RTTUZYUW RHOIAAA0030 1662046-UUUU--RHSSSUU.
ZNR UUUUU
R 152046Z JUN 22
FM COMNAVRESFOR NORFOLK VA
TO NAVRESFOR
COMNAVRESFORCOM NORFOLK VA
COMNAVAIRFORES SAN DIEGO CA
COMNAVIFORES FORT WORTH TX
NAVREG MIDLANT RCC NORFOLK VA
NAVREG MIDLANT RCC GREAT LAKES IL
NAVREG SOUTHEAST RCC JACKSONVILLE FL
NAVREG SOUTHEAST RCC FORT WORTH TX
NAVREG SOUTHWEST RCC SAN DIEGO CA
NAVREG NORTHWEST RCC EVERETT WA
COMFLELOGSUPPWING FORT WORTH TX
COMTACSUPWING FORT WORTH TX
COMARSUPWING SAN DIEGO CA
COMNAVSPECWARGRU ELEVEN
ECRC NORFOLK VA
INFO COMUSFLTFORCOM NORFOLK VA
COMPACFLT PEARL HARBOR HI
COMSIXTHFLT
BUMED FALLS CHURCH VA
COMNAVPERSCOM MILLINGTON TN
COMNECC LITTLE CREEK VA
COMNAVCRUITCOM MILLINGTON TN
BUPERS MILLINGTON TN
COMNAVRESFOR NORFOLK VA
BT
UNCLAS
PASS TO OFFICE CODES:
INFO COMUSFLTFORCOM NORFOLK VA//N1//
INFO COMPACFLT PEARL HARBOR HI//N1//
INFO BUMED FALLS CHURCH VA//M1/N10//
ALNAVRESFOR 022/22
MSGID/GENADMIN/COMNAVRESFOR NORFOLK VA//
SUBJ/NAVY RESERVE FIGHTING INSTRUCTIONS 2022 EXORD//
REF/A/MSG/ALNAVRESFOR/241030ZNOV20//

REF/B/MSG/ALNAVRESFOR/172022ZMAY22//
REF/C/MSG/NAVADMIN/261895ZJAN22//
REF/D/DOC/OPNAVINST 3060.7C/17AUG2018//
NARR/REF A IS ALNAVRESFOR 025/20 NAVY RESERVE FIGHTING
INSTRUCTIONS
2020. REF B IS ALNAVRESFOR 20/22 NAVY RESERVE FIGHTING
INSTRUCTIONS
2022. REF C IS NAVADMIN 013/22 ADAPTIVE MOBILIZATION.
REF D IS THE
NAVY MANPOWER AUGMENTATION GUIDE.//
RMKS/ 1. This message provides implementation guidance
per
references (a) and (b) to execute the four Lines of
Effort (LOEs)
(Design the Force, Train the Force, Mobilize the Force,
and Develop
the Force). These actions will enable us to fully
attain and
maintain warfighting readiness within the context of
strategic
competition.

2. SITUATION. Recognizing the significant effort
completed as a
result of guidance provided in ref (a), the following
promulgates
the tasks, assigns owners, and supports the LOE staffs
with
appropriate resources to implement the transformation
our Navy
Reserve Force requires, in accordance with ref (b).

3. MISSION. Execute the following tasking to achieve
the desired
strategic end states defined below each of the four
LOEs.

3.A. DESIGN THE FORCE. Identify and deliver Navy

warfighting
capabilities that are best suited for the Reserve
Component (RC), at
reduced cost and within acceptable risk for warfighting
readiness.
Continually assess Fleet requirements and prioritize
and field RC
capabilities and capacity to meet the demand.
Flag Champion: RADM LeClair
Office of Primary Responsibility (OPR): CNRF N5
Supporting Offices:
CNRFC N1, N5
OPNAV N0951, N0955, N0959
Reserve Echelon III and Echelon IV Commanders
Any other as designated by the Flag Champion

3.A.1. Strategy is a policy choice. Force Design is a
consequence.
Our understanding and mastery of the big picture will
allow us to
design with a purpose. As Force Design decisions are
made, those
decisions will have impacts on how we Train, Mobilize
and Develop
the Reserve Force. Therefore, it is critical that all
subordinate
lines within Design the Force understand the points at
which we must
transition work to, or support the work of the Train,
Mobilize and
Develop the Force LOEs. Current identified focus areas
include:
Operational Level of War (OLW), Contested Logistics,
Space, Cyber,
Afloat Support, Surge Maintenance, and Unmanned Systems
and Emerging
Technologies. As our design initiative evolves, we will
undoubtedly

uncover new focus areas.

3.A.2. Action: Align Navy Reserve force structures to Navy
requirements for Strategic Competition.

3.A.2.a. Task: Develop for execution, a Strategic Analysis Process
to formalize RC inputs to AC manpower validation processes across
all Budget Submitting Offices.

3.A.2.b. Task: Distribute Strategic Analysis Process to Reserve
Program Directors (RPD).

3.A.2.c. End State: Navy Reserve force structure is Fleet-validated,
and supported by man, train, and equip reserve capabilities, and
generated at appropriate capacity to be relevant in strategic
competition.

3.A.3. Action: In partnership with the Total Force Manpower
Management enterprise, create a continuous, repeatable process for
assessing and adjusting Navy Reserve contribution to Total Force
manpower requirements, while measuring fit and fill, across units,
missions and functions.

3.A.3.a. Task: Standardize the use of tools such as Reserve
Employment Readiness (RER) and Navy Reserve Readiness Module
(NRRM), and leverage results to inform manpower requirements.

3.A.3.b. Task: Execute the Strategic Analysis process. Collect
lessons learned from OLW Working Group and refine the process.

Standardize process use for all sub-LOEs. Distribute process to
supported commands via RPDs.
3.A.3.c. End State: The Navy employs a formal, documented,
repeatable process for real-time assessment and adjustment of
Reserve Force contribution to Total Force manpower requirements.
3.A.4. Action: Identify, resource, and employ reserve-specific
capabilities that contribute to Navy warfighting readiness.
Eliminate reserve capacity that adds little or no enabling or direct
warfighting contribution.
3.A.4.a. Task: Capture the Navy's priorities for warfighting
capabilities, such as operational units, based on requirements
including operational plans.
3.A.4.b. Task: Identify capabilities for Navy Reserve resourcing.
Prioritize those capabilities that will be resourced by new /
additional RC operational units. (Aviation Squadrons/ Construction
Battalions).
3.A.4.c. Task: Identify areas of need in current Navy operational
units where Reserve sourcing will enhance capability.
3.A.4.d. End State: The Force has a formalized process for
continually assessing and filling Fleet requirements for Navy
Reserve-sourced Operational Units.

3.B. TRAIN THE FORCE. Prepare Navy Reserve Sailors for

their
mobilization billets / warfighting assignments, ensuring all Reserve
Sailors are trained, ready to activate, and can fight and win on
â€œDay One.â€ Continually assess Fleet training and credentialing
requirements, and design and deliver training to address readiness
demand.
Flag Champion: RADM Clark
OPR: CNRF N7
Supporting Offices:
CNRFC N1, N7
CNRF N01D
OPNAV N0951, N0955
Reserve Echelon III and Echelon IV Commanders
Any other as designated by the Flag Champion

3.B.1. Action: Design and implement scalable online, real-time
operational readiness assessment and reporting capabilities down to
the Echelon V Navy Reserve Readiness Unit (NRRU) level across the
Force.
3.B.1.a. Task: Expand NRRM to capture and report warfighting
readiness metrics. Develop a two-year road map to accomplish key
milestones NLT 31JUL22. Establish Active Unit Identification Code
(AUIC) to Ultimate Mobilization Unit Identification Code (UMUIC)
hierarchy in NRRM. Create methods to capture and store unit-level
training metrics in Navy systems of record which can then be

imported to NRRM.

3.B.1.b. Task: Implement readiness reporting and assessment tools
(NRRE/NRRM) across the Force.

3.B.1.c. End State: A nimble, flexible, responsive force able to
plan and optimally obligate precious time and training funds to
maximize warfighting readiness based on clear insight into fleet
training requirements and accomplishment.

3.B.2. Action: Establish and implement a force-wide process to
define and validate training requirements, train and assess
completion across the Force, and continually measure return on
investment to inform future funding prioritization.

3.B.2.a. Task: Establish process for RPD participation in OPNAVINST
1500.47D planning processes (Student Input Plans (SIP)) and
documentation of school training requirements in FLTMPS.

3.B.2.b. Task: Provide specific guidance to RPDs and NRRU COs NLT
15SEP22.

3.B.2.c. Task: Align, consolidate and report existing Navy Reserve
data. Mobilization (M-pillar): Availability, Deployability, Medical.
Personnel (P-pillar): Fit, Fill, Security clearance, unit-level
schools requirements. ECD: 30NOV22.

3.B.2.d. Task: Formalize Training (T-pillar) data. In coordination
with RPDs, determine data composition (i.e, On-the-Job Training

(OJT), Personal Qualification Standard (PQS), certifications, qualifications, local access) and how to document and store information electronically. ECD: 31MAY24.

3.B.2.e. Task: Develop a process to articulate the value and readiness return on investment for training completed to support the Force’s warfighting capability through future resourcing.

3.B.2.f. Task: Utilize the NRRM expansion to develop the capability to capture return on investment training dollars spent for different funding streams (ADT-Schools, AT, ADT-Special) NLT 31MAY24.

3.B.2.g. End State: The Force employs a formal process for continually defining, validating, and assessing training requirements and completion, along with the capability to access and deliver training efficiently. Additionally, the Force measures training output and gain in warfighting readiness against expenditures to assess and report value.

3.B.3. Action: Facilitate Reserve Sailors’ continuous and relevant learning and readiness by leveraging technology and automation efficiency, independent of classroom quota/capacity constraints.

3.B.3.a. Task: Establish distributed learning and/or electronic workflows to accomplish training requirements, including a mixture

of Web-based instruction, streaming video conferencing, face-to-face
instruction, and distance learning.
3.B.3.b. End State: Navy Reserve Sailors can complete specified Navy
training requirements via distributed technology (those deemed
appropriate for distributed processes), and for those whose
mobilization billets allow, can leverage remote training with their
command remotely.

3.C. MOBILIZE THE FORCE. Develop and employ rapid activation and
mobilization processes, including Distributed Activation (DA) and
Mobilization-to-Billet, to ensure delivery of Reserve Forces to
Joint or Navy requirements in response to emergent operations,
crisis, and large-scale contingencies which balances resources with
mission and risk. Continually monitor and streamline all
accompanying activation and mobilization processes (including
administrative, pay, and medical) to ensure the successful and
timely mobilization of Reserve Sailors. Per Ref C, COMNAVRESFOR is
designated as the supported commander for Ready Reserve activation
and deactivation processing.
Flag Champion: RADM Schommer
OPR: CNRF N00L
Supporting Offices:
CNRFC N1, N3, N4, N5, N6, N7, N9

Echelon III and Echelon IV Commanders
Any other as designated by the Flag Champion

3.C.1. Action: Improve and refine the mobilization
process across
the Force to enable timely response to all levels of
operational
need.
3.C.1.a. Task: Refine AM policy across the Force to
enable
timely response to all levels of operational need.
3.C.1.b. Task: Refine applicable Reserve Force
instructions to
incorporate increased mobilization readiness systems
and
consolidate mobilization policies and guidance.
3.C.1.c. Task: Continue participation in the Navy
Mobilization
Working Group (NMWG) to improve and align higher-level
mobilization
and activation policies in order to align and
streamline AM pathways
and requirements.
3.C.1.d. Task: Coordinate with key Navy stakeholders,
including
Bureau of Medicine and Surgery (BUMED) and Navy
Personnel Command
(PERS), to consolidate and simplify activation and
mobilization
screening checklists and requirements.
3.C.1.e. Task: Define mobilization readiness metrics
and
mobilization timelines for Individual Ready Reserve
Active Status
Pool (IRR ASP).
3.C.1.f. Task: Perform Global Force Management (GFM)
sourcing for
the Navy Reserve Force.

3.C.1.g. Task: Identify, source, and deliver RC personnel for GFM rotational requirements and Global Force Management Allocation Plan (GFMAP)-ordered missions.

3.C.1.h. Task: When requested by USFF or directed by higher authority, identify, source, and deliver RC personnel for emergent contingency (mobilization) and non-contingency (ADOS) missions.

3.C.1.i. Task: Establish Navy Mobilization Processing Sites (NMPS) to enable sustainable and scalable mobilization capability.

3.C.1.j. Task: Conduct site surveys, training and assessments of current and prospective processing sites in the Navy enterprise Readiness and Mobilization Commands (REDCOM), Expeditionary Combat Readiness Command (ECRC), NRCs, and selected operational units from NECC, NSWG-11, and CNAFR to determine best locations for Navy Mobilization Processing Sites (NMPS) to develop the appropriate mass-activation/mobilization infrastructure.

3.C.1.k. Task: Standardize policies and processes in order to ensure all activating SELRES are properly screened for deployment, provide training oversight, and receive required services upon redeployment.

3.C.1.l. Task: Exercise and evaluate progress towards improving RC mass-activation capabilities.

3.C.1.m. Task: Plan and execute mobilization exercises

(MOBEXs),
including participating in the USFF-led Large Scale Exercise (LSE)
2023 design lifecycle, to ensure incorporation of Reserve Force
equities and to test, evaluate, and improve the AM process.

3.C.1.n. End State: The Force can execute a mass mobilization,
activating the entire Selected Reserve (SELRES) population within 30
days, or an appropriate subset of the Force based upon validated
requirements.

3.C.2. Action: Design and implement activation and deactivation
processes and tools that reduce administrative burden, and eliminate
unnecessary and duplicative requirements.

3.C.2.a. Task: Continue supporting and implementing Defense Travel
System (DTS) for mobilization in order to streamline SELRES travel
from home of record to gaining commands.

3.C.2.b. Task: Develop and implement a follow-on to the Distributed
Activation SharePoint Portal to ensure seamless process flow of
required pay / personnel activation documents for RC members.

3.C.2.c. Task: Support development of Navy Personnel and Pay (NP2)
as the primary enabler for efficient AM in order to minimize
processing time and reduce administrative overhead to activate
SELRES members.

3.C.2.d. Task: Continue development and requirements

generation of
mobilization readiness systems (e.g. Annual Readiness Questionnaire
(ARQ)) to track steady-state (left of R##) mobilization readiness
across the Force.
3.C.2.e. End State: Navy Reserve activation and deactivation
processes are digitized and streamlined to maximize speed, accuracy,
auditability, scalability and efficiency, while minimizing the time
required for Sailors to report to their warfighting role and return
home following orders termination.

3.D. DEVELOP THE FORCE. Implement improvements in Sailor
development, talent management, and quality of life issues.
Reinforce signature behaviors, eliminate destructive behaviors, and
emphasize Sailor wellness. Increase recruiting and retention
efforts, especially in high-demand fields. Deliver better access to
Reserve benefits and enhance family support services.
Flag Champion: RADM Lacore
OPR: CNRF N1
Supporting Offices:
CNRFC N1, N5, N6, N7
CNRF SAPRO/COE
OPNAV N0951, N0955
NRPDC
Reserve Ech III and Ech IV Commanders
Any others as designated by the Flag Champion
Key Stakeholders: BUPERS-35, PERS-9, and NPPSC/RSB.

3.D.1. Action: Enhance our warfighting culture by building an
environment of inclusion, transparency, and honest assessments.

3.D.1.a Task: Strengthen current Culture of Excellence (COE) and
Diversity, Equity, and Inclusion (DEI) programs by using a Reserve
lens to recruit, promote, and retain the best Sailors.

3.D.1.b. Task: Review RC Sailor Readiness, Resiliency, and
Development programs through the Get Real, Get Better lens.

3.D.1.c. Task: Align the Navy Reserve with current CNO initiatives
and any future initiatives.

3.D.1.d. End State: Navy Reserve has inculcated effective leadership
and implemented best practices and processes to identify and remove
barriers, while cultivating a culture of mutual respect, trust,
connectedness, and toughness that empowers our people to achieve
exceptional performance.

3.D.2. Action: Foster enduring DEI to ensure all Sailors are
afforded the opportunity to achieve their maximum potential.

3.D.2.a. Task: Deploy Full Speed Ahead (FSA) 3.0 training to the RC
by establishing Command Facilitator train-the-trainer courses.

3.D.2.b. Task: Establish fulltime CNRF post-command, O5 Force DEI
Officer position to manage and integrate all 21st Century Sailor and
COE resiliency programs.

3.D.2.c. Task: Force DEI Office, in partnership with OPNAV N17, to
establish sustainable, repeatable data-analytics' capabilities to
qualify and quantify meaningful, timely, and accurate Reserve
diversity data.

3.D.2.d. Task: Partner with OPNAV N17 Survey Office to create annual
Reserve tailored surveys to measure Force stress, health, and
climate in order to identify and target specific areas of concern.

3.D.2.e. End State: The Force can assess performance against the
objectives within the Navy Leader Development Framework (NLDF),
along with the ability to rapidly implement institutional
adjustments to remedy shortfalls.

3.D.3. Action: Embrace, educate and serve the needs of Reserve
members and their families in order to build warfighting resilience.

3.D.3.a. Task: Partner with Commander Navy Installations Command
(CNIC) and Fleet and Family Service Centers to ensure the unique
needs of RC family members are being addressed.

3.D.3.b. Task: Utilize Ombudsmen and social media to ensure RC
family members are well informed and have a forum to learn about
current programs and resources impacting the RC family.

3.D.3.c. End State: Navy Reservists and family members are aware of
and have ready access to services that build personal readiness in

members and provide confidence that their families have what they
need in the memberâ€™s absence.
3.D.4. Action: Enable transition opportunities and processes to
maximize accessions to, and retention within the RC.
3.D.4.a. Task: Ensure every eligible transitioning AC Sailor
(Officer and Enlisted) is aware of Reserve opportunities and
streamline the AC-to-RC transition process.
3.D.4.b. Task: Continue to prepare for the implementation of the new
Military Service Obligation (MSO/4+2+2).
3.D.4.c. Task: Identify, track, and resolve transactional issues
that prevent quick and seamless transitions between RC and AC.
3.D.4.d. Task: Consolidate, streamline, and optimize all Reserve
accession programs and processes under CNRF.
3.D.4.e. Task: Develop career readiness standards and training
requirements for eligible RC service membersâ€™ Military Life Cycles
(MLCs) that extend the Transition Assistance Program to cover an
education gap for separating / retiring members of the RC.
3.D.4.f. End State: Sailors are able to access and seamlessly
transition throughout the RC lifecycle.
3.D.5. Action: Implement a Knowledge Management (KM) capability that
presents data from across multiple platforms, and which enables
informed decision making for all manpower and personnel functions.

3.D.5.a. Task: Develop and implement a standardized, effective, and
adaptive Navy Reserve Center (NRC) onboarding program in support of
Reserve Units and new affiliates.
3.D.5.b. Task: Standardize and train on activation/ deactivation
processes, systems, and work-flows (RECALL, ADOS, and mobilizations).
3.D.5.c. Task: Establish Reserve Training Teams (RTTs) to develop
Reserve 101 modules and to host force-wide team sessions for SELRES,
Navy Reserve Activity (NRA), and REDCOM staffs.
3.D.5.d. End State: The Navy Reserve possesses the tools and
data-informed capability to answer requests for information,
continuously assess execution against planned objectives, capture
and present lessons learned, and enable data-informed decisions to
shape and employ the Force.

4. EXECUTION.
4.A. Designated Flag Champions and OPRs will develop and execute
plans specific to their assigned tasks and make regular status
reports to CNRF.
4.B. Each LOE will develop a standardized progress report. Progress
reports will be delivered to Chief of Navy Reserve (CNR), Deputy
Chief of Navy Reserve (DCNR), and other appropriate senior Navy
Reserve headquarters staffs quarterly.
4.C. Progress reports will include a problem statement,

end state,
actions completed, next steps, transition points with other LOEs,
Measures of Performance (MOP) and Measures of Effectiveness (MOE).
4.D. Flag champions are directed to develop MOPs/MOEs for tasks and
subtasks, as appropriate. MOPs/MOEs should guide the objectives
and completion of each task and subtask. Flag champions will brief
task accomplishment to CNR at their periodic updates, including with
respect to assigned MOPs/MOEs. The following definitions will be
used to guide the LOEs in their development of MOPs and MOEs.
4.D.1. Measures of Performance (MOP): A metric used to determine the
accomplishment of actions. Are the actions being executed as
planned?
4.D.2. Measures of Effectiveness (MOE): A metric used to measure a
current system state. Are we on track to achieve the intended new
system state within the planned timescale?

5. ADMIN AND LOGISTICS.
5.A. This directive does not appropriate funds, though progress and
pace of incorporation will drive existing funding support. Flag
champions will identify issues and processes that may require
enduring funding, and coordinate with OPNAV N0959 for possible
prioritization and inclusion in future POM submissions.

6. COMMAND AND CONTROL.
6.A. The Commander, Navy Reserve Force (CNRF) will maintain
oversight of this guidance. Deputy Commander, Navy Reserve Force
(DCNRF) and LOE Flag Champions will have execution authority for
all initiatives and will facilitate formal progress reviews to CNRF.
6.B. POC is CAPT John Molinari, CNRF Chief of Staff,
john.j.molinari.mil(at)us.navy.mil, (757) 322-5609.

7. Released by Rear Admiral John Schommer, Deputy Commander, Navy
Reserve Force.//

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