



Armed Forces Reserves - a Norwegian Approach -



*CIOR Summer Conference Brno 2013
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An expeditionary past



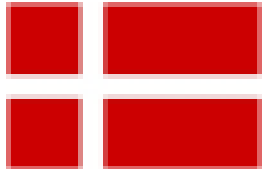


... to a domestic focus

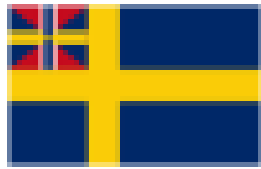
Union with Denmark
Territorial army
NCO-schools
Conscription!



1628



1905



Poor country
Splitting up with Sweden
Armed conflict possible
Build-up of forces
Conscription!
Territorial focus

Naïve “denial” of
foreign policy
Neutrality
Territorial focus



1914



1940



Denial fails
Building armed
forces in the UK
Merchant fleet

Focus on volume
90 % reserves
Main army purpose to train
conscripts
Territorial focus



1949



Political instrument
Major transformation:
• Expeditionary units
• Quality
• Professionalism
• Still conscription
• Political constraints

2000





The Norwegian Transformation

Mobilization forces



Tailored for anti-invasion

Tailored as political instrument

+

Territorial Home Guard

- Geographical focus
- Volume
- Reserves



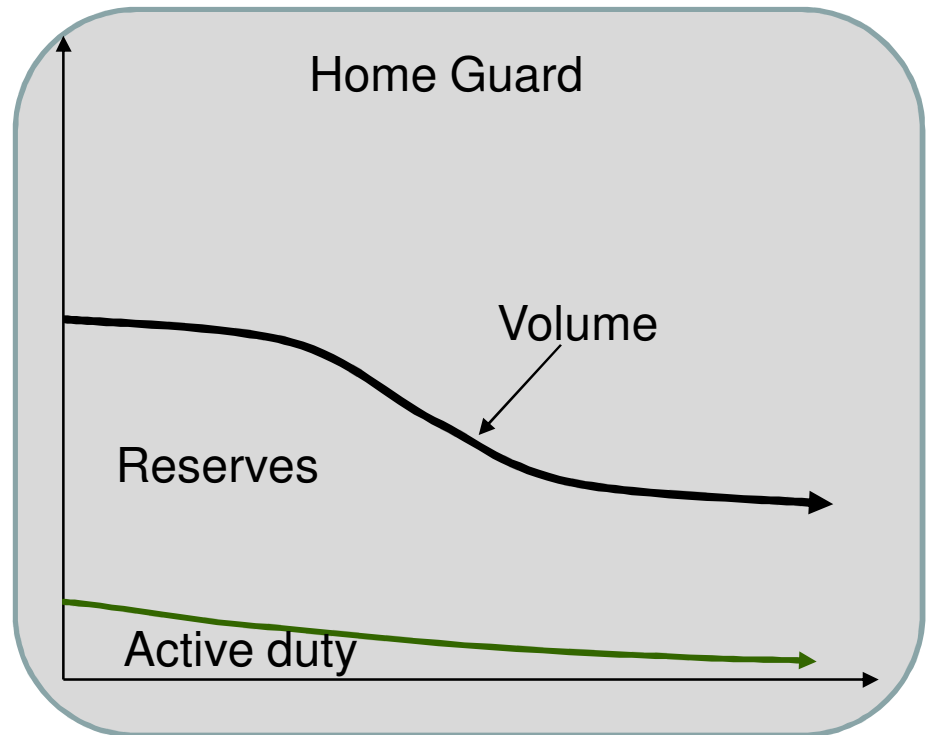
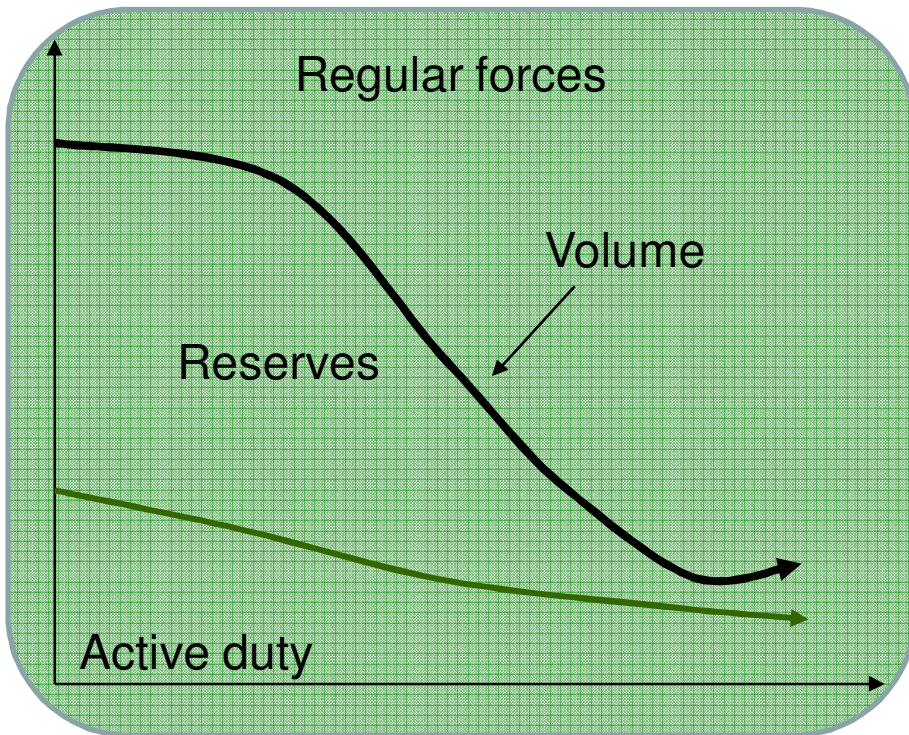
The transformation



- Shift from quantitative to qualitative focus
- Modern technology, “paid by reduced manning”
- Major slimming process to save wages
- Combat only for professionals, “no amateurs”
- Less robust personnel structure (=fragile?)
- Hard-core military focus
- The need for mixed competence for Comprehensive Approach not fully realized
- Reserve concept faded

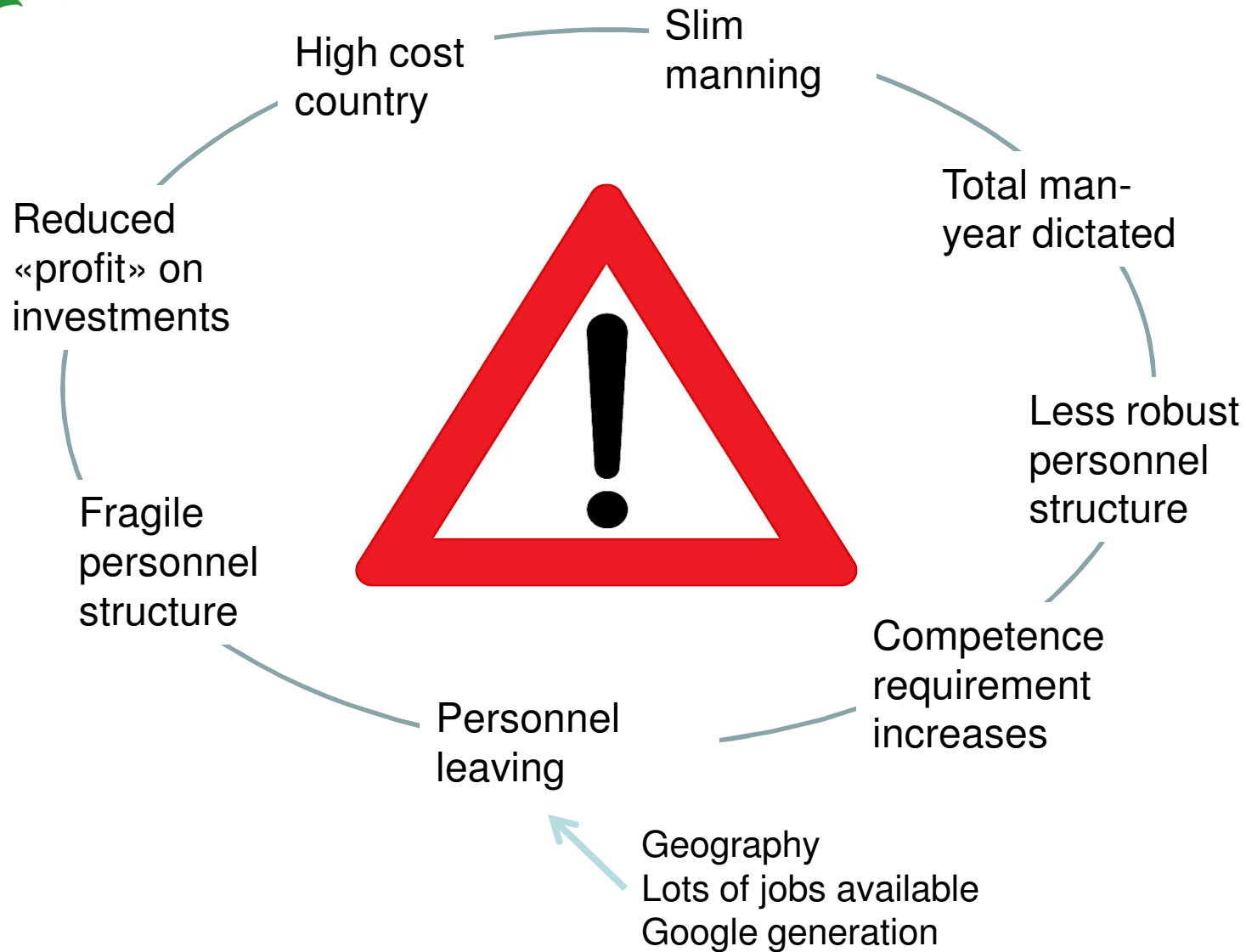


Use of reservists





A bad circle?



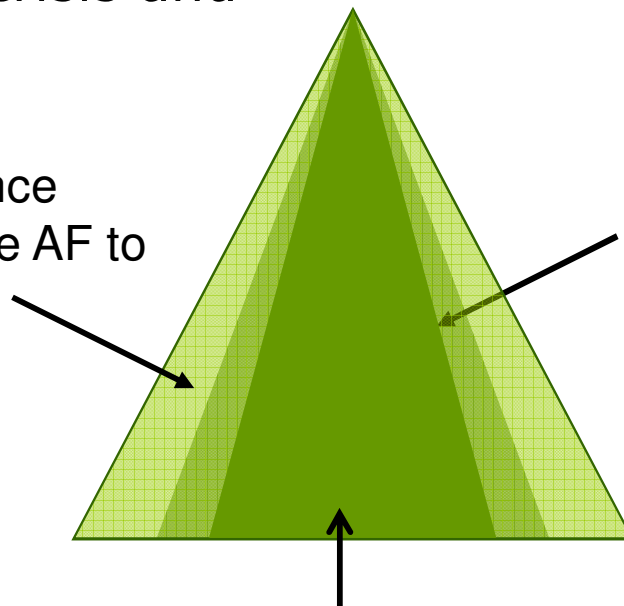


The competence gap

- Increased complexity, Comprehensive Approach
- Increased need for competence
- The requirement increases in crisis and operations
- Persistent pressure on defense budgets
- Personnel cost very high
- Persistent pressure on man-years

The competence (personnel) the AF to draw upon

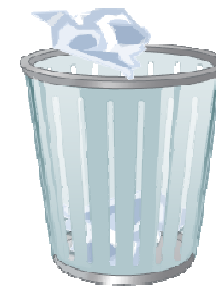
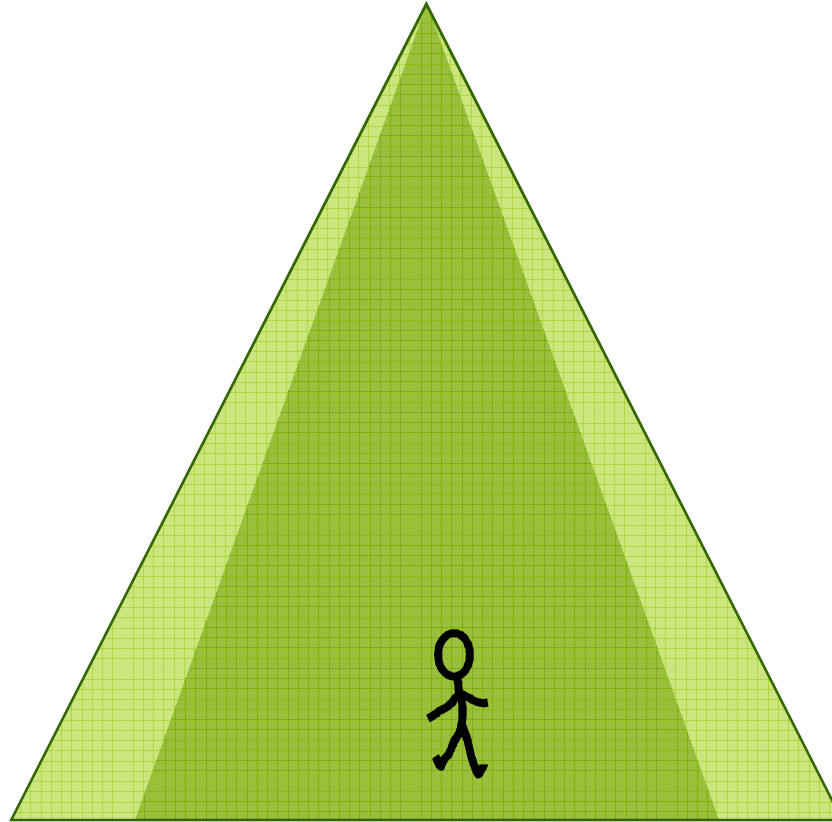
The competence (personnel) the AF can afford to have employed



The competence (personnel) the AF is able to keep

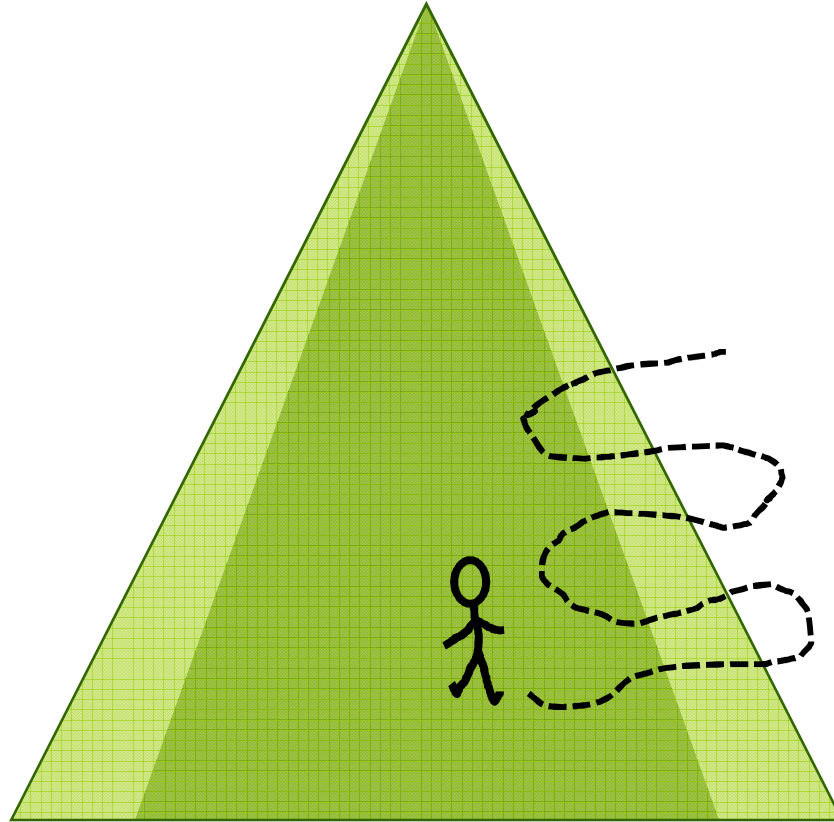


Wasting resources!





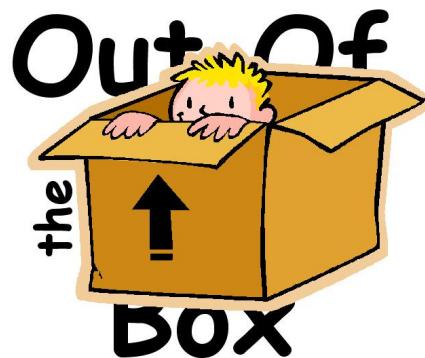
Smart defense!





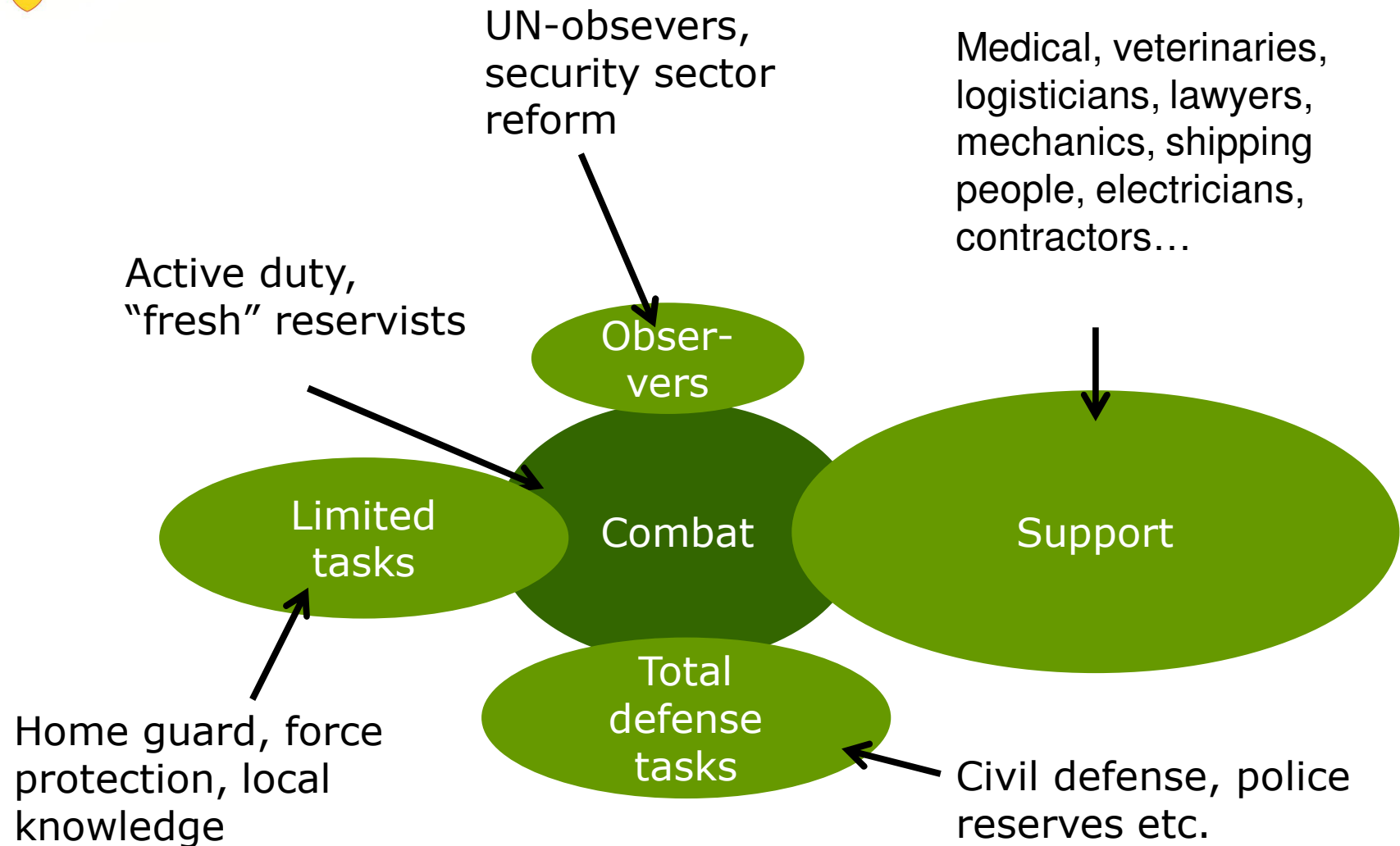
What needed to be done?

- Honest appreciation of the personnel / competence needed
- Ceasing political lip-sticking of the real situation
- Thinking outside of the box
- Planting the right ideas in the right “circles”



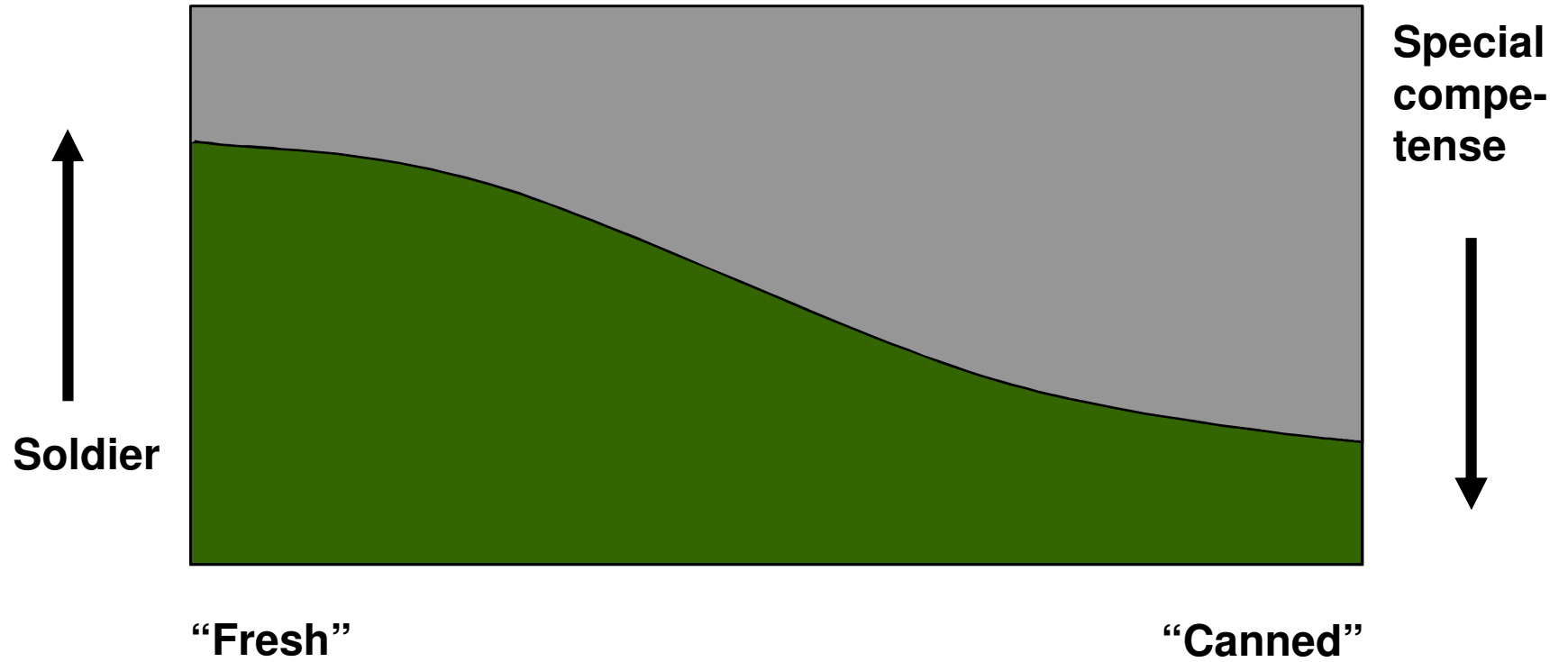


What kind of professionalism?





Twice a citizen





The advantages:



- Reduced operating costs
- Increased flexibility in force generation
- Increased competence span
- Improve recruitment
- Better use of human capital
- Improved knowledge about the Armed Forces in the society



White book on competence



Meld. St. 14

(2012-2013)

Melding til Stortinget

Kompetanse for en ny tid



Debated in the Parliament spring 2013:

- The need for comprehensive competence appreciated
- The potential of reserves recognized
- Requested the MoD to present a report on reserves
- NROA should to be a part of the work!



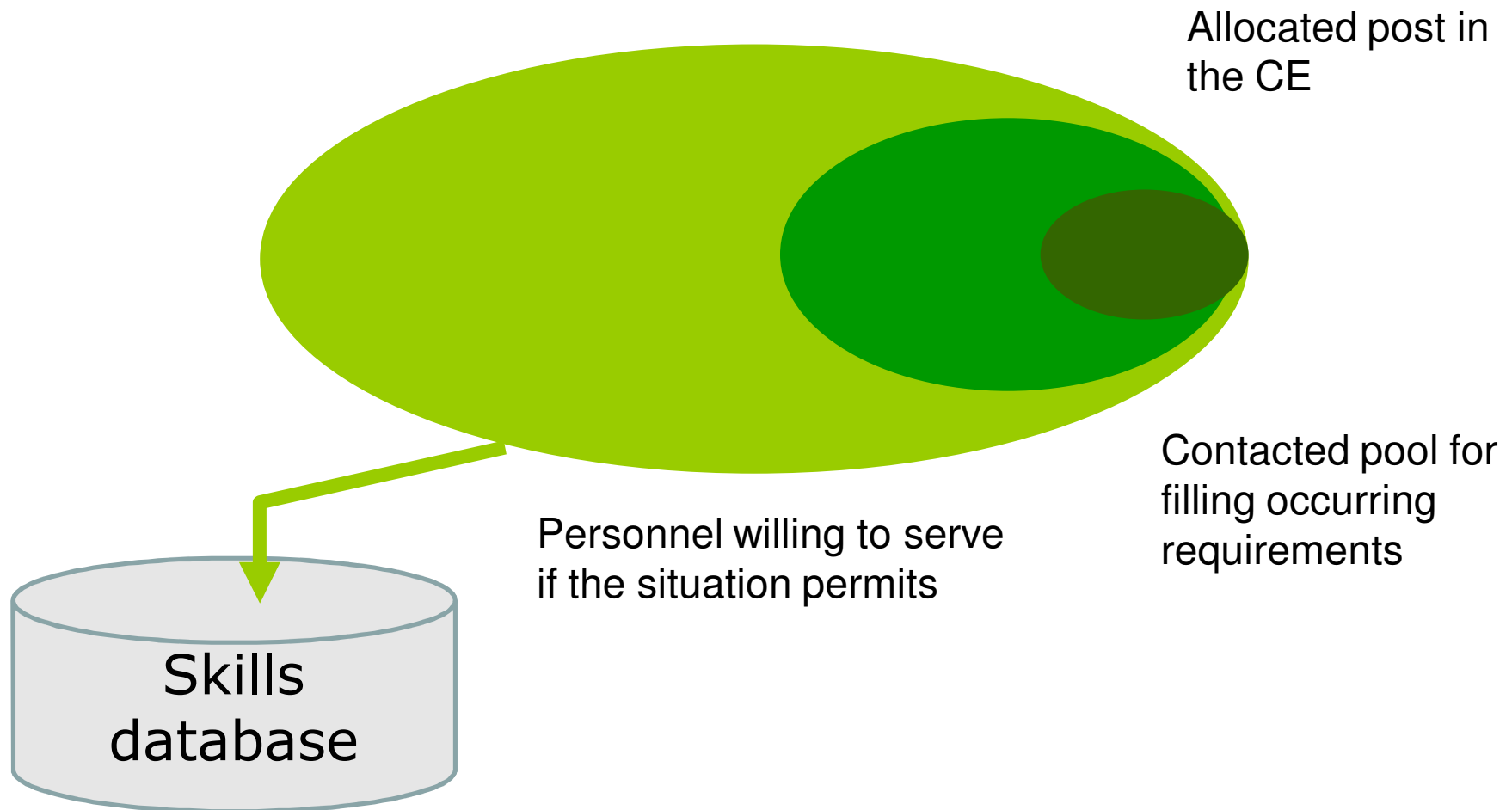
Elections



- New Parliament!
- New MoD!
- New CHOD!
- New Vice CHOD!
-
- NROA needs to continue to push!



A possible way ahead





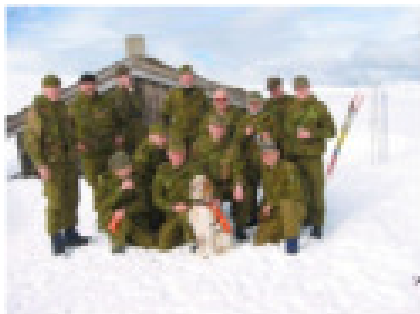
Possible Norwegian Reserve Forces

Army/ Navy/
Air Force
pool: 3-5000
personnel

Home guard: 40-50.000 personnel



Role of the ROA



- Guard dog and spokesman
 - Military level
 - Political level
- Skills data base
- Facilitator for maintenance of basic competence
 - Shooting
 - Military sports
 - Various courses
- The link between the reservist and the Armed Forces
 - Geography
 - Provide local defense related community



Key figures

- 7000 members
- 57 local units
- Secretariat: 5 ½ man-years
- Budget approx. 1 million €
 - 55 % sponsored by the Mod
 - 45% membership fees
 - Annual fee = NOK 550 = € 70

