

Naval
Reserve
Association



NEWS

May 2004, Volume 51, No. 5

Special Feature:

Integration of the Active and Reserve Navy A Case for Transformational Change

The Association Voice of the Naval Reserve

From the *Editor*

Early this year, I met with Secretary Bill Navas (Assistant Secretary of the Navy for Manpower and Reserve Affairs) to discuss the transformation of the Naval Reserve. In that meeting, he told me that soon after taking office he was briefed by VADM John Ryan, then Chief of Naval Personnel. Admiral Ryan told him that after mobilizing over 12,000 Naval Reservists he was running out of personnel to mobilize. Knowing that there were 87,000 Reservists in the force, it surprised him. This meeting turned out to be a seminal event that set him on the path to balance and to integrate better the Naval Reserve into the Navy.

In his meeting with Admiral Ryan, Secretary Navas realized that the problem was that the Naval Reserve was not structured properly for the realities of the present. I suspect that he also knew from his experience in OSD that the Navy had never embraced its Reserve. So, he approached the VCNO with the idea of a study on active – reserve integration, got approval and put up the money to contract it out. The recommendations of that uniformed and civilian effort are what you are seeing or hearing about of late – the transformation of the Navy's Reserve.

I invited Secretary Navas to write a piece for this magazine. He accepted and has presented us with a brilliant primer on transformation. This is a "must read" for all members, and it starts on page 11. Thank you, Mr. Secretary!

This is a politically charged election year with the war in Iraq being slung around. Parallels are being drawn to the war in Vietnam, and that is disturbing. One thing that is different is that our military today is an all-volunteer force. One thing that is the same is that military personnel are dying every day. Resist any temptation to let politics diminish your admiration and respect for those who serve in uniform. This is a great time for many of us to stand up and pat a returning Soldier on the back for what he/she has sacrificed. And, don't overlook the sacrifices and contributions of the families. Press on!

Have you made your plans for Memorial Day? Even if you have, you must read our President's column on the subject. In addition to that, CAPT McAtee tells us on page 27 about the dedication of the long overdue World War II Memorial here in Washington on that weekend. We have two guest columnists this month (LCDR Alejandro Garcia writes in the "Junior Officer Country" column; and CAPT Robert Wray, the "Professional Development" column) and a new contributor (LCDR Michael Wegman) who writes on investing. We appreciate their interest and efforts and those of our regular contributors.

As always, enjoy the read. And, let us know what's on your mind.

Best regards,



Steve Keith

Looking Ahead

June. We will wrap up the Spring Conference and include our special pullout feature on "Entitlements for Reservists" by CAPT Tom McAtee.

July. We will feature RADM John P. Debbout, USNR, Commander, Naval Reserve Forces Command and our special pullout feature on the Reserve Component Survivor Benefit Plan (RCSBP) by CAPT Tom McAtee.

August. Our feature will be the new Naval Reserve Flag Officers and a special feature on our 50th Anniversary Fall National Conference Agenda in Washington, DC. We will also include the Scholarship Winners for 2004-2005.

Naval Reserve Association NEWS

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Integration of the Active and Reserve Navy A Case for Transformational Change

By



The Honorable William A. Navas, Jr.
Assistant Secretary of the Navy for
Manpower and Reserve Affairs

“The Navy is transforming the Naval Reserve so that it is fully integrated with active forces. Reservists are shifting away from thinking of ‘Naval Reserve requirements’ to ‘Navy requirements’ – a shift that includes goals, capabilities, and equipment. The Navy mission is the Naval Reserve mission. One Navy, one team is the message.”

Secretary of the Navy Gordon England
Testimony before Congress, March 2004

The Department of the Navy is transforming to meet tomorrow’s national security challenges while simultaneously fighting the Global War on Terrorism. We are fundamentally changing the way that we do business—the manner in which we employ our forces and fight wars; how we plan and program our capital resources; the means by which we build and modernize the fleet; and the way we manage our personnel.



As part of this effort, the Department of the Navy is implementing a comprehensive strategy for modernizing and enhancing human capital management for all Navy and Marine Corps personnel. Our vision is to grow and develop a true Total Workforce that is integrated, optimized, capable, and effective at meeting the naval challenges of the 21st century. The work conducted by our military (active and Reserve), civilian, and contractor personnel should be fully aligned with our strategic priorities as articulated in our naval vision, Naval Power 21. The

Navy and the Marine Corps should be able to support their Service strategies, Sea Power 21 and Marine Corps Strategy 21, by rapidly calling on the right people—with the right skills and experiences—in response to dynamic and often unpredictable military requirements. To facilitate this, active duty military personnel systems are being modernized, a new civilian personnel management approach implemented, and our Reserve and active forces are being integrated and balanced.

“The hallmark of the Navy/Marine Corps team has been the ability to change, adapt, and transform to meet new threats to America.”

Naval Power 21
October 2002

The Navy’s Reserve force is doing its share to transform by integrating and balancing its personnel mix with the active Navy, and its efforts are vital to the success of the Navy’s strategic vision for building the Total Navy Force. This transformational challenge is a tall order for the Navy’s Reserve, requiring a fundamental change in the way we manage, employ, and even think about Reserve personnel and their units. Navy Reservists are focused on the priorities of the operational Fleet, and the active component of the Navy is assuming responsibility—and ownership—of their training, recruiting, equipping, and readiness as part of the seamless integration. Surge capability is being optimized, and the skills mix of our personnel in the active and Reserve components appropriately balanced to meet changing requirements.

Most Reserve personnel, perhaps with the exception of our newest members, understand the significance of the changes that the Navy is undertaking. Few were ever satisfied to spend their weekends, and sometimes their two weeks of annual training, doing support functions that had little relevance to operational requirements. Our people are excited to see that the Navy is indeed committed to the full integration of active and Reserve personnel. They want to make a meaningful contribution to the Navy mission and their nation. We want your service in the Navy—whether on active or Reserve status—to be national service to which you can dedicate yourself and be proud. Through integration, and with your help, the Navy will become a more capable fighting force to meet the contemporary challenges of the 21st century.

A World Characterized by Globalization and the Information Age

Since the fall of the Berlin Wall, operational tempo has increased with today's naval forces deployed longer, more often, and to more places. Globalization and the Information Age have made the benefits of modern technology, as well as conventional and unconventional weaponry, more accessible to more people around the world, including those who pose a threat to U.S. national security. As 11 September demonstrated in no



uncertain terms, those who wish to threaten the safety of Americans have the ability to strike with speed, stealth, and lethality. The forces fighting against them in this Global War on Terrorism are finding that the military environment continues to grow tactically, operationally, and strategically more dynamic and uncertain. As a result, Naval personnel are expected to master a wider range of competencies and exercise keener situational awareness and judgment than ever before. Our force management systems also are expected to respond with much greater speed and efficiency, identifying Sailors with the proper skills, experience, and motivation where and when they are needed.

These new challenges have placed considerable burden on Naval personnel management systems, which were designed and built for the Cold War era using Industrial Age business processes. Defense workforce management had been governed by principles that favored stability over flexibility; risk avoidance over efficiency; and mass over agility. People were managed as often-indistinguishable workers in large cohorts rather than specific individuals whose skills and experience can be greatly leveraged if properly placed.

Complicating matters, we found that the layers of bureaucratic processes, statutory requirements, and regulatory policies developed during the 20th century were constraining, rather than aiding, the efforts by the services and the Department of the Navy to respond rapidly to current, 21st century personnel requirements. Separate human resource management systems, authorized by different chapters and sections of the United States Code had been developed to manage active duty, Reserve, and civilian personnel. In today's high-change environment, the policies, practices, and systems that have grown from these codified roots have become anachronistic, unable to flex efficiently to modern demands.



In response, the Department of the Navy and our two services have developed a human capital strategy for modernizing our policies and practices to enable greater agility, flexibility, and integration of our personnel management systems. We want the right people with the appropriate skills and experiences, assigned to validated work requirements, when and where they are needed. To achieve this, our human resource systems must manage our personnel as a total, integrated force—active duty, Reserve, civilians, and contractors—and our people must be ready to meet the challenge. The Chief of Naval Operation's Sea Warrior initiative, as part of the transformational vision of Sea Power 21, guides the Navy on this path to change.

For the Navy's Reserve force, this means a fundamental reshaping of the way business will be done – moving from the Naval Reserve of the Cold War era to a fully integrated Navy Reserve force for the 21st century. We are balancing our active and Reserve forces, ensuring that the right capabilities reside in the proper component; and we are integrating the two forces so that

each will work in ways that are fully complementary. In order to do this, the Navy has had to engage in a process of Active Reserve Integration (ARI), the redesigning of the Reserve force with a virtual bottom-up review of the force and a plan for changing the force in a way that will enhance the Navy's warfighting capability. All Reserve personnel must be engaged in the ARI process in order to adapt successfully to the new paradigm and expectations.

To learn more about the Department of the Navy's human capital transformation strategy, Naval Power 21, the CNO's Sea Power 21 vision, and the Sea Warrior initiative, please visit: <http://www.hq.navy.mil/mra/>.

Changing Throughout Our History

The unique challenges of the 21st century dictate a new approach to Reserve support that provides opportunities for personnel to prepare successfully for, and contribute to, the Navy's current and future mission. History has shown that changes were made to ensure that Reserve personnel were given opportunities to serve the Navy when and where they were needed, and today we wish to do the same. Even before the official establishment of the Naval Reserve in 1915, hundreds of Americans volunteered in service to our nation in the best tradition of the "citizen soldier," as members of various local and state naval militias, clubs, and Reserve battalions. Like the Army National Guard model, members generally trained for various naval and coastal protection functions, often sacrificing their own time and money to do so. These individuals took pride and interest in participating in military exercises, experiencing the camaraderie associated with service and patriotism. By the time of the Spanish-American War, nearly twenty states were able to contribute naval militia units to federal service for the war.

At the turn of the 20th century, as our nation sailed into its present superpower status, the role of the Navy changed to one of globally protecting our national interests. The Navy's mission evolved from its coastal defense origins to one focused on providing forward-deployed overseas presence and intervention in control of the high seas—the "Blue Water" Navy. This, and the impracticality of states being able to meet fully the Reserve needs of the nation in time of national emergency, necessitated that the naval militia model be changed.

Congress then passed the Naval Militia Act in 1914, beginning the series of statutory and administrative actions that shifted the naval militias under the control of the Navy Department, culminated with passage of legislation in 1915 that authorized a larger Navy and the early version of the Naval Reserve. The Navy sought to retain those men who were honorably discharged from the Regular Navy in the Reserve to augment its capabilities. World War I necessitated the recruitment of large numbers of personnel to serve as Reservists to serve alongside Regular Navy personnel;

and many naval militiamen, as well, also served to protect our coastlines. The Naval Act of 1920 established the Naval and Marine Corps Reserves, and the Naval Reserve Act of 1938 comprehensively reorganized the Naval Reserve program. By the end of World War II, three quarters of all Naval officers and enlisted personnel serving on active duty for the war were Reservists.

“. . . Beyond a few men on the retired list, for the most part too old to render effective service, we have no other Reserve than the officers and the men of the Naval Militia of the several States These small groups, while enthusiastic and generally efficient, are not under central control and training. The formation of a national naval militia, on the lines of the land militia, is a necessity and legislation is required to accomplish this.”

George von Lengerke Meyer
Former Secretary of the Navy
(1909 to 1913)

During the Cold War era, Naval Reserve personnel saw action in Korea, the Berlin crisis, and Vietnam. Naval Reservists were called up in large numbers to respond to Operation Desert Shield/Desert Storm in the early 1990s, with more than 20,000 mobilized for service. After the war, the Navy's Reserve force was reduced by more than a third in the post-Cold War drawdown to less than 100,000; and many Naval Reserve Centers were closed down. Since then, Reserve personnel have provided a wide array of ongoing support through a variety of active duty and drill work; however, the underlying structure of the organization had changed little to adapt to post-Cold War realities.

Continuing Contributions of the Naval Reserve Force

Identifying the need to transform the Reserve force is not an indictment of the people who serve, but rather an opportunity to enhance the force so that it can continue to make a vital contribution to the mission of the Navy. The long, proud history of contributions made by Naval Reserve personnel is culminating with the remarkable work that modern-day Reservists are performing in Iraq, Afghanistan, and elsewhere around the globe, making major personal and professional sacrifices in service to our nation. Many of our members deployed on very short notice, and some of them with skills that are in high demand and low availability are on their second consecutive mobilization.



Reservists are filling essential roles, forward deployed, indistinguishable from their counterparts in the active component. Several examples of their activities are listed in Figure 1 on page 16. The contributions of these dedicated personnel are shining examples of Active Reserve Integration at work. It is because of their remarkable success that the Department of the Navy is confident that integration is the right answer and that it will work.

“The purpose of each Reserve component is to provide trained units and qualified persons available for active duty in the armed forces, in times of war or national emergency, and at such other times as the national security may require, to fill the needs of the armed forces whenever, during and after the period needed to procure and train additional units and qualified persons to achieve the planned mobilization, more units and persons are needed than are in the regular components.”

10 U.S.C. 10102

Recent Lessons Learned During the GWOT

Military operations in support of our efforts to fight the Global War on Terrorism, during the two-and-a-half-year period post-11 September 2001, have tested the Navy’s ability to respond to emergent requirements. Large-scale mobilization of Reserve personnel has forced us to review our policies and processes for recalling and integrating our Reserve personnel into the operational force. Cumbersome, inefficient, and ineffective systems were eliminated; and numerous aspects of our processes have been streamlined and automated. It has also provided us an opportunity to assess how well our Reserve forces are configured for likely current and future operational requirements, and whether or not we are properly balanced between the active and Reserve forces.

“What’s different today is our sense of urgency – the need to build this future force while fighting a present war. It’s like overhauling an engine while you’re going at 80 miles an hour. Yet we have no other choice.”

President George W. Bush
The Citadel, December 2001

More than 23,000 Naval Reserve personnel were mobilized at various times to support a wide variety of functions during Operations Iraqi Freedom I and II, Enduring Freedom, and Noble Eagle. Combined, they constituted approximately 23 percent of the Navy’s Reserve force of 87,000. Despite the fact that our nation is in the midst of a major period of mobilization, approximately 77 percent of the Navy’s Reserve force has not been mobilized. This is due in part to the fact that the Navy has managed its Reserve personnel resources in a prudent and judicious manner, mobilizing personnel only when absolutely necessary and using volunteerism to the maximum extent possible. Some personnel not mobilized are contributing to the Global War on Terrorism effort through innovative use of drills and shorter active duty stints, such as ADSW and ADT. However, shortages in personnel within certain specialties, such as intelligence and security/force protection highlight the fact that a good portion of our force was out of balance with current needs. The Marine Corps, on the other hand, mobilized over 59 percent of its Reserve personnel post-11 September and are mobilizing many more Marines for Operation Iraqi Freedom II. They, too, have been balancing their Reserve force to gain greater synergy and integration between the Reserve and active components.

Today fewer than 3,000 Naval Reserve personnel—or less than four percent of the drilling force—are currently mobilized to provide additional necessary capability to the Navy; and in the absence of major changes, mobilization for most is unlikely. Some of those mobilized have been on multiple mobilization orders because their skill sets are in such high demand. For those who have not been mobilized, the functions they perform may already be covered in the active component or no longer needed or relevant as a surge capability for today’s operational Navy. Nevertheless, Naval Reserve personnel continue to make a much larger contribution to the operational Navy than is sometimes

How the Naval Reserve Provides Operational Support to the Fleet

- AT – Annual Training
- ADT – Additional Duty for Training
- IDT – Inactive Duty Training
- PRC – Presidential Reserve Call-up
- ADSW – Active Duty for Special Work
- MOB – Mobilization
- FTS – Full Time Support

understood. In fact, as of March 2004, 24 percent of the force provided operational support to the fleet through active or inactive duty participation. Clearly, the right metric is not necessarily how many are mobilized but rather how many are providing operational support to the fleet.

The Department of the Navy's Human Capital Strategy

The Department's human capital transformation strategy is all-encompassing and affects every Navy military and civilian person. It reflects our commitment to our people whom we value as our most treasured assets, and it reflects our desire to ensure that each individual is given the opportunity to contribute to the mission of the Navy. We will fully leverage the ingenuity and capabilities of our people in support of Sea Power 21 by growing the most capable force to meet 21st century challenges.

The human capital management approach we have implemented is anchored in the premise that people want to be trained for meaningful work and be given opportunities to serve where they are needed the most. We want to employ our personnel wisely and appropriately, with military personnel generally assigned only to those functions and activities that are inherently military and core to our mission. Civilian personnel would do most of the nonmilitary core governmental functions, and the rest would be outsourced when it is cost-effective to do so. To accomplish this, we need to reallocate our personnel staffing to validated work requirements and transform our personnel systems to enable integrated management of our people.

The Department's implementation strategy for 2004 is focused on three programmatic areas:

- (1) Implementation of the newly authorized National Security Personnel System that establishes a new civilian personnel management approach, which places greater emphasis on job performance.
- (2) Transformation of the active duty personnel system in support of the Sea Warrior process, enabling individualized matching of knowledge, skills, and abilities to validated jobs and enhanced opportunities for productive career development.
- (3) Active Reserve Integration through the balancing of capabilities, skills, and experiences, and organizational alignment to facilitate Active ownership of the Navy's Reserve training, readiness, and operational support.

These three major initiatives will significantly improve personnel management by enabling more flexible and responsive allocation of human capital to meet mission requirements. Some functions currently being performed by military personnel will be converted to civilian positions, freeing up military billets for assignment to military-essential functions. Navy end strength is being reduced

A Lesson on Defense Transformation *Unification of the Armed Forces*

After World War II, our national leaders sought to address the systemic faults that prevented our military from averting the Pearl Harbor attack. After heated debate among the Services over who would retain control over certain roles and missions, the solution was codified in the National Security Act of 1947, signed into law by President Harry S. Truman. The law reorganized our nation's armed forces and foreign policy apparatus, merging the Department of War and the Department of the Navy into a single Department of Defense, and creating a separate Department of the Air Force. The debate raged on for several more years and was so contentious that it touched off a period of great discontent among Naval leaders, prompting what was then called "the revolt of the admirals." In the end, the unification and reorganization of the military turned out to be a success and served as the basic organization guiding the military through the Cold War years.

as technology allows the elimination of manpower-intensive and redundant processes. As the active force reduces its size, the Reserve will balance accordingly. Balancing the Reserve and active mix is easing the stress placed on personnel assigned to duties in high demand, low availability occupations. Personnel will find that they are able to move through more flexible career paths along a virtual "continuum of service"—transitioning to and from active, Reserve, and civilian service in accordance with individual availability and preferences in support of valid operational Navy requirements. For Reservists, these transformational force management practices will bring about greater predictability and smoother transitions to active duty status when mobilizing for surge operations.

Active Reserve Integration has several key facets, all of which, when taken together, work to enhance substantially the capabilities that the Reserve force provides to the operational Navy. The first step was taken two years ago when then-Vice Chief of Naval Operations, Admiral William Fallon, and the current Deputy Assistant Secretary of the Navy for Reserve Affairs, Harvey "Barney" Barnum, collaborated on a year-long "Naval Reserve Redesign" study. The purpose of the study was to develop a plan of action for aligning the Reserve force to complement the active force in support of Sea Power 21, making the Reserve force relevant for current and future operational missions. Fourteen specific action steps—called the "Top Fourteen"—covering areas related to Naval Reserve Force personnel management,

Figure 1. Examples of Recent Integrated Reserve Contributions to the Navy Mission

Naval Coastal Warfare Personnel Forward Deployed Providing Force Protection/Harbor Security

Inshore Boat Unit 13 (IBU-13) of Portland, OR

Activated 33 Reservists in December 2002 for 8 months

Mobile Inshore Undersea Warfare Unit 109 (MIUWU-109) of Fort Worth, TX

Activated 95 Reservists in December 2002 for 8 months

- Both units provided force protection at Camp Patriot, Kuwait.
- Inshore Boat Unit (IBU-13) personnel provided waterborne force protection with specially configured patrol craft to protect harbor areas and vessels, such as maritime pre-positioning ships.
- Mobile Inshore Undersea Warfare Unit (MIUWU-109) personnel utilized various coastal surveillance equipment, voice and data communications equipment, and information systems to detect potential threats and coordinate the appropriate response with ground and seaward security forces.

Religious Program Specialist Awarded Bronze Star for Service with 1st Marine Expeditionary Force

Religious Program Specialist First Class Robert J. Page of Livermore, CA

Activated from May 2003 to August 2003

- Awarded the Bronze Star with Combat "V" while serving as the assistant to the Marine Expeditionary Force Chaplain, the only active duty Rabbi stationed with Marines.
- Risked his life on numerous occasions to protect the Chaplain during combat engagements.
- Ensured ministry services were provided to troops and local citizenry during 1st MEF's drive to Baghdad.

Helicopter Combat Support Squadrons Forward Deployed for Operation Iraqi Freedom (OIF)

Helicopter Combat Support Squadron 4 (HCS-4) of Norfolk, VA

Activated 61 Reservists in March 2003 for 5 months

Helicopter Combat Support Squadron 5 (HCS-5) of San Diego, CA

Activated 80 Reservists in March 2003 for 12 months

- HCS-4 deployed with to the Eastern Mediterranean and HCS-5 to Kuwait both in support of OIF.
- In July 2003, HCS-5 moved into Iraq to support Central Command's Special Operations tasking and is due to be relieved by HCS-4.
- Since the conclusion of major combat operations, HCS-5 crews have flown over 800 sorties conducting various missions, including special operations insertions and extractions, photo reconnaissance, combat search and rescue, armed escort, and medevac.
- Both squadrons are the only Navy squadrons that perform both Special Warfare Support (SPECWAR) and Combat Search and Rescue (CSAR) missions.

Airlift Support Operations Providing the Navy's Organic Airlift Capability

Fleet Logistics Support Squadron (VR) 1, 48, and 53 of Washington, DC; VR-46 of Marietta, GA; VR-51 of Kaneohe Bay, HI; VR-52 of Willow Grove, PA; VR-54 of New Orleans, LA; VR-55 of Point Mugu, CA; VR-56 of Norfolk, VA; VR-57 of San Diego, CA; VR-58 of Jacksonville, FL; the Fleet Logistics Support Wing and VR-59 of Fort Worth, TX; VR-61 of Oak Harbor, WA; VR-62 of Brunswick, ME

Activated 352 Reservists to support OIF. Navy airlift mission met by combination of drilling, mobilized, and FTS Reservists, with only a fifteen percent increase in active duty manpower through mobilization during Operation Iraqi Freedom.

- Surge capability derived through the use of detachments instead of mobilizing entire squadrons, with mobilizations targeted to specific undermanned skill sets throughout the airwing.
- Continuously deployed worldwide to support the Navy and Joint Service operational requirements, logging over 60,000 flying hours, ferrying 51,000 passengers, and carrying 39 million pounds of cargo.

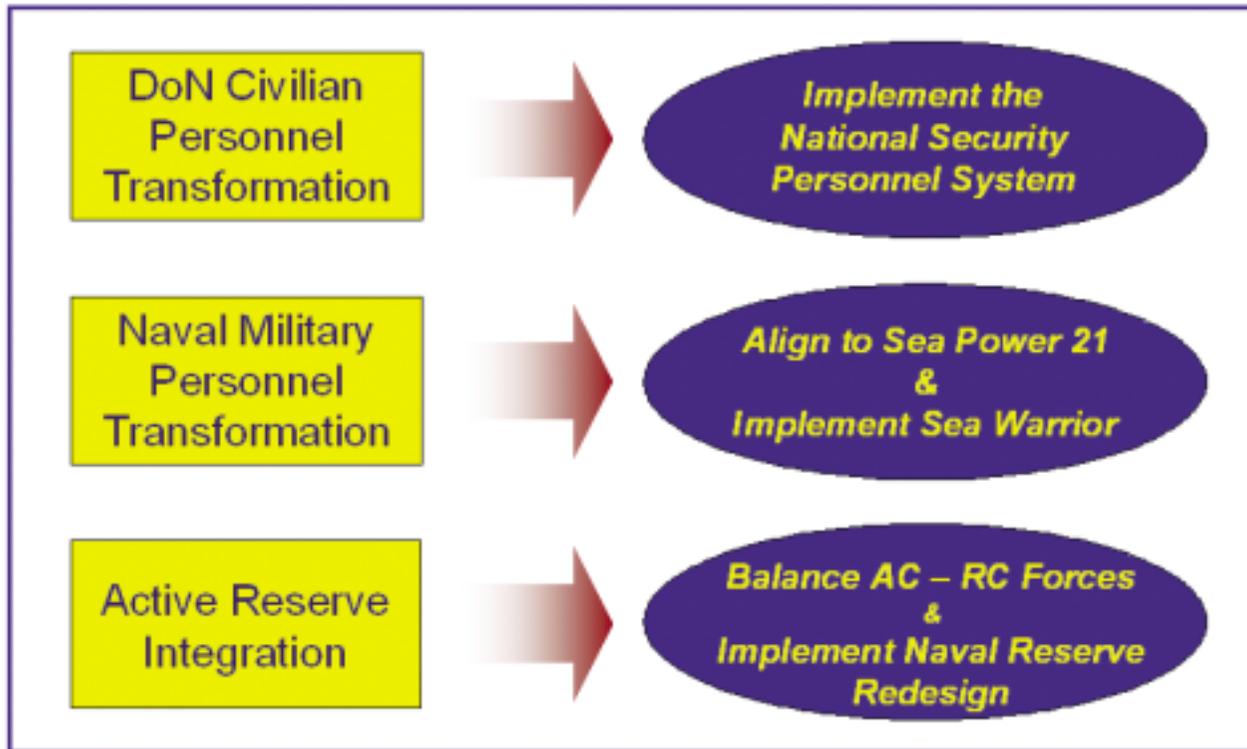
Expeditionary Logistics Support Forces to Support Operation Iraqi Freedom II

Navy Cargo Handling Battalions (NCHB) 9, 11, 14 of Columbus, OH; Jacksonville, FL; Port Hueneme, CA; Service Support Battalion 1 of Phoenix, AZ; Navy Air Cargo Handling Company 14 of Omaha, NE

Activated 556 Reservists this year to support Army and Joint operations involved with OIF II

- Cargo handlers are supporting cargo deployment and redeployment moving through Port of Ash Shu'aybah, Kuwait.
- Eighty-three fuels group personnel of SSB-1 are operating in direct support of Army forces in Iraq, and a team of 24 from Navy Air Cargo Handling Company 14 is being structured into a new Mobile Air Cargo Handling Team.
- All members received one month of combat skills, weapons qualification, and Army specific equipment training.

ASN (M&RA) 2004 Priorities for Implementation *Department of the Navy Human Capital Objectives*



training, and readiness are being implemented. They are addressed in a CNO message of 28 August 2003 (Subject: Redesign of the Naval Reserve). A summary of the action steps and status is shown in Figure 2 on page 18.

One of the most critical elements that has already been implemented—which all Reserve personnel should be aware of—is that a new working relationship has been established between the Commander, Fleet Forces Command, now Admiral William Fallon; the Chief of Naval Reserve (CNR), Vice Admiral John Cotton; and Commander, Naval Reserve Forces Command (CNRFC), Rear Admiral John Debbout. Fleet Forces Command now has the responsibility for identifying, validating, and communicating to CNR and CNRFC those activities and functions in the operational Navy that require Reserve support. The active Navy will now have the responsibility for training, equipping, and maintaining readiness of Reserve personnel and units. This is a sea change for the Reserve force. Never before have Reservists been valued and fully folded into the active mission as now. But as the active Navy assumes these new responsibilities, along with them come new responsibilities for the Reserve force.

Taking Responsibility for the Navy's Future

Defense transformation is about change. At its heart, it is about changing from “what was” to “what we are working to become”—a more effective force with greater operational capabilities at the highest state of readiness to meet all current and future threats to U.S. national security. In the Department of the Navy, we place special emphasis on the word “we” because transformation must occur at all functional levels of our organization, among all personnel—active duty, Reserve, civilian, and contractor—and with the support of all of our stakeholders. We are in this together, and we share the ultimate goal of successfully transforming our Navy into that more effective force we are working to achieve. Abraham Lincoln may have captured our moment in history well when he said, “The dogmas of the quiet past are inadequate to the stormy present. The occasion is piled high with difficulty, and we must rise with the occasion. As our case is new, so we must think anew and act anew.”

Figure 2. Summary of Naval Reserve Redesign Study Implementation Plan

Tasks	Status
1. Flexible contracts to give personnel and commands more drill options.	Complete
2. Expand Reserve recruitment base.	Complete
3. Execute Reserve integration into Sea Warrior model.	Complete
4. Establish Reserve tours as part of Active Duty Career track.	Complete
5. Program for Full Time Support (FTS) personnel to perform fleet tours.	Complete
6. Fleet assume responsibility for Reserve Readiness and Training.	Scheduled for completion in Oct 2004
7. Assessment of Reserve Readiness.	Scheduled for completion in Oct 2004
8. Validation of Naval Reserve Requirements–Zero Base Review (ZBR).	Spring 2004
9. Identify Naval Reserve readiness and training issues.	Evaluation is ongoing and runs parallel with ZBR
10. Naval Reserve knowledge modules in Active Knowledge continuum.	Scheduled for completion in May 2004
11. Establish formal relationship between CFFC and CNRF.	Complete
12. Identify Naval Reserve role in supporting Sea Power 21.	Evaluation is ongoing and runs parallel with ZBR
13. Increase OPNAV N095 integration with OPNAV staff.	Complete
14. Align Reserve NPS Training and USN training under one organization.	Complete

“There’s no more Naval Reserve requirements; there are only Navy requirements. And every one of our Reservists realizes that the vision is: Support to the Fleet, ready and fully integrated.”

**VADM John Cotton, 6 March 2004
Navy Marine Corps News**

As the transformational initiatives of Redesign and Active Reserve Integration become fully implemented, many Reserve personnel will see major changes in how they and their units will be employed. We must all think and act anew. It is critical that unit commanding officers ensure that their people are fully included and aligned with the active Navy, and all Reserve personnel must stay abreast of what is happening and where the needs are. The focus must be on making the greatest contribution possible in support of the overall Navy mission. This may mean retooling and adapting to a new operating environment, exposure to new issues and activities, and being prepared to step up to the plate when you are needed.

Naval personnel—active, Reserve, civilian, and contractors—are the most valuable enablers of our success. The only way that we will be able to optimize our investments in technology, weapon systems, infrastructure, and logistics is to ensure that we are able to align fully and maximize the energies and ingenuity of our people in support of Naval Power 21. The Naval Reserve Force is a vital part of our strategy to fulfill our naval vision, and we need your support, creativity, and energy to help the Navy achieve its ambitious goals. We are counting on it.

“By seizing the transformation opportunities, we are seizing the opportunity to create our own future.”

VADM (Ret) Arthur Cebrowski
Director, Force Transformation

The Mission of The Assistant Secretary of the Navy (Manpower and Reserve Affairs)

To assist the Secretary of the Navy in providing a total naval force capable of supporting the National Military Strategy by providing civilian oversight through –

- Developing integrated military and civilian human resources policies and programs
- Representing the DON position to the services, DOD, Congress, and other governmental and nongovernmental organizations
- Advocating for DON policies, programs, and resources to support the total force
- Advising DON senior leaders on the implications of policy decisions impacting DON personnel
- Evaluating and analyzing the impact of policy and delivery of programs
- Adjudicating personnel decisions on behalf of the Secretary



The Honorable
William A. Navas, Jr.
Assistant Secretary of the Navy
(Manpower & Reserve Affairs)

Mr. Navas was nominated on 6 June 2001 by President George W. Bush to serve as the Assistant Secretary of the Navy (Manpower and Reserve Affairs) and was sworn in on 17 July 2001. In this capacity, he acts on matters pertaining to manpower and personnel policy within the Department of the Navy. His purview also includes personnel readiness, quality of life and health care programs and issues affecting active duty and Reserve Sailors, Marines, and Department of the Navy civilians.

Mr. Navas retired as a major general; and his last active duty assignment was as the Director, Army National Guard. As Director from 1995 to 1998, he managed a \$6 billion budget and was responsible for over 362,000 citizen-soldiers across 54 states and territories.

Prior to this assignment, Mr. Navas served in a variety of senior level positions in the Department of Defense, such as the Deputy Director Army National Guard, Vice Chief of the National Guard Bureau, Military Executive of the Reserve Forces Policy Board, and as the Deputy Assistant Secretary of Defense/Chief of Staff for Reserve Affairs.

Mr. Navas is a native of Mayaguez, Puerto Rico, and was commissioned as a Regular Army officer in 1965. Lieutenant Navas first served with U.S. forces in the Federal Republic of Germany. He later commanded a Combat Engineer company in Vietnam. Captain Navas left active duty in 1970 and joined the Puerto Rico Army National Guard. In the Guard, he commanded a Combat Engineer Company; and Military Police and Infantry Battalions.

His military decorations include the Defense Distinguished Service Medal, Army Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit (two awards), Bronze Star Medal, Defense Meritorious Service Medal, Meritorious Service Medal (two awards), Air Medal, and Army Commendation Medal (three awards), and numerous state awards.

In addition to an undergraduate degree in civil engineering, Mr. Navas holds a Master of Science in Management Engineering from the University of Bridgeport in Connecticut. He has attended numerous military schools, including the Command and General Staff College, and the Inter-American Defense College. In addition, Mr. Navas attended the program for Senior Managers in Government at Harvard University.

Mr. Navas has served as a member of numerous organizations including the American Veterans for Puerto Rico Self Determination, Minuteman Institute for National Defense Studies, and the Army Engineer Association.