



HFM 390

Research Workshop on Reserve Forces

Schedule as of 24 January 2025

Day 1: Monday, 27 January 2025

Trans-Atlantic Room

Capacity 29 +41

0800-0900	Entry to NATO/HQ (Security & Passes). Please assemble at 0800 (am) at the NATO HQ Visitor Centre entrance to collect passes as a group.
0900-0930	Introductions and welcome by HFM 390 Workshop Chairs Vince Connelly & Howard Coombs
0930-1030	Keynote Speaker: Dr. Mike Rostek – Canada.
1030-1045	Break
1045-1145 (15 min each with 5 min Q&A)	Dual Military & Civilian Life Topics (Chair: Howard Coombs) 1. Part-time military service and sacrifice: Understanding the outcomes of long-term reserve service with partners and employers (Vincent Connelly, Zoe Morrison, Ben Carter) - UK 2. Experiences of homecoming, returning to civilian employment and the mental health of UK reservists who deployed to Iraq or Afghanistan (Sofia Franchini, Marie-Louise Sharp, Margaret Jones, Niamh Molloy, Daniel Leightley, Sharon A.M. Stevelink, Simon Wessely, Nicola T. Fear) - UK 3. Bridging the Gap: Exploring the intersection of Belgian military Reservists and civilian life (Gwenaëlle Belpaire, Delphine Resteigne) - Belgium
1145-1200	Break
1200-1300 (15 min each with 5 min Q&A)	4. Balancing Dual Lives of reservists amidst a ‘whole force’ approach: a protocol for a cohort study – under development (Daniel Leightley) - UK 5. Enhancing Finland's defense innovation framework through the inclusion of civilian expertise (Markus Häyhtiö, Jukka Mattila, Amanda Eklund) - Finland

	6. Reservists and their families: understanding their experiences and needs (Nicola T. Fear) - UK
1300-1400	Lunch
1400-1500 (15 min each with 5 min Q&A)	<p>Regular & Reserve Integration Topics (Chair: Jelena Juvan)</p> <p>1. Integration of Regular and Reserve Forces: Differences in perceived values and characteristics (Emma Parry) - UK</p> <p>2. Total Force Design: Applicability of Lessons Learned for Active/Reserve Force Challenges to Evolving Reserve Force Management and Hybrid Models (Alan Johnson, Whitney Grespin, Scott Moreland, Sandra O’Hearn) - USA</p> <p>Reserve Roles/Challenges Topics (Chair: Delphine Resteigne)</p> <p>1. Issues and challenges for Reserve Forces in Slovenia from the collective security perspective (Jelena Juvan) - Slovenia</p>
1500-1515	Break
1515-1555 (15 min each with 5 min Q&A)	<p>2. A resilient alliance and the role of the Reserves (Susan Bryant, Rebecca Patterson) - USA</p> <p>3. Through the mud and blood to where exactly? Future and past wartime roles for the Royal Canadian Armoured Corps Reserves? (Patrick Kingston) - Canada</p>
1555-1625	The 2024 NATO Policy on Reserves NATO International Military Staff Rep- Col Kenneth Myrup
1625-1700	End of Day Session Questions/Discussion
<p><u>**19.00 :Monday Social/Welcome Dinner (optional)**</u></p> <p><u>Location Restaurant Catharina-</u></p> <p><u>Van der Valk Hotel</u></p> <p><u>Culliganlaan 4b</u></p> <p><u>1831 Diegem</u></p> <p><u>Phone: +32 2 277 20 00</u></p> <p><u>Dress: Casual</u></p>	



HFM 390

Research Workshop on Reserve Forces

Schedule as of 24 January 2025

Day 2: Tuesday, 28 January 2025

Trans-Atlantic Room

Capacity 29 +41

0900-0915	Intro/Socialization by HFM 390 Workshop Chairs & Committee
0915-1015	Keynote Speaker: Major General Janeen Birkhead (USA): Adjutant General Maryland National Guard
1015-1030	Break
1030-1130 (15 min each with 5 min Q&A)	Reserve Infrastructure Topics (Chair: Vince Connelly) 1. Reserve Forces: Challenges across the deployment cycle (Kathy Michaud) - Canada 2. A house built on shaky foundations: Examining the idea of the Canadian Defence Team (Howard G. Coombs) - Canada 3. From tradition to engagement: Institutional changes in Finland's voluntary defense system (Jukka I. Mattila) - Finland
1130-1145	Break
1145-1245 (15 min each with 5 min Q&A)	4. "Society's Soldiers" The Swedish home guard and the 'new' total defence (Joakim Berndtsson) - Sweden 5. The roles of Reserves in new manpower paradigms (Stephen R. Dalzell, Paul Cormarie) - USA Social Aspects Topics (Chair: Stephanie Von Hlatsky) 1. Social and regional dimensions of the Ukrainian willingness to resist and fight (Tor Bukkvøl, Frank Brundtland Steder) - Norway
1245-1345	Lunch

1400-1420 (15 min each with 5 min Q&A)	2 Encouraging an employee to enlist as a reservist under French law (Benoît Lopez) - France
1420-1515	End of Day Session Questions/Discussion
1515	Family Photo by NATO Flags
1630-1830	<p align="center"> <u>**Belgian Beer World Museum (optional)**</u> <u>Boulevard Anspach 80</u> <u>1000 Brussels</u> <u>Phone:+32 2 880.47.00</u> </p>
19.00	<p align="center"> <u>Dinner in Brussels City Center (optional)**</u> <u>Chez Leon</u> <u>Rue des Bouchers 18</u> <u>1000 Brussels</u> <u>Phone: +32 2 511.14.15</u> <u>Dress: Casual</u> </p>



HFM 390

Research Workshop on Reserve Forces

Schedule as of 24 January 2025

Day 3: Wednesday, 29 January 2025

Red Room

Capacity 24

0900-0915	Intro/Socialization by HFM 390 Workshop Chairs & Committee
0915-0955 (15 min each with 5 min Q&A)	<p>Challenges on Reserve Skills Topics (Chair: Elizabeth McKenna)</p> <p>1. Military academization as over-professionalisation? The case of Swedish Junior Officers training (Karl Ydén) - Sweden</p> <p>2. Skill fade on a single combatant level in Estonian reservists (Marten Vares) - Estonia</p>
0955-1015	Break
1015-1100	<p>Workshop Discussion/Way Ahead</p> <p>Key conclusions and findings</p> <p>TER process</p> <p>Sustaining links and future proposals (e.g., NATO CSO RTG proposals)</p>
11.00-11.45	<p>Joint Session with NATO Reserve Forces Committee and Advocacy Reserve Organisations.</p> <p>Due to limitations on seating this session will be broadcast into the workshop room via Zoom. https://nato-int.zoom.us/webinar/register/WN_Vqa7hG1vSzOLNQ_wM1D-DA</p> <p>1100 – 1110: Opening remarks by Chair NATO Committee on Reserves Brigadier General (ret) Gilbert Overmaat and President of CIOR Col (ret) Jorn Buo.</p> <p>1110 – 1125: Opening remark by the Chair of the NATO Military Committee. General Giuseppe Cavo Dragone.</p>

	1125 – 1145: Opening remark by Ukrainian Deputy-Minister of Defence Mr S. Melnyk on the situation in Ukraine and the importance of Reserves.
1145	Joint CIOR/NCR Session - National Tables Standing Lunch. Location TBC.
1300-1330	<p>Joint Session with NATO Reserve Forces Committee and Advocacy Reserve Organisations.</p> <p>Due to limitations on seating this session will be broadcast into the room via Zoom. https://nato-int.zoom.us/webinar/register/WN_Vqa7hG1vSzOLNQ_wM1D-DA</p> <p>Opening remark by Secretary General Mark Rutte incl. Q&A on the importance of Workforce and Reserves for the Alliance.</p>
1300	Formal end of Workshop for participants. Return Passes and Exit.
1330-1345	Workshop Committee only - Feedback to NCR/CIOR in joint session

Abstracts

BRIDGING THE GAP: EXPLORING THE INTERSECTION OF BELGIAN MILITARY RESERVISTS AND CIVILIAN LIFE

Authors: Gwenaëlle Belpaire and Prof. Delphine Resteigne, Royal Military Academy, Avenue de la Renaissance 30 1000 Bruxelles

With the evolving geopolitical context, Reserve forces are gaining political attention these last years. This is also the case in Belgium, where the recruitment numbers are exploding and the law is being adapted accordingly. In this presentation we aim to present the first stages of a PhD project on the Belgian reserve forces. As the project is still in its early phases, our findings will primarily draw on existing internal documents from Belgian Defence and a review of relevant international scientific literature, which will inform our literature study and proposed methodology based on the research question. We will first provide an overview of the situation in Belgium in terms of key-statistics, procedures, and status. Furthermore, the different upcoming stages of the research project will be clarified. Throughout the project stages, we will employ a mixed methods approach, combining quantitative surveys and qualitative semi-structured interviews to achieve comprehensive results.

Our primary aim is to investigate the identity and dual sense of belonging experienced by reservists in both the civil and military worlds. Consequently, the impact on the integration of Belgian reserves in the regular military forces will be investigated as well. Moreover, how the concept of “Total Defence Force” can be applied on the Belgian case will be a central focus of this research project. Finally, we will consider the perspectives of civilian employers of Belgian reservists and the implications or

challenges for them. By structuring our research around these elements we aim to gain better insights into the experiences of Belgian reservists, but also on the challenges that will have to be overcome to foster smooth collaboration between reservists and regular forces in an inclusive operational organization.

“Society’s Soldiers” The Swedish Home Guard and the ‘New’ Total Defence

Author: Associate Professor Joakim Berndtsson, School of Global Studies, University of Gothenburg & Swedish Centre for Studies of Armed Forces and Society (CSMS)

In 2015, the Swedish Government decided to restart ‘total defence’ planning and organising, focusing on national and territorial defence. Recently (March 2024), Sweden also joined NATO, and efforts are ongoing to integrate Swedish defence with NATO structures and operations. Reserve forces such as the Swedish Home Guard (SHG) are seen as a vital part of Sweden’s total defence strategy and heralded by political and military leaders as the epitome of popular ‘defence willingness’ (or defence engagement). In addition to its traditional roles in territorial defence and domestic crisis response and management, the SHG have recently (2023) been deployed overseas for the first time, working as part of the UK led Operation Interflex to train the Ukrainian armed forces. These developments raise important questions about the changing role(s) of the SHG in relation to and (total) defence engagement and resilience in Sweden, but also about the future role of the SHG in NATO led operations.

The SHG – a voluntary branch of the Swedish Armed Forces (SAF), currently consisting of about 22,000 members on part-time contracts – has been around since 1940 but has rarely attracted scholarly attention. Thus, we know little about the SHG’s perceived status within the armed forces and the larger defence establishment, the motivations of new and current members, or the organisation’s role in ongoing efforts to increase defence capabilities, societal resilience, and popular support. In a new research project funded by the SAF, we seek to address some of these issues. The workshop would provide very useful input into the project as well as opportunities for international collaborations and cross-country comparisons. Conversely, our preliminary results on the role of the SHG in total defence can help stimulate discussions about the roles of reserve forces in relation to “whole force” or “comprehensive” defence models currently being considered and studied in other NATO and partner countries.

In this paper, we outline an agenda for our research project on the changing role of the Home Guard in Swedish total defence. We start by placing the SHG in a wider context of previous work on reserve forces, and in relation to Home Guard organisations in the Nordic countries. We then propose a mixed-methods research design to address questions about the role of the SHG in Swedish total defence and its support among the wider population. Drawing on work in organisation theory, we depart from an initial study of the SHG’s “organisational identity work”, showing how the framing of members as “society’s soldiers” helps build a coherent “we-identity” while at the same time contributing to national efforts to create societal resilience and defence engagement. Building on this work, we develop our plan to probe (qualitatively and quantitatively) questions about the role of the SHG in the armed forces, the level of popular support for the SHG, and political perceptions of the organisation and its members in relation to issues of defence engagement, resilience, and total defence planning and organising.

Presenter Bio

Joakim Berndtsson is Associate Professor at the School of Global Studies, University of Gothenburg, and a researcher at the Swedish Centre for Studies of Armed Forces and Society (CSMS). Berndtsson's research covers civil-military collaboration, Swedish and Nordic total defence planning and organising, and public opinion on Swedish defence and security policy. His work has been published in *Armed Forces & Society*, *Defence Studies*, *Military Psychology*, *Critical Military Studies*, *International Journal*, *Millennium*, *International Political Sociology*, and *Cooperation and Conflict*. He is co-editor (with Christopher Kinsey) of the Routledge Research Companion to Security Outsourcing (2016), and *Total Defence Forces in the Twenty-First Century* (with Irina Goldenberg and Stéfanie von Hlatky, McGill-Queens University Press, 2023). His work on the Swedish Home Guard (with J Malmström) is currently under review by the *Scandinavian Journal of Military Studies*. Berndtsson is PI for a research project on civil-military collaboration in Scandinavian total defence organisations, funded by the Swedish Research Council, and he works at CSMS on projects on military professionalism, society-military relations, and public opinion, funded by the Swedish Armed Forces.

Social and Regional Dimensions of the Ukrainian Willingness to Resist and Fight

Authors: Tor Bukkvoll and Frank Brundtland Steder, Senior Research Fellows at Norwegian Defence Research Establishment (FFI)

This abstract and conference article is a continued work from [Full article: War and the Willingness to Resist and Fight in Ukraine \(tandfonline.com\)](#)

Survey data from the World Values Survey and European Value Study tells us that there are fluctuations in citizens' willingness to fight since the 1980s. The main impression is that there has been a decline in the average global willingness to fight since then, albeit with a recent slowdown. Since the mid-2000s, there has been a renewed increase in the willingness to fight – especially in the countries bordering to Russia.

The Ukrainian population impressed the world with their willingness to resist and fight against the Russian full-scale invasion starting in February 2022. Furthermore, foreign aggression both then and earlier seemed to have had a consolidating effect on the Ukrainian nation. The willingness to resist and fight was large both across social groups and regions.

This paper will, with the help of unique survey data from the international VALREF-project, investigate to what extent this consolidation in terms of willingness to resist and fight survived the first years of war. The insight in willingness to fight can illuminate the importance of reserve forces opportunities, recruitment and retention challenges - factors important for joining, staying and leaving - as well as developing effective and innovative reserve forces roles and force mix for conventional national defense, national resilience and force regeneration.

A Resilient Alliance and the Role of the Reserves

Authors: COL (Ret) Susan Bryant, PhD and LTC (Ret) Rebecca Patterson, PhD

This paper will form the basis of a chapter of *Resilience: The Missing Link in Contemporary Grand Strategy*, which has been conditionally accepted for publication by Cambria Press. The authors will adopt the four-level resilience model (individual, community, national, international) laid out in their previous book, [Winning Without Fighting](#), expanding these ideas into an integrated concept for using resilience as the basis for contemporary grand strategy.

[September 2024 set a new record](#) for the global deployment of forces, many reservists, in response to climate catastrophes. In response to Hurricane Helene alone, the United States deployed more than [six thousand reservists](#) from a dozen states, conducting diverse missions, ranging from search and rescue to medical support to engineering and construction projects. Geopolitically, NATO is confronting an era of strategic competition coupled with an increasing climate crisis, which it has acknowledged as a [“threat multiplier.”](#) To succeed in this environment, NATO members must broaden their conception of national security and expand and broaden the role of its reserve forces. The traditional bifurcation of military versus domestic problems no longer works, nor does the traditional split of reserve versus active forces. The threats are manifold and too complex. Building military reserve units and training personnel to deploy with first responders and private industry must become integrated into alliance planning. This includes developing a multinational NATO Reserve Corps aimed explicitly at managing the effects of climate change within the alliance, as well as augmenting the defense against more traditional threats.

Part-time military service and sacrifice: Understanding the outcomes of long-term reserve service with partners and employers

Authors: Vincent Connelly, Oxford Brookes University, United Kingdom; Zoe Morrison, NHS Grampian, United Kingdom; Ben Carter, Kings College London, United Kingdom

Many nations part time reserve forces require them to take time away from family or civilian work to train. The volunteer reserve forces in the UK ask for a minimum of 27 days up to a maximum of 207 days a year of service with the mean being about 40 days a year but with a wide variation and many officers and Senior NCO's doing much more than 40 days. Cross sectional online survey data from 364 UK Armed Forces reservists were collected to explore outcomes for reservists from time away on military service with their family and civilian employers. Primary outcomes such as relationship breakdown or resignation from civilian employment, and secondary outcomes were examined. The respondents represented a range of ranks and branches of UK reserve forces with a mean age of 42 and 14 years length of service. About one third had previous experience as a full time regular. Nearly two-thirds of respondents had never experienced a relationship breakdown but of the one third who had, 70% regarded their reserve service as having contributed to it. Approaching 30% reported resigning from their civilian employment to better fit with their reserve commitment, while a further 15% reported changing their contracted hours or job role. Partners familiar with military life and employers with reserve friendly policies helped facilitate reserve service. This study contributes to understanding of the experiences and retention factors influencing UK reservists as they negotiate the boundaries between their military service, family life, and civilian employment.

Full list of authors: Vincent Connelly, Oxford Brookes University. Zoe Morrison, Robert Gordon University. Ben Carter, Kings College London. Sarah Cunningham-Burley, University of Edinburgh, Wendy Loretto, University of Edinburgh. Scott Tindal, University of Greenwich, Elizabeth Crawford, Oxford Brookes University.

“A House Built on Shaky Foundations: Examining the Idea of the Canadian Defence”

Author: Howard G. Coombs, Royal Military College of Canada/Queen’s University Centre for International Defence Policy

The belief in a cohesive Canadian Defence Team is foundational in the newly released defence policy update “Our North, Strong and Free.” This approach responds to the needs of the twenty-first century security environment. It proposes that an integrated civilian-military system provides the most successful method of dealing with complex defence dilemmas. Defining the meaning of, as well as actualizing, Reserve and Regular amalgamation in the strategic context of civil-military integration remains an ongoing Canadian challenge in fulfilling the full capabilities of the Defence Team idea. This presentation will explore that latter idea and highlight the areas that can be strengthened in the twenty-first century.

Presenter Biography: HOWARD G. COOMBS is an Associate Professor of History at the Royal Military College of Canada and Director of the Centre for International and Defence Policy at Queen’s University, located in Kingston, Ontario. Coombs is also a part-time Canadian Army reservist with the Canadian Defence Academy, also in Kingston. He graduated from the United States Army School of Advanced Military Studies and received his PhD in Military History from Queen’s University. Coombs’ primary research interests are Canadian professional military education and Canadian Cold War military operations and training.

The Roles of Reserves in New Manpower Paradigms

Authors: Stephen R. Dalzell and Paul Cormarie, RAND National Defence Research Institute

Introduction/relevance to the workshop: Research on recruiting, retention, and other reserve manpower challenges typically takes a national perspective. We focus on how these issues need to be understood as a serious, systemic challenge to NATO; an opportunity for shared learning among allies; and a catalyst for collaborative solutions to improve collective security.

Rationale: Current efforts to mitigate widespread, persistent shortfalls in regular and reserve manpower focus on national solutions and incremental application of traditional tools. We believe these will fall short in supporting NATO's collective security mandate for the coming decade.

Methods employed and results or observations:

The paper first uses open-source literature and interviews to evaluate the state of force-manning within NATO, including widespread failures to meet expected end strengths, systemic causes of these shortfalls, current attempts to alleviate these gaps, and the impact of shortfalls on the alliance's ability to produce collective security.

The paper then builds on prior RAND research and other sources to analyze potential new paradigms for the management of reserve forces, including variable terms of service, new types of structure, and permeability with regular forces. This highlights ways in which multinational collaboration and integration can support effective and enduring change.

Conclusions: The paper recommends near-term actions to lay the groundwork for the adoption of radical changes in manpower strategies if and when strategic and political conditions call for them.

Presenter biography: Steve Dalzell is a senior political scientist at RAND. His research focuses on military personnel management and readiness, particularly for reserve components. Dalzell's other interests include security cooperation and veterans policy. He completed his Ph.D. in Political Science from the University of California Santa Barbara in 2006.

Recent publications:

- Integrating Variable-Time Work Within a U.S. Space Force Component (2024)
- U.S. Resourcing to National Security Interests in Latin America and the Caribbean in the Context of Adversary Activities in the Region (2022)
- Hegemony: A Game of Strategic Choices (2020)
- Main Command Post-Operational Detachments and Division Headquarters Readiness (2019)
- Manpower Alternatives to Enhance Total Force Capabilities: Could New Forms of Reserve Service Help Alleviate Military Shortfalls? (2019)
- A Developmental Approach to Building Sustainable Security-Sector Capacity in Africa (2018)
- "Global Taxonomy," *The Officer* 88, No. 1 (Jan-Feb 2012), pp 78-81.

Reservists and their families: understanding their experiences and needs

Author: Prof Nicola T Fear, King's Centre for Military Health Research, King's College London, UK

Introduction:

Over the last decade there has been a huge increase in research, policy and practice around understanding the impacts of military service on families. This is in part due to the UK Government and the UK Ministry of Defence declaring an obligation to support all members of the UK Armed Forces and their families through the Armed Forces Covenant. **However**, most of this work has focused on those in regular service and their families. Will the experiences of regular and reserve families be the same?

Rationale

Changes to family life before, during and post-deployment may impact a family's stress and ability to cope. Recent work reflects concerns that reservists may not always be treated equally to regulars when it comes to welfare and support. With UK-based research demonstrating the marginalised status of reservists. Further research has shown that reservists and their families lack of a "military identity". All of this may have implications for the welfare and support provision for reservist families along with these family's willingness to access these services.

Methods

To better understand the experiences of reservists and their families, a survey of reservists and their family members was conducted. In total, 140 responses were received. In addition, a number of focus groups and interviews with reservists' family members were undertaken. Overall, qualitative data were obtained from 33 participants. The majority of family members who responded were spouses and parents. Of the reservists who responded, the majority were male, had a mean age of 42 years, were from the Army, with one third having previous regular service. This currently represents the largest set of data of the views of UK reservist family members.

Results

Overall, 93% of family members were supportive of their reservist's service. Just over half of reservist families agreed their reservist was a member of the Armed Forces Community (54%), while only 40% of family members regarded themselves as part of the Armed Forces Community. Between 65-70% of respondents claimed that they did not know about the welfare support available to them or the welfare support that their reservist was entitled to. Approximately 50% of family members indicated that they were not "confident my Reservist will inform me of family support and welfare services" and most participants did not know how to access support, even during deployment (only 33% of respondents stated that they knew where to go "for MOD/Armed Forces provided welfare support and information while your reservist is mobilised"). Even among those who were aware of the support provided, few had accessed and used these services. **Overall, there was a desire for more and better signposting information regarding available services.**

Conclusions

Reservists and their families are different to regulars and their families, so they need different types of advice, support and services. Reservists and their families have unique experiences of military service and deployment – which need to be considered when designing and providing services.

BIOGRAPHY

Nicola Fear is a Professor of Epidemiology within the Academic Department of Military Mental Health at King's College London, Director of the King's Centre for Military Health Research (KCMHR) and co-Director of the Forces in Mind Trust Research Centre. Nicola's work predominantly focuses on the health and wellbeing of the Armed Forces community including leading a number of military, veteran and family cohort studies. Nicola has published over 355 academic papers, has supervised 15 doctoral students to completion, and is a trustee of a charity supporting the Armed Forces Community (Help for Heroes). Nicola has an undergraduate degree in Pharmacology (from King's College London), a Master's degree in Epidemiology from the London School of Hygiene and Tropical Medicine, and a Doctorate from the University of Oxford in Occupational Epidemiology.

Nicola is internationally renowned for her work with the Armed Forces community, with collaborations in Australia, as well as in Europe, USA, and Canada. Nicola has an interest in military/occupational epidemiology; and is currently involved in several large cohort studies examining the health (mental and physical), lifestyle and career consequences of military deployments to Iraq and Afghanistan (including the KCMHR military cohort study and the ADVANCE study).

Most recent 10 publications:

1. Maqsood R., Schofield S., Bennett A., Khattab A., Bull A., Fear N., Boos C. Intra- and Inter-Rater Reliability of Linear and Nonlinear Measures of Short-Term Heart Rate Variability Following Combat-Related Traumatic Injury. (2024) *Annals of Noninvasive Electrocardiology*, 29 (5), art. no. e70008. DOI: 10.1111/anec.70008
2. Palmer L., Busuttill W., Simms A., Fear N.T., Stevelink S.A.M. Holding and rupture: Describing posttraumatic stress among former UK Army and Royal Marine personnel deployed to Iraq and Afghanistan. (2024) *PLoS ONE*, 19 (8 August), art. no. e0308101. DOI: 10.1371/journal.pone.0308101
3. Stagg A.L., Madan I., Fear N., Stevens M.J., Wainwright E., Hoving J.L., Macfarlane G.J., Hollick R., Morton L., Forget P., Bhattacharya S., Goadsby P., Price C., Coggon D., McAllister M., Bevan S. Do current methods of measuring the impact of chronic pain on work reflect the experience of working-age adults? An integrated mixed-methods systematic narrative review. (2024) *Pain*, 165 (7), pp. 1472 – 1481. DOI: 10.1097/j.pain.0000000000003169
4. Wickersham A., Leightley D., Baig B., Chesnokov M., Stein A., Ramchandani P., Downs J., Parnell N., Rye K., Verey A., Fear N.T. Paternal PTSD or depression, adolescent mental health, and family functioning: A study of UK military families. (2024) *Journal of Military, Veteran and Family Health*, 10 (2), pp. 63 – 78. DOI: 10.3138/jmvfh-2023-0071
5. Phillips A., Leal R., Jewell A., Madan I., Downs J., Broadbent M., Hotopf M., Dorrington S., Fear N.T., Stevelink S.A.M. Cohort profile: working age adults accessing secondary mental health services in South London (UK) and benefits – a data linkage of electronic mental health records and benefits data. (2024) *International Journal of Population Data Science*, 9 (1). DOI: 10.23889/ijpds.v9i1.2377
6. Trompeter, N., Williamson, C., Rona, R., Carr, E., Simms, A., Agwuna, J., Fear, N., Goodwin, L., Murphy, D., Shearer, J., & Leightley, D. (2024) Exploring the impact of a brief smartphone-based alcohol intervention app on the quality of life of UK military veterans. *Behaviour Research and Therapy*, 177, [104540]. DOI: 10.1016/j.brat.2024
7. Vollert J., Kumar A., Coady E.C., Cullinan P., Dyball D., Fear N.T., Gan Z., Miller E.F., Sprinckmoller S., Schofield S., Bennett A., Bull A.M.J., Boos C.J., Rice A.S.C., Kemp H.I. Pain after combat injury in male UK military personnel deployed to Afghanistan. (2024) *British Journal of Anaesthesia*, 132 (6), 1285–92. DOI: 10.1016/j.bja.2024.02.019
8. Parkes S., Irizar P., Greenberg N., Wessely S., Fear N.T., Hotopf M., Stevelink S.A.M. Sickness absence and associations with sociodemographic factors, health risk behaviours, occupational stressors & adverse mental health in 40,343 UK police employees. (2024) *Epidemiology & Psychiatric Sciences*, 33, e26. DOI: 10.1017/S2045796024000283

9. Trompeter N., Rafferty L., Dyball D., McKenzie A., Greenberg N., Fear N.T., Stevelink S.A.M. Gender differences in structural & attitudinal barriers to mental healthcare in UK Armed Forces personnel & veterans with self-reported mental health problems. (2024) *Social Psychiatry & Psychiatric Epidemiology*, 59 (5), 827–37. DOI: 10.1007/s00127-023-02567-0
10. Lane R., Alves-Costa F., Gribble R., Taylor A., Howard L.M., Fear N.T., MacManus D. Help-seeking for Intimate Partner Violence & Abuse: Experiences of Serving & Ex-serving UK Military Personnel. (2024) *Journal of Family Violence*, 39 (4), 595–611. DOI: 10.1007/s10896-023-00534-6

Experiences of homecoming, returning to civilian employment and the mental health of UK reservists who deployed to Iraq or Afghanistan

Author(s): Sofia Franchini, Marie-Louise Sharp, Margaret Jones, Niamh Molloy, Daniel Leightley, Sharon A.M. Stevelink, Simon Wessely, Nicola T. Fear. King's Centre for Military Health Research, King's College London, UK

Introduction and Rationale: Reservists play a significant part of the United Kingdom (UK) Armed Forces and are crucial for national defence. The role of the Reserve Forces has changed substantially since their establishment and is currently undergoing further transformation. Unlike their Regular counterparts, Reservists are required to balance civilian commitment and military careers and therefore experience unique challenges that can impact their health and wellbeing and overall effectiveness. Although several policies have been introduced to protect the health and wellbeing of Reservists, previous studies identified higher rates of Common Mental Disorders (CMD) and Post-Traumatic Stress Disorder (PTSD) in Reservists compared to Regulars. Research also showed that Reservists experience difficulties with post-deployment social support, and reintegration in civilian employment. Due to the changing nature of Reservist service, the ongoing investigation of Reservists' unique experiences is crucial for safeguarding their health, increasing recruitment, retention and ensuring the sustainability of a robust and effective force. This study explored experiences of homecoming and returning to civilian employment after deployment in Reservists and associations with adverse mental health outcomes.

Methods Employed: Using data from the third phase of the King's Health and Wellbeing Cohort Study (2014-2016), this study explored experiences of homecoming and returning to civilian employment of 912 Reservists who deployed to Iraq and/or Afghanistan, and associations with adverse mental health outcomes such as PTSD, common mental disorders and alcohol misuse. Adjusted multivariable logistic regression models were fitted to examine associations between homecoming experiences, civilian job experiences, and adverse mental health outcomes.

Results: The study found that 74.5% of the sample reported having no major problems coming home from deployment, which was associated with decreased odds of reporting all adverse mental health outcomes. Just under half (49.5%) reported having been well supported by the military on return which was linked to decreased odds of reporting probable PTSD and CMD. However, 70.6% of Reservists also reported at least one challenge coming home from deployment such as people not understanding what they had been through. Reservists who encountered more negative homecoming experiences were at higher risk of reporting all adverse mental health outcomes. Moreover, the majority of Reservists who returned to their civilian job did not report problems, such as lack of support from their employer. Nonetheless, those who reported more than one adverse experience were significantly more likely to report at least one mental health outcome.

Conclusions: Many Reservists experienced some challenges coming home from deployment and returning to their civilian job. The findings could provide direction for future policies to further support Reservists' reintegration post-deployment, thereby strengthening NATO's overall resilience and effectiveness.

Enhancing Finland's Defense Innovation Framework through the Inclusion of Civilian Expertise

Authors: Dr Markus Häyhtiö*, Dr Jukka Mattila**, PhD candidate Amanda Eklund***

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Finland's comprehensive defense model relies on cross-administrative collaboration to address societal disruptions. This approach engages both public and private sector stakeholders, including reservists. These reservists represent a cross-section of Finnish society and contribute diverse expertise to national defense. While reservists are integral to Finland's wartime forces, structured involvement in the Finnish Defense Forces' (FDF) research, development, and innovation (RDI) efforts remains minimal.

Currently, the FDF allocates only 1.95% of its budget (€48 million) to RDI, a figure that is significantly lower than the levels of investment made by other national and EU institutions (Tilastokeskus, 2023). In comparison, the European Defence Fund (EDF) provided €832 million in 2022 to support military RDI across 41 projects, with notable input from small and medium-sized enterprises (SMEs) (*Result of the EDF 2022 Calls for Proposals, 2022*). Given, that reservists mirror the innovation capability of Finnish society, there is substantial potential to leverage their civilian expertise for defence purposes, particularly in areas related to RDI.

We will discuss how civilian expertise drawn from reservists can contribute to both specialist domains—such as advanced technology, AI, and cybersecurity—and generalist areas like strategic thinking and innovation management. This expertise can bridge technological gaps and create broader strategic perspectives that align with the long-term needs of the FDF. Civilian professionals from the private sector and academia can offer fresh insights into rapidly evolving fields in the military sector.

To fully realize this potential, the FDF's options include closer collaboration between military and civilian sectors to create a robust innovation framework. By drawing inspiration from other nations' innovation successes, Finland can establish a more integrated approach to civil-military innovation that encourages knowledge transfer between civil and military sectors.

One priority is developing mechanisms and platforms that facilitate the integration of civilian expertise into the FDF's RDI processes. This could include forming joint projects and task forces, establishing innovation hubs, or creating public-private partnerships that promote ongoing dialogue between reservists, active military personnel, and defense industry partners.

It is also essential to consider the impact of security challenges on civil-military relations in RDI. The increased vulnerability to influence operations and cyberattacks that broader networks entail must be addressed. As highlighted by Häyhtiö and Zaerens (2017) and Havu and Häyhtiö (2023), expanding civil-military cooperation requires balancing innovation with robust information security measures to safeguard sensitive defense operations.

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Total Force Design: Applicability of Lessons Learned for Active/Reserve Force Challenges to Evolving Reserve Force Management and Hybrid Models

Authors :Principal Investigators: Alan Johnson and Whitney Grespin, Co-Investigators: Scott Moreland and Sandra O’Hern, Institute for Security Governance, Defence Security Cooperation University, USA.

Given that NATO must respond to the renewed threat of conventional warfighting and faces the imperative to do so through expanded Reserve Force activity, the time is ripe to consolidate scholarship and practitioner insights on best practices through this Workshop. The U.S. Department of Defense’s Institute for Security Governance proposes that this is an ideal opportunity to engage with the broader research community of practice this workshop aims to convene with regard to unique experiences, insights, and capabilities that can inform policymakers on how to improve readiness, effectiveness, innovation, change, and force management across Reserve Forces.

Investigators for this effort will draw from firsthand field work in NATO partner nations as well as NATO-recognized aspiring members to identify synergies and divergences in successful practices. Our work seeks to leverage our investigators’ expertise to:

- Identify prerequisites for Reserve Force composition, management, and development while developing case studies on select lines of effort
- Analyze different balances of roles, missions, and readiness among Active, Reserve, and hybrid structures
 - Categorize niche/surge capabilities ideally suited for Reserve Forces, such as combat support/dual-purpose functions (policing, medical, signal, transportation/mobility, engineering)
 - Identify ways to leverage high-impact/low-density civilian expertise in Reserve and volunteer forces (e.g., military police, medical professionals, engineers, legal professionals, and civil experts who can normally be mobilized and deployed with minimal training)
 - Explore how hybrid models balance investments in readiness across the force
- Identify how to best build and measure Reserve unit readiness
 - Address individual and unit readiness, logistics, mobilization, etc.
 - Encourage “On-Order” status of Reserve Forces to meet emergent demands and deploy rapidly

In regard to our work seeks to leverage our investigators’ expertise to:

- Identify and map the potential expansion of Reserve roles and missions
 - Ex: cyber missions, emergency management and resilience (EM-R), climate change/natural disaster responses, civil unrest, etc.
 - Explore improved Reserve professionalization and readiness possibilities via networked and hybrid education, training, and exercise models
 - Compare legal considerations for employment of Reserves
- Explore the balances of benefits and risks of various hybrid Active/Reserve models
 - Capture the long-term impacts of mobilizing Reserves in protracted conflict
- Seek potential cost savings through Reserve reforms
 - Conduct cost-benefit analysis of national investments in Reserve forces
- Analyze potential workforce flexibility to attract next-gen force
 - Map the varied roles of Reserves as community members, including:

- Their impact on community unity/identity/preparedness, balancing civilian and military roles/responsibilities,
- The balance between Reserve duties and potential for Reserves and their families to be impacted/vulnerable populations in a domestic crisis/conflict

Having engaged with counterpart forces on these topics in over fifty countries, our team of practitioner-investigators will bring a unique perspective and a breadth of geographic experience to inform NATO and partner nations in the development of research initiatives, solutions, and strategies targeting Reserve Forces.

Mr. Alan Johnson is an Indo-Pacific Regional Program Lead for the Institute for Security Governance and a contributor of the forthcoming Yale University Press book, *“War at Arm’s Length: How to Build Effective Militaries Abroad.”*

Dr. Whitney Grespin is a Regional Program Lead (AFRICOM) for the Institute for Security Governance was a contributor to the recent McGill-Queen’s University Press book *“Total Defence Forces in the 21st Century”* and has a forthcoming chapter in the NATO Security Force Assistance Center of Excellence entitled *“Contracted Contributions to the Security Force Assistance Enterprise.”*

Mr. Scott Moreland is the Functional Lead for the Emergency Management and Resilience team for the Institute for Security Governance and served as a professional reviewer of the NATO Allied Command Transformation (ACT) Layered Resilience Concept as well an expert and facilitator for the NATO ACT-sponsored *“Countering Hybrid Threats”* experience and associated concept development.

Ms. Sandra O’Hern is a Regional Program Lead (EUCOM) for the Institute for Security Governance and has served as active duty and current reserve Judge Advocate General for over twenty years examining how the definitions of what constitutes a "reserve force" affect legal authorities to include liability and use of force.

Issues and Challenges for Reserve Forces in Slovenia from the collective security perspective

Author: Asis. Prof. Jelena Juvan, PhD, Faculty of Social Sciences, University of Ljubljana, Slovenia

With the professionalisation of the Slovene Armed Forces in 2002, the abolition of compulsory military service and the accession to NATO in 2004, the general impression was that the Republic of Slovenia had successfully regulated the national defence and security system, at least at the level of conceptual solutions. However, we can note that things have not come to life in practice as they were intended. A good example of this was the migrant/refugee crisis in 2015/2016, which has posed a major challenge to Slovenia's national defence and security system. And the second example is current situation on the European continent as the consequence of Russian military aggression on Ukraine. Currently debates about reconstitution of the obligatory military service are very strong in Slovenia and one of the main issues is the strength of the military force, including the reserve forces, in case of a direct military threat to the Slovenian national territory. Prior to 2002, in the obligatory military service system the solution was simple. The required number of conscripts or the required number of military reservists were called up for military service. However, since compulsory military service and the conscription system are no longer available, in practice we only have statistics with a record of the possible conscription of future soldiers. Plans defined in the strategic documents include that by 2035, the total peacetime size of the Slovenian Armed Forces will comprise of 10,000 members with a final ratio of at least 7,000 members of the permanent and up to 3,000 members of the contractual reserve and the new forms of the contractual reserve of the Slovenian Armed Forces. In 2024 number of reserve forces is 888 members.

Paper will reflect on current issues and challenges regarding the reserve forces in Slovenia specially from a perspective of security situation on the European continent from 2022.

Asis. Prof. Jelena Juvan, PhD is a lecturer in senior research fellow at the Chair of Defence Studies and Defence Research Centre at the Faculty of Social Sciences, University of Ljubljana. She is a lecturer in courses EU Security and Defence Policy, Professional Practice, Security in the Information Society, Defence and Security System and Cyber Security. She is a head of the Chair of Defence Studies and Department of Political Science and a vice-president of the Euro Atlantic Council of Slovenia.

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Through the mud and blood to where exactly? Future and past wartime roles for the Royal Canadian Armoured Corps Reserves?

Author: F.W. Patrick Kingston, PhD Student, Department of History, University of Calgary, Alberta, Canada

Canada's conflicting, nebulous defence policy platforms since the early Cold War created the current 'Mad Max' state of the Royal Canadian Armoured Corps. The Canadian federal government's 'Defence White Papers' since 1964 and available official doctrinal RCAC manuals shows the lack of consistent direction for the Corps to be an historical trend. The Corps' soldiers train on UTVs while pretending to be Leopard 2 tanks, and training squadrons across Canada resemble rag-tag caravans of whatever vehicles can be scrounged. The RCAC has shrunk to a mere three regular regiments since its height during the Second World War, while any of its eighteen reserve regiments field a half-squadron at best for most training exercises and do not train on the fighting platforms in which the RCAC deploys.

Instead of the incoherence of the past, a niche, but clear, role for the RCAC would guarantee clear strategic employment, procurement, and combat roles for both regular and reserve armoured forces in future federal defence strategies. The RCAC could reverse its current 'platform neutrality' efforts, and instead become experts in a niche in the context of the wider NATO armoured forces as no alliance member fights alone. The Royal Canadian Navy's dedication to the submarine hunting among NATO Standing Naval Forces Atlantic during the Cold War gives precedent for this approach. Given Canada's domestic military industry, a move away from heavy main battle tanks and a specialisation in the 'medium cavalry' role using modular, turreted Light Armoured Vehicle (LAV) variants presents the best option. Adopting this specialisation would enable the RCAC to contribute significantly to the NATO team despite the Corps' small size. Armoured Reserve forces could focus on force generation for a single AFV platform, streamlining and simplifying their training. Training for a single platform and role would ensure consistent doctrine regardless of future changing defence policies.

Balancing Dual Lives of reservists amidst a ‘whole force’ approach: a protocol for a cohort study – under development

Author: Dr Daniel Leightley – King’s College London – Faculty of Life Science and Medicine

Introduction: This quantitative cohort study will assess the health and wellbeing of the UK Reserve Force, in the context of a ‘whole force’ approach. The Reserve Forces are an understudied population, with existing research primarily focused on their strategic role or specifically on the Army Reserve. Given the increasing reliance on Reservists for combat roles, concerns has been raised as to their physical and mental health. Research conducted in the UK and US has identified higher rates of Common Mental Disorders and PTSD in Reservists, compared to their Regular counterparts^{1,2}. With little further academic research being undertaken. Therefore, this study will provide a much-needed and timely baseline of the physical and mental health of UK reservists across services, including how they navigate their identities, support and their relationship with families and employers.

Relevance: This abstract correlates directly with NATO-HFM-390 themes of discussion; and is timely to help refine our study prior to final submission to UK MODREC. The intent behind this talk is to seek international discussion on how we can shape a cohort study to be comparable to existing studies across NATO partners. Hence, we expect this abstract to create healthy discussion and feedback from attendees.

Methods: The study will establish a baseline for a longitudinal cohort to transform understandings of the UK Reserve Forces. Recruitment is targeting 5% of the currently serving standing forces by service (180 Royal Navy, 1380 British Army and 160 Royal Air Force excluding Special Forces) using convenience sampling via Reserve Force units, Defence Gateway and the regional Reserve Forces and Cadets Associations. Participants will be recruited from Summer 2025 to complete a baseline questionnaire, with a follow-up sent 12 months later. Data will be collected using the Qualtrics online survey tool. Themes will include the physical and mental health conditions and disorders among reservists, and how they navigate support for their health and wellbeing. The study will also consider the relationships between reservists, their families and employers, as well as their lived experience of the reservist offer in terms of motivation, reward, opportunities and environment. Findings will be analysed using univariate, bivariate and multivariate analysis.

Results: To be reported in 2026.

Conclusions: Our study is therefore well placed to conduct a comprehensive assessment of the health and wellbeing of the Reserves and to analyse this in relation to both the rest of the Armed Forces, as well as to society.

Encouraging an employee to enlist as a reservist under French law

Author: Associate Professor of Law, Benoît Lopez, French Air and Space Force Academy, France.

Before discussing the employee's legal status in detail, I'd like to introduce a few general points.

First of all, to clarify the scope of the subject, I'm going to concentrate on the operational reservist employee, as opposed to, for example, the citizen's reserve or other forms of associative commitment, such as within a military-themed memorial association like the French souvenir.

Secondly, it's important to place the operational reservist's commitment within the more general framework of the forms of commitment that can motivate employees to get involved during their working hours. In the final analysis, this is what is at stake, and the contours of a right to commitment for the latter is not so much to take an interest in his or her free time or occupations outside the company, even if employment law, for example, in the event of incompatibility or problems, may also have to deal with this.

However, when it comes to commitment during working hours, there are a number of recurring mechanisms that could be linked to a right to commitment. The most obvious is, of course, leave of absence, without which it would be hard to conceive of a right to commitment.

The second pillar of what could be the right to commitment is the question of non-discrimination in the contractual relationship as a result of this commitment. The third pillar, at least, is the perception of remuneration for the employee, both in relation to his authorized absence from the company and for the structure or institution benefiting from his commitment.

In this respect, the current legal framework of the operational reservist offers an original field of analysis for these three components of what could be a right to commitment. But above all, it represents a formidable testing ground for legislators. It would appear that, in response to the question "Is it desirable?", a number of answers to the question have been provided by the various mechanisms that have been successively put in place, confirming a favorable position. It illustrates once again the singularity of this subject. In fact, for several years now, and right up to the recent military programming law for the period 2024-2030, the status of operational reservists has been constantly reinforced.

Short bio : Benoît Lopez studied law at the University of Nice, then at the Lyon II Lumière University, from which he graduated with a master's degree in human rights and a master's degree in labor law the same year. He then prepared

and defended his doctoral thesis in international law at a CNRS (French National Center for Research) joint research unit in Lyon (Cercriid UMR 5137).

After teaching digital law, international and European law and labor law at the Universities of Rouen, Lyon and Paris 1 Panthéon Sorbonne, he was recruited as an Associate Professor of law at University Paris Saclay. After few years he is now in secondment at the French Air and Space Force Academy as an Associate Professor of Law and international relations.

In parallel with his academic career, he worked as a lawyer and then as an external consultant to the director of digital development for a city. As an academic he had the opportunity to train French labor judges (conseiller prud'hommes) and lawyers.

From Tradition to Engagement: Institutional changes in Finland's Voluntary Defense

System

Author: Jukka I. Mattila, Metropolia Business School, Leiritie 1, 01600 Vantaa, Finland

The institutional framework surrounding Finland's defense system since the Collapse of the Soviet Union has been subject to various pressures that have reshaped its structure and operations. In the Finnish defence context, these forces have included treaty-based obligations and legislative restrictions following the Paris Peace Treaty, evolving security dynamics after the Cold War, and increasing integration with international defense

networks like the European Union and lately NATO.

The concept of an institutional field is central to understanding these dynamics. Scott (1995) posits that institutional fields are shaped by sets of institutional forces, with organizations responding differently to these pressures depending on their characteristics. In the Finnish defense system, the Finnish Defence Forces, reserve forces, and voluntary defense organizations operate within a shared institutional field, but their responses to external pressures vary based on their roles and interactions within the larger system.

My presentation investigates the institutional transformations within the Finnish voluntary defense system, with particular emphasis on two voluntary organizations: the Finnish Reserve Officers' Federation (Reserviupseeriliitto, RUL) and the National Defence Training Association (Maanpuolustuskeskus, MPK). These organizations operate under a shared cultural framework that defines legitimate practices and norms in the realm of voluntary defense, that is affected by both historical legacies and contemporary challenges (Clemens & Cook, 1999). They have since 1991 undergone substantial changes, influenced by evolving societal dynamics and geopolitical pressures. Drawing on institutional theory, I examine how external forces have restructured the voluntary defense system, positioning these changes within the broader context of Finland's total defense model and its ongoing adaptation to external and internal pressures.

Finnish voluntary defense organizations are essential components of Finland's national defense strategy. They enhance military readiness, promote societal resilience, and provide a model for integrating civilian efforts into national security frameworks. As NATO seeks to strengthen its collective defense capabilities, understanding the

role of these organizations will be crucial for developing effective policies that leverage the full spectrum of available resources.

In this study, I use historical organizational analysis to explore the institutional transformations within the Finnish voluntary defense system. Historical organizational analysis provides a robust framework for understanding how organizations evolve over time, responding to a variety of internal and external pressures (Üskiden & Kieser, 2004). This

approach allows for a detailed examination of the focal organizations have navigated societal, geopolitical, and legislative changes, and sheds light on both the continuity and adaptation within these organizations.

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Dr. Jukka I. Mattila is a researcher specialized in military and defense studies, with a particular emphasis on Finnish military history and organizational dynamics. He has authored numerous refereed articles, book chapters, and conference papers that contribute to the understanding of these fields. His recent works include "Sodankäynnin organisointi" (The Organization of Warfare, 2024) in *Sodan usvaa III (The Fog of War III)* and a case study on the Finnish Soldiers' Home Association, co-authored with Sanna Malinen, published in *Armed Forces and Society* (2024).

Mattila's research explores themes such as symbolic hierarchies, reserve officer dynamics, and historical analyses of Finnish defense structures. He has also written several books, including "Lottapukujen historia" (History of the Lotta Svärd Organizational Dress, 2021) and "Jääkärit sisällissodan johtajina" (Jaegers as Leaders in the Civil War, 2018), which delve into significant aspects of Finnish military organizational dynamics and leadership development. Through his scholarly contributions, Dr. Mattila aims to enhance the understanding of Finland's defense strategies and the role of voluntary organizations in contemporary security.

Reserve Forces: Challenges across the deployment cycle

Author: Dr. Kathy Michaud, Defence Scientist, Director Research Operational and Organizational Dynamics, Director General Military Personnel Research and Analysis, Chief of Military Personnel, National Defence, Canada

The Canadian Armed Forces (CAF) Primary Reserve Force plays a substantial part in contributing to Canadian operations, defence, and security requirements. The Reserve Force contributed, at times, up to 25 percent of personnel requirements for Canada's contributions to NATO. Since 1996, the Human Dimensions of Operations (HDO) Survey has been used to assess a variety of psychosocial factors affecting soldier's operational readiness, effectiveness, and well-being to assist leaders in operational settings. To date, limited research has been published on Reserve Force personnel's experiences during the deployment cycle. Recent administrations of the HDO Surveys administered pre-, during, and post-deployment to deployed CAF personnel included quantitative measures gauging the attitudes and perceptions related to Reserve Force – Regular Force personnel collaboration and integration. To complement this quantitative information, open-ended questions were included to allow Reserve Force personnel to express how they felt their experiences pre-, during and post-deployment differed compared to Regular Force personnel. This paper examines the challenges that Reserve Force personnel experience throughout the deployment cycle using online HDO Survey data gathered from reservists serving as individual augmentees to a deployed full-time unit. The quantitative and qualitative analyses revealed a perception amongst reservists of insufficient integration during the mobilization process, and that reservists perceived differential treatment and lesser training than Regular Force members they served alongside on the operation. Further, reservists reported issues with compensation, benefits, and administration processes and their associated policies as the main challenges they experienced across the deployment cycle. In sum, this study highlights the necessity for enhanced integration of reservists in the individual and collective training, support, and compensation and benefits policies to establish and maintain a desirable state of operational readiness and effectiveness.

BIOGRAPHY:

Dr. Kathy Michaud is a Defence Scientist for the Director Research Operational and Organizational Dynamics at the Director General Military Personnel Research and Analysis. She completed her PhD in psychology – specialization in neuroscience at Carleton University. Her research interests lie in the contribution of psychosocial factors to well-being, retention, and organizational effectiveness of military personnel in garrison and deployment. She is currently the primary researcher for the Human Dimensions of Operations Survey, which is used to assess a variety of psychosocial factors that affects Canadian Armed Forces personnel's operational readiness, effectiveness, and well-being in operational settings.

INTEGRATION OF REGULAR AND RESERVE FORCES: DIFFERENCES IN PERCEIVED VALUES AND CHARACTERISTICS

Professor Emma Parry

Faculty of Business & Management, Cranfield University, UK

Despite ongoing plans to increase the use of Reserve Forces in several countries, including the United Kingdom, research suggests that the barriers to such use can be considerable (Parry et al 2023). In particular, the successful integration of Regulars and Reservists can be challenging, due to long-term tensions between the full-time Regulars and part-time Reservists (Connelly 2021), a lack of trust between the parties (Kirke 2008) and feelings of marginalisation and lower levels of treatment among Reservists (Cunningham-Burley, Tindal, Morrison & Connelly 2018; Gazit, Lomsky-Feder & Ben Ari 2021).

This paper focuses on the role of the perceptions and values of Regulars and Reservists in driving difficulties in integration between the two groups. While a number of researchers have examined the professional values of Regulars and the perceptions that this group holds about Reservists, this research has failed to understand the perceptions and experiences of both Regulars and Reservists together, as the basis of barriers to integration between these groups. This paper draws on a study of Regular and Reserve Royal Marines, examining what each group sees as important in a Royal Marine colleague, and how their perceptions of Regulars and Reservists differ. The findings are based on the results of 34 interviews using the repertory grid technique, and found that Regulars and Reservists not only perceived different characteristics as important, they also placed emphasis on different aspects for each group. The presentation will discuss the implications of these findings, alongside other research undertaken by the author, for the integration of differences between the Regular and Reserve Armed Forces.

Emma Parry – Biography

Emma Parry is Professor of Human Resource Management (HRM) and Head of the Changing World of Work Group at Cranfield University, UK. She has over 20 years' experience of undertaking research relating to workforce issues and HRM within Defence and is generally considered an expert in this area. She is often invited to speak at Defence related conferences (most recently DSEI 2023 and the Paris Defence & Strategy Forum 2024), to contribute to NATO initiatives (e.g. HFM 330, 322) and has published several reports and papers on Defence people topics, including several relating to the Reserve Forces.

Outside of Defence, Professor Parry is a recognised expert in HRM, having been voted in the top 5 Most Influential HR Thinkers by HR Magazine in 2022. She is a Fellow of the Academy of Social Sciences and British Academy of Management, an Academic Fellow of the Chartered Institute of Personnel & Development (CIPD) and an Honorary Fellow of the Institute for Employment Studies (IES) as well as Editor in Chief of the International Journal of HRM.

Skill fade on a single combatant level in Estonian reservists

Author: Marten Vares – presenting author. Contributing researchers: Männamaa, I., Veinla, M., Ermus, A., Mooses, M., Vau, T., Meerits, A., Lavrits, A., Koger, R., Laanepere, T., Hussar, J., Viljaste, A.

Rationale: Skill fade presents a modern challenge for military organizations attempting to maintain combat readiness across their units during peacetime. Combat readiness (CR) posits itself as an extensive and complex measure that includes both tangible and intangible elements, ranging from the individual fighter's first aid kit to the army's readiness to transition from peacetime to wartime conditions. One of the more challenging aspects of CR is individual fighter's ability to complete their tasks during battle operations. Since a unit composes of single combatants and every combatant has a distinct role and specialty, every member needs to do what is required and expected of them in joint tasks.

Introduction: Our research team has developed a comprehensive combatant assessment package aimed at evaluating the deterioration of skills and knowledge in reservists. The assessment package consists of five modules: 1) questionnaire; 2) shooting test; 3) field skills; 4) first aid; 5) fitness test. Questionnaire was filled out during formation, while practical tests were conducted in the beginning of the field training exercise.

Methods: Over the course of several large scale experiments during field training exercises, 1724 reservists were assessed. Testing took place without prior refresher training. To investigate skill fade, reservists were grouped based on their years of service in the reserve (1-11+ years), and compared these to conscripts serving as the control group.

Results: Results demonstrated a similar decline in all modules during the first years of reserve service when compared to conscripts. Subsequently the retention rate remained similar up to 10 years in reserve service. The rate of retention seemed to be dependent on properties of a particular skill as the skills in first aid seemed to fade quicker than field skills. Reservists with higher ranks and better education demonstrated superior performance in our testing.

Conclusions: These results suggest that skill fade manifests in reservists, but most of the knowledge and skills from basic training is retained during reserve service. The extent of skill fade appears to be contingent upon the properties and complexity of specific skills, as well as the frequency of their repetition during training.

Military academization as over-professionalisation? The case of Swedish Junior Officers training.

Author: Karl Ydén, Sweden

This paper examines how the Swedish officer corps enacts professional closure towards reserve officers by restricting their access to higher professional military education (PME), consequently limiting their opportunities for promotion. While having chosen to develop an academic education system, the Swedish military has largely avoided interacting with universities, opting instead for unique academic disciplines in a “one size fits most” structure. While reserve officers play a crucial role in the national defense system, and often have university degrees, they face significant barriers to career advancement, as access to higher PME is predominantly reserved for regular officers, based on the exclusivity of their unique academic disciplines. This exclusion reinforces hierarchical boundaries within the officer corps, marginalizing reserve officers from leadership roles and professional development opportunities. The restriction of PME access not only limits individual career trajectories but also perpetuates a stratified officer system. This provides an example of how military institutions employ closure strategies to preserve professional monopolies, and highlights the implications for inclusivity and operational effectiveness within the Swedish Armed Forces.