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FM COMNAVRESFOR NORFOLK VA
TO NAVRESFOR
COMNAVRESFORCOM NORFOLK VA
COMNAVAIRFORES SAN DIEGO CA
COMNAVAIFORES 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
COMTACSUPPWING FORT WORTH TX
COMAR SUPPWING 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//
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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

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.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.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.
Standardize process use for all sub-LOEs. Distribute process to supported commands via RPDs.
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.c. Task: Identify areas of need in current Navy operational units where Reserve sourcing will enhance capability.

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 “Day One.” 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
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.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.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.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.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.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.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 member’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 members’ 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.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/MOE for tasks and subtasks, as appropriate. MOPs/MOE 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/MOE. 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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