

NOT FOR PUBLICATION UNTIL RELEASED BY THE HOUSE  
COMMITTEE ON APPROPRIATIONS  
SUBCOMMITTEE ON DEFENSE

STATEMENT OF  
VICE ADMIRAL JOHN B. MUSTIN, U.S. NAVY  
CHIEF OF NAVY RESERVE  
BEFORE THE  
HOUSE SUBCOMMITTEE ON DEFENSE  
COMMITTEE ON APPROPRIATIONS  
FISCAL YEAR 2023 NATIONAL GUARD AND RESERVE  
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## Contents

<b>Introduction</b> .....	<b>4</b>
<b>Sailors: Develop the Force - Deliver a Seasoned Team of Navy Reserve Warriors</b> .....	<b>6</b>
<b>Culture of Excellence</b> .....	<b>6</b>
<i>Diversity, Equity and Inclusion</i> .....	7
<i>Countering Extremist Activity</i> .....	7
<i>Eliminating Sexual Assault and Sexual Harassment</i> .....	8
<b>Resiliency</b> .....	<b>8</b>
<i>Sailor Resiliency</i> .....	8
<i>Suicide Prevention</i> .....	9
<b>Policy and Processes</b> .....	<b>10</b>
<i>Recruiting and Retention</i> .....	10
<i>MyNavy Human Resources (HR) Enterprise</i> .....	11
<b>Capabilities: Design the Force - Deliver a More Lethal, Better-Connected Fleet</b> .....	<b>12</b>
<b>Future Fleet Design</b> .....	<b>13</b>
<b>Equipment Modernization</b> .....	<b>13</b>
<i>Navy Unique Fleet Essential Airlift (C-130J)</i> .....	13
<i>Aviation Adversary Training</i> .....	15
<b>Readiness: Train the Force - Enhance Readiness</b> .....	<b>16</b>
<b>Mobilization to Billet</b> .....	<b>17</b>
<b>Assessment and Tracking Mechanisms</b> .....	<b>17</b>
<b>Information Technology (IT)</b> .....	<b>18</b>
<b>Capacity: Mobilize the Force - Deliver a Larger Fleet</b> .....	<b>18</b>
<b>Distributed Activation</b> .....	<b>18</b>
<b>Navy Mobilization Working Group</b> .....	<b>19</b>
<b>Individual Augment (IA) to Zero</b> .....	<b>20</b>
<b>Individual Ready Reserve Management</b> .....	<b>20</b>
<b>International Partnerships</b> .....	<b>21</b>
<b>Conclusion</b> .....	<b>22</b>

**Vice Admiral John B. Mustin**  
**Chief of Navy Reserve**  
**Commander, Navy Reserve Force**

Vice Admiral John Mustin is a native of Alexandria, Virginia. He is a graduate of the United States Naval Academy, where he earned a Bachelor of Science degree in Weapons and Systems Engineering and was commissioned in 1990. He holds a Master of Science in Operations Research from the Naval Postgraduate School in Monterey, CA, and a Master of Business Administration (cum laude) in Finance and Management from the F. W. Olin Graduate School of Business at Babson College. He earned his Joint Professional Military Education from the Air University's Air Command and Staff College at Maxwell Air Force Base.

Mustin's sea duty assignments include command of Expeditionary Strike Group 2/Task Force 29; commissioning operations officer on USS Donald Cook (DDG 75), and aboard USS Vincennes (CG 49), where he served as combat information center officer, navigator and the Air Warfare Commander of the Independence (CV 62) Battle Group.



Affiliating with the Navy Reserve in 2001, Mustin served at Navy Reserve (NR) Carrier Strike Group 2 / USS George Washington (CVN 73) Strike Group during Operation Enduring Freedom. Other staff assignments include NR Chief of Naval Operations for Operations, Plans and Strategy (N3N5) at the Pentagon Navy Command Center; Maritime Expeditionary Security Squadron 14; NR Carrier Strike Group 10 / USS Harry S Truman (CVN 75) Strike Group; and Personnel Mobilization Team 101. Additionally, he served as the inaugural Littoral Combat Ship (LCS) Navy Reserve Enterprise Director, responsible for the reserve manning, training and equipping of the 1000-billet LCS surface reserve force.

Other command tours include NR Joint Staff South; NR U.S. Fleet Forces Command Maritime Operations Center, Greensboro; NR Maritime Expeditionary Security Squadron 6; and Inshore Boat Unit 22, including a mobilization to Kuwait during Operations Enduring Freedom and Iraqi Freedom. His other flag assignments include deputy commander of Naval Surface Forces, spanning the Surface Type Commanders of the U.S. Pacific and Atlantic fleets; as a plankowner and the deputy commander of the re-established U.S. Second Fleet; and as Vice Commander, U.S. Fleet Forces Command.

Mustin became the 15<sup>th</sup> Chief of Navy Reserve on 7 August 2020. As Commander, Navy Reserve Force, he leads approximately 59,000 Reserve Component personnel who support the Navy, Marine Corps and joint forces.

His awards include the Defense Superior Service Medal, Legion of Merit, Meritorious Service Medal, Navy Commendation Medal, Navy Achievement Medal, Navy Battle Efficiency 'E', Military Outstanding Volunteer Service Medal and various service, expeditionary, unit and campaign awards.

## Introduction

Chair McCollum, Ranking Member Calvert, distinguished members of the Committee, it is my distinct pleasure to report to you today on the contribution of the Navy Reserve to national defense, both as it stands today and as it will be following our urgent transformation to address future challenges.

The Navy Reserve, like the Reserve Service of each other military branch, provides strategic depth and delivers operational capabilities to the Active Service and the Joint Force, in times of peace or war. In the two decades since 9/11, the Navy Reserve executed 95,393 mobilizations, with 70,672 individual Sailors responding to military operations and contingencies across the globe. In the past year, the Coronavirus-19 (COVID-19) pandemic continued to threaten the health and livelihood of people throughout the world and created unique challenges for Active and Reserve Forces. In total, the Navy Reserve executed 8,915 activations as part of the nation's emergency response to the pandemic. I am supremely proud and gratified by the many ways the Navy Reserve adapted to meet these challenges, even while continuing to provide trained units and qualified Sailors for active duty service when needed. These activations highlight the flexibility, readiness and value our citizen-Sailors provide. And yet, these significant contributions merely hint at what likely will be required from the Navy Reserve in a future conflict with a great power maritime competitor.

As President Biden stated in his Interim National Security Strategy, a powerful military matched to the security environment is a decisive American advantage. Reserve Forces are a force multiplier and critical contributor to this advantage as global dynamics shift and pressurize the rules-based international order. The Navy, in partnership with the Marine Corps and Coast Guard, is urgently adapting to generate Integrated All-Domain Naval Power to confront the

threat of long-term strategic competition, climate change, global pandemics and other emerging challenges. Similarly, the Navy Reserve is transforming to deliver ready units of action and augmentation manpower to support warfighting requirements throughout the spectrum of conflict at a resource-informed and favorable cost. To this end, the Navy Reserve Fighting Instructions, issued in November 2020, and updated in May 2022, directed the Reserve Force to make smart, requirements-based disciplined investments to ensure Reserve Sailors are ready to augment the Naval Force by contributing in key mission areas, and filling critical capability gaps when and where needed. Along four primary Lines of Effort – Design, Train, Mobilize and Develop the Force – the Navy Reserve is aggressively transforming structurally, procedurally and operationally to address the future. Firmly aligned with the National Defense Strategy, the Secretary of the Navy’s Strategic Guidance, the Tri-Service Maritime Strategy, and the Chief of Naval Operations’ (CNO’s) Navigation Plan, these Fighting Instructions make clear that my number one – and only – priority for the Navy Reserve is warfighting readiness.

Timely, predictable and relevant funding from Congress is critical for the Navy Reserve to meet mission requirements and, as always, we are grateful for your continued support and enduring interest. Specifically, keeping the Reserve Personnel Navy account funded at President’s Budget levels enables the Reserve Force to generate warfighting readiness through trained Sailors who are equally ready to fight and win in the early stages of conflict as they are to sustain combat operations following an outbreak of hostilities. Continued Congressional support will ensure the Navy Reserve provides relevant, modern capability and capacity, and a resilient surge force today and into the future.

## **Sailors: Develop the Force - Deliver a Seasoned Team of Navy Reserve Warriors**

My focus on warfighting readiness begins with our people. With Navy Reserve representation in every state and territory and seamlessly integrated into the civilian population, Navy Reserve Sailors are your neighbors. As such, the Navy Reserve continues to foster a diverse, inclusive team of Sailors and civilians who value respect as our cornerstone attribute and represent the very best of our local communities. We will continue to address extremism and promote a positive culture based on the Navy's core values of honor, courage, and commitment, and the foundational tenets represented in our Culture of Excellence.

Our Sailors, civilians and the families that support them are the foundational building block of the Navy Reserve Force. As such, they are the focus of my fourth line of strategic effort, Develop the Force. In order for the U.S. Navy to remain the world's most dominant maritime force, we must attract, develop, support and retain the world's greatest Sailors and civilians. To this end, we must provide our Sailors with exceptional training, modern equipment and a network of support that enables them to be the formidable fighting force we require when they affiliate with the Navy Reserve.

### ***Culture of Excellence***

In January of 2022, the CNO, Admiral Mike Gilday, released his plan to 'Get Real, Get Better'. This plan serves as a call to action for every Navy leader, Active and -Reserve, to apply a set of Navy-proven leadership and problem-solving best practices to empower people to achieve exceptional performance. Specifically, the Reserve Force will contribute to developing a Culture of Excellence, improving recruiting and retention, reinforcing signature behaviors and eliminating those destructive behaviors that negatively impact our Force.

Our holistic Culture of Excellence Campaign Plan promotes healthy behaviors and enhance warfighting excellence by instilling resiliency, trust, and connectedness in Sailors and their families. One key enabler of the Culture of Excellence is the development of Warrior Toughness. This holistic human performance approach, focused on mind, body and soul, enhances the toughness of our Sailors by improving performance throughout their everyday lives, especially when under stress. By emphasizing commitment, execution, ethical decision making and conscientious reflection, we are building a warrior mindset that enables Sailors to sustain mental toughness while being mindful of the well-being of themselves and others.

### *Diversity, Equity and Inclusion*

Bringing diversity to the fight is an integral part of our warfighting readiness. The composition of the Navy Reserve Force is as diverse as the range of missions we fulfill on behalf of the Navy and our joint forces. Our Sailors and civilians hail from nearly every country in the world, from different backgrounds, cultures, and perspectives, and operate in every domain, including under, on and above the sea, as well as in cyber and in space. By actively seeking out and leveraging our differences and capitalizing on the individual strengths of our Sailors and their families, we build a cohesive and unified force that is the heart of the Navy Reserve.

### *Countering Extremist Activity*

In keeping with these efforts, and aligned with the direction of Secretary of Defense, the Navy Reserve remains committed to eliminating extremism in the Force. Sailors who adhere to or engage in activity related to supremacist, extremist or criminal conduct do not support a culture of inclusion and are contrary to the law and our standards of conduct. Leaders in the Navy Reserve are empowered with the full range of disciplinary authority, including

administrative separation and criminal prosecution, to address Sailors who engage in extremist activities.

### *Eliminating Sexual Assault and Sexual Harassment*

Reducing the prevalence of sexual assault and sexual harassment is a critical mission of the Navy Reserve. In order to harness the capabilities of our Sailors, we must provide an environment that is inclusive, diverse, and advances trust and respect. Any conduct that is contrary to the creation of this environment decreases our readiness and negatively impacts our ability to execute critical warfighting missions. To this end, the Sexual Assault Prevention and Response (SAPR) and Harassment Prevention Programs are designed to train all Sailors on the programs available to prevent and eliminate sexual assault and sexual harassment and break down barriers that inhibit reporting. Leaders at every level are responsible and accountable for the culture of their command; they are responsible for maintaining a zero-tolerance policy related to sexual assault and harassment, and ensuring a command climate that is retaliation-free. Our resolve to address the issues of sexual harassment and assault remains unfaltering.

## *Resiliency*

### *Sailor Resiliency*

Each Navy Reserve Sailor, with unique skills and experience, is a critical contributor to our warfighting readiness. As such, their health and wellness, both physical and mental, is valued by the Navy Reserve. The 21<sup>st</sup> Century Sailor office provides the framework for the support network, programs, resources, training, and skills our Sailors and their families, both active and reserve, need to overcome adversity and to thrive. In alignment with the 21<sup>st</sup> Century Sailor initiative, established in 2008, the Psychological Health Outreach Program (PHOP) provides Navy Reserve Sailors and their families psychological health care services to increase



resiliency, and, if required, to facilitate recovery. PHOP services include command consultations, psycho-educational briefs, behavioral health screenings, referrals, phone/email follow-ups, and facilitation at Returning Warrior Workshops. Additionally, Resiliency Check-In events are provided to new Sailors and Commands, enabling one-on-one mental wellness assessments and electronic behavioral health screening for immediate access to services.

### *Suicide Prevention*

No member of the Navy Reserve operates alone. We are a team with a common mission, with each member serving a critical role based on their experience, training, knowledge and skills. Therefore, suicide is a tragedy that impacts families as well as the entire Force. To prevent suicide and suicidal ideations, the Navy Reserve is focused on stress navigation and resilience-building tools that promote community and embody comprehensive wellness. Reserve Component (RC) Sailors have access to all Navy, Veterans Affairs and Department of Defense (DoD) suicide and resiliency resources as well as Reserve-specific PHOP resources. In Fiscal Year (FY) 2021, incoming calls increased to the PHOP suicide crisis line by 36%. Just last month, we completed a six-month social media outreach campaign highlighting the resources available to Reserve Sailors and their families to prevent suicide. Through several media platforms, including *Facebook*, *Twitter*, *Instagram* and *LinkedIn*, we reached out to Sailors and their families to emphasize the importance of connectedness, help-seeking behavior, and “Ask. Care. Treat.” through a comprehensive campaign to prevent suicide in the Navy Reserve. Even recognizing we are never ‘done’ with such efforts, we are seeing tangible positive results.

In addition to programs promoting Sailor well-being, the Navy Reserve provides safety nets for Sailors who struggle with depression and post-traumatic stress. The Sailor Assistance and Intercept for Life, an evidence-based suicide prevention program, provides rapid assistance,

ongoing risk assessment, and care coordination and reintegration assistance for activated Reserve Sailors who have demonstrated suicide related behavior. Suicide is a critical detractor from warfighting readiness. The Navy Reserve continues to reinforce and emphasize the importance of community, peer relationships, and leadership in the prevention of suicide: there can be no bystanders to this effort.

### *Policy and Processes*

Modernization of the policies and processes that support Reserve Sailors is a key element of warfighting readiness and as critical as equipment modernization for the Navy Reserve. Ensuring standardization across the force and streamlining processes and procedures help ensure the Reserve Force can attract and retain the quality Sailors that are necessary to build warfighting readiness.

### *Recruiting and Retention*

To provide the critical support required by the Total Force, the Navy Reserve must effectively recruit and retain Sailors with the high-demand skills required to meet the challenging security environment of the future. As a result of wage discrepancies and a strong civilian job market, the propensity of the Nation's youth to serve in the military steadily declined from 13% to 10% from 2018 to 2020. This drop represents nearly one million fewer youth who are considering a career in the U.S. military at large. For FY 2021, COVID-19 continued to affect our recruiters' ability to leverage in-person events, reduced access to high school students and in-person traffic to recruiting stations. As COVID-19 now transitions from a pandemic to endemic, we are witnessing an increased competition for talent. Accordingly, we continue to leverage our competitive pay and benefits package, talent management initiatives, the creation of a reserve-

specific Recruiting Command, and our digital Forged by the Sea marketing and advertising campaign to achieve our recruiting and retention goals.

Special and incentive pay and bonuses are a critical tool that allow the Navy Reserve to compete with the civilian sector. These tools attract Sailors to hard-to-fill specialties while affording the Reserve Force the ability to shape our all-volunteer force to meet the demands of current and future operational requirements. In concert with policy updates, increased marketing and advertising efforts, and improvements within the Navy recruiting organization, special and incentive pay, and bonuses are critical to mitigate manning shortfalls and enable the RC to shape the force in order to deliver a surge ready force capable of meeting competition today and in the future.

### *MyNavy Human Resources (HR) Enterprise*

The MyNavy HR Enterprise is modernizing the performance, productivity, and cost efficiencies in all aspects of the Navy Reserve personnel readiness processes. Changes to how HR services are offered will provide the support required throughout a Sailor's career and enhance warfighting readiness of the Navy Reserve by improving the speed, accuracy and quality of personnel and pay services, better positioning Navy Reserve to equip and manage our Sailors.

As demonstrated by the Reserve Force response to the Coronavirus pandemic, Reserve Sailors must be prepared to mobilize with speed and scale to support large-scale contingency operations. A personnel and pay system that enables Reserve Sailors to efficiently transition from reserve to active status - and back again - is imperative to ensure warfighting capacity and enabling the delicate and challenging balance between civilian jobs, military service, and family. But Sailors must also receive the proper pay and associated benefits. The MyNavy HR

Enterprise, specifically the implementation of the Navy Personnel and Pay (NP2) system, will streamline and modernize the pay process providing a seamless transition of Reserve Sailors on and off active duty. This is a critical enabler for large-scale mobilization of Reserve Forces required to provide surge support in a long-term, strategic competition. For that reason, NP2 is the most significant systems update in decades for the Reserve Force, and remains my most important strategic software update imperative. Additionally, the pay stability associated with this capability, will provide Reserve Sailors peace of mind during their time of transition. In short, the Navy Reserve is dependent upon the MyNavy HR Enterprise as it streamlines and modernizes the pay process, consolidates antiquated databases, and enhances Sailor access.

## **Capabilities: Design the Force - Deliver a More Lethal, Better-Connected Fleet**

The warfighting readiness of the Navy Reserve depends on a properly designed force, equipped with the right equipment, and prepared to surge to the fight at a moment's notice. As a result, we are actively modernizing our Fleet Design to ensure we provide the Navy cost-effective, sustainable and ready surge forces capable of prevailing in future conflict. The modernization of legacy platforms, systems and equipment to ensure interoperability with Navy and joint forces is a critical part of our future Fleet Design. Likewise, the processes and procedures required to guarantee the Reserve Force's ability to mobilize to the future fight is critical to our warfighting readiness. To this end, we are optimizing the accessibility of our Ready Reserve Forces to ensure the policies and systems are in place to access this capacity and capability, at scale, in the event of conflict.

## *Future Fleet Design*

The Reserve Force serves as an augmentation force, and is therefore a key enabler of the Total Force. The increasing complexity of a large-scale global conflict will, no doubt, require Fleet commanders to provide command and control of distributed Navy and Joint Forces in contested environments that present logistics and communications challenges. Additionally, manning shortfalls in critical areas of the AC may present a significant challenge to the Navy's ability to surge fleet forces in response to an immediate crisis. The Navy Reserve continues to identify and strengthen the RC's warfighting capability necessary to support Navy's most critical tactical, operational and strategic requirements and prioritizing these over administrative support. For a range of capabilities, the RC is an extremely cost-effective alternative for providing surge capacity during a conflict -- in some cases delivered at only 17 cents on the dollar relative to active units.

Among other promising areas of transformation, we are growing RC capacity in Maritime Operations Center, Expeditionary Logistics, Naval Special Warfare, Surge and Expeditionary Maintenance, Space, Cyber and emerging technologies to enhance our ability to meet the challenges of a high-end global conflict. By leveraging the civilian supply chain and communications infrastructure, tapping into the unique skills and experiences of Reserve Sailors and civilians, and building our unmanned capabilities we will ensure our Reserve Force delivers vital capabilities at a reduced cost, within acceptable risk when called upon.

## *Equipment Modernization*

### *Navy Unique Fleet Essential Airlift (C-130J)*

Operated entirely by the Navy Reserve, Navy Unique Fleet Essential Airlift (NUFEA) consists of 27 C/KC-130T and 17 C-40A aircraft that provide the Navy's sole source of organic

intra-theater air logistics. These platforms are capable of providing personnel, parts and oversized cargo (F-35 engines, AMRAAM and Harpoon missiles, submarine masts, etc.) to forward-deployed and expeditionary Naval Forces, often to locations inaccessible by commercial sources. Specifically, the C-130 is the Navy's only air asset capable of transporting all modules of the F-35 engine over large distances, simultaneously. This logistical connectivity is a critical link in the warfighting supply chain that overcomes contested logistical challenges. If left underappreciated, these challenges can demoralize and diminish warfighting capability as evidenced by Russia's poorly executed invasion of Ukraine. A recent example, was the first deployment of Navy's CMV-22 which demonstrated the need for NUFEA to move squadron personnel and equipment across the Pacific theater as the squadron shifted operations between forward logistics sites in support of carrier strike group operations.

Last year, Navy Reserve Fleet Logistics squadrons flew 25,986 flight hours, transported 136,393 passengers and 24.1 million pounds of cargo for the Navy and the Department of Defense, an increase of 8.3% from the previous year. Executing these missions resulted in a cost avoidance of \$1.1 billion relative to alternative means of transportation, while providing forward deployed assets necessary supplies, improving readiness and meeting joint force requirements. Despite the necessity of this critical asset, there is a growing gap between demand and capacity.

Transitioning from legacy airframes to the modern KC-130J aircraft is the Navy Reserve's top equipment priority. This recapitalization is necessary to fill critical capability and capacity gaps and ensure interoperability with our Active and Reserve Component Marine Corps and Air Force partners, who have already transitioned to the C-130J. To date, data indicates that the FY22 demand for cargo and personnel transport will be at the same levels or higher than FY20 and FY21. These increasing requirements on the C-130 lifts, coupled with an aging

airframe and obsolescence issues pressuring supply chains, highlights the need for the procurement of the KC-130J to replace the legacy C/KC-130T. Currently, the Mission Capable (MC) rates of the C/KC-130T average 25% of Total Active Inventory. Comparatively, the US Marine Corps and US Air Force operate the KC-130J at an average cost per hour of \$2,500 less than the C/KC-130T while delivering a superior MC rate. In addition to the capability and capacity afforded by the KC-130J, we expect to realize a MC rate of 70% for these aircraft. We are moving forward this year with new maintenance initiatives identified through root cause analysis to improve Department of the Navy C-130 MC rates due to the non-availability of spare parts and supply chain realities. Every mission capable aircraft will generate an average of \$48.7M in cost avoidance which will total an additional \$200M in transportation cost savings per year. Recapitalization to the KC-130J will continue to be the number one equipment priority of the Navy Reserve and, as such, is reflected in the Navy's FY21 and FY22 Unfunded Priority List.

### *Aviation Adversary Training*

The adversary mission is crucial to ensuring our Navy is meeting air wing and float readiness requirements prior to deployments. The Navy Reserve Tactical Support Wing (TSW) provides tactical threat replication support for Fleet training, ultimately increasing the readiness of every deploying Fleet Carrier Air Wing. TSW currently maintains 29 F-5N and 2 F-5N+/F+ aircraft to provide low-to-mid level threat replication. The F-5N/F jets are being upgraded with modern avionics to improve safety of flight and address obsolescence issues, with further upgrades improving high end capability, including enhanced quality of training. Upgraded jets will be designated F-5N+/F+, with the first two upgraded F-5N+ already delivered to VFC-13. The existing F-5 fleet will be augmented by eleven F-5E/F aircraft procured in FY20. These

eleven aircraft will receive an avionics and an airframe reconfiguration to match the F-5N+/F+ airframe configuration. TSW will receive these upgraded airframes during the next three years, increasing both capacity and adversary capability.

High-end threat replication support is provided to the Fleet by F-16A-D and F/A-18E/F aircraft. The Navy Reserve will receive safe for flight designation for operating 12 F-16Cs in FY23 to provide the fleet dissimilar aircraft training and high-end adversary support. Further, we are increasing the threat-replication capabilities of these aircraft via targeted, cost-effective upgrades. In addition to providing superior threat-replication using multi layered systems and techniques, both the F-16C and F-5 aircraft operate at an average cost per flight hour \$30,000 less than the current inventory, resulting in over \$5M per year savings. Providing the Fleet with advanced, high-fidelity adversary support will require future funding to further modernize these aircraft with threat representative capabilities such as Infrared Search and Track Systems and the evolution of the adversary data link known as RedNet.

## **Readiness: Train the Force - Enhance Readiness**

The Navy Reserve, alongside the AC, is prioritizing the development of new operational concepts and redesigning the force to provide the necessary capability and capacity efforts to ensure high-end warfighting readiness over low-value operational and administrative support. To this end, the Navy Reserve dedicates training resources to better prepare Sailors to mobilize to their specific, programmed billet at their unit, referred to as “MOB to billet.” In tandem with mobilizing Sailors to specific billets, the Navy Reserve advocates the continued reduction of the burden of Individual Augment (IA) burden in order to improve unit and billet readiness, referred to as “IA to Zero”. The skills required to operate state-of-the-art warfighting systems cannot be surged from untrained Sailors, no matter how patriotic those Sailors may be. The Navy Reserve



is actively engaged to ensure proficient and ready forces will be available to the Navy and Joint Forces as part of the Integrated All-Domain Naval Force on the first day of conflict.

### ***Mobilization to Billet***

To fill our critical role as a strategic augmentation force, the Navy Reserve must be ready to provide support to Combatant and Service Component Commanders on day one of conflict. To facilitate this, the Navy Reserve is defining and documenting comprehensive training, school and credentialing requirements for each mobilization billet to ensure each Sailor is fully trained for their specific, assigned billet. By leveraging current technology, the Navy Reserve is maximizing efficiencies by improving distributed access to required training. Additionally, by actively implementing the policies and processes necessary to audit, report and place the right Sailor in the right billet the Navy Reserve is optimizing warfighting readiness across the Reserve Force.

### ***Assessment and Tracking Mechanisms***

The Train the Force line of effort has shifted the paradigm from a Navy Reserve focused on ad hoc manpower augmentation for operational support via individual activations, to the creation of a mobilization-ready Reserve Force trained for billets providing specifically-tailored support to the AC and joint forces upon the initiation of any hostilities. This initiative includes the holistic review of over 80,000 defined training requirements across the Navy Reserve, and the generation of an organic Navy Reserve specific readiness reporting tool that ties into existing reporting systems and protocols. To increase active component (AC) ownership of reserve training, we have shifted the focus and priority to high-end warfighting, and improving the Navy Reserve Readiness Module to calculate and report Reserve warfighting readiness to a range of stakeholders. Finally, we are aligning and training Navy Reserve Sailors to supported

commands' warfighting requirements, honing a Navy Reserve that supports Total Force warfighting throughout the spectrum of conflict at a resource-informed investment.

### ***Information Technology (IT)***

The Navy Reserve's strategy for information technology provides approximately 59,000 geographically dispersed Ready Reservists world-wide access to critical IT business systems.

### ***Cloud Computing, Mobility Innovations and Digital Capabilities.***

As directed by the Navy Reserve Fighting Instructions, the Navy Reserve IT strategy emphasizes improving efficiency and lethality through three core technological advances: Cloud Computing, Mobility Innovations and Digital Capabilities. Secure mobile applications, innovative technological solutions that simplify processes, and the use of data science to inform strategic decisions are force enablers that keep the Reserve Force operating in a technologically advanced battle space.

We are currently migrating to the Navy's portion of the larger DoD Microsoft 365 effort, known as Flank Speed. Timing and funding is critical to operate in an arena fraught with great power competitors, highly complex threats, and contested spectra across multiple domains. Flank Speed implementation delivers critical computing innovations to the Navy Reserve that enable distributed training, adaptive mobilization, and increases in overall warfighting readiness.

## **Capacity: Mobilize the Force - Deliver a Larger Fleet**

### ***Distributed Activation***

For the Navy to capitalize on the capabilities and capacity of the Reserve Force in a global conflict, we must respond with speed and scale when called upon. Adaptive Mobilization (AM) is the enabling process of this requirement, allowing the Navy to respond with a mass

mobilization of personnel in support of large-scale contingencies. The AM process was tested during the COVID-19 pandemic when 8,915 Sailors were activated as part of the Nation's emergency response. The organizational construct of the Navy Reserve is ready to meet the challenges of a call for rapid mobilization of forces. For instance, the six regional Readiness and Mobilization Commands (REDCOMs) and their subordinate Navy Reserve Centers will support distribution of current and future-activations by mobilizing the entire Selected Reserve population – roughly 48,000 Sailors – within 30 days of demand initiation. Existing Training and Administration of the Reserve (TAR) staff, located at the REDCOMs, Reserve Centers, and our Fleets will execute the AM model across globally distributed regions; thus capitalizing on the raison d'être of the 10,000 strong TAR force. By shifting command and control of Expeditionary Combat Readiness Center under Navy Reserve Forces Command and leveraging the nationally distributed infrastructure of Navy Reserve Activities, Selected Reserve (SELRES) Sailors can be mobilized locally with minimal interim stops before reporting to their ultimate duty station. A robust exercise schedule including Mass Activation Exercises, Fleet Exercises, Mob-to-billet Exercises and Large-Scale Exercises continues to validate, refine and improve the AM construct and its efficiency across the Force.

### ***Navy Mobilization Working Group***

The Chief of Naval Personnel and I continue to sponsor a cross-organizational multi-stakeholder Navy Mobilization Working Group to improve Navy's reserve mobilization capacity. The working group developed our AM construct and continues to simplify and streamline the activation, pay and personnel processes required to transition the reserve component to active duty as it is designed. The group is also tasked to improve processes by which operational commanders request reserve support and force providers subsequently

authorize, fund, approve, and order reserve forces to active duty in support of service and joint requirements. We are transitioning Navy Reserve mobilization from a supply and demand-based Individual Augmentation process to a MOB-to-billet demand-based process that can activate Sailors to their commands rapidly and at scale.

### ***Individual Augment (IA) to Zero***

Following September 11, 2001, the Navy began augmenting the Joint Force with Sailors who deployed as Joint IAs to alleviate the demand on land forces and the high operational tempo they faced during Operations Enduring Freedom and Iraqi Freedom. Initially, the Navy sourced IAs from both the active and reserve components equally, based on mission suitability. Over time, however, the reserve component assumed the majority (over 76%) of IA mobilizations. While supporting these IA mobilization requirements, the Navy Reserve adhered to the Department of Defense mobilization-to-dwell ratio policy, requiring each Sailor to receive Secretary of Defense approval to deploy if less than four years have passed since their previous one-year mobilization. The cumulative effect of dwell has generated a significant drain on the strategic depth of the Navy Reserve and a reduction of the capability and readiness of Reserve units as a whole. Fortunately, the demand for Navy IAs is projected to decrease 89%, from 11,000 in 2010 to 1,151 in 2023. Of the planned 1,151 requirements in 2023, 875 (76%) are for non-maritime Joint requirements, with the majority of those allocated to overseas base operations.

### ***Individual Ready Reserve Management***

The Navy Reserve is comprised of 55,728 SELRES Sailors, 10,015 TAR Sailors, and 39,739 Individual Ready Reserve (IRR) members, totaling over 105,000 Sailors. IRR Sailors provide additional surge capacity for the Reserve Force at a significantly reduced cost. These

IRR Sailors continue to be monitored for mobilization readiness through their Military Service Obligation and are afforded opportunities to voluntarily perform training and/or active duty for operational support. The IRR Sailors also maintain many of the primary benefits of military services such as access to military exchange, commissary and Morale Welfare and Recreation facilities, Space-Available travel, PHOP and SAPR services. To monitor mobilization readiness, Navy Personnel Command regularly screens members of the IRR. Concurrently, we are reimagining the management of the IRR to better align with the requirements of a long-term strategic competition. Efforts to align management functions of the IRR with the Distributed Activation construct and to evaluate the screening processes and skill-sets of members are critical to this endeavor.

### *International Partnerships*

In future conflicts, our Nation will not fight alone. We are considerably stronger when standing alongside our allies and partners, and we greatly expand our Navy's (and our Navy Reserve's) capacity when partnered with like-minded services around the world. As such, the Navy Reserve is engaging with international Reserve Component counterparts in a robust exchange of ideas and lessons-learned. Topics discussed with international partner reserve navy staffs include modernization efforts, total force integration, participation and continuum-of-service models, improved access to civilian expertise resident in reserve populations (e.g., Artificial Intelligence/Machine Learning, Cyber, Space, logistics), and the leveraging of IT and virtual resources to improve the training and readiness of dispersed reserve forces. We will build on this strong foundation as we continue to pursue a deeper exchange of ideas on these and other topics, and we will seek opportunities to exercise and operate interchangeably with our key international RC allies.

## Conclusion

The Navy, Marine Corps, and Coast Guard are urgently adapting to provide Integrated All-Domain Naval Power to address the reemergence of maritime rivals. Similarly, the Navy Reserve is prioritizing warfighting readiness to provide a surge-ready Total Force capable of defending the nation, as we have done for 107 years since our entry into World War I. By focusing on our Sailors, the Navy Reserve is increasing readiness by training to strategic capabilities and warfighting readiness. These efforts will ensure that the Navy Reserve has the necessary capacity to provide strategic surge forces to the Navy and Joint Forces. A future Navy Reserve Force, designed around capabilities that provide a decisive advantage and enabled by modern platforms and hardware, will ensure the Total Force prevails in competition or conflict. Greater efficiencies realized through advances in our mobilization infrastructure and information technology will provide the deployment of war-winning forces rapidly and at scale to any conflict theater. Enhancements to the generation of the Navy Reserve's warfighting readiness support the strategic direction reflected in the National Defense Strategy and current service and joint doctrine, and will contribute to prevailing in conflict if necessary.

On behalf of the men and women of the United States Navy Reserve, thank you for your steadfast support of Navy Reserve Sailors, Civilians, families, and employers. The Navy Reserve enjoys a history of over a century addressing and overcoming challenges. Beginning with our founding in 1915, anticipating the emerging global insecurity of the First World War, adapting to the capability, capacity, and scale required by the Second World War, evolving during the long phases of the Cold War and into the Global War on Terror, our Navy Reserve has adapted in each era to answer the emerging challenges required to maintain our national security. Today, we have entered a new era with new challenges. With your continued support,

we will lead the transformation of our Navy Reserve to address the current and future global environment with speed and agility.