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FM COMNAVRESFOR NORFOLK VA

TO NAVRESFOR

COMNAVAIRFORES SAN DIEGO CA

COMNAVIFORES FORT WORTH TX

REDCOM NORFOLK VA

REDCOM GREAT LAKES IL

REDCOM JACKSONVILLE FL

REDCOM FORT WORTH TX

REDCOM SAN DIEGO CA

REDCOM EVERETT WA

COMFLELOGSUPPWING FORT WORTH TX

COMTACSUPWING FORT WORTH TX

COMARSUPWING SAN DIEGO CA

COMNAVSPECWARGRU ELEVEN

MDSC NORFOLK VA

INFO CNO WASHINGTON DC

COMUSFLTFORCOM NORFOLK VA

COMPACFLT PEARL HARBOR HI

COMUSNAVEUR

COMUSNAVEUR COMUSNAFAF NAPLES IT

COMSECONDFLT

COMTHIRDFLT

COMFIFTHFLT

COMSIXTHFLT

COMSEVENTHFLT

COMTENTHFLT

COMFOURTHFLT

COMNAVSURFOR SAN DIEGO CA

COMNAVAIRFOR SAN DIEGO CA

COMSUBFOR NORFOLK VA

COMNAVSEASYS COM WASHINGTON DC

COMNAVAIRSYSCOM PATUXENT RIVER MD

COMNAVWARSYSCOM SAN DIEGO CA

CHNAVPERS WASHINGTON DC

COMNAVPERSCOM MILLINGTON TN

COMNECC LITTLE CREEK VA

COMNAVCRUITCOM MILLINGTON TN

BUPERS MILLINGTON TN

BUMED FALLS CHURCH VA

COMNAVRESFORCOM NORFOLK VA

COMNAVRESFOR NORFOLK VA

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ALNAVRESFOR 021/26 //

MSGID/GENADMIN/COMNAVRESFOR NORFOLK VA//

SUBJ/NAVY RESERVE FIGHTING INSTRUCTIONS 2026 EXECUTE ORDER//

REF/A/DOC:MSG/U.S. NAVY FIGHTING INSTRUCTIONS 2026/9FEB2026//

REF/B/DOC:MSG/VCNO MEMO/21MAY25//

REF/C/DOC:MSG/ACNR MSG TO THE FORCE/4AUG2026//

REF/D/DOC:INSTRUCTION/COMPACFLT INSTRUCTION 3000.15C/19MAY25//

NARR/REF A is the Chief of Naval Operations (CNO) Fighting Instructions.

REF B is the Vice Chief of Naval Operations Memorandum for Rapid Activation and Deployment of the Navy Reserve Force.

REF C is Acting Chief of Navy Reserve Navy Reserve Fighting Instructions 2026.

REF D is the Navy Force Generation Plan.//

RMKS/

1. SITUATION.

1.A. The CNO's Fighting Instructions focuses the Navy on delivering differentiated value to the Nation and the Joint Force in today's contested global environment. As the Navy Reserve, we must maintain absolute warfighting readiness and stand ready to surge when called. To ensure we are providing the strategic depth needed by our Nation's Navy and combat-credible capacity to the Fleet, we must continually assess our readiness, make difficult force design decisions, and evolve to dominate the future fight. These Navy Reserve Fighting Instructions (NRFI) are my direct guidance to ensure we are seamlessly integrated - with no daylight between the Active Component (AC) and Reserve Component (RC). In a more globally contested battlespace, marked by rapid technological advances and newly contested domains, our specialized skills and surge capacity are indispensable to our national defense strategy. We will achieve strategic alignment by delivering a ready, trained, combat-credible force focused on scalable warfighting capacity across every domain from logistics, to maritime security, to special warfare, to maritime operations, to cyber security, to medical services. Every dollar spent must deliver exceptional value; we will drive efficiencies focusing our resources on readiness, mobilization and retaining talented Sailors. Commanders and program managers are accountable for outcomes and empowered to challenge established processes with a growth/learning mindset and to make data-driven decisions.

2. MISSION.

2.A. NRFI 2026 will ensure our Reserve Force is Ready Day One; providing the Navy with greater strategic depth, lethality, and sustainability through highly tailored, seamlessly integrated forces. My guidance is not

a seismic shift but rather a continuation of work already in motion - refining processes, tightening AC/RC integration, eliminating remaining friction points, and innovating at speed.

3. EXECUTION.

3.A. COMMANDER'S INTENT.

3.A.1. PURPOSE. The RC, operating as one team with the AC, will provide differentiated value to the Nation and the Joint Force through strategic depth. We will provide a fully integrated, combat ready force that can rapidly and seamlessly mobilize to augment and sustain the Fleet and Joint Force across the competition continuum and throughout the Global Maritime Response Plan (GMRP). We are moving decisively from a model of individual augmentation to one of cohesive, capabilities-based units. This is fundamental to the Department of War's mission of peace through strength, ensuring our nation's security anytime, anywhere.

3.A.2. METHOD. We will build strategic depth and achieve warfighting readiness by aligning with the CNO's tenets: Foundry, Fleet, and Fight. We will use the FOUNDRY to build warfighters through the Mobilization-to-Billet (M2B) framework; deliver crucial FLEET capabilities by making data-driven choices that align our limited resources with the warfare areas that matter most; and forge our force to FIGHT through mobilization readiness and AC permeability. This is the lens through which the Navy Reserve Strategic vision is focused.

3.A.3. END STATE. A Navy Reserve forged for total force integration, achieving our North Star of Warfighting Readiness with the capacity and capability to mobilize 50,000 Reserve Sailors in 30 days; mission ready on day one. Our success will be measured by objective, quantifiable metrics that reflect the Mission and Mobilization Readiness of the Reserve Force.

3.B. CONCEPT OF OPERATIONS.

3.B.1. FOUNDRY: A Reserve Force that is watch station qualified, agile, and ready to provide lethal naval power to the Fleet.

3.B.2. FLEET: Reserve Force capabilities, structure, and resources are aligned to provide differentiated value to the Fleet and the Joint Force.

3.B.3. FIGHT: Reserve Force is capable of scaled mobilization and phasing of its reserve units to provide surge capacity to the Force.

3.C. TASKS.

3.C.1. FOUNDRY

3.C.1.A. Commander Navy Reserve Force (CNRF)

3.C.1.A.1. Aligned Reserve Force End Strength.

3.C.1.A.1.A. Force shape uniform and civilian service through recruitment and retainment to ensure optimal billet fit aligned to executable Fleet requirements.

3.C.1.A.1.B. Foster agile access to bespoke civilian talents in high impact fields aligned to executable Fleet requirements.

3.C.1.A.2. Sharpen Reserve Management.

3.C.1.A.2.A. Codify reserve management career milestone and training pipeline to develop Training and Administration of the Reserve (TAR) Sailors highly specialized in reserve management.

3.C.1.A.2.B. Standardize, by community, career paths that require operational and reserve management experience in order to develop TAR Sailors highly specialized in reserve management.

3.C.1.B. Commander Navy Reserve Forces Command (CNRFC)

3.C.1.B.1. Efficient Selected Reserve (SELRES) Participation.

3.C.1.B.1.A. Establish and monitor performance metrics for administrative support functions to create accountability and drive continuous process improvement to reduce barriers for SELRES participation and simplify administrative requirements.

3.C.1.B.1.B. Develop career track and milestone billets for mobilization

Subject Matter Expert to reduce barriers for SELRES participation.

3.C.2. FLEET

3.C.2.A. CNRF

3.C.2.A.1. RC/AC Alignment.

3.C.2.A.1.A. Re-evaluate and refine Reserve Program Director (RPD) responsibilities to support mission readiness requirements defined by supported Fleet Commanders and provide recommendations to CNR.

3.C.2.A.1.B. SELRES Flag leaders will provide oversight and alignment of their respective units' capabilities in order to support mission readiness requirements defined by supported Fleet Commanders.

3.C.2.A.2. Battle Ready Sailors.

3.C.2.A.2.A. Formalize RC warfighting training requirements to enable standardized, transparent, and defined training plans implemented across the fleet.

3.C.2.A.2.B. Regular Force monitoring and reporting to CNRF to support standardized, transparent, and defined training plans implemented across the fleet.

3.C.2.A.3. Units of Action.

3.C.2.A.3.A. Map Reserve Force capabilities to inform Reserve Force design to meet Fleet requirements through Reserve Units that are agile for dynamic tasking and Reserve Units that are predictable for deliberate force management tasking.

3.C.2.A.3.B. Develop Units of Action for deployment across the spectrum of conflict through Reserve Units that are agile for dynamic tasking and Reserve Units that are predictable for deliberate force management tasking.

3.C.2.A.4. Readiness Return on Investment.

3.C.2.A.4.A. Establish discretionary cost of mission readiness across Reserve portfolio to inform resource allocation to maximize return on investment.

3.C.2.A.4.B. Incorporate cost decisions in established resourcing processes and discretionary year of execution to inform resource allocation to maximize return on investment.

3.C.3. FIGHT

3.C.3.A. CNRF

3.C.3.A.1. Navy Reserve Force Rapid Activation.

3.C.3.A.1.A. Align and integrate CNRF into Fleet Response Conditions (RESCON) in support of GMRP and Request For Forces / Request For Support / Request For Assistance requirements to support activation of up to 50,000 Reserve Sailors within 30 days.

3.C.3.A.1.B. Leverage modern information technology to accelerate access to RC forces to support activation of up to 50,000 Reserve Sailors within 30 days.

3.C.3.A.2. Tiered Medical Readiness Screening.

3.C.3.A.2.A. Streamline a repeatable process for ensuring readiness screening of Sailors in accordance with their Activity Manning Document (AMD) billet to support maximized medical readiness by continuous screening of all SELRES members according to their M2B operating environment.

3.C.3.A.2.B. Refine processes for identifying members who are not medically fit to mobilize in support of their AMD billet to support maximized medical readiness by continuous screening of all SELRES members according to their M2B operating environment.

3.C.3.A.3. Mass Mobilization Preparation

3.C.3.A.3.A. Articulate contingency plans and resourcing requirements including the process to deliver SELRES from a designated mobilization processing site to the active component designated handover location for subsequent movement and Reception, Staging, Onward Movement, and Integration (RSO&I) in order to support Navy Reserve Force mobilization

systems and processes refinement and scaling for mass mobilization.

3.C.3.B. CNRFC

3.C.3.B.1. Navy Reserve Force Rapid Activation.

3.C.3.B.1.A. Distribute prescribed pay authority to support transition of Reserve Sailors to active duty during mobilization to support activation of up to 50,000 Reserve Sailors within 30 days.

3.D. COORDINATING INSTRUCTIONS.

3.D.1. By 17 SEP 2026 Deputy Commander, Navy Reserve Force (DCNRF), in consultation with Deputy Chief of Navy Reserve and Reserve Echelon III Commanders, will nominate Offices of Primary Responsibility (OPRs), along with N-code staff directorates, working groups, cross-functional project teams, etc., for CNRF approval to develop, manage, and implement these initiatives.

3.D.2. OPRs and CNRF Staff, in collaboration with the Office of the Chief of Navy Reserve (OCNR), will:

3.D.2.A. Move out aggressively. Develop quantifiable Measures of Performance (MOP) and Measures of Effectiveness (MOE) to assess and measure progress on NRFI 2026 initiatives with recommended sequence and timeline.

Submit a plan of action and milestones (POA&M) to DCNRF, NLT

23 OCT 2026. CNRF will approve metrics at the first formal progress review.

3.D.2.B. Make regular informal progress reports to DCNRF.

3.D.2.C. Coordinate formal progress reviews with CNRF beginning 15 JAN 2027.

3.D.2.D. Make formal recommendations on areas of investment, divestment and growth in the Reserve Force to CNRF. Determine required funding for implementation along with a measurable return on investment for warfighting readiness. Coordinate with OPNAV N0959, appropriate Budget Submitting Offices (BSO), program offices and RPDs to provide funding estimates across the anticipated timeline of implementation.

3.D.3. Applicable ECH III Commanders will brief CNRF quarterly on progress.

4. ADMIN AND LOGISTICS. This directive does not appropriate funds, though progress and pace of incorporation will drive existing funding

support. OCNR / CNRF staffs will identify issues and processes that may require enduring funding and coordinate with OPNAV N0959 for possible prioritization and incorporation in Program Objective Memorandum (POM) submissions.

5. COMMAND AND CONTROL.

5.A. CNRF will maintain oversight of this guidance. DCNRF will have execution authority for all initiatives and will facilitate formal progress reviews to CNRF. Any questions should be addressed through the point of contact listed below in paragraphs 5.A.1 and 5.A.2.

5.A.1 Point of Contact: OPNAV N0955, Director of Strategic Plans and Policy - CAPT Dante Terronez. 703-614-4384/

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5.A.2 Point of Contact: CNRF N5, Deputy Chief of Staff of Plans, Policy, and Strategy - CAPT Melissa Moravan. 948-223-6212 /

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