

AUSN Interview questions for VADM Braun

AUSN Question Summary

1. Admiral let's begin with some personal reflections. You have as much if not more Navy flying time than any of your predecessors. Tell us a bit about your squadron experience.
2. Prior to being selected for this important command as Chief of Navy Reserve, what was your most enjoyable tour, your most professionally rewarding experience?
3. What made you and your husband, Mike, decide that you should throw your hat in the ring for this assignment?
4. As you look ahead now as the Chief of Navy Reserve what are your most important goals for the Force?
5. What do you think will be your greatest challenge?
6. There is no doubt that our Reservists have performed superbly throughout a decade of war. We probably have never had a more trained up force since World War II. Now the question is how does the Navy take advantage of this highly trained and motivated work force? As it relates to Operational Reserve and Strategic Reserve what is your view of how we should employ Reservists in the near future?
7. What part of the force, if any, will come under fiscal pressure for more cutting?
8. Is there an area in the Navy Reserve where you see growth in billets?
9. During your time as a senior officer you have witnessed Reserve squadron after squadron decommission. What is your view of the future of Navy Reserve aviation?
10. The Enlisted Retention Board (ERB) received a lot of press this year. Was there any impact on the Reserve force from that board?
 - 10 A. What about Perform to Serve? How is that working in the Reserve?
 - 10 B. And, Career Management System, Individual Detailing (CMSID), are you pleased with that?
11. On the officer side of the force the Apply Board recently reported out. Are you comfortable with that program for billet assignment or would you like to make changes?
12. Speaking recently with Reservists in command we hear that cross-assigning is still an issue. Dare we say it has been so for about thirty years? Is there any solution here?
13. One issue that plagued your predecessor VADM Debbink was the common pay system. Where is that today and what are your thoughts about achieving this long overdue goal?
14. Admiral you have been most gracious in taking the hard questions today. Is there something else that you would like to say to the Force?

AUSN Interview Questions and Answers

1. Admiral let's begin with some personal reflections. You have as much if not more Navy flying time than any of your predecessors. Tell us a bit about your squadron experience.

Response: Casey, first let me say thank you for coming today and for the work AUSN does throughout the year to support our Sailors.

It's actually been quite a few years since my flying days, but I certainly enjoyed squadron life and flying missions to six of the seven continents. Originally I served in VQ (TACAMO) and in the Naval Air Training Command as a T-44 Instructor Pilot. After I transitioned to the Reserve Component, I joined the VR community and flew the C-9 and C-20. Typically we flew long days transporting personnel and cargo throughout the world. I enjoyed being part of a team and working together with the dedicated aircrew, maintenance and ops/admin personnel to provide safe, responsive, and flexible support to the Fleet. Because my husband was an FTS aviator, we PCS'd every few years, so I had the opportunity to serve in three VR squadrons. It was a wonderful experience!

It's important to point out that today, while the VR mission hasn't changed, the squadrons operate much more efficiently than in years past. The C-40 aircraft is much more capable and fuel efficient as compared to the C-9B and the systems are state of the art. More training is accomplished in flight simulators now, which saves fuel and cycles on the aircraft. Overall, the squadrons routinely look to maximize efficiency while fulfilling the mission.

2. Prior to being selected for this important command as Chief of Navy Reserve, what was your most enjoyable tour, your most professionally rewarding experience?

Response:

It's hard to single out any one tour as my most enjoyable...every command has been unique and fulfilling in its own way. And of course, the people I've worked with have made each tour memorable. My most professionally rewarding experience? I think every command has offered opportunities to make a difference in peoples' lives and have an impact on the Navy. These include standing up the Navy's first C-20G

squadron, supporting the Navy Operations Center at the Pentagon after 9/11, serving with JTF Katrina in New Orleans, serving as CO of NALO New Orleans during the post-Katrina recovery period, working with thousands of dedicated recruiters at Navy Recruiting Command and launching the Navy's "Global Force for Good" brand, helping stand up the Information Dominance Corps, and having the opportunity to work with officers from all services at U. S. European Command in Stuttgart, Germany. I'd have to say the common theme in all those examples is the people. Working as a team to get the mission accomplished and watching Sailors succeed is what makes service in the Navy so great.

3. What made you and your husband, Mike, decide that you should throw your hat in the ring for this assignment?

Response:

The men and women of the Navy Reserve have provided tremendous support over the past few years and we've made significant progress in the policies and programs that support these Sailors. But, there is still work to be done. I've always been ready to serve in any capacity where the Navy needed me. I see the sacrifices our Sailors and their families have been making every day for the Navy and our Nation and feel privileged to be able to continue to serve alongside them. Undoubtedly, my employer's continued support has been a key factor as well. Mike and I look forward to supporting our dedicated Sailors and their families and helping move the Navy Reserve forward.

4. As you look ahead now as the Chief of Navy Reserve what are your most important goals for the Force?

Response:

During my first two months as CNR, I've been on an aggressive schedule, meeting with key stakeholders, Flag Officers, FTS and SELRES leadership teams, and our Sailors. At the same time, we developed our 2013 Strategic Plan, focusing on POM (budget) development, and looking at evolving mission areas where Navy Reserve support is needed in either an operational or strategic role.

The Reserve Force is aligned with the CNO's Tenets of "Warfighting First, Operate Forward, and Be Ready". My foremost goal is to make sure we're ready to answer the call when asked to provide support for Fleet requirements, in order to help the Active Component fill billets at sea. Whether that means taking on a greater share of the Navy's Individual Augmentee (IA) requirement or taking an active role in emerging mission sets, we need to be ready or we risk becoming irrelevant. That means having Sailors in the right ratings, trained and ready for tasking. We must do the work that we "can" to enable the Fleet to do the work that it "must." Every Sailor should be focused on personal readiness – including physical, medical, mental, and mobilization readiness.

Concurrent goals for the Force include incorporating Reserve support in new mission areas where the Reserve Component can provide a cost-effective, flexible, and well-equipped workforce for periodic and predictable "less than full time" operational work. As the Navy transforms, so must the Navy Reserve. Additionally, we will stabilize the size of the Force, increasing URL officer end-strength after years of high retention in the Active Component, and achieve better FIT in our enlisted ranks. We will develop CONOPS for RC support to new mission sets; optimize our equipment procurement, and continue to pursue Continuum of Service initiatives including the Integrated Pay and Personnel System. Overall, our focus remains to provide the Navy with valued capabilities, deliver a ready and accessible Force, and sustain the Continuum of Service to provide policies and processes that make it easier for Sailors to serve.

5. What do you think will be your greatest challenge?

Response: Undoubtedly, I expect the uncertain fiscal environment will be the biggest challenge for both the Navy and the Navy Reserve in the coming years - especially with regard to budgeting for personnel, training, equipment, and maintenance. We, as a Total Force, have tough decisions to make, including determination of the proper mix of Active and Reserve Component Sailors across our many mission areas and the optimum balance of operational vs. strategic roles for the Reserve Force.

6. There is no doubt that our Reservists have performed superbly throughout a decade of war. We probably have never had a more trained up force since World War II. Now

the question is how does the Navy take advantage of this highly trained and motivated work force? As it relates to Operational Reserve and Strategic Reserve what is your view of how we should employ Reservists in the near future?

Response: The strength of the Navy Reserve is in our people. And, you're right Casey, our Sailors have never been more ready, relevant, or aligned to the active component than they are today. The Reserve Force has proven to be flexible and responsive to the Navy's needs and remains a force multiplier for the Active Component. In the future, we'll continue to be integrated and strategically aligned to the mission requirements in order to effectively and efficiently deliver needed capabilities.

In the near term, RC Sailors will continue to provide support as Individual Augmentees or with deployable units until requirements draw down. Over the past few years, approximately one third of our Reserve Force has been operational on any given day. In the future, as we wind down overseas contingency operations, we envision perhaps only 10-15 percent of the Navy Reserve will be operational. This is where the authority granted to the services by Congress in the 2012 National Defense Authorization Act last December is so important. The provision is called, "Assured Access to the Reserve Components" and provides for assured access to operational elements of the Navy Reserve.

The remainder of the Navy Reserve, the other 85-90 percent of our Selected Reserve or "part-time" force, will provide strategic depth; they'll be ready to perform important missions when called. This is where flexibility and responsiveness is so key.

That flexibility was recently demonstrated with the Reserve Component response to Hurricane Sandy relief efforts. In preparation for the storm, 26 RC Navy Emergency Preparedness Liaison Officers (NEPLOs) were deployed to organizations throughout the Northeast. They coordinated efforts to provide support to FEMA, state and local agencies requesting military assets and capabilities. After the storm abated, RC aircrew from HM-14 supported a MH-53 aircraft that deployed to the USS WASP off the coast of New Jersey, ferrying first responders, vital equipment and supplies to areas inaccessible by vehicle. Our Navy C-9Bs were called to move 110 Seabees and 6600 lbs of cargo from Port Hueneme to McGuire AFB on short notice. Another C-9 crew transported a P-

3 Mobile Operations Control Center from San Diego to NAS Jacksonville in support of U.S. Fleet Forces Command efforts to survey coastal damage. These operations exemplified our Navy Reserve motto: "Ready now. Anytime, Anywhere."

7. What part of the force, if any, will come under fiscal pressure for more cutting?

Response: *With the fiscal pressure that the Department of Defense is under, all portions of the budget will be under review. But do I see extra scrutiny on the Navy Reserve? No. The Navy Reserve represents 16 percent of Navy's total military strength, while comprising only 2.6 percent of the total Navy budget. Navy leadership recognizes our value and realizes that we are the most cost effective manpower option for missions that fit the SELRES model/career paths. Our Reservists are available when called upon for contingency operations or national emergencies, and can rapidly revert to their part-time, strategic role as needed. At this point, I don't anticipate any major reductions to Reserve force structure, personnel, or infrastructure.*

In fact, the Secretary of Defense has directed all services to consider shifting capacity or capabilities to their respective reserve components in an effort to reduce risk when downsizing Active force structure. So rather than focusing on Navy Reserve force cuts, we consider this as a potential growth opportunity, where it makes sense, in future missions and capabilities. The questions are: What missions should reside in the Navy Reserve either as an operational or surge capability, and what is the optimum AC/RC mix?

8. Is there an area in the Navy Reserve where you see growth in billets?

Response: *We are always looking at capabilities that should reside in the Navy Reserve so that we can best support the Navy. While the potential for future growth is real, we are currently at the beginning of the process. Recently, the Navy "bought back" over 2900 billets that were due to be cut starting in 2014. That's an encouraging start. Currently, we're standing up 9 new units and expanding three others. Some of these units will support Littoral Combat Ships while others will address the Fleet's intelligence and planning requirements in the Pacific.*

Other missions with potential growth are in unmanned systems, Cyber, and mine warfare. New proposals are being considered, and we'll support Fleet requirements that make sense: where we have the skill sets (or can build them); work that does not have an extensive pre-deployment training requirement; and work that is periodic and predictable. I see great opportunities ahead for Navy Reserve Sailors to serve.

9. During your time as a senior officer you have witnessed Reserve squadron after squadron decommission. What is your view of the future of Navy Reserve aviation?

Response: Navy Reserve Aviation has been impacted by DOD and Navy force structure realignment, consolidation and efficiencies. These changes resulted in a leaner force that continues to provide the Navy with valued and cost-effective capabilities.

Navy Reserve Aviation continues to provide a strategic reserve to Carrier Air Wings and the Maritime Patrol and Reconnaissance Fleet, 100% of Navy Unique Fleet Essential Airlift, and unique Rotary Wing Aviation capabilities.

Additionally, Navy Reserve Aviation plays an essential role in Naval Aviation training programs by performing approximately 15% of all Naval Air Training missions, providing FRS support, and sourcing the majority of dedicated fleet adversary support sorties.

Looking forward, we're continuously working to find new and innovative methods to employ Navy Reserve Aviation in ways that will provide value and cost savings to the Navy; these include the Navy's Unmanned Aircraft Systems (UAS) programs: Broad Area Maritime Surveillance (BAMS) "Triton" and the Vertical Take-Off and Landing Tactical Unmanned Aerial Vehicle (VTUAV) "Fire Scout".

10. The Enlisted Retention Board (ERB) received a lot of press this year. Was there any impact on the Reserve force from that board?

Response: The ERB was an action taken within the Active Component to reduce personnel in certain over-manned ratings. Due to some of the differences between Active Component and Reserve Component strength management and operational employment, there is no need for an ERB in the Navy Reserve.

259 qualified AC Sailors who were affected by the ERB have affiliated with the Selected Reserve. Others joined the Individual Ready Reserve (IRR) and, if eligible when quotas become available, are being encouraged to affiliate with the Navy Reserve via Navy Recruiting Command.

10 A. What about Perform to Serve? How is that working in the Reserve?

Response: There is no PTS module within the FleetRIDE for Selected Reserve (SELRES) system. PTS is a function or "module" within the Active Duty Fleet Rating Identification Engine (FleetRIDE) program. Since there is often confusion about the purpose of FleetRIDE for SELRES, let me explain what FleetRIDE for SELRES is and what it is not.

FleetRIDE for SELRES is an online career management tool which provides Reserve Sailors with information about their career options. Specifically, Sailors may choose to request conversion into ratings with the greatest need and best opportunity for advancement. FleetRIDE for SELRES helps both the Sailor and the Navy. Working with a Career Counselor, SELRES and VTU Sailors are helped by using FleetRIDE for SELRES to determine if it is in their best interest to convert into another rating for which they are qualified or to continue in their current rate. The Navy is helped by allowing eligible, qualified Sailors to convert to an undermanned rating. By allowing this voluntary conversion from overmanned or highly manned ratings to undermanned ratings, we increase "Fit" and are better able to support to the Fleet.

10 B. And, Career Management System, Individual Detailing (CMS-ID), are you pleased with that?

Response: Yes. One of the goals we strive for across the Navy is to provide an inclusive environment that allows sailors equal opportunities to grow professionally and compete for jobs fairly. CMS-ID provides that ability. It's a career tool that identifies the specific skills required to perform a specific job. Sailors have the ability to identify career enhancing jobs that meet their professional and personal goals.

It also allows commands to have the ability to communicate the billet requirements and opportunities by describing frequency and location of drills, Annual Training (AT) locations and additional support available to the unit. Assignment coordinators select the best candidate for the position primarily based on location, pay grade, skill set and rate. It is important that Sailors provide feedback on the CMS-ID process, since we continue to implement improvements to enhance assignments.

11. On the officer side of the Force, the Apply Board recently reported out. Are you comfortable with that program for billet assignment or would you like to make changes?

Response: Having served on the APPLY Board last year, I'm fully supportive of the APPLY process. The Board allows us to review all applicants and slate qualified officers to senior officer and leadership positions. Each year, we continue to make changes to improve the APPLY process based on recommendations from the board members and the field.

The board process is guided by an Executive Steering Committee made up of RC Flag Officer representatives. The ESC members ensure community requirements are properly reflected in the COMNAVRESFORNOTE 5400 and precept. Board membership is solicited from the field and is made up of AC, RC, and FTS representatives with a wealth of experience, ensuring a fair and competitive process. The CNRFC Apply team does an excellent job of organizing the annual Apply cycle and executing officer assignments. We continue to see improvements to software and processes each year and encourage all officers to submit an application to sit as a board member or assistant recorder on the Apply Board next August.

12. Speaking recently with Reservists in command we hear that cross-assigning is still an issue. Dare we say it has been so for about thirty years? Is there any solution here?

Response: As you know, in the Navy Reserve a Sailor's ability to serve is not dependent on where they reside. One challenge this creates is the need to match people to billets when the two are not geographically co-located. Successful cross-assignments require communication and effort between both the Sailor and the unit leadership. I understand this involves additional time to effectively plan support for cross assigned sailors. It can

be even more challenging to a unit when too many Sailors are cross-assigned or when there are extensive training requirements.

We are always looking for process improvements, and we plan to make improving cross-assignments (CAI/CAO) a Strategic Initiative for 2013. We'll focus on how we can improve the process by examining the art of the possible from new technologies to reviewing/revisiting current cross assignment policies and procedures. This deserves a thorough review to see how we can make improvements.

13. One issue that plagued your predecessor VADM Debbink was the common pay system. Where is that today and what are your thoughts about achieving this long overdue goal?

Response:

Work continues on the Integrated Pay and Personnel System, and it is one of my top priorities. Significant progress was made over the past several years to create a Continuum of Service, where personnel can seamlessly transition between the active and reserve components. But a key component to facilitating these transitions includes reengineering existing pay and personnel processes and developing a single pay and personnel system, named the Integrated Pay and Personnel System (Navy) or IPPS-N. The Navy Reserve continues to support the Chief of Navy Personnel in the analysis and reengineering of pay and personnel processes and the development of this common pay and personnel system for all active and reserve personnel.

IPPS-N is not a single system in itself but a strategy to support our modernization effort. The Navy has chosen to incrementally migrate functionality from existing legacy systems into the current Navy Standard Integrated Personnel System (NSIPS) to achieve the single pay and personnel system goal of IPPS-N.

As an example of these efforts, work is currently underway on a common and integrated Electronic Drill Management and electronic Page 2 (Dependency Application and Record of Emergency Data) capability. We expect to make the transition to this new

capability in FY14 which will significantly reduce administrative burden on the Reserve Sailor and Navy Operational Support Center staffs.

I'm highly optimistic on the way ahead and look forward to the delivery of the first new capabilities of IPPS-N.

14. Admiral you have been most gracious in taking the hard questions today. Is there something else that you would like to say to the Force?

Response:

Yes. I'd just like to mention that on any given week, thousands of our Navy Reservists are providing crucial operational support to the Fleet. And currently, over 4,200 mobilized Sailors are forward deployed around the world - many of them in harm's way. Just as thousands of their shipmates have mobilized over the past decade, they have answered every call - from overseas contingency operations to humanitarian assistance and disaster relief for those in need. More than anything, I want to thank all our Sailors and their families for the sacrifices they continue to make in service to our great nation.

Thanks again, Casey.