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RTTUZYUW RHOIAAA0032 3292339-UUUU--RHSSUU.

ZNR UUUUU

R 241030Z NOV 20 MID600050013034U

FM COMNAVRESFOR NORFOLK VA

TO NAVRESFOR

COMNAVRESFORCOM NORFOLK VA

COMNAVAFIRFORES 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

INFO COMUSFLTFORCOM NORFOLK VA

COMPACFLT PEARL HARBOR HI

BUMED FALLS CHURCH VA

COMNAVPERSCOM MILLINGTON TN

COMNECC LITTLE CREEK VA

COMNAVCRUITCOM MILLINGTON TN

ECRC NORFOLK VA

BUPERS MILLINGTON TN

COMNAVRESFOR NORFOLK VA

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ALNAVRESFOR 025/20 //

PASS TO OFFICE CODES:

INFO COMUSFLTFORCOM NORFOLK VA//N1//

COMPACFLT PEARL HARBOR HI//N1//

BUMED FALLS CHURCH VA//M1/N10//

MSGID/GENADMIN/COMNAVRESFOR NORFOLK VA//

SUBJ/NAVY RESERVE FIGHTING INSTRUCTIONS 2020//

REF/A/MSG/ALNAVRESFOR/191750ZJUL19//

REF/B/INST/OPNAV/01OCT2020//

NARR/REF A IS CHIEF OF NAVY RESERVE STRATEGIC PRIORITIES EXORD.

REF B IS OPNAVINST 5400.45 - STANDARD NAVY DISTRIBUTION LIST.//

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RMKS/1. The strategic intent and guidance issued by VADM L.M.

McCollum in REF A remains sound. In alignment with the National

Defense Strategy (NDS) and changing geo-political spectrum, these

"Fighting Instructions" follow and supersede REF A to account for

recent events and programmatic changes that will enable forward

movement along existing Navy Reserve Force initiatives. Further, this message communicates my singular priority and areas of focus following 100 Days as your new CNR.

1.A. WARFIGHTING READINESS IS PRIORITY ONE: We are focused unambiguously on warfighting readiness. It is my number one and only priority--period. We will generate the combat power and critical strategic depth the Navy requires to prevail in conflict in an era of great power competition. That's our job, and why we exist. All else is secondary.

1.B. END STATE: All efforts described in this message enable the Navy Reserve to deliver ready units of action and augmentation manpower to support Navy warfighting and enabling requirements throughout the spectrum of conflict at a resource-informed cost.

2. SITUATION.

2.A. Since July 2019, the Navy Reserve has directly supported the Chief of Naval Operations' (CNO) "Design for Maintaining Maritime Superiority, Version 2.0" (Design 2.0) and the CNO's FRAGO 01/2019. This message acknowledges global events and Navy organizational changes in 2020, which warranted a recalibration and update to our strategic priorities. Additionally, the Navy Reserve's response to the COVID-19 pandemic provided lessons learned across the Force, from Reserve activation and logistics to drill weekend execution. We must retain and apply these real-world lessons as our planning efforts continue. My Theory of the Fight is this; to create and maintain a ready force, we will Design, Train, and Mobilize the Force in alignment with the Navy's Fleet Design and its Force Development (Fd), Force Generation (Fg) and Force Employment (Fe) processes.

3. MISSION.

3.A. DESIGN THE FORCE:

3.A.1. In coordination with other resource sponsors within OPNAV, and in strict alignment with Navy requirements, we will identify warfighting capabilities best suited for the Navy's Reserve Component (RC). This effort will complement established Fleet requirement generation processes to ensure all capabilities resident in the RC provide a net benefit to the Navy, particularly in generating strategic depth for warfighting requirements. Decisions to generate and maintain capabilities or capacities in the RC will be based on assessments and analysis demonstrating the RC can deliver required capabilities at reduced cost, and within acceptable risk, relative to the Active Component (AC). Such assessments will also consider the following criteria:

3.A.1.a. Training/Proficiency requirements are achievable under a Reserve Force Generation (Fg) model.

3.A.1.b. RC employment outside of armed conflict/major contingencies supports and builds readiness for a high-end fight.

3.A.1.c. Opportunities exist to leverage civilian expertise in support of the Navy, provide predictable duty cycles that facilitate voluntary service, and accommodate civilian employment obligations.

3.A.2. Over the past two years, the Reserve Capability Review (RCR) team interviewed leadership at 33 Fleet, Type, and Systems commands

to determine areas of highest demand and value. These engagements, subsequent analysis, and flag engagements consistently identify seven areas of interest, which we will further assess for RC capacity growth:

3.A.2.a. Operational Level of War (OLW) command & control, specifically Maritime Operations Centers (MOC). Flag Champion: RDML Michael Steffen, Deputy Commander, U.S. SECOND Fleet.

3.A.2.b. Expeditionary Logistics, particularly in support of expeditionary advanced base operations. Flag Champion: RDML Jacquelyn McClelland, Commander, Navy Expeditionary Logistics Support Group.

3.A.2.c. Surge Maintenance/Afloat Support. Flag Champion: RDML Huan Nguyen, Deputy Commander for Cyber Engineering, Naval Sea Systems Command.

3.A.2.d. Space Operations. Flag Champion: RADM W. Grant Mager, Reserve Director, Maritime Operations, U.S. Pacific Fleet.

3.A.2.e. Cyber Capability and Capacity. Flag Champion: RDML James Butler, Commander, Naval Information Force Reserve.

3.A.2.f. Unmanned Systems and Emerging Technologies. Flag Champion: RDML Scott Fuller, Director, Reserve Warfare (OPNAV N0959).

3.A.2.g. Medical Capability, particularly in support of Distributed Mobilization (DM) as well as role 3/role 4 support. Flag Champion: RADM Mary Riggs, Chief of Reserve Policy and Integration, Bureau of Medicine and Surgery.

3.A.3. Ensure Navy Reserve equities are incorporated within the Fleet requirement generation process. This analysis will be especially important in the validation of existing requirements as well as in development and establishment of new equities such as Commander, U.S. FIRST Fleet (C1F), as we recently did for Commander, U.S. SECOND Fleet.

3.A.4. Be prepared to transition capabilities from AC-to-RC (for example: light surface combatants; mine warfare; sealift; medical) that would best fulfill Navy warfare requirements within constrained budgets.

3.A.5. Continue realigning Full-Time Support (FTS) billets to improve the warfighting readiness and management of the Selected Reserve (SELRES) force in compliance with Title 10 responsibilities. Quantify rebalance objectives in support of goals articulated by the RCR and these instructions.

3.A.6. Divest RC capabilities/capacities that do not support validated Navy requirements or do not explicitly train to mobilization billets.

3.A.7. Assess and align unit size and individual billet requirements for the Navy Reserve's peacetime unit force structure with the Navy's command structure pursuant to REF B. Simplify and standardize naming conventions for Navy Reserve units.

3.A.8. Improve standards and metrics for assessing and reporting RC warfighting readiness. Focus on outcomes and impact rather than input metrics such as "man-days of support."

3.A.8.a. OSOs will be accountable for the validation of SELRES unit missions to include billet structure, requirements, and training. Requirement generation prioritizing FIT over FILL is paramount for

ensuring the highest levels of warfighting readiness.

3.A.9. Develop SELRES role-based participation models, including training and funding above entitlements, and unit and billet level analysis to achieve warfighting readiness standards as defined by Navy requirements.

3.A.10. Assess feasibility of transferring Individual Ready Reserve (IRR) management responsibilities from the Chief of Naval Personnel to the Chief of Navy Reserve as Executive Agent.

3.A.11. Align Force management policies for accession, assignment, detailing, prescribed tour lengths, community management, and rating modernization to optimize the Navy Reserve Force and generate high impact yield from every billet.

3.B. TRAIN THE FORCE:

3.B.1. "MOB-to-Billet." Reinforce the difference between Navy's Fleet Design force structure (RC activated) and the Navy Reserve training unit structure (RC inactive). Require SELRES Sailors to understand their programmed mobilization billet, training requirements for that billet and the need to be trained and ready to activate and serve as part of their gaining commands on "Day One."

3.B.1.a. Emphasize "warfighting readiness" (fitness to serve in the mobilization billet) in addition to "mobilization readiness" (fitness to activate). Warfighting readiness is paramount; mobilization readiness is the basic requirement for SELRES service.

3.B.1.b. Refine reserve assignment policies, processes, and procedures to best support manning Navy's SELRES billets. Examine detailing options in addition to current slating processes.

3.B.1.c. Incentivize participation in high-priority, hard-to-fill billets, prioritizing SELRES assignments to operational commands and units of action over shore commands and staffs.

3.B.1.d. Enable, empower and hold Operational Support Officers (OSO), accountable for assessing and developing the RC at their command(s). The OSO is responsible for the performance of the RC within their span of control, as are RC Flag Officers.

3.B.2. Prioritize training time and funds to build high-end warfighting readiness over support for low-end operational and administrative tasking.

3.B.3. Reduce Individual Augment (IA) sourcing to improve "MOB-to-billet" warfighting readiness. Drive the Chief of Naval Operations' "IA to Zero" effort to closure. Reducing IAs will increase command and force-wide warfighting readiness, enhance SELRES career predictability, and improve Navy's Fleet Design.

3.B.4. Develop more creative formal schools/training curricula to improve Reserve Sailors' warfighting readiness. Expand virtual training options developed as pandemic mitigation measures in order to maximize course quotas and training accessibility across the force. Assess potential impact of Ready Relevant Learning on RC force generation.

3.B.5. Develop communications channels and administrative pathways to invite and facilitate IRR participation. In addition to periodic musters, the IRR must be proactively managed to provide a ready source of strategic depth and SELRES accessions.

3.B.6. Prioritize investment in information technology capabilities

with the greatest potential to improve Navy Reserve operations, particularly MyNavy HR.

3.B.6.a. Identify and facilitate RC representation in enterprise Digital Transformation initiatives to enable SELRES, FTS, and IRR warfighter training and readiness generation.

3.B.6.b. Simplify training access delivery, career management, and activation processes.

3.B.6.c. Prioritize deployment of OPSEC-informed mobile and cloud-based technology on par with commercially available solutions.

3.B.7. Infuse the Force with a strong sense of character in line with our core values, diversity, and culture. Empower the Navy Reserve to achieve warfighting excellence by fostering psychological, and emotional toughness; promoting organization trust and transparency, and ensuring inclusion and connectedness for every Sailor, family member, civilian, and employer. Drive destructive behaviors out of our work force.

3.C. MOBILIZE THE FORCE:

3.C.1. Develop and implement mobilization processes based on the "MOB-to-billet" design to expedite the Navy's access to RC forces. Contribute to and shape OPNAV's Navy Mobilization Working Group to execute the following:

3.C.1.a. Distribute and standardize all RC activation and de-activation processing across regional Reserve Component Commands and Navy Reserve Activities. The COVID-19 response validated the DM concept; improve and refine execution, immediately, in support of Initial Operating Capability (IOC) in Jan 2021.

3.C.1.b. Attain RC activation capacity to access the full SELRES population of approximately 50,000 Sailors within 30 days of call-up notification. Conduct multiple mass activation exercises in 2021 via coordination with Joint Staff J7, OPNAV N7, Fleet Commanders, and internal table-top exercises.

3.C.1.c. Enable units of action to mobilize and deploy together; improve unit integrity throughout mobilization.

3.C.1.d. Coordinate with Navy stakeholders to improve Navy processes for validating and approving RC mobilization requirements based on the "MOB-to-billet" Fleet design.

3.C.2. Improve RC accessibility in day-to-day competition and high-end conflict:

3.C.2.a. Develop a "ready unit" construct similar to the Optimized Fleet Response Plan (OFRP) for designated RC units of action to provide periodic availability for rotational deployments.

3.C.2.b. Provide peacetime operational support when it concurrently increases RC proficiency and readiness for war. Divest administrative operational support where possible, and eliminate busy work and bureaucratic overhead aggressively.

3.C.2.c. Continue to execute rollout of the Navy Personnel & Pay (NP2) system. When complete, NP2 will be a single integrated personnel and pay system, providing Sailors expanded HR self-service capability and preventing pay disruptions when changing duty status. Achieve NP2 IOC NLT January 2022.

4. EXECUTION.

4.A. By 15 December 2020, 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 CNR approval to develop, manage, and implement these initiatives.

4.B. OPRs and OCNR/RESFOR Staff will:

4.B.1. Move out aggressively.

4.B.2. Define and recommend quantifiable metrics to assess and measure progress on these initiatives with recommended sequence and timing. Submit a plan of action and milestones (POA&M) to DCNRF, NLT 15 February 2021. CNR will approve metrics at the first formal progress review.

4.B.3. OPRs will make regular informal progress reports to DCNRF.

4.B.4. Formal progress reviews with the Chief of Navy Reserve will be coordinated by DCNRF beginning 3 March 2021.

5. ADMIN AND LOGISTICS.

5.A. This directive does not appropriate funds, though progress and pace of incorporation will drive existing funding support.

6. COMMAND AND CONTROL.

6.A. CNR will maintain oversight of this guidance. DCNRF will have execution authority for all initiatives and will facilitate formal progress reviews to CNR.

7. CONCLUDING REMARKS: Shipmates, we have much to be proud of. For 105 years our nation has valued the awesome contribution our Citizen-Sailors contribute to the defense of our great country. Every day, reserve Sailors deliver ground-breaking work in every theater on the planet, in every domain, and our Navy is stronger as a result. And yet the changing geopolitical environment forces us to modernize our thinking, our force structure, our training and our operations to address the realities of a future conflict. Simply said, we cannot assume tomorrow's war will look like yesterday's. Hence my Theory of the Fight includes accelerating our transformation to ensure we get, and remain, "future-ready." The COVID-19 pandemic demonstrated that we must be ready to respond to national emergencies with little warning. You proved, once again, that when the nation needs us, we are ready. Thousands of you answered the nation's call on short notice and with significant personal sacrifice. I am extremely proud of your performance in this unprecedented period, when we have contributed to mission assurance by leading the Navy with innovative approaches to getting the job done.

Now, we must just as urgently prepare to respond to a high-end fight against a peer adversary. We must prioritize our focus on readiness for rapid, large-scale activation in accordance with our Fleet Design over ad hoc operational support and IA mobilizations. We must be both "mobilization ready" AND "warfighting ready." On Day One. That is how we deliver critical strategic depth to our Navy. That is our purpose.

I am excited by the work ahead, and I am inspired to unlock the vast potential I see every day in our Force. Together, we must tackle with urgency the systemic, structural, and cultural impediments that constrain our readiness, responsiveness, and lethality. It will be

challenging, but I have every confidence you will rise to the challenge. Our nation, our Navy, and our families are counting on you.

You have my commander's intent. Now let's get busy.

Mustin sends.

8. Released by VADM J.B. Mustin, Commander Navy Reserve Force.//

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