

Active Component to Reserve Component (AC2RC) Cohort Analysis

Purpose

The purpose of this study is to provide an in-depth analysis to the two-pronged problem set associated with AC2RC Cohorts: accessions into the USAR and the retention of these cohorts.

The result of this analysis will help inform the USAR leadership on the optimal allocation of personnel & resources and effective communication talking points necessary to gain experienced, competent Soldiers and keep them within our ranks.

Methodology

- We analyzed historical churn to determine trend analysis and investigated if correlations exist between events, actions, and gains/retention and their inverses.
- We analyzed current resources that are applied by the USAR towards AC2RC cohorts and conducted comparative analyses to the ARNG.
- We utilized prescriptive analytics to recommend actions the USAR can undertake to improve AC2RC accessions and retention efforts.
- Data is from several sources: TAPDB-R, FMSWeb, GFEBS, and HRC provided data.
- This study is akin to an observational study and was not conducted using random selection. Therefore, causation cannot be inferred, nor can the results be generalized to the USAR population as a whole.

Facts

- Number of possible AC2RC Soldiers vary by year, based on AC's retention mission
- Officer strength is growing, Enlisted strength remains a challenge
- Enlisted strength is the number one priority
- COVID negatively impacted recruiting and created a training backlog
- Primary challenge for 1st term is attrition
- Following Q3 FY19 ARNG recruiting diverged from AR AC2RC

Assumptions

- ACFT will accelerate Enlisted losses
- Post COVID recovery will see increased Enlisted recruiting, but also increased Unsatisfactory Participants

Constraints

- ADOS-RC is available but limited
- USAR SRIP Policy, funding
- HRC and USAREC capabilities to meet our requirements

Accession

AC2RC Gains

- 29K AC2RC gains from FY15 through March 22. Gains declined each year, up until FY21.

FY	2015	2016	2017	2018	2019	2020	2021	2022	Total
Gains	6,889	5,147	4,557	3,324	2,947	1,796	2,614	2,063	29,337

- 2,334 SMs took a bonus (8% of all gains):
 - 1,235 E (4% of all E gains),
 - 1,099 O/W (29% of all O/W gains).
- E4s and E5s accounted for 73% of all gains.
- Median years of service at time of gain: 6 years for E, 9 years for O/W.
- DMOSQ at time of gain: 54% E, 71% O/W.
- Through MAR 22, 13.8K (47%) of those AC2RC gains have been lost:
 - 42% of E, 5% of O/W,
 - 14% of E, 1% of O/W lost within 2 years of gain.

Historical Context

Enlisted Mission Results

From at least 1994 to 2006 ~99% of manning came from ARNG
-USAR authorized one PAX on staff starting in 2001

1st year USAR
RCCCs are authorized
50/50 manning starts

USAR SGMs
enter program

FY 2001-2020
ARNG – 80,623 (51%)
USAR – 76,842 (49%)

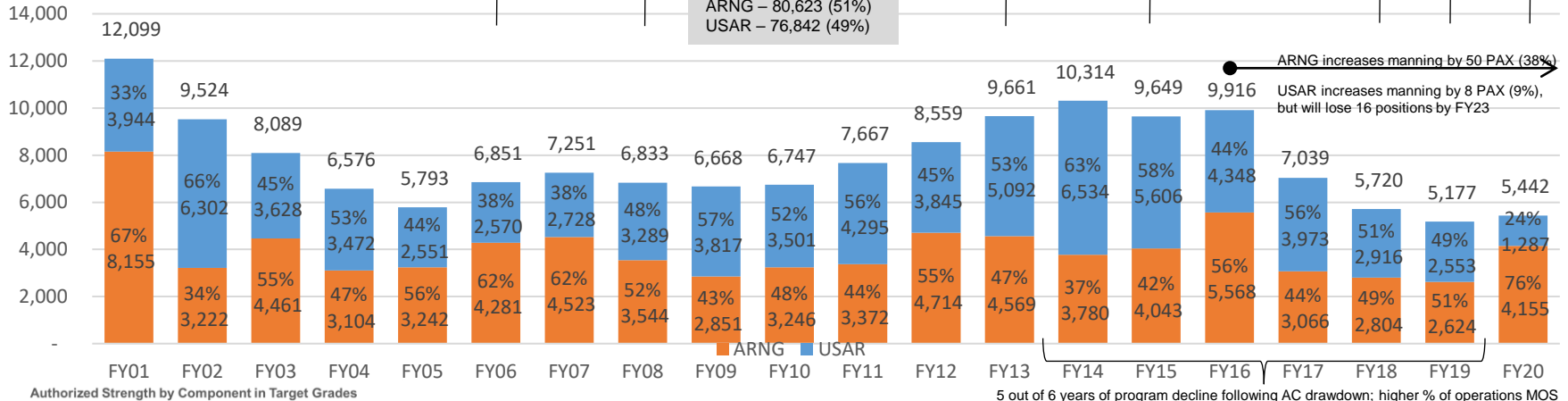
USAR SGMs
exit program

50/50
manning
ends

1st mission letter
who directed split
(compo neutral)

GSEP and ARNG
3yr/20K start

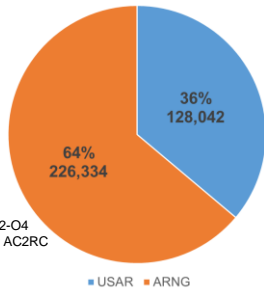
USAR
Limited 3yr/20K
and phased TMA
deduction starts



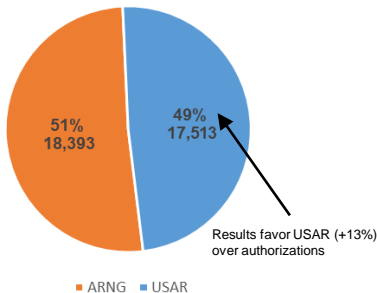
ARNG increases manning by 50 PAX (38%)
USAR increases manning by 8 PAX (9%),
but will lose 16 positions by FY23

5 out of 6 years of program decline following AC drawdown; higher % of operations MOS utilize this program during this time which favors the ARNG 90% / 10%

Target grades
E4-E6; W2-W3; O2-O4
represents 96% of AC2RC
throughput

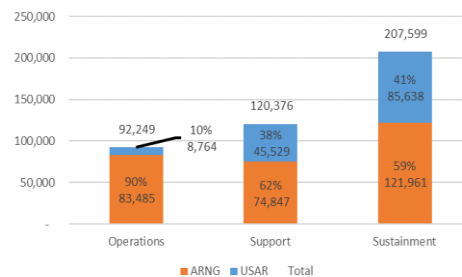


AC2RC Results by Component in Target Grades
FY16-20

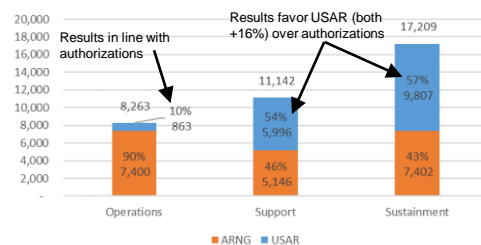


Results favor USAR (+13%)
over authorizations

Enlisted Authorizations by MOS category by Component



Enlisted Results by MOS Category by Component
FY 16-20



Summary

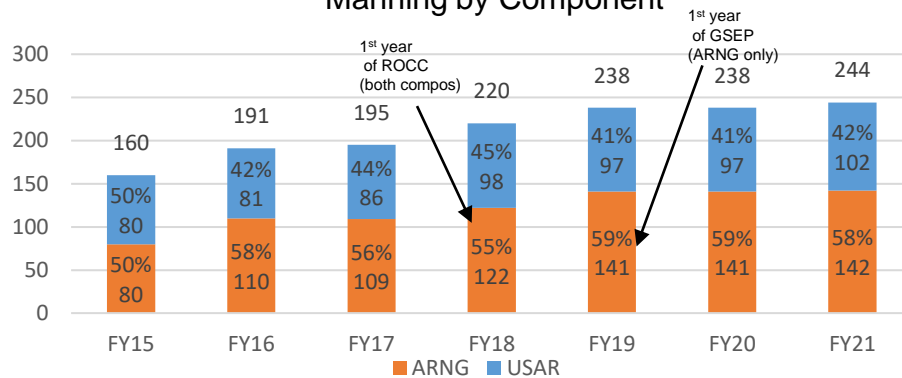
- Recent influxes of resources / competition are increasing AC2RC gains for the Total Army with a direct and positive impact on Army readiness;
- FY20 was the first year since FY16 that the AC2RC program grew year over year (+265)
- FY21 projections for the AC2RC program (year over year) are even greater (+1,108)
- FY22 mission could potentially be a program high at ~12.7K (enlisted only) which equates to historic increases year over year (+6,150)
- Historically the AC2RC program has performed at near 50/50 relative split despite component structural differences (size and MOS composition) and USAR's lesser manpower investment in 10 out of last 20 years
- FY 2001-2020 AC2RC transfers: 80,623 to ARNG (51%) & 76,842 to USAR (49%)

Notes

- FY21 FYTD commissioned officer results heavily favor USAR (85%) and enlisted favor ARNG (68%). ALL MPCs split favors of ARNG (64%) which matches authorizations
- Oldest TDA found with RCCC is 94'. It was a ARNG only program.
- (1) USAR staff member was authorized by FY01.
- USAR RCCCs were authorized in FY06. Manning was close to 50/50 from FY06-FY15.
- Leadership has been w/ ARNG and AC SGMs for program's history. USAR authorized SGMs from FY08-FY13; no significant effect to split noted (near 50/50 for duration).
- FY18 is first mission letter without directed ARNG/USAR split (compo neutral mission)
- ARNG increased manning starting in FY16; GSEP contractors in place by FY19; USAR reducing TMA authorizations FY20-23 (16 total positions)
- ARNG shifts focus to 3yr max bonus (20K) amount EAB for 95x MOS in FY19; USAR responds 20m later but limits their policy to 18x MOS
- 94% of all AC2RC transfers come from the ranks E4-E6, W2-W3, O2-O4**
- Operation MOS are the only category that performs as authorizations suggest (90% to ARNG)
- Support and Sustainment favor USAR (both +16%) despite more authorized positions in the ARNG.

Component Comparisons

Manning by Component



- ARNG increased manning in FY16; now contributing 58% of manpower
- ARNG counselors average two (2) more contracts/counselor
- Depending on the year, between 54% and 67% of all counselors favor their component
- In FY16, USAR counselors wrote 55% of all contracts; now write 40%
- Scheduled TMA reductions (16 positions by FY23) will hurt USAR production

Incentives

Selected Reserve Incentive Policy (SRIP)				
		ARNG	USAR	
		1-Oct-19	25-Oct-19	1-Jun-20
Enlisted Affiliation Bonus	3 YR DMOSQ	20K	4-9K*	10-20K*
	6 YR DMOSQ	20K	10-20K*	20K
	6 YR NDMOSQ	20K	7-15K*	10-15K*

* min/max bonus amount based on limited MOS

- 3 year / \$20K EAB accelerated the shift towards ARNG relative split increase
- USAR did not match 3-year EAB for 20 months and still offers it to fewer MOSs (18 MOS for USAR vs. 95 MOS for ARNG)
- Average amount for ARNG is \$20K, while USAR is \$10K for same length.
- USAR's officer incentives are more favorable and they currently receive 85% of all commissioned officers.

Are the majority of these NG MOSs Operations?

Policy / Benefit Comparisons

Education Benefits

- Use of G.I. Bill and Federal Tuition Assistance (FTA) are the same between components (4K annually)
- 53/54 ARNG States / Territories offer additional education benefits in addition to FTA:
 - All States and Territories have a state program, except Guam;
 - Some typical limitations might include in-state schools only, must use FTA first, will not cover 100% of all costs or cannot exceed credit cap limits, limited to bachelors degrees and below, cannot exceed a lifetime cap or subject availability of funds;
 - These additive State / Territory benefits offer transitioning Soldiers more options to conserve their Chapter 33 GI Bill benefits or transfer to their dependents;
 - 20 States supplement education benefits up to Doctoral programs.

Stabilization Policy

ARNG	USAR
24 Months (some states extend up to 36)	24 Months
In-Service recruits who enlist in this program will not be involuntarily mobilized, except for state active duty mission (varies by state)	First general officers in Soldier's chain of command has the authority to waive stabilization
Applies to all	Mission Force units are not eligible

USAR Levers

- Direct
 - Enlisted Affiliation Bonus (EAB), Officer/Warrant Affiliation Bonus (OAFB/WOAFB)
 - Incentive funds: amount of funds (biggest constraint)
 - Eligibility: critical skills, DMOSQ, commitment (most opportunity)
 - 79V/T - ADOS-RC, TMA, MT
 - SGM Supervision
 - ARCG
- Indirect
 - USAREC
 - HRC-RCT
 - Marketing (R2PC, CCFSC, S1 Net, Social Media, PAO)

Accessions Conclusion

- Compo neutrality means that Soldiers are presented the benefits and opportunities available in both components for comparison, but are free to select the best option for their circumstance.
- Increased resources / competition in the AC2RC program directly resulted in a significant increase of AC2RC accessions for the Total Army in FY20/21 – that trend will continue to accelerate into FY22 and beyond.
- ARNG has placed increased value on this prior service market since FY16 and resourced accordingly. ARNG's relative success became apparent in FY20 and continues into FY21.
- Results will not likely change until USAR matches or exceeds resource levels of the ARNG.

Accessions Recommendations

- USAR should allocate resources directly into the AC2RC accessioning mission:
 - Allocate AGR ARCCs towards the top AC2RC sites
 - Reallocate billets/authorizations to focus on top sites
 - [Backup Slide 21-22](#)
 - Extend and/or prevent the reduction of the TMA accessioning support (16 scheduled reductions by FY23)
 - Provide ADOS-RC at the sites
 - Push to have a more equitable SGM USAR supervisory oversight at the RCCCs (currently 1 USAR SGM)
 - Adjust the SRIP to match ARNG bonuses
 - [Backup slides 22-24](#)
 - Allocate a direct marketing campaign towards the AC2RC cohort

Retention

Reenlistment Eligibility

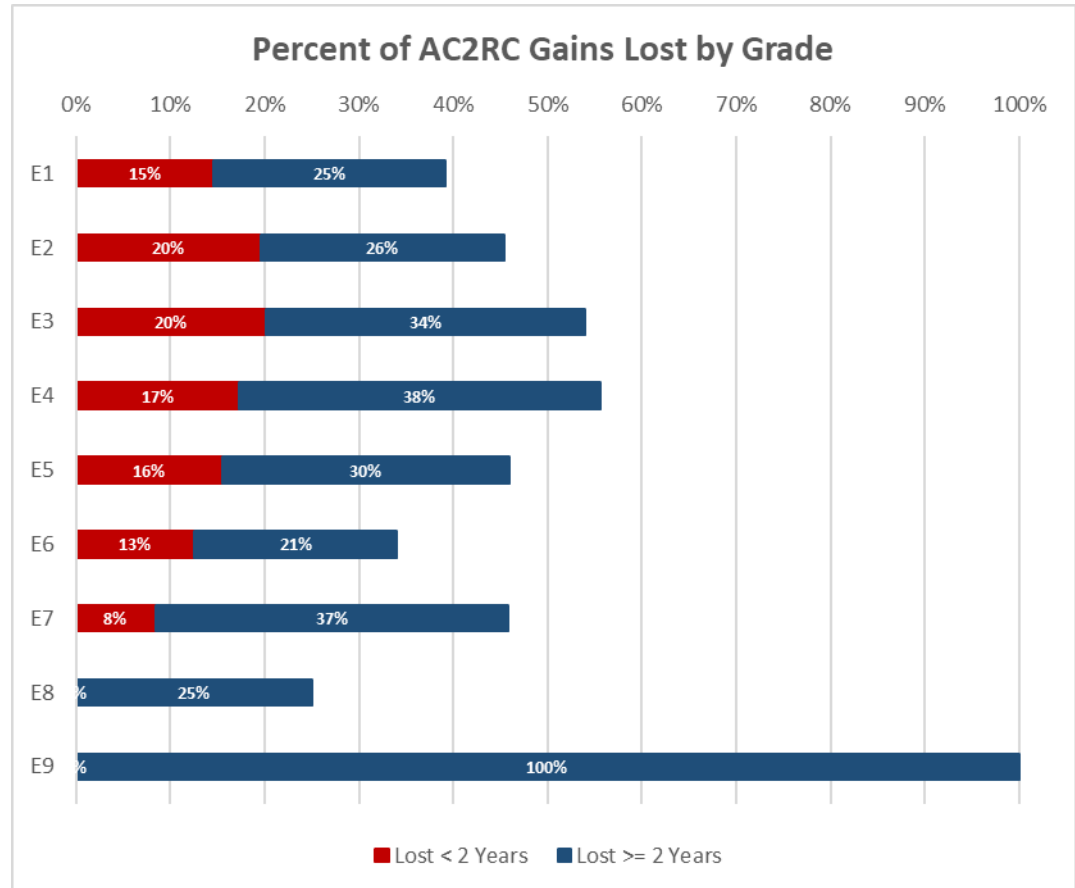
- Half of Enlisted losses were due to ETS.
- Of Enlisted ETS losses: only 15% were eligible for reenlistment at time of loss.
- 71% of SMs who were flagged for either APFT or ABCP at time of gain were eventually lost. 41% of those SMs were also flagged for ABCP or APFT at time of loss.

Enlisted Losses

Reason	Losses	< 2 Yr Losses	Reup Eligible	% of All Losses	% of Losses < 2 Yr	% of Losses Eligible for Reenlistment
ETS	6151	1627	962	52%	26%	16%
Unsat	2021	810	18	17%	40%	1%
Employment/Personal	1612	641	252	14%	40%	16%
Medical/Physical	662	191	54	6%	29%	8%
Loss to Other Service	402	164	50	3%	41%	12%
Misconduct/Substance Abuse	253	127	13	2%	50%	5%
Retirement/Mandatory	250	16	2	2%	6%	1%
No-show	187	144	8	2%	77%	4%
Performance (Not Unsat)	66	20	1	1%	30%	2%
Other	181	97	22	2%	54%	12%

AC2RC Losses (Enlisted)

Grade	Total Gains	Total Losses	Median Months to Loss
E1	171	67	27
E2	143	65	26
E3	526	284	28
E4	11,500	6,396	34
E5	9,166	4,207	34
E6	1,956	666	34
E7	212	97	47
E8	8	2	56
E9	1	1	50



Retention Conclusion

- Interview questionnaires were not statistically relevant:
 - Only 5% of the total exit interview participants were part of the AC2RC cohort (1,214 of 26,323)
 - Total Exit Interviews comprised only ~11% of total SELRES losses during the timeframe (FY 15 to FY20)
 - Therefore no inference can be gleaned as the subset sampling size is too small, non-random, and non-representative (anecdotal)
- 14% of all AC2RC losses were categorized as UNSAT (vs 10% of all SELRES losses over the same period). 15% of UNSAT losses were Under 2 Year losses.
- Only 13% of AC2RC losses were eligible for reenlistment at time of loss (includes SMs lost outside their reenlistment window).
- Of SMs lost to ETS, only 15% were eligible for reenlistment. Around one a third (33%) of ineligible SMs were flagged for either APFT or ABCP.
- AC2RC lag overall SELRES retention rates.

Accessions Recommendations

- USAR should focus on:
 - Developing a standard and mandatory exit interview collection and archive
- Loss reason codes do provide rigor to conduct loss trend analysis
- Develop a robust, effective on-boarding program that is command emphasized and green-tabbed driven at every echelon
- Maximize “Will-Train” positions to encourage retention
- Schedule training seats with the Soldier as she is accessing into the USAR
- Develop a specific counseling/mentoring program specific to this cohort
 - Match Soldier to employment opportunities
 - Provide reasoning to extend beyond ETS/MSO (sense of purpose)
 - Invite back after one year of IRR time (“Take a knee”)

Backup

AC2RC Bonus

- Enlisted: 714 of 739, 97%, elect the EAB, average 3.81 years until ETS
- Officer/WO: 100% Soldiers electing the OAFB/WAFB still have a MRD remaining

Grade	Percent
E4	44%
E5	39%
E6	16%
E7	1%

Grade	Percent
O2	11%
O3	75%
O4	12%
W2	1%
W3	2%

Resources

Manpower

MOS	MPC	TPU_cnt	AGR_cnt	IMA_cnt	Assigned_cnt
79V	E	523	1129	2	1654
79R	E	54	1349	0	1403
Total		577	2478	2	3057

RC Bonus – Affiliation bonus

- EAB removed installment payment option, updates for ARNG parity, increased SLRP to from \$20K to \$30K and from \$30K to \$50K

	Statutory		OUSD (P&R)		Authority		Notes
	\$ Cap	Svc Oblig	\$ Cap	Svc Oblig	Statute	DoDI	
Enlisted Affiliation Bonus	\$50K	2-yr	\$20K	2-yr	37 USC 331	1304.31	RC Bonus Only; N/A for AC
Enlisted Transfer Bonus	\$10K	per transfer	\$10K	per transfer	37 USC 331	1304.31	
MOS Conversion Bonus			\$4K	3-yr	37 USC 331	1304.31	
Officer Accession Bonus	\$60K	3-yr	\$60K	4-yr	37 USC 332	1304.34	Cannot be combined with SLRP; Bonus cannot exceed \$15K per year; All bonuses combined cannot exceed \$150K
Officer Retention Bonus	\$12K	1-yr	\$12K	1-yr	37 USC 332	1304.34	Can be prorated for obligations > 2 years; Combined cannot exceed \$150K for non-AGR
Officer Affiliation Bonus	\$20K	3-yr	\$10K	3-yr	37 USC 332	1304.34	Bonuses combined cannot exceed \$150K
Officer Transfer Bonus	\$10K	per transfer	\$10K	2-yr	37 USC 332	1304.34	Bonuses combined cannot exceed \$150K

Incentives and Marketing

FY 21 SRIP Status (As of EOM Apr 21)							
Incentive Programs	FY20 Allocation	FY21 POM'd	FY21 Allocations	Contracts written	FY 21 Contract commitments	Remainder from FY 21 Allocations	Remainder from Allocated funds
NPS	\$28.0	\$29.0	\$35.0	5828	\$27.66	\$7.34	\$27.66
Enlisted Affiliation	\$8.0	\$13.8	\$17.0	928	\$12.33	\$4.67	\$12.33
Prior Service	\$2.0	\$1.0	\$2.0	204	\$1.03	\$0.97	\$1.03
TPU Reenlistments	\$33.0	\$110.4	\$33.1	2692	\$9.29	\$23.81	\$9.29
AGR Reenlistments	\$0.9	\$0.0	\$0.0	0	\$0.00	\$0.00	\$0.00
MOS Conversion (TPU and AGR)	\$0.5	\$0.1	\$0.5	0	\$0.00	\$0.50	\$0.00
OFF/WO Affiliation	\$2.5	\$2.3	\$2.0	85	\$0.85	\$1.15	\$0.85
OFF/WO Accession	\$1.5	\$0.9	\$2.0	48	\$0.61	\$1.39	\$0.61
Officer Retention	\$5.0	\$1.3	\$12.0	305	\$3.05	\$8.95	\$3.05
SLRP	\$19.1	\$5.3	\$16.0		\$16.00	\$0.00	\$16.00
Anniversary	\$12.0	\$18.2	\$19.0		\$19.00	\$0.00	\$19.00
Total	\$112.5	\$182.5	\$138.6	10,090	\$89.8	\$48.78	\$89.82

FY 22 SRIP Status (As of EOM Apr 21)

Incentive Programs	FY21 Allocation	FY22 POM'd	FY22 Allocations	Contracts written	FY 22 Contract commitments	Remainder from FY 22 Allocations
NPS	\$35.0	\$29.3	\$38.0	2619	\$9.24	\$28.76
Enlisted Affiliation	\$17.0	\$16.1	\$16.0	34	\$0.47	\$15.53
Prior Service	\$2.0	\$3.0	\$2.0	0	\$0.00	\$2.00
TPU Reenlistments	\$33.1	\$74.8	\$70.3	781	\$2.60	\$67.70
AGR Reenlistments	\$0.0	\$0.0	\$0.0	0	\$0.00	\$0.00
MOS Conversion (TPU and AGR)	\$0.5	\$0.2	\$0.2	0	\$0.00	\$0.20
OFF/WO Affiliation	\$2.0	\$6.1	\$3.4	3	\$0.003	\$3.40
OFF/WO Accession	\$2.0	\$5.0	\$2.0	24	\$0.24	\$1.76
Officer Retention	\$12.0	\$3.0	\$12.0	0	\$0.00	\$12.00
SLRP	\$16.0	\$21.1	\$16.0		\$16.00	\$0.00
Anniversary	\$19.0	\$24.3	\$18.0		\$18.00	\$0.00
Total	\$138.6	\$182.9	\$177.9	3461	\$46.6	\$131.35

Warrant/Commissioned Officer Losses

Reason	Losses	< 2 Yr Losses	Reup Eligible	% of All Losses	% of Losses < 2 Yr	% of Losses Eligible for Reenlistment
Completed Service Obligation	101	12	2	8%	12%	2%
Unsat	11	6	3	1%	55%	27%
Employment/Personal	769	299	152	57%	39%	20%
Medical/Physical	136	34	25	10%	25%	18%
Loss to Other Service	80	11	17	6%	14%	21%
Misconduct/Substance Abuse	13	4	4	1%	31%	31%
Retirement/Mandatory	137	34	13	10%	25%	9%
No-show	2	1	0	0%	50%	0%
Performance (Not Unsat)	68	5	0	5%	7%	0%
Other	29	7	4	2%	24%	14%

AC2RC Losses (Officer/Warrant)

Grade	Total Gains	Total Losses	Median Months to Loss
O1	88	25	31
O2	494	157	39
O3	3457	973	32
O4	606	141	37
O5	110	21	40
O6	5	2	49
W1	7	2	30
W2	53	17	49
W3	38	11	26
W4	3	2	49

