

COMMANDER, NAVY RESERVE FORCE

# BATTLE ORDERS

# 2032



DECEMBER 2022



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# FOREWORD

Since the end of World War II, the U.S. Navy—sailing alongside our allies and partners—has protected an unprecedented era of global peace and prosperity. Our Navy’s preeminent, global sea power has kept the tides of war at bay and guaranteed the global economy’s unfettered access to the seas. Today, our world is a richer and more vibrant place as a result of these free and open oceans—and the rules-based order that underpins our collective security and prosperity.

Now for the first time in a generation, there has been a massive sea change. Through rapid military development, the People’s Republic of China (PRC) fields the largest Navy in the world. With the economic, technological, and military capacity to challenge the United States, the PRC is our pacing challenge. Moreover, Russia, as evidenced by its unprovoked invasion of Ukraine, has reemerged as an acute threat to global peace. Both countries have shown their intent to undermine our alliances, diminish our standing and influence across the world, and degrade the international rules-based order.



We are in a critical, combustible, and dynamic decade. We must be clear-eyed in our approach to handling challengers in this era of “strategic competition.” The pace of this competition will only accelerate over this next decade—and may well determine the global balance of power for the rest of the century.

We need the Navy’s Total Force to be ready to fight when called upon. Historically, the Navy Reserve Force has answered these urgent calls over the last 107 years, continuing to build its hard-won combat credibility over the most recent 20 years of conflict. Now, we need our reserve force to efficiently generate mobilization and warfighting readiness, to provide strategic depth for our Total Force, and to bring its unique civilian and military skillsets to the high-end fight.

This document—U.S. Navy Reserve Battle Orders 2032—supports the Navy’s Navigation Plan by setting the vision and expectations for how the Navy Reserve will fulfill its critical role in the Total Force of tomorrow.

Shipmates, you are a critical part of our Navy team. We need you to be ready now and to transform with urgency so that—together—we may protect the future of our nation.

  
Admiral Michael Gilday  
United States Navy  
Chief of Naval Operations



# COMMANDER'S INTENT

## Background.

We have experienced a strategic awakening.

The legacy design of the Navy Reserve, which defined our force in the decades following the collapse of the Soviet Union, was effective in supporting the nation's response to the Global War on Terror and our focus on land-based, non-state, violent extremism and counter insurgency. However, to confront the return of strategic competition and the new reality of multi-domain warfare, a renewed focus on maritime power demands a transformation in the ways we organize, man, train, equip, and mobilize our Navy Reserve.

To avoid preparing to fight yesterday's war, we have taken a fix and charted a new course – a course that prepares us for the challenges of today, while, even more importantly, ensuring we are focused on the conflicts most likely to arise tomorrow. This course will align our ends, ways, and means to the Navy Reserve's overarching strategy, validate our focus, and ensure resources are applied where needed most.

As such, our force is in the midst of a wholesale transformation. Today, legacy divestments underwrite growth to address the demands of the rapidly evolving future operating environment. In short, we are transforming obsolete elements of our force structure from a post-9/11 response force to deliver relevancy in an era characterized by strategic competition. The decisions we make this decade, and the actions we implement, will determine the Navy Reserve's relevancy for the balance of this century.

This document reinforces my clear strategic vision: I am focused unambiguously on warfighting readiness. As it relates to the Navy Reserve, we measure and define warfighting readiness through two complementary components: billet-specific *mission readiness* and *mobilization readiness*. When accomplished, our 2032 end states will streamline the processes involved in generating mobilization readiness, dramatically increase the achievement of mobilization readiness factors, and facilitate the training and operational performance required for mission readiness. The urgent drive to, and achievement of, these end states will enable our Sailors, units, and force to outpace strategic threats.

Since 2020, we have made quantifiable progress in the transformation and modernization of the Navy Reserve, achieving success in designing, training, and preparing to mass mobilize our force to achieve our singular priority: *warfighting readiness*. While our work to modernize and shape our force continues with the Navy Reserve Fighting Instructions (NRFI) efforts, Combatant Commanders and Fleet Commanders are assured that their Navy Reserve Force is prepared and ready, today, to mobilize and employ within 30 days.



Our NRFI force design efforts have reshaped the Reserve Component (RC) to deliver capability and capacity to the most urgent Fleet requirements at a resource-informed and risk-evaluated cost. This calculus also recognizes the RC will not necessarily mirror or augment every Active Component (AC) capability – it is simply not in the nation's best interest for the Navy Reserve to be a 'mini-Navy.' Instead, the reserve force develops and delivers requirements-based competencies at a level supported by Program Objective Memorandum (POM) rigor in conjunction with AC analysis.

**Purpose.**

The purpose of this document - Navy Reserve Battle Orders 2032 – is to expand the lens of organizational and operational improvement, and to articulate to the Total Force and the American people the level of commitment the Navy Reserve has applied to modernizing the Reserve Force to support the defense of our nation. This document describes a vision of the Navy Reserve that incorporates the sweeping changes currently underway, as well as those still to be implemented. Both are required urgently to meet the principal challenges facing our service.

*"Maintaining the world's best Navy is an investment in the security and prosperity of the United States, as well as the stability of our world. Since our Nation's founding, through peace and war, and every challenge in between, the U.S. Navy has stood the watch to protect America's economic vitality, sustain our influence, support our allies and partners, deter conflict, and when called upon, win in combat."*

Adm Michael Gilday, USN  
Chief of Naval Operations  
Navigation Plan 2022



These Battle Orders describe an achievable future state in the year 2032 - a date close enough to compel action, and yet far enough into the future to accomplish the challenging and urgent work of planning, budgeting, and implementing the vision articulated within these pages.



### **Context.**

Strategic competition remains a constant planning factor for the 2032 timeframe, as does our imperative to maintain warfighting readiness as our unambiguous, singular Navy Reserve Force priority. Even as we evolve, we recognize the inevitability of similar advances in our strategic competitors; therefore, we are defining the vision for the force we will require in 2032 to maintain our competitive edge.

Battle Orders 2032 describes a vision for how we will organize, man, train, equip, and mobilize *more efficiently*, how we will design our force to be *more effective and responsive*, and how we will achieve *world-class status* as an elite warfighting organization.

With this as our current and future context, our Navy Reserve is partnered with Active Component leaders to build a long-range *force design* strategic planning effort to remain ahead of the threat. The Navy Reserve portion of the *force design* articulates the capabilities that fulfill our critical role to provide strategic depth by: (1) augmenting Navy units with additional personnel (readiness unit mission), (2) reinforcing the Navy and Joint Force with stand-alone operational units that mirror Navy capabilities (operational unit mission), and (3) enhancing the Total Force with Navy Reserve-unique skills, people, and units. The value provided by these three complementary reserve employment models constitutes strategic depth: flexible, scalable, cost effective, and sustainable capacity in the form of trained units and qualified Sailors, delivered with speed.

The Navy Reserve will continue to provide global, Operation Plan (OPLAN), Optimized Fleet Response Plan (OFRP), and Global Force Management (GFM) support, and engage in deployments that meet theater Combatant Commanders' requirements via specific billet-based activations, unit mobilizations and mass activations. We will deliver ready, relevant forces by improving our execution of supported command-defined unit training requirements.

Competing against peer and near-peer adversaries in contested environments requires new capabilities and additional capacity. Combatant and Fleet Commanders will need the additional depth reserve forces provide to command and control distributed maritime forces, potentially from austere, remote locations. Innovative Navy and Marine Corps operating concepts will require logistics capabilities that can sustain forces operating in contested environments. Modern technologies and the integration of space, cyber, and unmanned concepts of operations have expanded the battlespace into new domains, requiring a trained, ready reserve force with highly specialized skills. The Navy Reserve has the potential to address many of these new challenges, but doing so requires that we think differently about what the Navy needs most from its reserve component, and now we generate and deliver that capacity.

Over the last two years, our Navy Reserve Force has improved operational readiness and implemented multiple enhancements that enable us to mass mobilize the force within 30 days should circumstances demand we do so. Additionally, we have improved the billet assignment process, decreased administrative inefficiencies including cross-assignments of personnel, consolidated small readiness units to achieve efficiencies of scale, conducted mass activation exercises to rehearse and refine mobilization processes, and assumed budget responsibility for the resourcing of our force. Each of these enhancements will combine in the coming years to *generate mission and mobilization readiness*, making our force *more lethal and faster to respond to warfighting requirements*. Battle Orders 2032 expands on those successes, describing “what right looks like” to define how we will think, act, and operate differently to achieve and maintain the warfighting primacy of our Force in the future.







*"In order to fill our critical role as an augmentation force, the Navy Reserve must be ready to provide support to combatant and service component commanders on day one of conflict. To deliver this readiness, individual Sailors must be fully trained when activated. To facilitate the generation of this readiness, the Navy Reserve is defining and documenting comprehensive training, school and credentialing requirements for each mobilization billet to ensure each Sailor is fully trained for their assigned billet."*

*"Leveraging current technology enables the Navy Reserve to improve distributed access to required training in order to maximize efficiencies. Additionally, we are actively implementing the policies and processes necessary to audit, report and improve our ability to put the right sailor in the right billet to optimize warfighting readiness across the reserve force."*

Vice Adm John Mustin  
 Chief of Navy Reserve and  
 Commander, Navy Reserve Force  
 Statement before the House Subcommittee on  
 Defense Committee on Appropriations  
 June 7, 2022

Our Navy force design transformation is aggressively driving elements of both the AC and RC to concurrently transition legacy capabilities over the next decade to create and deliver the ready, agile, Navy force needed for the future. As the Commander of the Navy Reserve Force, I am employing a threat-informed approach and naval warfare perspective in the prioritization of precious resources. This *is not* about doing more with less. It *is* about tailoring reserve capacity and capability to high-end warfighting. As we continue our transformation, we will ensure a firm linkage between our 2032 vision and our deckplate actions. RC Force Design, Force Generation, and Force Employment will reflect the way we will fight. Every reserve Sailor should refuse to accept any difference between our stated strategy and our execution, particularly as it relates to their individual employment. We will not be constrained by "the way we've always done it."

Relevance in multi-domain warfighting capability and capacity remains an imperative; a guiding principle in the modernized reserve force. Obsolete or unnecessary capabilities, and/or excess capacity is a drain on finite resources. Our Navy Reserve forces – every unit and billet – are designed to address service-specific and joint warfighting requirements. Forces that are no longer operationally relevant, or those that are unlikely to ever be employed during a conflict, will be divested, and the billets assigned to them will be transitioned to capabilities that directly align with winning future wars. Examples of modern relevant capabilities include



space, cyber, maritime operations center planners, long range fires, imagery analysis, Naval Special Warfare, contested logistics, surge maintenance, battle damage assessment and repair, and new technologies, such as autonomous and unmanned platforms, artificial intelligence/machine learning, data analytics, and additive manufacturing – all areas of reserve strength.

The Navy Reserve is also postured to exploit emerging concepts and technologies through robust and continuous innovation and experimentation across the major functional areas of the Navy. Within the RC inventory are members who possess unique skills developed in academia and industry. They can be essential for the Navy's development of approaches to strategic competition.



In accordance with the National Security Strategy, the National Defense Strategy, the Chief of Naval Operations' Navigation Plan (NAVPLAN), the Tri-Service Maritime Strategy, and my Navy Reserve Fighting Instructions, we are applying urgency to our comprehensive adaptation of our force to meet the demands of strategic competition. Multi-domain operations involve integration across the services and with allies and partners in the maritime warfighting domains: under, on and above the sea, as well as in cyber and space. These are the areas where the reserve force is focused.

Specifically, reserve maritime operations center/Operational Level of War, operational logistics, fires coordination, naval and amphibious liaison elements, and information cells will augment the Joint Force Maritime Component Commander in support of the execution of naval campaigns. Additionally, operational units such as those within Naval Special Warfare, Navy Expeditionary Combat Command, Expeditionary Medical Facilities, intra-theater lift, and instructor and adversary aviators continue to provide unique capabilities to support institutional-level requirements. These reserve-appropriate capabilities represent low-cost, sustainable options for the Total Force, enabling the AC to invest its manpower and resources in higher-end capability requirements. We have designed, and now must deliver, a force purpose-built to compete with our pacing threat, China, the acute threat represented by Russia, and other state actors.

The Navy Reserve, as part of the integrated Total Force, remains a vital contributor to the warfighting capability and capacity of the naval service. Our ongoing force design modernization effort illustrates the commitment the Navy has invested in sustaining a relevant and capable Navy



Reserve Force. The AC-RC partnership will generate opportunities to first develop, and then employ, unique talents and skills that Selected Reserve (SELRES) Sailors will contribute during a maritime campaign, even as we enhance global maritime interoperability with the other services, and our partners and allies.

Finally, Navy Reserve units must be ready to deliver forces with immediacy – that

is, to activate rapidly when the nation calls. To prepare for this eventuality, every exercise and annual training event will serve as a mobilization rehearsal - for individual Sailors, to the unit level, to the mass mobilization of the Reserve Force - including full coordination of Reception, Staging, Onward Movement, and Integration (RSO&I) efforts with the AC supported commands to which our Sailors will mobilize. Our nation expects and deserves no less.

Here is what I see when I envision the Navy Reserve of 2032.

# NAVY RESERVE 2032 VISION

*"The Navy has both a tradition and a future – and we look with pride and confidence in both directions."* Admiral George Anderson, CNO, 01 August 1961

On any given day in 2032, the Navy Reserve Force is diligently building warfighting readiness and providing real-world support to the Navy and Joint Force. It has been this way throughout the history of the Navy Reserve, and yet it is now – in 2032 – very different. Sailors are intimately familiar with the details of their mobilization billets and focus precious drill and active duty time



on qualifications and certifications to perform those specific roles. Current units and hardware are represented in long-range budget planning (the "Three-FYDP Navy Reserve Capability Evolution Plan") and continuous transformation is now ingrained in the organization to maintain relevance in the future.

The Navy Reserve has become more specialized, with many Sailors serving in focused operational fields or reserve-only units for multiple tours to gain subject matter expertise. This deep knowledge eliminates learning and performance gaps between active and reserve Sailors, removing any distinction between them at the Sailor level. In many cases, reserve Sailors are more experienced than their AC counterparts within their specialized competencies, and that experience is brought to bear every time the RC member dons a uniform.

In 2032...All Reserve administration is in the cloud, providing uninterrupted access, automated routing and archiving, and full data integration with appropriate Navy systems. SELRES can complete mobilization requirements on Navy equipment or their own devices, and interact seamlessly and electronically on all tasking.





In 2032...SELRES can complete their annual medical and dental screenings with their civilian providers. Civilian providers are able to access and update SELRES medical records, saving time and freeing Navy medical capacity for higher priority issues.

The Navy Force Design construct is an iterative process that integrates AC and RC planning to field capabilities that matter, as validated by AC Fleet Commanders. The Total Force actively leverages the special skills, abilities, and perspectives reservists bring from their civilian careers to solve Fleet problems and lead Navy-wide advances. Where the “i3 Waypoints” innovation process was once an annual event, this learning has been institutionalized across the Force, putting the best ideas in front of decision-makers any time they are ready for presentation.

Where Navy Reserve Centers (NRCs) once predominantly conducted administrative readiness functions, they are now unambiguously responsible for all mobilization readiness within a simplified command and control structure. NRC Commanding Officers exercise administrative control of

SELRES members, using empirically-based and force-validated readiness tracking. NRC staffs leverage shared electronic systems that enable remote execution and tracking of readiness requirements, allowing Sailors to complete administrative tasks on their own devices in real time.

SELRES Sailors leverage an online digital dashboard, stored in the cloud and accessible on their personal devices, showing their mobilization and medical readiness status, as well as any incomplete administrative requirements. The data also include their mission readiness, training requirements, planned orders, and travel information. The integrated tracking and reporting systems relay the same information to all relevant stakeholders, including the SELRES member, unit CO, NRC staff, and supported command staff. Transparency at all levels of administration prevents inadvertent friction in the orders planning and execution processes.

Maintaining this high level of readiness, including attainment of dental and medical currency, vaccinations, legal, pay, and other administrative requirements, enables rapid activation of Navy Reserve Sailors, both as individuals and as part of a unit, at scale. The combination of automation, transparency, clear command and control responsibilities, and distributed methods for satisfying requirements has improved the velocity of mobilizing the entire force. Operational units and NRCs organically complete mobilization processing of Sailors, quickly delivering the Navy Reserve's strategic depth to supported commands, trained, qualified, and ready to execute.

In 2032...Administrative requirements are based on a member's unit, mobilization mission, and geographic location and anticipated level of austerity. These *"tailored readiness requirements"* assign requirements specific to each mobilization billet, with more detailed and rigorous requirements established for forward-deployed and expeditionary billets than for CONUS-based staff billets.



Medical and dental screenings are conducted by either existing fleet medical treatment facilities or Sailors' civilian providers, affording SELRES unparalleled flexibility. An online portal provides real-time medical and dental readiness tracking according to an individual's "Tailored Readiness Requirements" (TRR), detailing a summary of requirements based on the member's prospective mobilization location, duties, and anticipated access to services.

Broader innovation efforts inform the workflow and means to educate, train to, and achieve reserve readiness standards. Modernized training and readiness models ensure faster and more efficient mobilization. Better trained Sailors and educated leaders ultimately constitute a more versatile and lethal force. In summary, relevant reserve capabilities and capacity consisting of talented, well trained, ready-to-mobilize Sailors are brought to bear in real time. Easily. Accurately, predictably, and at scale.

In 2032...Navy Reserve Readiness Units (NRRUs) and their Sailors are assigned to Centers of Excellence (COEs) that coordinate warfighting readiness for supported commands. Though not restricted to a single competency, SELRES career paths are now more specialized, enabling members to develop extensive depth of knowledge and competency within a warfare area.

Paper has been eliminated in standard reserve workflows, with actions accomplished and tracked digitally, and available securely via both personal devices and Navy-furnished equipment. Drill attendance and travel are tethered to the member's personal device, with real-time validation of days served in uniform feeding the pay system for rapid processing. The pay system also provides seamless flexibility for moving in and out of the various reserve and active duty statuses, along with timely tracking of the member's annual statement of service and progress toward achieving various retirement milestones. Transitions between reserve and active status, and back, seamlessly

capture retirement points, update pay disbursements, and close out administrative accounts in near real time. The performance evaluation system electronically captures, displays, and routes performance feedback to the relevant members of the chain of command.





Navy Reserve Readiness Units (NRRUs) are now organized within an Enterprise construct that streamlines and consolidates training, administration, and operational standards in one central location. Charged with leading all units and members in the Enterprise, the CO is a senior, major command-screened and selected captain (O-6) who organizes standardized training, leads and mentors subordinate COs and staff, and is the primary touchpoint for fielding all Fleet and Force warfighting requirements. Centralizing these functions has significantly increased the performance level of the entire Enterprise, minimizing variation between high and low-performing units and members.

In 2032...SELRES routinely move between regular and higher operational tempo (OPTEMPO) drilling assignments over the span of a career. Sailors are able to self-declare their eligibility for one of several drilling models to accommodate their ability to contribute to the Navy.

Enterprises are the personnel component of Centers of Excellence (COEs), which add training centers and oversight of the training and certification processes to make SELRES units and members ready for operations. COEs consolidate communities of practice into a central location (or more than one location, depending on the size of the community) to implement all aspects of a learning organization – one that trains, operates, captures lessons learned, and continually closes gaps and outpaces the competition through innovation. COEs are the NRRU equivalents of our reserve Type Commanders, the respective commanders of the Naval Air Force Reserve and Naval



Information Forces Reserve. In the same way that Commander, Naval Information Forces Reserve (CNIFR) organizes, trains, and coordinates employment for intelligence, space and cyber operations, meteorological functions, and others, the Maritime Expeditionary Security Force, Surface Warfare Reserve Enterprise, Naval Construction Force Reserve, Submarine Forces Reserve, Navy Reserve Medicine, Surge Maintenance, Navy Reserve Supply, and other communities each have their own COE that aligns and achieves community objectives.

Various tailored drilling models now enable SELRES members to perform extended periods of duty at their supported command or enterprise headquarters, combining drills, Annual Training (AT), Active Duty for Training (ADT), and Active Duty for Operational Support (ADOS) to maximize training and operational support, while reducing travel costs and needlessly redundant, low-value drilling at the NRC. Administrative, training, drilling, and mobilization requirements are all tailored to each Sailor's individual billet, eliminating superfluous effort, and maximizing time spent on training, qualification, and operations.



Individual SELRES report to NRCs two drill weekends per year to complete administrative readiness requirements - there is no requirement to drill at the NRC any additional days. SELRES are assigned to, and conduct their semi-annual drills at the NRC nearest their home, and report to the NRC CO for administrative compliance. Once current, a SELRES Sailor may conduct operational drills at the supported command or Enterprise location. Administration and operational training are each prioritized within their separate structures and timeframes, ensuring administrative compliance, while maximizing training and operational opportunities to generate warfighting readiness. Efficiency in both (administrative compliance and operational training) shortens the activation and mobilization processes, where extensive rework in administration and training was previously the norm.

The reserve force maintains regular communications with, and tracks the availability and status of Individual Ready Reserve (IRR) members through periodic messaging and musters. Before leaving active or reserve duty and transferring to the IRR, Sailors receive an IRR orientation at their NRC of choice (home NRC or Fleet Concentration Area NRC toward the end of active duty) to understand the benefits of further service, their continuing obligations to the Navy, and available opportunities for drilling and recall to active duty positions. IRR members now provide updates



on a simple phone app and easily communicate with IRR community managers when they update their information or want to explore SELRES, Training and Administration of the Reserve (TAR), or active duty opportunities. These simplified and expanded communications methods allow IRR members to contribute to Navy requirements based on their unique civilian skills and provides the Navy accessibility to annually screened and ready Sailors for mass mobilization events.

The TAR “NRC Track” career path is purpose-built to develop successful NRC leaders, while maximizing the mobilization readiness of the Force. An evolved Administrative Control (ADCON) organizing structure provides shared programmatic oversight and execution to simplify the focus of NRC Commanding Officers by leveraging the experience of our most seasoned major commanders in mentoring our junior leaders.

In 2032...NRCs are behind a fence line, improving security and decreasing force protection responsibilities for NRC staff members. Aggregated programmatic oversight and mentorship affiliations for TAR COs and staff members have increased mission performance. NRC COs have ownership over mobilization requirements and completion, dramatically increasing efficiency and compliance.







For instance, new TAR officers now gain experience as NRC Officers-in-Charge (OICs) or NRC Executive Officers (XOs), or their equivalent counterparts in operational units, before rising to operational unit Reserve Program Director billets, NRC command, or “Major NRC” command as more senior officers. Enlisted Sailors start at smaller centers to gain in-rate and reserve experience, and then advance into roles with an expanded span of control in which they lead programs across multiple NRCs at a time. In short, our

junior leaders’ career tracks and associated milestones are constructed to ensure professional competency and experience, supported by senior mentors and leaders, prior to assuming roles of more consequential scale and scope. This “lead-follow” model results in greater administrative accomplishment, deeper professional depth of experience, and increased mobilization readiness. Wherever possible, Navy Reserve Activities are now hosted onboard Department of Defense (DoD) installations, enhancing security and access to services.



All members of the Navy Reserve Force, TARs, SELRES, IRR, and Navy civilians, work and train within a culture of learning, inclusivity, and high performance. Members from active duty Navy, the other military services, and the civilian workforce are educated and drawn to our force to be part of, and contribute to, an elite, world-class organization. Members of the Navy Reserve Force jealously guard and foster this preeminent status as their primary competitive advantage over all competitors.



At the core of this vision remains the enduring foundation of professional, empowered, well-trained Sailors who are prepared to fight and win wars. The Battle Orders 2032 Vision demonstrates how we organize units, leverage information technology, inculcate a world-class culture to recruit and retain talent and take care of Sailors, manage career paths, and utilize the full extent of the potential brought to bear by our Sailors and civilian workforce to create mission and mobilization readiness.



# CHARTING OUR COURSE

*"The investments we make now will shape the maritime balance of power for the rest of the century." Admiral Mike Gilday, Navigation Plan 2022*

The Vision section of Battle Orders 2032 is our North Star for forging the future of the Force. It is not a prescriptive list, but rather a snapshot of an integrated approach to maximizing warfighting readiness and solidifying our status as a world-class organization. The Force of 2032 may not materialize precisely as articulated in this vision, but subsequent efforts will deliver its desired effects. Course corrections in keeping with the intent articulated herein are encouraged over the next decade of implementation.

These Battle Orders are provided as a roadmap to guide the vast intellectual energy applied towards the future fulfillment of the Navy Reserve vision. While speaking to a variety of audiences, the Battle Orders are a direct message to our TAR and SELRES Sailors. This document describes how we must evolve to contribute relevant forces to our Navy and Joint Force, and to win future wars. The personal service and continued leadership of every reserve Sailor is vital to our future success.







Earning victory in the increasingly complex and multi-domain warfighting realities of the future requires our Sailors to achieve and maintain advanced technical, intellectual, and physical capability, and potentially to operate - confidently - in austere expeditionary environments. To meet this demand, the Navy Reserve will prioritize the identification, management, and development of talent, and provide the associated investments in the training of our greatest asset: our Sailors. By 2032, the Navy Reserve will have implemented the innovative policies, pathways, and tools, designed to capture, catalog, and maintain visibility of the readiness and availability of this talent pool. Additionally, we will have incorporated creative ways to incentivize, recruit, and retain Sailors with high demand skills.

With the release of this document, I am tasking reserve Echelon III commanders to develop the supporting details and planning required to implement all elements of the vision. Utilizing the Navy Reserve Fighting Instructions (NRFI) lines of effort (LOEs) framework, we will *Design, Train, Mobilize, and Develop* our Force for warfighting readiness in 2032 while addressing the following tasks:



## Design the Force.

- Design the capabilities, capacity, and sustainability required of the Reserve Force, in accordance with Navy force design imperatives.
- Design the iterative process to define and validate integrated AC and RC capabilities
- Coordinate definition of intentional career paths with the various TAR and SELRES communities, including paths to NRC command (TAR), community enterprises (SELRES), and operational unit command (TAR and SELRES)
- Design the constructs for:
  - “Major NRCs” (hub and spoke organization)
  - The Enterprise model
  - Centers of Excellence (including organization and geographic alignments)
  - Centralized capabilities that enable global assignments of Enterprise units and members.
- Delineate Echelon II and Echelon III missions, functions, and tasks and the organizational structure required to achieve separation of the two
- Align all remote NRCs to DoD installations in their respective states



## **Train the Force.**

- Design drilling models that ease the administrative burden and maximize drills, AT, ADT, and ADOS for mission readiness, training, and operations
- Define and implement the automated tools and distributed systems that enable remote work, maximize administrative efficiency, and provide real-time tracking and status of administrative and training readiness
- Develop minimum Enterprise standards to be shared across all community enterprises for training, administrative, medical, dental, and mobilization readiness (drilling status requirements)
- Develop and implement a force-wide online training tool enabling data capture, display, tracking, and reporting in real time





## **Mobilize the Force.**

- Streamline the methods for delivering trained, ready Sailors at scale, at the initiation of conflict
- Define and implement tailored medical, dental, and administrative requirements appropriate to various types of mobilizations, based on types of operations, members' roles, theaters of employment, and levels of austerity (mobilization status requirements)
- Establish efficient models for delivering screening, training, and other mobilization requirements to all SELRES members prior to starting active duty orders
- Build the capability for civilian medical and dental providers to accomplish and record annual screenings for SELRES members
- Develop and implement seamless digital workflows associated with continuum of service transitions between reserve and active status, specifically with respect to pay and personnel systems





### **Develop the Force.**

- Develop leadership standards, training pipelines, and leader assessments that enable individual leadership development and enhance the organization's ability to select the best qualified officers for command
- Develop enhanced methods for caring for, and challenging SELRES to maintain high standards of health and readiness in and outside of drilling status, characterized by ethical behaviors, prudent stewardship, and strategic insight
- Develop, maintain, and socialize tools and programs for taking care of Navy Reserve families
- Design the process for selecting the most qualified candidates for each reserve opportunity, thus matching interest and talent against valid requirements to generate predictable and scalable offerings to the AC in the areas of greatest need
- Eliminate administrative and policy-related hurdles that impede RC participation
- Maintain and continually update messaging that contains completed actions from these Battle Orders and socializes the Navy Reserve Force as a world-class organization

# CONCLUSION

*"We cannot accept or accede to recommendations for incremental change or better versions of legacy capabilities, but must pursue transformational capabilities that will provide naval fleets and joint force commanders with a competitive advantage..."* U.S. Marine Corps Force Design 2030, General David Berger, USMC

Strategic competition with China and Russia provides our mandate for action. This competition will become even more acute as we approach 2032, requiring us to be ready to respond to acts of aggression and emergent steady-state operations.

This moment in our Navy's history requires a cogent redefinition of the role the Navy Reserve plays in the defense of our nation, and the manner in which we deliver it. Following more than two years of transformative NRFI force design efforts, the vision of the Navy Reserve has matured to the point of clarity. Now we must translate vision to reality.



While we have made strides since 2020 in mobilization structure, resourcing and procedures, training and administrative readiness, and unit and billet design, we are accelerating organizational change in those and other areas to outpace the threat. These Battle Orders describe the context, vision, and objectives for

achieving a force that delivers this comprehensive change and the associated readiness expected – and demanded – by Combatant Commanders, Service Component Commanders, and Fleet Commanders. Further, the Battle Orders provide a complementary set of organizational enhancements that, once realized, will deliver a more responsive, ready, and lethal Navy Reserve Force. The bar is set deliberately high to emphasize that we cannot wait for incremental change. Time is a factor in our transformation, and the clock is ticking.



Such a profound shift in missions from land-based to maritime, from non-state actor to peer competitor, and from single to simultaneous multi-domain warfare, necessarily requires substantial alignment and focus. While significant, the associated change is neither daunting, nor unexpected. Some degree of institutional change is inevitable when confronting modernization on this scale, and implementing change at a force level is never easy. And yet its importance compels us to get it done. Comprehensively and thoughtfully. With urgency.

My focus is warfighting readiness. Keep that main thing...the main thing. Simply said, our Navy Reserve must be prepared to fight and win wars when tasked to do so. We will go to war with the reserve force we have designed, staffed, resourced, and trained...not the one we talk about, or the one we wish we had. Every one of our Reserve Sailors must be ready – are you?

*"We must transform the Navy Reserve to deliver a force that is designed, trained, and ready to fight and win – confidently and boldly -in sustained, multi-domain combat operations."*

Vice Adm John Mustin,  
Chief of Navy Reserve and  
Commander, Navy Reserve Force  
Navy Reserve Fighting Instructions 2022

Though the Battle Orders are meant as complementary tasks, each with singular implementation timelines, those efforts articulated in this document are urgent. Every Sailor should execute their work on the Battle Orders with haste. We need 'all hands on deck' to execute the critically important implicit and explicit tasks, achieve the objectives envisioned in Battle Orders 2032, and continually enhance the collective warfighting readiness of our force. We don't have the luxury of waiting until 2032 to get this done – we must work together to implement comprehensively today.

I direct reserve Echelon III commanders to define their visions and plans for achieving the end states outlined in this document. Battle Orders 2032 is the future of our Navy Reserve Force – a future that is our responsibility to achieve. All hands will take action on this directive to collectively outpace the threat. Read and glean intent, plan and organize actions to achieve the desired end states, adjust as needed, and then move out. Maintaining the status quo is not an option.

You have your Battle Orders – now let's get busy.



Vice Admiral John Mustin  
United States Navy  
Chief of Navy Reserve and  
Commander, Navy Reserve Force



**COMMANDER, NAVY RESERVE FORCE**



**BATTLE ORDERS 2032**

