighborhoods than low-income neighborhoods. Only 11% of enlisted recruits in 2007 came from the poorest one fifth of neighborhoods. These trends are even more pronounced in Army Reserve Officer Training Corps where 40% come from the wealthiest neighborhoods. In addition, military members are more educated than the civilian counterparts. A little more than 1% of enlisted soldiers lack a high school degree, compared to 21% of men 18-24 years old of U.S. citizens. 95% of military officers have at least a bachelor's degree (Watkins, 2008). This education level can have the potential to have a two-fold result. First the education level can help the soldier leaving the military to find jobs and secondly increased the competitiveness for the soldiers who stayed in uniform.

Timing of when to have organizational is very important, whether it's implementing incremental change, which is often reversible and only able to modestly improve effectiveness or deep change, which involves taking action and risk (Quinn, 2010, p. 3). Struggling organizations

are likely to need deep change, while successful organizations focus on incremental changes. The process of managing performance and accountability in line with the organization's mission statement is pivotal in maintaining a highly productive, effective and efficient workforce. High performance organizations (HPO) have the ability to maintain effectiveness while cutting personnel and budget. Peter Vaill defines a HPO as "the ability to do more with fewer resources, performing better than comparable systems or previously, and finally becoming the new standard for ideas and protocol" (Vaill, 2010, p. 25). How an organization accomplishes this fundamentally requires certain leadership characteristics. The next section goes over shared vision, leadership styles and performance measures.

Shared Vision

Patrick Lewis in his leadership guide to aligning organization describes shared vision as "providing a focus and energy to what leadership wants the organization to be and inspire a commitment from everyone to achieve it" (Lewis, 1997, pg 9). Patrick goes on to describe how the difference between a shared vision, mission statement and strategy. A shared vision is a compelling portrait of a promised lane that inspires enthusiasm and excitement in people when they come to work. The organizations' mission determines what people do when they arrive at work. The organization's strategy responds it is accomplished (Lewis, 1997, pg 9). This book helps an organization provides an easy step-by-step process of how to build a shared vision within an organization.

Goleman states, "It is difficult to spread the contagion of excitement without having a sense of purpose and direction. This is where the individual ideal self-image evolves into a shared vision for the future" (Goleman, Boyatzis, & McKee, 2004, p. 125). Having a shared vision can empower every member in the organization to work towards a common goal. This has

the potential to create an environment that fosters the building of transformational leaders instead of transactional leaders. A study from the Army Officer personnel management discusses a study of a structural change to the Officer Personnel Management System. The change required senior officers to specialize in a career field other than war fighting after the Cold War (Morgan, 2001). According to Morgan this “orientation has been part of the impetus for a change in culture that has permitted the atmosphere for a change in structure that contains many features reflecting the direction of the cultural shift” (Morgan, 2001). Although the senior leadership likely has not worked in those specific fields for years, it is critical to diversify the skill sets. This diversity helped create a more versatile and dynamic force to meet the ever-increasing challenges.

Different leadership styles

Certain human characteristics stand out in the ability to affect the perception of individuals to be led, such as personality, humor, and emotional abilities (Kotze, Venters 2013). Most people know how to control emotions under low stress situations; however, reacting positively through adversity remains more elusive. People gravitate towards those who are personable, who make you smile when times get tough, and are able to listen and guide when problems arise. A study conducted by Bar-On et al. (2003: 1790) indicates poor personal judgment in decision-making results from lower levels of emotional intelligence, even though the subjects have above-average cognitive intelligence. Fortunately, emotional awareness training can be taught. It can provide awareness to how their actions are affecting their followers. Golnaz Sadri brings up the widely accepted ability model starting with the basic level, which includes training in recognizing facial expressions in others and what they mean.

The second level of emotional intelligence moves towards using those emotions to facilitate thought and working through conflicting emotions. The third level is the understanding

shifting emotions, while the final level focuses on effective conflict management. Kotze and Venter's study indicate effective leaders scored significantly higher on total emotional intelligence. The ability to reason about emotions can enhance thinking and results. For instance, having the instructions and training to give a proper performance appraisal is important, however knowing how to recognize facial expressions on the person being appraised can steer the review in the direction it needs. This differentiates a manager from a leader because the training can provide the ability to mitigate a stressful situation or resolve the tougher issues. A manager could be in charge of multiple staff that works independently of each other, but must look into how the organization can improve and change to learn and build the future for a dynamic work environment. An old Chinese proverb states, "If anyone thinks they are leading but has no one following them, they are merely talking a walk." The shared vision can only work if the majority of the members in the organization believe in the plan.

Performance Appraisals

With the sequestration in place, the bureaucracy to remove a toxic leader is shortened. The quickest transitions usually occur from those who fail U.S. Army standards such as drug abusers, trouble with the law, failed to meet height and weight requirements, as well as those continually fail to pass the physical fitness test. Layoffs are effective and immediate, but the cost of severance and unemployment insurance and public relations problems could arise from the situation if mishandled (The Bureau of National Affairs 2013). The top enlisted leader in the U.S. Army, Sergeant Major of the Army, Raymond F. Chandler III said, "You have to be committed to serve the Army in the capacity that we need you... There are going to be some soldiers that are going to be afforded the privilege to stay in service, but they may have to choose a different military occupational specialty. And for some folks that may not be palatable."

Currently, with the war in Iraq over and the war Afghanistan winding down, sequestration is in place and the U.S. Army is focused on force reorganization.

Dysfunctional leader need to be removed. Supervisors need to counsel these dysfunctional leaders at least quarterly to work on deficiencies. Training performance reviews need to occur on all levels. It is often the most neglected aspect of a manager's job because people generally do not like being the bearer of bad news. If done correctly, Human Resource Manager, Melinda Mullenix, describes it as an opportunity to ask for candid feedback, express likes and dislikes as well as gauge performance. Evaluations are particularly important during sequestration because it provides a paper trail and validity in initiating the paperwork. Mullenix describes five effective steps to conduct an effective performance review. The first step is to ensure the reviewer prepares and schedules the meeting with the employee with advanced notice in a quiet area to set the meeting up for success. The second step is to have structure by going through employees' goals and evaluation criteria to develop comments with positive, constructive, and developmental criticism. Use of specific examples instead of generic examples helps because it shows the employee that you care about their progression. When conducting the review, it should be a two-way dialogue articulating all the important points to be addressed during the session. Before ending, a review should be conducted to highlight all the important topics. Once complete, quarterly counseling should follow to check if there is progress. The importance of performance appraisals cannot be understated. When conducted properly, no one should be surprised when receiving an annual performance appraisal.

Chapter 3 – Research Methods

Research Design

The research design initially use case studies from USAR soldiers at battalion level to collect primary data. This data is then analyzed to help further focus the interview questions to key informants. This provided qualitative and quantitative data to make an informed assessment on the impact of sequestration and the mitigating factors. Due to the limited time of an eight-week course, the surveys were only collected in an eleven-day period from January 23, 2015 to February 2, 2015.

Purpose of the Study

This study was conducted to determine whether there are any mitigating processes that can help soften the blow of the USAR sequestration. There is a negative impact on all USAR battalions of the still coming projected budget cut to personnel and training. This data collection effort can help USAR battalions gain a better perspective on the organizations' internal stakeholders. Based on the outcome of the study, USAR battalion's leaders can be able to gauge of which techniques can help improve the organization amidst all the budget cuts.

Research Question

The proposed research project attempted to understand how USAR battalions are affected by the sequestration and what the organizational leadership is doing to respond. This research question examines:

1. What does having buy-in of a shared vision throughout the organization create for a USAR battalion undergoing sequestration?

2. Does increased usage of online technology platforms provide an alternative and/or supplement to certain annual mandatory training requirements?
3. What do leaders consider the most effective leadership styles needed to overcome challenges caused by sequestration?
4. How will the USAR leaders plan to measure the success of the organization during this period of sequestration?

Assumption

The assumption for this study is that the leaders can implement systems which provide USAR battalions information to mitigate the 2015 fiscal year sequestration and beyond. First, having a shared vision is critical in building confidence and direction for all the subordinate leaders within an organization. Then, the increased technology for training helps diminish the impact of losing personnel. Identifying the most impactful leadership styles strengthens the core group of leaders who stay in USAR battalions. Finally, there must be a more methodical and stronger look on USAR evaluations.

Independent and Dependent Variable

The dependent variable examined is how USAR battalions are affected by sequestration. The independent variable is what the USAR battalion leadership is doing to respond to the sequestration. The main assumption is that the sequestration has a negative effect on all USAR battalions. The expectation is that the independent variable has a positive influence on the dependent variable. In this case, it is believed that the leadership has the potential to create a

positive work environment with a shared vision, leadership style and effective performance appraisals.

Data Collection Process Overview:

Data collected from key informant interviews and surveys from USAR members to determine the mitigating impacts of sequestration. This combination of key informant interviews and surveys provides a quantitative and qualitative analysis of the topic. The group of key informant interviews comprise of senior leadership within three USAR battalions, which in the grade of O-5. The key informant interview data was collected through email with broad questions. The surveys come from current USAR soldiers. This primary data provides a viewpoint from soldiers who have seen the change in the USAR. The survey data is captured with an online survey website called Survey Monkey. The web link to www.surveymonkey.com was sent via the online service Facebook and emailed to the respondents. It was important that selected key informants were commissioned officers in the grades of lieutenant colonel (O-5). The grades of the surveys range from E-1 to O-5. This quantifiable and qualitative data targeted USAR soldiers at the battalion level who are current soldiers.

Primary Data

The participants of the key informant interview study included 3 senior leaders from three different USAR organizations. The rank of the key informant interviewees only included Lieutenant Colonels. The data collected from the surveys included 69 USAR soldiers. The overall survey included 29% officers, 13% Warrant Officers, and 58% enlisted soldiers. All 3 key informant interviews were conducted via email. The interview question sheets were provided to the senior leaders with a week in advance. The key informant interviewees utilized the email

format. All the surveyed soldiers included demographic information such as rank and years of service.

Restrictions

The surveys were only sent to soldiers who were currently part of a USAR battalion as of 2015. After getting the survey reviewed by the judge advocate group there were a few stipulations. The first was that the surveys cannot be sent through the military email address. The second is that the surveys could not be handed out to soldiers directly. This could have the perception of a direct order. Therefore the focus was on the limited email addresses and through the online website Facebook. The USAR Key informant interviews were not accessible in person.

Internal and External Validity

The main external validity factor is whether or not the organization is about to go on a mobilization. The sequestration has little to no affect on USAR battalions, pending deployments, because those organizations are still fully funded. An internal validity factor is if the USAR battalion organization still has an open mission to support. This would ensure that the USAR battalion would at least get sufficient funding to conduct all the necessary training.

Although the survey questions and interview questions were designed to be as neutral as possible, there will always be a certain level of bias. The respondents could provide skewed data from one bad experience, or a bad day. The respondents could be reading too much into the national media, instead of the facts in the current USAR battalion organization.

Chapter 4 – Results and Findings

Demographics

The data for this study was collected electronically with surveys sent to USAR battalion soldiers in various organizations around the country. Sixty-nine responses were collected. Participation in this survey was voluntary and anonymous. Of the respondents, 20 were officers, 40 were enlisted soldiers, and 9 were warrant officers. Of the respondents, 31 had 1 to 8 years of USAR Service time, 21 had 9-16 years of Army Reserve service, and 16 had over 17 years of Army Reserve service. Fifty-nine responses were received from through Facebook with survey monkey and comprised 86% of the collected survey data. Ten responses were collected from email distribution and comprised 14% of the overall response rate. The reason for the low email response was because the survey questions were first sent to the US Army Reserve Judge Advocate Group, which stipulated a few rules:

1. The surveys cannot be sent through military email addresses.
2. The surveys cannot be handed out to individuals. The data may not be anonymous and skewed.
3. When responding by emails, make sure to send it in a blind copy.

Due to the time constraints of an eight-week course, and the availability of civilian email addresses, the email responses were limited.

Research Question:

The proposed research project attempts to understand how USAR battalions are affected by the sequestration and what the organizational leadership is doing to respond.

1. What does having buy-in of a shared vision throughout the organization create for a USAR battalion undergoing sequestration?

2. Does increased usage of online technology platforms provide an alternative and/or supplement to certain annual mandatory training requirements?
3. What do leaders consider the most effective leadership styles needed to overcome challenges caused by sequestration?
4. How will the USAR leaders plan to measure the success of the organization during this period of sequestration?

Survey Data Results and Analysis

Question 1: Sequestration has had a _____ impact on my organization.

Answer Choices	Responses	
Positive	0.00%	0
Neutral	15.94%	11
Negative	84.06%	58
Total		69

The most important indicator in this question is that no respondents saw how sequestration has a positive impact on the organization. In addition, a high 84% of the soldiers see a negative impact. This confirms the assumption and premise that there is a need to mitigate the negative impacts of the budget cuts in USAR battalions. An officer in the O1-O3 category stated that “on a positive note, hopefully sequestration will make the USAR more efficient in their processes and more accurate budget planning. It will be a significant adjustment but with positive leadership the USAR will remain resilient” (Question 17 comment). USAR organizations must work harder to keep spirits and training as high as possible

Question 2: The leaders in my unit address sequestration appropriately.

Answer Choices	Responses	
Yes	52.17%	36
No	24.64%	17
Not Sure	23.19%	16
Total		69

Question two indicates a split on how the leaders in the organization are approaching the sequestration. One of the telling indicators is that 23% of the respondents who are still unsure, because it is still the early stages of the budget cuts. This can serve as an indicator that there is much work to improve the, yes percentage from 52% to a more respectable 70+%.

Question 3: Will the sequestration have a negative impact on your current position?

Answer Choices	Responses	
Yes	49.28%	34
No	31.88%	22
Not Sure	18.84%	13
Total		69

Question three responses show how the USAR soldiers believe that sequestration has a negative impact on their current positions. This may illustrate the variations from different USAR organizations. If a few of the organizations are currently slated to deploy overseas, their budget will not be affected. If a USAR organizations mission is high priority, the funding can still flow. Eleven of the junior ranked soldiers grades E-1 to E-5 were unsure about the impact of the sequestration. Although the sequestration for the USAR is in the early stages, senior leaders need to address the issue throughout the organization.

Question 4: So far the sequestration is having a negative effect on the quality of training?

Answer Choices	Responses	
Yes	76.81%	53
No	17.39%	12
Not Sure	5.80%	4
Total		69

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There is a strong negative impact on USAR training with 77% believing there is a negative impact. One of the respondents provided additional insight into this question on the additional comments to question seventeen. The senior enlisted (E-7 to E-9) respondent stated, “I have noticed the current fiscal environment has had dramatic effects on the enlisted. Only 10% of enlisted soldier has been selected to attend primary military education in fiscal year 2015. This had a negative impact on leadership and technical proficiency in the USAR” (Question 17). Due to funding constraints, only those close to promotion will attend the required primary military education. This is a dramatic shift in philosophy.

Question 5: Increasing online training for mandatory training such as Anti Terrorism, Global Assessment Tool, Defense Travel Training, Cyber Awareness training, etc will have a ___ affect on our unit’s ability to complete our mission.

Answer Choices	Responses
Positive	39.13% 27
Negative	31.88% 22
Not Sure	28.99% 20
Total	69

According to the survey, 39% of the soldiers see online training as having positive impact on the organization. With 28% still unsure about the impacts of online training this data could have the potential to swing to the negative or positive side. There is only an 8% gap between the positive and negative impacts of online training.

Question 6: Have you used your military educational benefits?

Answer Choices	Responses
Yes (please go to Question 7)	76.81% 53
No (if no, please go to Question 8)	23.19% 16
Total	69

Question 6 shows a clear majority of 77% have utilized their military educational benefits to pursue higher education. The result of this could provide a more educated workforce for those leaving the USAR and a more versatile force for those staying in the USAR. The soldiers who used the military educational benefits the least were grade enlisted ranks E-5 to E-9. This can be due to the fact that those who leave active duty have a fully vested 9/11 GI Bill which is used immediately. Those who are grade E-5 and higher are more likely to be working a full time civilian job in addition to their USAR duties.

Question 7: Which military benefits have you used?

Answer Choices	Responses
9/11 GI Bill	56.36% 31
Tuition Assistance	50.91% 28
Selective reserve GI Bill	16.36% 9
Student Loan Repayment Program	10.91% 6
Other (Please List here)	Responses 16.36% 9
Total Respondents: 55	

The primary educational benefit is the 9/11 GI Bill, which provides a housing allowance to those with qualifying active duty time. The 9/11 GI Bill is clearly the most preferred benefit; however a soldier must be activate for at least 90 days on active duty to utilize the educational benefit. The Tuition Assistance program is the second most used educational benefit. The program provides up to \$4500 per year in tuition. The Selective Reserve GI Bill is the alternative for those who were never active duty soldiers. The officers are more likely to either go through a college program or the Student Loan Repayment program. There are alternatives in the other categories such as those who decide to transfer the 9/11 GI Bill to their children.

Question 8: Do you plan to use your military educational benefits? If so which ones do you plan to use?

Answer Choices	Responses	
9/11 GI Bill	77.36%	41
Tuition Assistance	43.40%	23
Selective reserve GI Bill	15.09%	8
Student Loan Repayment Program	18.87%	10
Other (please list here)	1.89%	1
Total Respondents: 53		

Question 8 pertains to the previous two questions and clearly indicates that those who have not used their educational benefits are most likely waiting to first get be active for at least 90 days. Regardless, question 6-8 shows a positive sign that soldiers are using or plan to use the educational resources they earned.

Question 9: Patrick Lewis describes shared vision as “providing a focus and energy to what leadership wants the organization to be and inspire a commitment from everyone to achieve it. How important is it for you for your battalion level leadership to emphasize a shared vision while the United States Army Reserve is undergoing sequestration?

Answer Choices	Responses	
Very Important	52.17%	36
Important	30.43%	21
Neither Important or Unimportant	15.94%	11
Unimportant	0.00%	0
Very Unimportant	1.45%	1
Total	69	

Besides the one outlier, an 82% majority of the survey respondents view a shared vision as either very important or important part of an organization’s success against sequestration. This is important for leaders to realize and clearly define for each USAR organization.

Question 10: How often does your battalion level senior leadership communicate to the entire organization about where the organization is currently and where it is headed?

Answer Choices	Responses
Every 1-2 months	37.68% 26
Every 3-6 months	23.19% 16
Once a year	20.29% 14
Never	11.59% 8
Other (please specify) Responses	7.25% 5
Total	69

The organizations that communicate either never, or once a year need to be more proactive in a setting of sequestration. Soldiers are worried about their state in the USAR and need to be reassured that their leaders know what they are doing. The once a year, never and other add up to about 39% which is too high in such a dynamic environment.

Question 11: How often does your supervisor provide written or verbal counseling to evaluate your performance?

Answer Choices	Responses
Weekly	1.47% 1
Monthly	17.65% 12
Quarterly	32.35% 22
Half yearly	5.88% 4
Annually	32.35% 22
Other (please specify) Responses	10.29% 7
Total	68

According to this survey, 50% receive the minimum counseling required by the Army regulations which is at least quarterly. Those who only conduct half yearly or annually, which adds up to 36%, are doing just the bare minimum because the performance appraisals are due annually for soldiers grade E-5 and above. There needs to be expectations and progress reports. 4 of the 7 respondents who clicked other stated that “they never had any counseling” (Survey Data).

Question 12: Do you believe your supervisor provides sufficient written or verbal counseling to evaluate your performance?

Answer Choices	Responses	
Yes	50.00%	34
No	41.18%	28
Not Sure	8.82%	6
Total		68

The margin between those who believe they are getting sufficient counseling, 50%, and those who aren't, 41%, is too close with a 9% differential. Although the numbers are positive, there is room for improvement.

Question 13: Rate these leadership qualities in the order of importance (1 most important/ 5 least important) for leadership qualities, which help you through a challenging environment?

	1	2	3	4	5	Total
Positive Attitude	37.68% 26	18.84% 13	20.29% 14	14.49% 10	8.70% 6	69
Technically Proficient	42.03% 29	17.39% 12	14.49% 10	11.59% 8	14.49% 10	69
Effective Communicator	44.78% 30	31.34% 21	4.48% 3	8.96% 6	10.45% 7	67
Trustworthy	65.22% 45	7.25% 5	1.45% 1	5.80% 4	20.29% 14	69
Flexible	30.88% 21	22.06% 15	11.76% 8	16.18% 11	19.12% 13	68

Overall, the most important leadership quality in this survey was “trustworthiness” at 65%. Though Trustworthy was selected as the most important characteristic by 65.22% of the respondents, it was also selected as the least important by 20.29% of the respondents. The highest subtotal of most important responses 1 (44.78%) and 2 (31.34%), belongs to Effective Communicator with over 75% choosing this characteristic as the most important characteristic wanted in leadership qualities during challenging times.

Question 14: Do you believe the 360 Multi Source Assessment and feedback tool is effective at evaluating leadership?

Answer Choices	Responses	
Yes	24.64%	17
No	42.03%	29
Have not Used	26.09%	18
Don't Know	7.25%	5
Total		69

The data indicates the required 360 Multi Source Assessment tool is not an effective tool for evaluating leaders. One respondent provided additional feedback in Question 17, “The 360 Multi-Source Assessment and Feedback tool may have a place on Active duty, but not necessarily useful in the Reserves.” The 360 Multi-Source Assessment and Feedback tool is a new tool that has not caught on with 43% believing it as a non effective tool.

Question 15: What is your military grade?

Answer Choices	Responses	
E 1-4	10.14%	7
E 5-6	36.23%	25
E 7-9	11.59%	8
O 1-3	27.54%	19
O 4-5	1.45%	1
WO 1-4	13.04%	9
Total		69

There was a good mix of different soldiers except the senior officer rank. That is addressed in the interview portion of the data collection process. The majority of the survey respondents (58%) were enlisted personnel and the remainder (42%) were commissioned and warrant officer personnel. The largest group of enlisted were in the grades of E5 and E6 (36%) and the largest group of officers were in the grades of O1 to O3 (27%). This is a fair representation of the data I was looking for because it provides a good balance of different ranks. This isn't representative of a typical USAR battalion, but with 8 weeks this is the data I was able to collect.

Question 16: How many years of US Army Reserve service do you have?

Answer Choices	Responses	
1-4	30.43%	21
5-8	14.49%	10
9-12	18.84%	13
13-16	13.04%	9
17+	23.19%	16
Total		69

There was also a high number of soldiers who had extensive experience with over 17 years and those under 4 years. This is important in gathering data from those particularly just starting and those who are nearing the end of their careers. A good mix of data also came from those ranging from 5 to 16 years of experience. That 30% of soldiers with 1-4 years of experience are the future leaders of USAR during sequestration. Those with over 17 years of service will likely transition out of the USAR if the sequestration doesn't force the soldiers out first.

Question 17: What additional comments would you like to make?

1. "Quarterly counseling and the 360 Multi-Source Assessment and Feedback tool may have a place on Active duty, but not necessarily useful in the Reserves. This survey seems a bit weighted. With all of its negative side effects, sequestration may be the only tool left to force a reduction of the bulging budget. Special interest use their influence to protect their projects. Departments rarely have the opportunity to cut what they don't need, just cut what is politically correct."
2. "Regarding MSAF - question doesn't differentiate between the tool and the way it is used."
3. "On a positive note, hopefully sequestration will make the USAR more efficient in their processes and more accurate budget planning. It will be a significant adjustment but with positive leadership the USAR will remain resilient."
4. "I know that the US is going thru hard times these days. Let's start taking some of those entitlements away or cut from all the senate's house, see how much is \$\$ is saved."
5. "I have noticed the current fiscal environment within the MIRC has had dramatic effects on the enlisted. Only 10% of enlisted soldier have been selected to attend PME in FY 15. This will have a negative impact on leadership and technical proficiency in the USAR."

The analysis of these comments was incorporated into the other questions to which they pertain.

Significant Findings from the Survey Data

Survey questions 1 to 3 confirm the assumption that the sequestration is having a negative effect on USAR battalions. 52% believe the leaders are doing an appropriate job addressing sequestration but realize that regardless there will be a negative impact on their position. Survey questions 4-5 confirm the research sub-question 2 that the quality of training is diminished, however, only slightly more believe the use of online training as a substitute for the loss in trainers from sequestration. As time progresses and online training becomes more advanced, this margin may widen in the future.

Survey questions 6-8 illustrate how the majority of surveyed soldiers have used their military educational benefits or plan to use the benefits in the future. This outlines the growing number of educated and experienced professionals into or already in the workforce. If sequestration continues in 2016, the hope is that these educated veterans are able to better adapt to civilian life.

Survey question 9 answers research question 1 on how the majority of the soldiers believe having a shared vision has either a “very important” or “important” aspect of getting through the budget cuts. Survey question 10 indicates that 50% of the soldiers hear from their senior leaders every 1-6 months. I believe this number should and likely will rise if further cuts continue in fiscal year 2016.

Interestingly enough survey question 13 indicates that “trustworthiness” is the most desired leadership trait out of five which are “positive attitude, technical proficiency, effective communicator, trustworthiness, flexibility”. I would have thought “flexibility” would have rated

higher in a time of personnel cuts where soldiers will have to be able to pick up additional jobs. Flexibility actually rated last with 30%.

Survey questions 11-12 reflect how only a slightly above average of the soldiers believe they are getting sufficient counseling. In addition, survey question 14 shows how the majority either does not know or do not believe the 360 Multi Source assessment and feedback tool is an effective at evaluating leadership. This still does not give an answer to research sub question 4 with how USAR leaders plan to measure the success of the organization through sequestration.

Interview Data Results and Analysis

Key Informant Interview 1: This individual is an O-5 grade officer with 28 years of experience in the USAR.

Question 1: How has sequestration affected your organization?

“Sequestration created many obstacles to the reserve unit, the most noticeable was cancelling schedule Battle Assembly. As a member of the reserve unit, we have an obligation to complete our required training to meet the Army Standard. During a fully funded year, we have 48 scheduled training days plus the 14 days Annual Training. With sequestration, we are forced to complete our requirement with less training days” (Email communication, February 13).

This answer provides additional feedback to the survey question 4, about how the sequestration is affecting training specifically. The constant uncertainty about when the budget will be approved is causing the leaders at the battalion level to plan for training, which may not be funded.

Question 2: How has your chain of command/leadership responded to the sequestration?

“We have been trying to adjust our training schedule to maximize the remaining of the training year” (Email communication, February 13).

Now that USAR organizations are halfway through fiscal year 2015, the decision on whether sequestration will again negatively impact 2016 is in question. However, leaders must remain vigilant and continue meeting all requirements to stay ready to deploy.

Question 3: What do you consider to be the best type of leadership qualities needed to overcome the obstacles caused by changes in organizations personnel and budget?

“The leadership needs to be flexible and adoptable to the situation” (Email communication, February 13).

“Flexibly” for this senior leader is the primary leadership quality, which differs much with the survey question 13, where “trustworthiness” rated as the highest leadership quality. Junior leaders want to see “trustworthiness” from their senior leaders. Senior leaders themselves may see “flexibility” as vital for the organization to adapt.

Question 4: What do you think about the increased usage of technology for mandatory training online? Do you think it is providing a good alternative or supplement to live training?

“While leveraging the technology of mandatory online training assisted the unit to complete some requirement, many other training that we must have hand-on. There is no substitute on training like marksmanship, combat live saver, and land navigation” (Email communication, February 13).

Online technology it is great supplemental training, however there are certain training that can not be simulated.

Question 5: How are you planning to measure the impacts of the sequestration on your organization?

“The Unit Status Report (USR) is a good indicator on the effect impact that from the sequestration” (Email communication, February 13).

The USR provides an annual window into the readiness of an USAR battalion. Whether or not there will be higher turnover or lower readiness. This can then be compared to previous years to gauge the progress.

Question 6: What do you consider the biggest challenge in leading an Army Reserve battalion through this period of change in personnel and budget cuts?

“The biggest challenge in leading the unit is maintaining soldiers’ morals. As we all know that US military is all volunteers system. If the trust of the unit altered because of the sequestration, it will rock the unit planning and execution of the training” (Email communication, February 13).

If the soldiers themselves start believing that the very trust they believed when they swore in to join the military is extinguished, then the turnover will start increasing.

Key informant interview 2:

This individual is another O-5 grade officer with 28 years of experience in the USAR. This individual is no longer working at the USAR battalion level. However his response to question 4 is still relevant.

Question 4: What the soldier would consider to be the best type of leadership qualities needed to overcome the obstacles caused in organizations personnel and budget.

“This is not the first time nor will it be the last time changes like this have happened. The best leadership qualities needed to overcome volatile changes such as what we’re experiencing now in my opinion is flexibility and the ability to change with the times. Those that are inflexible, unwilling and reluctant to change with the times will be left behind. I also see transparency and the ability to communicate the many changes within an organization to the lowest ranking person is critical for an organization to overcome these obstacles and hopefully assist in generating momentum in moving in the right direction" (Email communication, February 9).

It is interesting to note from a senior leader's perspective, this interview reflected “flexibility” as one of the most vital characteristics to adapt to a changing environment. Junior members, according to the survey data, are more likely to view “trustworthiness” as more important. There is a possibility that there may be a greater need to be flexible with the higher rank due to the constant shift in requirements. Junior members in the organization may not necessarily see all the changes, unless there are direct affects. In addition, the individual emphasized “transparency” and “communication,” which is a critical part of a shared vision.

Key Informant Interview 3

The final key informant interviewee is an O-5 as well and has 27 years of service in the USAR.

Question 1: How has sequestration affected your organization?

“We are already starting to see a dramatic reduction in the funding available to bring soldiers on orders for anything other than the minimum 14 days. As my unit is responsible for running two 21 day exercises a year, only having Annual Training days for soldiers when we have over 42 days of exercise to support is challenging” (Email communication, February 16).

This quote is consistent with the other USAR organizations where funding took the largest impact.

Question 2: How has your chain of command/leadership responded to the sequestration?

“My chain of command has continued scheduling and planning for events, despite the potential for funding not being approved until the last minute. They have also had to make back up and alternative plans in case the funding does not come through. Unfortunately, these plans are sometimes made after the funding is disapproved, rather than part of the initial planning process” (Email communication, February 16).

These last minute changes are forcing leaders to be more “flexible.” The funding may be slow, but it is still coming and leaders still need to anticipate it coming until it does not.

Question 3: What do you consider to be the best type of leadership qualities needed to overcome the obstacles caused by changes in organizations personnel and budget?

“Today’s leaders need to be open and honest about the realities units will be facing as units face reductions in personnel and budgets. At the same time they need to project the confidence to inspire their soldiers to continue to accomplish their missions, and not become frustrated or overly focused on the shortages” (Email communication, February 16).

Trustworthiness rated highest for this senior leader although flexibility also rated high as indicated from the response of question 2.

Question 4: What do you think about the increased usage of technology for mandatory training online? Do you think it is providing a good alternative or supplement to live training?

“I think that the usage of technology in lieu of live training has value, as long as it is balanced with an appropriate amount of live training. Mandatory briefings that require limited or no feedback from the training audience are an example of things that work well online” (Email communication, February 16).

Question 5: How are you planning to measure the impacts of the sequestration on your organization?

“In order to measure the impact of sequestration, units need to look at their core mission and how the reduction in training and personnel impacts. I would use what we have done in the way of intelligence support, exercise support and other similar metrics for the last 10-15 years to see whether we are maintaining the same levels or reducing our output” (Interview 3).

The metrics this leader is referring to is the unit status report, which provides an annual view of the organizations progress. This report can be compared to previous years and give an indicator to how the organization is doing.

Question 6: What do you consider the biggest challenge in leading an Army Reserve battalion through this period of change in personnel and budget cuts?

“Senior leaders must reassess their expectations and requirements for their subordinate unit accordingly. As we move ahead under significant budget restrictions, we’ll have to do less with less. We’ll have to accept higher risk levels of risk than we have in the past” (Email communication, February 16).

The level of risk to security taken will depend on whether or not sequestration will continue in 2016. The USAR is currently operating at the bare minimum, but the next layer will actually degrade capabilities.

Significant Findings from Key Informant Interview Data

The most significant finding is that both of the senior leaders consider “flexibility” as key leadership characteristic to get through the sequestration. This differs from the surveyed data, which states how “trustworthiness” was rated higher. Senior leaders see “flexibility” as the most important leadership characteristic during a sequestration. Junior leaders see “trustworthiness” as the most important leadership characteristic. The affect on training is the most severe. Senior leaders plan for future training, which may not get funded. Although online technology platforms can be an effective tool at supplementing training, it cannot substitute live training. Also by trying to “do less with less” (interview 3) may become a reality if the sequestration continues in 2016. These are leaders who have worked through the previous sequestration in the 1990’s after the Cold War. The experiences of the senior leaders are invaluable as organizations try and work through future training with sequestration looming in 2016.

Chapter 5 – Conclusions and Recommendations

In conclusion, the key informant interviews and surveys confirm the assumption that there is a negative impact on the organization, their own position and most notably, training. The data from a key informant interview state how their organization will plan for training which they may not get funded. Currently, online training platforms are especially cost efficient tools utilized to conduct standardized training across services. In terms of leadership qualities, according to the literature review, survey data and interview data, having a shared vision is pivotal in an organization's success through deep change. Deep changes require organizations to undergo major transition, which involves taking action and risk.

This study indicates that the most important aspect leaders must perform is maintaining trust by having open communication with the entire organization. Conversely the leaders themselves must remain flexible to the many unknowns in funding approvals and last minute requirements. Two examples are from key informant 3 who stated "As my unit is responsible for running two 21 day exercises a year, only having 14 Annual Training days for soldiers when we have over 42 days of exercise to support is challenging" (Email communication, February 16). In addition, "My organization has also had to make back up and alternative plans in case the funding does not come through. Unfortunately, these plans are sometimes made after the funding is disapproved, rather than part of the initial planning process" (Email communication, February 16). This understanding working on being creative and flexible will be critical in being able to balance multiple priorities with limited resources, equipment and personnel.

Finally, the measurement of success will be difficult. Until the next war, there is no real indicator to how this budget cut process has truly fared. USAR leaders need to focus more on

counseling and performance management appraisals. This need is evident, as survey question 10 shows how 18% of soldiers never hear from their senior leaders. In addition, survey question 12 indicates how 41% of the respondents believed their supervisor was not providing sufficient written or verbal counseling. Counseling will ensure that those who do stay in the USAR will continually be developed for the next war. On an organizational level, the unit status report can provide a window into the annual performance of an organization. The data from the USR can then be compared to previous years. Key informant 1 stated “The Unit Status Report (USR) is a good indicator on the effect impact that from the sequestration” (Email communication, February 13). The USR provides an annual window into the readiness of an USAR battalion. This can then be compared to previous years to gauge the progress.

Recommendation 1: Vision Statement and Communication Plan

Step 1 - By April 31, 2015, the battalion commander, executive officer and command sergeant major should convene a meeting consisting of senior all officers and senior non commissioned officers in the battalion to discuss and create or re-evaluate an organizational vision statement.

Step 2 - By May 30, 2015, a committee of selected officers and noncommissioned officers will develop a communications plan, which provides frequent and meaningful messages to all members in the organization. This may consist of a monthly or quarterly newsletter or simply speaking in front of the entire organization.

Step 3 – By June 30, 2015, the battalion commander, executive officer and command sergeant and the selected committee will conduct an after action review, which is essentially critiquing the product for the subsequent monthly or quarterly newsletter.

Recommendation 2: Maintaining flexibility and open communication

Step 1 - By Mar 31, 2015, the S3 or operations and plans section within the battalion should have the yearly training schedule planned for the current as well as the following fiscal year. This plan must be in sync with all the other sections to make sure all requirements and training is met.

Anticipate having a secondary and tertiary plan in case the funding does not come through. As soon as the yearly training schedule is approved it needs to be sent throughout the organization with a caveat that there may be some changes depending on funding.

Step 2 - By September 1, 2015, the S3 or operations and plans section will need to reevaluate the training schedule to ensure there are enough personnel, equipment and funding for the training throughout the year. Make sure there is adequate communication about who, what, when, where, how for the secondary and tertiary plans to determine which training is mission essential. If there are any major changes, the soldiers need to be notified as soon as possible.

Step 3 – By 31 October, 2015, the funding will hopefully be out for the following fiscal year, but if not, there are secondary and tertiary plans in place to try and meet mission essential tasks first. Then there will be enough time to react to last minute tasks.

Recommendation 3: Measuring the success

Step 1 - By April 31, 2015, the battalion commander, executive officer and command sergeant major should convene a meeting consisting of all officers and non commissioned officers and the administrative section (S1) to discuss the new performance appraisal requirement changes. In addition, discuss the comparison of the Unit Status Report numbers compared to previous years and what to focus on this fiscal year.

Step 2 – By May 30, 2015, The administrative section (S1) and all officers and non commissioned officers will conduct the training on proper counseling techniques.

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Appendices

Appendix A - Interview Questions

Appendix B - Survey Questions

Appendix 1– INTERVIEW QUESTIONS

I am inviting you to participate in a brief key informant interview on _____.
My name is 1LT Carlo Wei and I am completing my master's degree in public administration at Golden Gate University. The interview should take approximately 15 minutes to complete. Your answers will be kept confidential and anonymous and will be used by me for the purpose of completing my degree. Your identity will not be revealed in this paper.

Thank you for participating and helping me complete my research study. The contributions you provide based on your experiences and perspectives as a leader of an Army Reserve unit are deeply appreciated.

The purpose of this interview is to examine how Army Reserve battalions are dealing with the personnel and funding constraints caused by of sequestration.

1. How has sequestration affected your organization?
2. How has your chain of command/leadership responded to the sequestration?
3. What do you consider to be the best type of leadership qualities needed to overcome the obstacles caused by sequestration?
4. How are you planning to measure the success of your organization during this period of sequestration?
5. What is your duty position?
6. How many years of military service do you have?

Appendix 2 –SURVEY QUESTIONS

Hello. My name is 1LT Carlo Wei and I am currently completing my master's degree in public administration at Golden Gate University. I invite you to participate in a brief survey to obtain your personal perspectives on the current Army Sequestration. The purpose of this survey is to gather information from you to help me examine how Army Reserve battalions are dealing with the personnel and funding constraints of sequestration.

The survey should take you approximately 5 minutes to complete and is being conducted via www.surveymonkey.com.

Neither your name nor ID number is required to complete this survey. Your answers will be kept confidential and anonymous. I will only use the survey, for the purpose of completing my project. I will not publicly release your responses or other information about you.

My hope is that you complete the survey by February 2nd 2015. Thank you in advance for participating and for helping me complete my research study. Your participation and input is important.

The 2011 Budget Control Act has already significantly impacted the Active Component in personnel and training cuts. US Army Reserve (USAR) has taken minimal cuts since 2011 because it has been so efficient and effective. However during fiscal year 2015 USAR organizations will face cuts to personnel cuts and funding cuts in fiscal year 2015 and beyond.

1. Sequestration has had a _____ impact on my organization.
 - a. Positive
 - b. Neutral
 - c. Negative

2. The leaders in my unit address sequestration appropriately.
 - a. Yes
 - b. No
 - c. Not Sure

3. Will the sequestration have a negative impact on your current position?
 - a. Yes
 - b. No
 - c. Not Sure

4. So far the sequestration is having a negative effect on the quality of training.
 - a. Yes
 - b. No

- c. Not Sure
5. Increasing online training for mandatory training such as Anti Terrorism, Global Assessment Tool, Defense Travel Training Cyber Awareness training, etc will have a _____ affect on our unit's ability to complete our mission.
- a. Positive
 - b. Negative
 - c. Not Sure
6. Have you used your military educational benefits?
- a. Yes (please go to Question 7)
 - b. No (if no, please go to Question 8)
7. Which military benefits have you used?
- a. 9/11 GI Bill
 - b. Tuition Assistance
 - c. Selective reserve GI Bill
 - d. Student Loan Repayment Program
 - e. Other (please list it here: _____)
8. Do you plan to use your military educational benefits? If so, which ones do you plan to use?
- a. 9/11 GI Bill
 - b. Tuition Assistance
 - c. Selective reserve GI Bill
 - d. Student Loan Repayment Program
 - e. Other (please list it here: _____)
-
9. Patrick Lewis describes shared vision as “providing a focus and energy to what leadership wants the organization to be and inspire a commitment from everyone to achieve it.
- How important is it for you for your battalion level leadership to emphasize a shared vision while the United States Army Reserve is undergoing Sequestration?
- a. Very Important
 - b. Important
 - c. Neither Important or Unimportant
 - d. Unimportant
 - e. Very Unimportant

10. How often does your battalion level senior leadership communicate to the entire organization about where the organization is currently and where it is headed?
- Every 1-2 months
 - Every 3-6 months
 - Once a year
 - Never
11. How often does your supervisor provide written or verbal counseling to evaluate your performance?
- Weekly
 - Monthly
 - Quarterly
 - Half yearly
 - Annually
 - Other _____
12. Do you believe your supervisor provides sufficient written or verbal counseling to evaluate your performance?
- Yes
 - No
 - Not sure
13. Rate these leadership qualities in the order of importance (1 most important/ 5 least important) for leadership qualities, which help you through a challenging environment?
- | | | | | | | |
|---|------------------------|---|---|---|---|---|
| a | Positive Attitude | 1 | 2 | 3 | 4 | 5 |
| b | Technically Proficient | 1 | 2 | 3 | 4 | 5 |
| c | Effective Communicator | 1 | 2 | 3 | 4 | 5 |
| d | Trustworthy | 1 | 2 | 3 | 4 | 5 |
| e | Flexible | 1 | 2 | 3 | 4 | 5 |
14. Do you believe the 360 Multi-Source Assessment and Feedback tool is effective at evaluating leadership?
- Yes
 - No
 - Have not used
 - Don't Know
15. What is your Rank?
- E 1-4

- b. E 5-6
- c. E 7-9
- d. O 1-3
- e. O 4-5
- f. WO 1-4

16. How many years of US Army Reserve service do you have?

- a. 1-4
- b. 5-8
- c. 9-12
- d. 13-16
- e. 17+

17. What additional comments would you like to make?
