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CENTRAL INTELLIGENCE AGENCY
WASHINGTON, D.C. 20505

9 November 1978

MEMORANDUM FOR: The Director of Central Intelligence
FROM : John N. McMahon
Deputy Director for Operations
SUBJECT : MILITARY THOUGHT (USSR): Some Problems of
Military Training of Reserve Officers
Without Loss of Time From Work

1. The enclosed Intelligence Information Special Report is part of a series now in preparation based on the SECRET USSR Ministry of Defense publication Collection of Articles of the Journal "Military Thought". This article enumerates the deficiencies existing at the time the article was written in the system of training reserve officers of the Soviet Armed Forces, and stresses the need to revise and reorganize it. The system called for a few days' training every three years, which was not sufficient time to refresh old material and assimilate new knowledge and skills. Organizationally the training program lacked training resources and even sufficiently trained instructors. Also, even though participation in the program was mandatory, no disciplinary action was taken for non-attendance. This article appeared in Issue No. 6 (67) for 1962.

2. Because the source of this report is extremely sensitive, this document should be handled on a strict need-to-know basis within recipient agencies. For ease of reference, reports from this publication have been assigned

John N. McMahon

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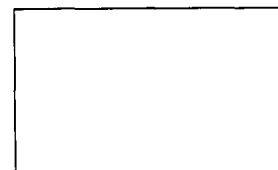
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Intelligence Information Special Report

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COUNTRY USSR

DATE OF INFO. Late 1962

DATE 9 November 1978

SUBJECT

MILITARY THOUGHT (USSR): Some Problems of Military Training of Reserve Officers Without Loss of Time From Work

SOURCE Documentary

Summary:

The following report is a translation from Russian of an article which appeared in Issue No. 6 (67) for 1962 of the SECRET USSR Ministry of Defense publication Collection of Articles of the Journal "Military Thought". The author of this article, Reserve General-Major Ye. Epin, enumerates the deficiencies which existed when the article was written in the system of training reserve officers of the Soviet Armed Forces, and stresses the need to revise and reorganize it. The system called for a training period of 2.5, three, or five days conducted once every three years, which was clearly not sufficient time to refresh old material and assimilate new knowledge and skills. Organizationally the training program was deficient in its lack of training resources and even sufficiently trained instructors. Also, even though participation in the program was mandatory, no disciplinary action was taken for non-attendance.

End of Summary

Comment:

After 1962 the SECRET version of Military Thought was published three times annually and was distributed down to the level of division commander. It reportedly ceased publication at the end of 1970.

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Some Problems of Military Training of Reserve
Officers Without Loss of Time From Work

by
Reserve General-Mayor Ye, EPIN

Modern qualitative and quantitative changes in military equipment and weapons in the troops are radically changing the organization of the troops and the methods of conducting combat actions. All of this increases the demand for command personnel who are technically competent and highly educated in a military sense.

The experience of the past war showed that military educational institutions were not able to cope with the training of the required number of command personnel either at the onset of the war or during it, and thus it is necessary to organize this training in peacetime.

It should also be taken into account that, whereas in the past a relatively long period lasting weeks and even months could occur which primarily consisted of mobilization, concentration, strategic deployment, and also the shift of all of the economic activities of the sides to a war footing from the moment when war was declared until the beginning of the conduct of large scale operations, modern combat equipment and weapons are radically changing the essence and substance of the initial period of a future war. It will begin with surprise and powerful massed strikes which are calculated to smash the military and economic strength of the enemy and to disrupt the mobilization of the forces and means of the country. This requires that states be in an advanced state of readiness for the deployment of armies of many millions which are unthinkable without the training of officer personnel in peacetime in the appropriate proportions for all branch arms and branches of the armed forces. In this regard, the training of reserve officer personnel takes on great significance.

Military training of reserve officers in our country is based on the Statute on Military Service by Officers, Generals, and Admirals of the Soviet Army and Navy with and Without Loss of

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Time from Work. In Item 64 of this Statute it is stated: "In order to raise the military qualifications of the reserve officer personnel, they are to be called to assemblies in accordance with the Universal Military Service Law. In addition, reserve officer personnel may be called upon for military training without loss of time from work."

In this article we shall examine problems which relate mainly to military training of reserve officers without loss of time from work.

Such training has been put into practice in our country for several years in unified programs drawn up for each branch arm and branch of the armed forces. In terms of the time and scope of training matters, three versions of military training programs are stipulated: the 20-hour, the 24-hour, and the 40-hour. For the 1962 training year, the time for officer training in each of these versions has been increased by eight hours (we will not refer to the additional time further, but will refer to the programs as they are designated in the combined listing of programs, that is, 20-hour, 24-hour, and 40-hour programs).

For military training in one of the above-mentioned programs, reserve officers are called upon once every three years, that is, sometime during a three-year period, a reserve officer is obligated to go through military training lasting two and one-half, three, or five working days.

During this time, the reserve officer must refresh his memory on material gone through in the past, study the new things that have occurred during these years in military matters, study new military equipment and its employment, and acquire some practical skills in control of troops and equipment.

Unintentionally, the question has arisen: Is it possible, generally speaking, to assimilate such a broad program in four to five working days? And why is this time so short? Is it really possible in such a space of time to seriously study the new things which have appeared in army life in the previous three years? But it is not possible to wait for better conditions, and thus, it is necessary to utilize this time to the maximum for the training of reserve officers without a loss of time from work and to achieve the greatest success. As a matter of practice, this

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is the way it presently is. Nevertheless, the matter of time should be settled. It is now difficult to say what amount of training time should be allotted for military training of reserve officers, but there is an indisputable minimum of questions which are subject to study. These include:

1. The organization, armament, and equipment of one's own branch arm. Methods of actions of subunits and units of this branch arm in the basic types of combat when weapons of mass destruction are employed.
2. The organization and combat capabilities of other branch arms and branches of the armed forces.
3. Tactical-technical specifications of the organic combat equipment and of the combat equipment which may be attached and which may be cooperating in the fulfilment of combat tasks.
4. The organization, armament, and tactics of enemy armies.
5. Political training.

For the study of these questions, lectures and discussions, independent training, consultations, and tests are needed and, besides this, in tactics, group training periods are needed on each topic.

It is clear that a definite amount of time is necessary for the implementation of even a minimum version of the subject matter. Even with equipment which was in service in the Red Army during the Civil War and during the period between the Civil and Great Patriotic wars, it was recognized that the minimum time for military training of the reserve rank-and-file and noncommissioned officers should have been reckoned at one and one-half to three months. At present, when a complete rearmament of the army with new equipment has taken place, when the organization of the troops has changed, and when the methods and forms of the conduct of a battle and operation have changed, only one to two working days in a year, for some reason, are allotted on the average for military training, specifically for the retraining of reserve officers. Some comrades attempt to attribute this strange situation to the fact that the cultural and general educational level of the Soviet people has risen,

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This is, of course, correct, but military equipment has not remained what it was 30 to 40 years ago, either; its quality and quantity have changed incomparably and combat actions in a modern war will in no way resemble those in past wars.

The limited time period for military training of reserve officers is complicated further by the fact that the organization itself of this very important undertaking is poorly thought out. Above all, military training of reserve officers without a loss of time from work is not supported materially; studies are conducted without sufficiently prepared training resources and in the absence of a qualified teaching staff. In the greater portion of the program, lectures are given, but in the 24-hour program almost all studies are conducted as lectures with the exception only of firing and the study of weapons. Neither group training periods nor exams are stipulated in the 24-hour program.

In contrast to the 24-hour program, group training periods, practical exercises, and exams are planned besides lectures in the 40-hour program. However, where there are no equipped training material resources and classroom accommodations (practical exercises are conducted only during the winter period), lectures are given in this program as well. Thus, there is no verification of the knowledge of those studying and the tests stipulated by the program encompass a very limited range of questions and only on one or two topics, as a result of which the tests cannot serve as a method of monitoring.

Military training in the 40-hour program is conducted at training bases and by the forces of the military units, military educational institutions, and military departments of civilian higher educational institutions. Staffs of military districts, commanders of garrisons, and city and oblast military commissariats are engaged in this type of training. They keep track of and allocate training resources, give instructions on which branch arm reserve officers are to be trained, in what number and at what time, instruct commanders of units and chiefs of educational institutions to materially support these studies, and allocate directors for practical exercises. Practical exercises are conducted in accordance with the program and, where there is a command of military units and chiefs of educational institutions to whom this training has been entrusted, the training is approached seriously and in accordance with Party



principles. However, because military units are overburdened or for other reasons, this important undertaking is often turned over to people of minor importance and, as a rule, is carried out with serious deficiencies.

By far the greatest difficulties are in the organization and conduct of practical exercises with reserve officers in the 24-hour program. Just as in the 40-hour program, reserve officers of all branch arms and branches of the armed forces are called upon here. The number of those called up is almost always half, but in some cases almost all of the personnel, of those subject to training.

And in areas where there are no military units, military educational institutions, or military departments of civilian higher educational institutions, almost all reserve officer personnel are trained in the 24-hour program. In these areas, practical exercises in the 24-hour program are the main and only type of military training but their implementation is assigned entirely to rayon military commissariats which have neither the training resources, the materiel, the weapons for training, nor trained instructors. In the majority of cases, the organization and conduct of military training in the 24-hour program is conducted by the rayon military commissariat officers and augmented by the better-trained reserve officers and DOSAAF officers. It is customary that all of the military training in the 24-hour program be conducted in the military training room of the rayon military commissariat. But military training rooms are not as yet set up in all rayon military commissariats, and where there are such classrooms they cannot always be used for the conduct of practical exercises.

What, for instance, is the military training room of Moscow's Leningrad Rayon Military Commissariat? It is one of the rooms which is on the premises of the rayon military commissariat and not even the largest. It is equipped with individual charts on the combat employment of some branch arms and contains several exhibits on combat equipment and representative small-arms models.

It is a military training room of a rayon military commissariat with such equipment that is, for some reason, considered to be the "training resources" for all branch arms,



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which will somehow permit the conduct of practical exercises in all subjects of the program with officers of all branch arms and at the level of modern requirements. Even the classroom's area does not always permit accommodation of all of those officers arriving for the practical exercises.

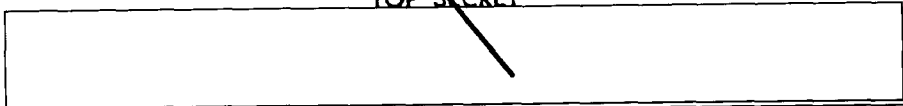
Of course, the establishment of military training rooms within rayon military commissariats is a great step forward. The classroom is conducive to the training of reserve officers; in it lessons in instructional methods can be conducted by teaching personnel; independent training of teachers, instructional practical exercises with heads of classes and with group leaders can be conducted. In the training room, training methods texts may be stocked and practical exercises in military training with individual groups of reserve officers may even be organized. But these measures can only be conducted under one condition -- if the military training room is used for its primary purpose.

But it is not only in this that there is difficulty. No few obstacles are encountered in the matter of implementing reserve officer military training by regular officers of the rayon military commissariat and by calling on reserve officers as well.

In the first place, it is almost impossible to select instructors from the cadre officers of the rayon military commissariat for all of the practical exercises in the indicated program, even for the reserve officers of one branch arm. Cadre officers of the rayon military commissariat in the majority of cases do not have the necessary military training and practical experience. Rayon military commissariats are not tactical units and are not military educational institutions but rather organs for the registration of servicemen and the implementation of mobilization measures. Officers of the rayon military commissariats fulfil their functional duties successfully but they are not trained to conduct practical exercises in retraining reserve officers.

In the second place, some reserve officers who are registered at rayon military commissariats are very highly trained. But it is difficult to use them as instructors. As a rule, they are employed in the national economy or in permanent government work. It is not possible to select instructors from reserve officer personnel who are not working as the majority of

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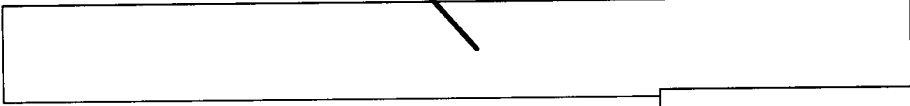
these are ill. For this reason, the conduct of practical exercises is often entrusted to insufficiently trained officers, which has a negative effect on the quality of the practical exercises. Nevertheless, some rayon military commissariats are entrusted each year with conducting practical exercises with reserve officers not of a single but of many branch arms and branches of the armed forces.

Over the course of many years, such a system of training reserve officers without loss of time from work has been sharply criticized in the rayon military commissariats but nevertheless it remains as before: higher levels do not plan the training in the 24-hour program; rayon military commissariats conduct agonizing searches from year to year for training resources and practical exercise directors, and they must literally persuade commanders of military units, military educational institutions, and heads of military departments of civilian higher educational institutions to help them in conducting assemblies. Military units, facilities, and educational institutions are assigned to conduct the training of reserve officers in the 40-hour program, and that is what they do. No one has obliged them to conduct practical exercises in the 24-hour program as well and for this reason, and on various plausible pretexts, they try to turn down this work. It may so happen that in a given rayon there are no training resources for the conduct of practical exercises with reserve officers of some branch arm, but the plan must be fulfilled and the rayon military commissariat conducts practical exercises in almost any accommodations: in schools, clubs, and even barns. Under such conditions, the retraining of officers is conducted by the lecture method over all of the subjects of the program. A large audience, sometimes up to 600 men, formally completes five days of study not having been introduced to new military equipment. Under better circumstances, reserve officers become acquainted with weapons and combat equipment on charts.

A considerable number of engineer-technical reserve officers also go through military training in the 24-hour program and the absence of training resources tells especially hard on their military training.

For engineer-technical personnel of the air forces, tank troops and motor vehicle-tractor service, up to 80 percent of the time is devoted in the program to practical exercises in

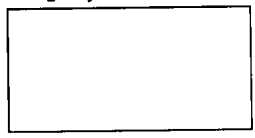




studying, maintaining, repairing, and operating equipment. The rayon military commissariats do not have this equipment and all practical exercises are conducted by the lecture method. In addition to this, these practical exercises are not planned by higher levels, and their implementation is also assigned to rayon military commissariats which have neither the forces nor the means and which in the majority of cases just carry them out for the record. During the time of training (24 to 32 hours), it is impossible even under ideal conditions to impart the necessary knowledge to reserve officers. Since group discussions and tests are not stipulated, knowledge acquired through listening to lectures is not reinforced.

In our opinion, in the interests of military training of reserve officers without loss of time from work in the 24-hour program, a new program has to be worked out first of all which will include the study of the tactical-technical specifications of new combat equipment and its combat employment, an increase in the time for group training sessions and tests, the introduction of independent training, and an increase in the overall quantity of training time while obliging military units and higher military educational institutions to establish the necessary training resources and allocate instructors. The problem of the responsibility of reserve officers for attendance when called up by the rayon military commissariats should be more firmly resolved.

It is known that failure to attend training assemblies is considered to be evasion of military service and criminal proceedings are instituted against those guilty, whereas non-attendance upon call-up to the rayon military commissariat is treated only as a disciplinary misdemeanor. For all intents and purposes, reserve officers who do not appear at training practical exercises without loss of time from work are not held at all responsible. They are usually reported as being at their place of work and with that the entire matter is closed. What are military commissariats doing in this case? In order to ensure in terms of the plan at least a minimum number of reserve officers for military training without loss of time from work, military commissariats call up two to two and one-half times the planned amount. But in this situation it is seldom that 50 percent of those called up appear for military training. And what is more, even after the formation of training groups,



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practical exercises are attended by no more than half of the trainees. Such a situation is completely intolerable. This is a matter of high mobilization readiness, discipline, and the fulfilment of a citizen's duty by reserve officers.

It is clear that military training of reserve officers without loss of time from work, as it is now conducted, does not answer the great modern demands.

In our Party Program, the following task is emphasized: "to maintain the defensive strength of the Soviet State, the combat readiness of its Armed Forces at a level which ensures the decisive and complete defeat of any enemy who dares to encroach upon the Soviet Homeland."

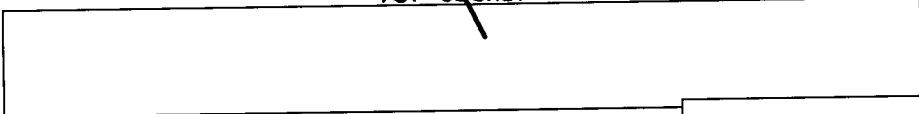
In order to achieve such a level of military training of reserve officers, it is necessary to revise not only the program but the presently existing system of organizing and conducting this training.

Military training without loss of time from work in all of our currently operative programs is conducted, as a rule, during the winter period when both military units and all educational institutions, having fulfilled the training plan, can utilize the facilities which they have to the maximum -- the training classrooms, clubs, lecture halls, equipment. The most intense period of military training in military commissariats is from January through April. In May this intensity is reduced and about June all work in military training without loss of time from work finishes up. During the period when military units leave for camp and civilian educational institutions dismiss the students for summer vacation and all winter training bases are vacated, military training of reserve personnel without loss of time from work is stopped even though it is mainly in this period that it would be best to conduct practical exercises with reserve officers. In the future it would be advisable to conduct retraining of the greater portion of reserve officer personnel at the training bases of military units and educational institutions in the summer and the smaller portion in the winter having organized nonorganic regular subunits of the required occupational specialty in military units and requiring them to continuously conduct military training with reserve personnel throughout the training year, or for several months of the year.

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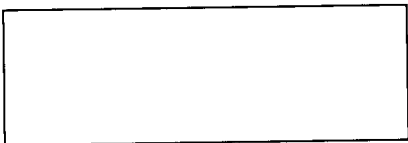
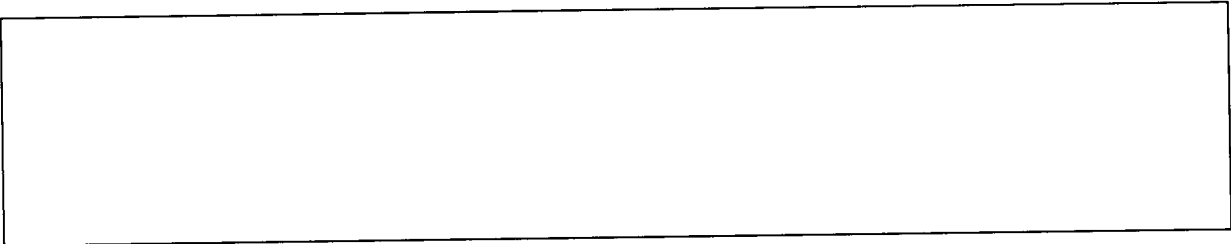
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The dire necessity has arisen to radically improve reserve officer training as a whole and primarily that being conducted in the 24-hour program at rayon military commissariats with reserve officers without loss of time from work.



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