



RESERVE AFFAIRS

ASSISTANT SECRETARY OF DEFENSE
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AUG 20 2008

MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY (M&RA)
ASSISTANT SECRETARY OF THE AIR FORCE (M&RA)
ASSISTANT SECRETARY OF THE NAVY (M&RA)

SUBJECT: Reserve Component Alert/Mobilization Decision Process Implementation

The Secretary of Defense's memorandum dated May 3, 2007, as modified by the Office of General Counsel's action memorandum dated July 12, 2007, provides a framework for staffing Reserve component (RC) force management decisions. The attached guidance provides implementing instructions for the RC alert/mobilization decision process in order to ensure a standardized approach that enhances the timely release of orders. The objective is to staff urgent requests within five working days or sooner and immediate requests as soon as possible.

Over the past year, the Department has advanced force generation plans for RC forces to allow for Departmental budgeting for readiness and deployment and increased predictability for service members, families, and employers. The goal for RC force generation is to provide alerts up to 24 months and mobilization order approval 180 days prior to mobilization.

This guidance will be incorporated into a Directive-Type Memorandum as soon as possible.

T. F. Hall

Enclosures:

1. Notification Matrix for Secretary of Defense Operations Book
2. Weekly Alert/Mobilization Submissions
3. Key Considerations for Alert/Mobilization Approval
4. Alert/Mobilization Approval Flow Diagrams
5. Involuntary Alert/Mobilization Request Approval Criteria
6. Definitions
7. References

cc: Director of Operations, Joint Staff



GUIDANCE

Reserve Component Alert/Mobilization Decision Process Implementation

There are four distinct actions required for each Reserve component (RC) alert/mobilization request: approval, coordination, notification and release. To ensure the timely release of alert/mobilization orders, all requests are processed through the weekly Joint Mobilization Meeting and the Secretary of Defense Operations Book (SDOB). Alert/mobilization requests may be approved by the SecDef, USD(P&R) or the Military Department Secretaries, depending on the nature of the request.

Alert/mobilizations requests approved by the Military Department Secretaries or USD(P&R) will be consolidated by the Joint Staff (J4) in the weekly SecDef Notification Matrix utilizing Enclosure 1 and forwarded to SecDef. All alert/mobilization requests requiring SecDef decision will be forwarded to the Joint Staff (J4) using Enclosure 2 and addressed in the SDOB. Compliance with the key considerations outlined in Enclosure 3 is required prior to involuntary mobilization of individuals where the unit dwell ratio is less than 1:4.

The SecDef's goal is 180 days between mobilization order approval and the mobilization date¹. If mobilization orders are requested inside 180 days, the Military Department Secretaries shall provide justification in the SecDef Notification Matrix or the SDOB. Involuntary mobilization requests with less than 90 days between mobilization order approval and the mobilization date require SecDef approval.

Military Departments

The Military Department Secretaries may approve alert/mobilization requests for involuntary mobilizations when the following criteria are met:

- Conventional forces²
- Mobilization Employment Period is less than or equal to 12 months³
- Individual or unit dwell ratio is greater than or equal to 1:4
- Individual or unit has been given 90 or more days between mobilization order approval and the mobilization date
- Unit is commanded by an officer in the grade of O-5 or below, or the deploying force consists of personnel not being deployed as part of a unit

1 The time elapsed between mobilization order approval and the mobilization date is defined as the time between the SecDef's approval of the mobilization order in the SDOB (or notification in the SecDef Notification Matrix) and the mobilization date.

2 The Military Department Secretaries may approve the alert/mobilization of conventional forces, including conventional forces in support of Special Operations Forces.

3 The Mobilization Employment Period may exclude individual skill training required for deployment and post-mobilization leave at Service discretion (Secretary of Defense Memorandum, "Utilization of the Total Force," January 19, 2007).

Additionally, the Military Department Secretaries may approve individual mobilization orders for emergent requirements and special capabilities provided no less than 30 days notification⁴ has been given and all other Military Department criteria are met. For example, the following emergent requirements and special capabilities are excluded from SecDef's policy of 90 days between mobilization order approval and the mobilization date:

- Individual augmentees
- Individuals filling ad-hoc requirements
- Individual fillers
- Mobilization For Training individuals
- Medical professionals

All voluntary mobilizations, including those exceeding 12 months, individuals with a dwell ratio less than 1:4, or individuals with less than 90 days between mobilization order approval and the mobilization date, may be approved by the Military Department Secretaries. Service members may waive the 30-day notification requirement for voluntary or involuntary mobilizations.

All alert/mobilization packages approved by Military Department Secretaries will be included in the SecDef Notification Matrix. Alert/mobilization packages that the Military Departments Secretaries cannot approve will be submitted to the Joint Staff (J4) and OASD(RA) using Enclosure 2.

USD(P&R)

OUSD(P&R) may approve alert/mobilization requests for involuntary mobilizations when the following criteria are met:

- Special Operations Forces (SOF), regardless of mission
- Mobilization Employment Period is less than or equal to 12 months
- Individual or unit dwell ratio is greater than or equal to 1:4
- Individual or unit has been given 90 or more days between mobilization order approval and the mobilization date
- Unit is commanded by an officer in the grade of O-5 or below, or the deploying force consists of personnel not being deployed as part of a unit

OUSD(P&R) may approve unit alert/mobilization requests for units with dwell ratios less than 1:4 when all the individuals are being mobilized for the first time or have volunteered, when all other SecDef guidelines are met. This includes conventional forces as well as SOF.

⁴ Refer to Reference (f) for DoD policy on 30-day notification requirements.

All alert/mobilization packages approved by OUSD(P&R) will be included in the SecDef Notification Matrix. Alert/mobilization packages that OUSD(P&R) cannot approve will be submitted for SecDef decision using Enclosure 2. Reviewed actions will be forwarded to the respective services and the Joint Staff (J4).

Secretary of Defense

The SecDef approves involuntary alert/mobilization requests for the following:

- Mobilization Employment Periods greater than 12 months
- Individual or unit dwell ratio less than 1:4
- Individual or unit with less than 90 days between mobilization order approval and the mobilization date
- Unit is commanded by an officer at or above the grade of O-6
- Major RC force flows, high-visibility deployments and nuclear forces
- Non-concurs during the staffing process

Requests for involuntary mobilizations with less than 30 days between mobilization order approval and the mobilization date shall specify why it is not practicable to provide longer notice. SecDef will address such requests during the normal SDOB process on a case-by-case basis. The Military Department Secretaries may release alert/mobilization orders after SecDef approval or notification.

Coordination

Each Military Department alert/mobilization action will be coordinated with OSD and CJCS through the weekly Joint Mobilization Meeting, chaired by ASD(RA), and the SDOB process. Alert/mobilizations approved by the Military Department Secretaries are submitted to the Joint Staff (J4) for inclusion in the SecDef Notification Matrix using Enclosure 1. All alert/mobilizations forwarded for OUSD(P&R) or SecDef decision will be reviewed during the Joint Mobilization Meeting. Alert/mobilization actions approved by OUSD(P&R) are included in the SecDef Notification Matrix, while those requiring SecDef decision are forwarded to the Joint Staff (J4) using Enclosure 2 for inclusion in the SDOB. During the Joint Mobilization Meeting, non-concurs that cannot be adjudicated will be forwarded to SecDef for decision. All non-concurs must be substantive in nature and signed by a GO/FO/SES stating:

- Specifics of the non-concur
- Why it could not be adjudicated
- Impact if non-concur is overturned

Secretary of Defense Action Notification Matrix

Military Department Secretary or USD(P&R) Approved Actions						
Extend, Add, Replace	Unit	Approval Date	Personnel	Location	Mobilization Date	Mission

Extend, Add, Replace: Include Force provider and alert/mob package reference number.

Unit: Units (include number), Individual, Individual Volunteer or Service Augment. Include unit name where practical.

Approval Date: Date the respective Military Department Secretary approves the Alert and/or Mobilization order. Include approval authority (Army, Navy, Marine Corps, Air Force or Coast Guard).

Personnel: Number of personnel and type of action (Alert, Alert/Mob, Mobilize).

Location: Duty location. For units, operation may be included (i.e. OIF, OEF, KFOR).

Mobilization Date: Include number of days between SecDef notification and mobilization date.

Mission: Type of unit or individual, brief description of mission (i.e. Conduct detainee ops ISO TF-134) and explanation for mobilization order approvals inside 180 days. Include "volunteer" status if applicable.

Note: SecDef initials Chairman Released Actions and Military Department Secretary/USD(P&R) Approved Actions on the Notification Matrix

Weekly Alert / Mobilization Actions

ACTION	Ref #	OP	Type of Action	#	UNITS	SM	MISSION	UNIT LISTING	DWELL NOTES	ALERT DATE	MOB DATE	A-M	O-M	EAD	LAD	IND SKILL TRNG DAYS	MOB EMPLOY PERIOD (365 DAYS MAX)		MOB EMPLOY PERIOD	LEAVE (2.5 PER MTH)	TOTAL MOB DAYS Plus LV	
																	PRE DEPLOY TRNG	BOG				
Approved																						
SECDEF																						
Approved																						
SECDEF																						
Approved																						
SECDEF																						

ACTION: ASD/RA approval or forwarded for SECDEF approval

Ref #: Package reference number (DAMPS #, CRI, MOB #, etc)

OP: Operation and iteration (OIF 06-08, OEF 07-09, KFOR 9, etc)

Type of Action: Type of action (Alert only, Alert/Mob, Mob only)

Units: Number of units

SM: Number of service members being alerted or mobilized

MISSION: Provide specific mission and location (who, what, when, where and why)

DWELL: Unit dwell (to include individual dwell when necessary) in months

ALERT DATE: Projected alert date for the unit

MOB DATE: Projected mobilization date for the unit

A-M: Number of days from alert to mobilization

O-M: Number of days from mobilization order approval to mobilization date. Calculated from date of SDOB brief to SecDef.

EAD: Earliest Arrival Date in theater

LAD: Latest Arrival Date in theater

IND SKILL TRNG DAYS: Individual specialty and professional military education (institutional) training required for individual billet and/or additional duty qualification for deployment. The intent of this training is for individual members to be able to perform required MOS/NEC/AFSC specialty tasks for deployment.

PRE DEPLOY TRNG: Post mob training required for deployment (individual or unit training that does not generate a MOS/NEC/AFSC)

BOG: Boots on the Ground - number of days at deployment location

MOB EMPLOY PERIOD: That period of time within the prescribed period of involuntary active duty pursuant to 10 U.S.C. 12302, in support of the current contingency, exclusive of Individual Skill Training required for deployment and Post Mobilization Leave when such Individual Skill Training and Post Mobilization Leave is authorized to be excluded by the Secretary concerned.

LEAVE (2.5 PER MTH): Leave accrued during entire mobilization, including leave earned while taking leave

TOTAL MOB DAYS Plus LV: Total number of days mobilized (including Individual Skill Training, Mob Employment Period and Leave)

Additional Information:

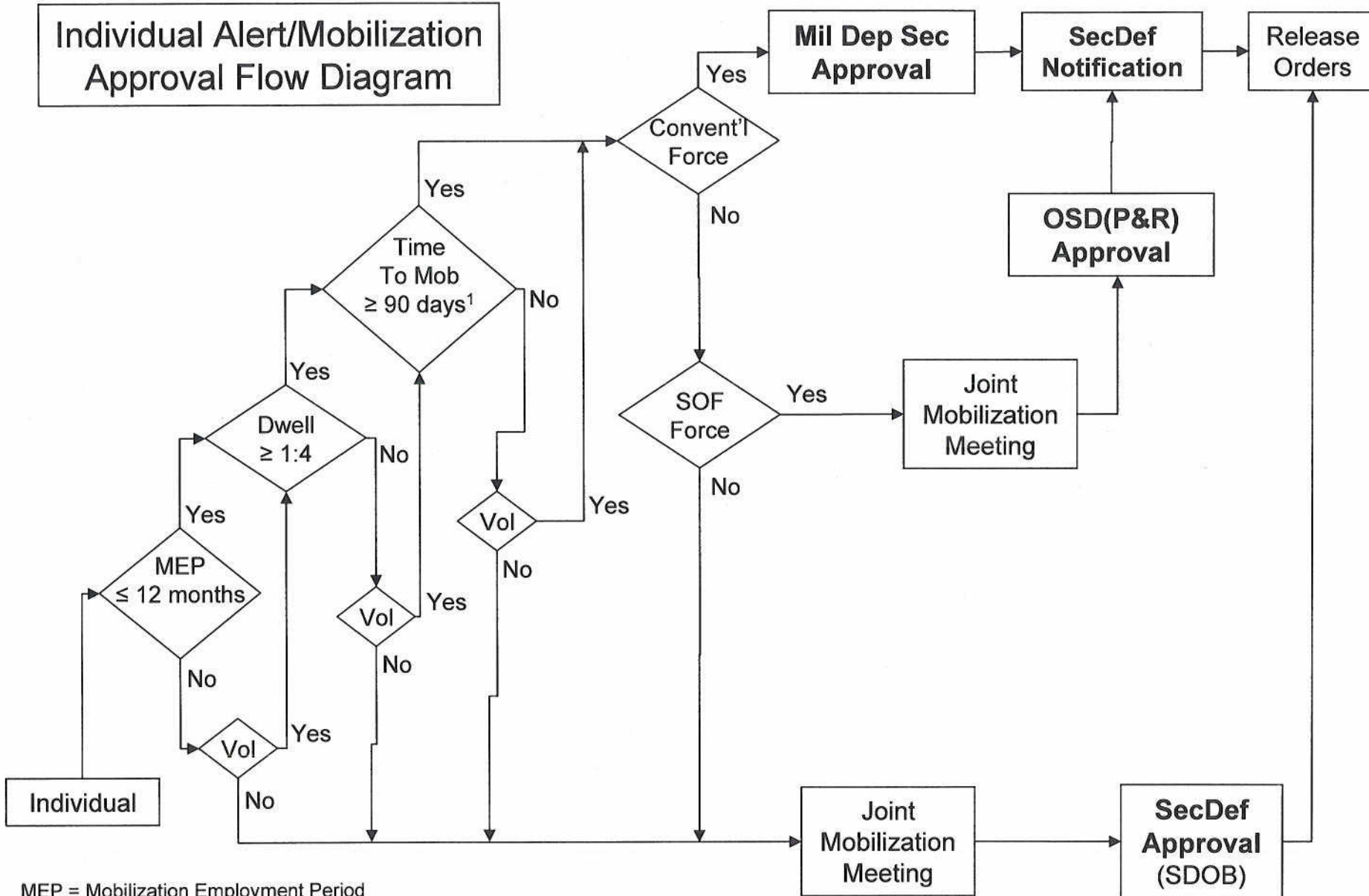
- Unit specific information: name; UIC; home station; personnel authorized, assigned, required for mission; personnel previously mobilized; type of unit (BN, Squadron, CO, etc).
- Unit unique data: if the unit is newly formed, never deployed, deployed in segments on normal rotations, sole capacity in the force structure.
- Previously mobilized data: when, length, location, and number of personnel
- Specify the associated EXORD and/or DEPORD (e.g., this request is sourcing the requirement identified in OIF 07-09 EXORD MOD 15)
- URF and/or RFF
- Data that supports unit as best sourcing solution
- Long-term solution to persistent shortfalls

KEY CONSIDERATIONS FOR ALERT/MOBILIZATION APPROVAL

In his January 19, 2007 memorandum, SecDef reinforced a deployment to dwell ratio of 1:5 as a goal for Reserve component members. During the bridging phase to achieve the dwell goal, situations will be encountered where individuals within a unit being mobilized will have less than a 1:5 ratio. Per ASD(RA) memorandum dated August 28, 2007, the Military Departments are required to submit a monthly exception report to USD(P&R) on involuntary mobilization actions where individuals do not meet the dwell goal. The report requires the first General or Flag Officer, or higher, in the chain of command to certify that the following key considerations outlined in the SDOB before involuntary mobilization of an individual with a dwell less than 1:4:

- Use personnel not previously mobilized
- Use qualified volunteers from within the mobilized unit(s)
- Use personnel with dwell greater than 1:4
- No individual with less than 12 months dwell shall be mobilized unless he/she has volunteered for the mobilization.

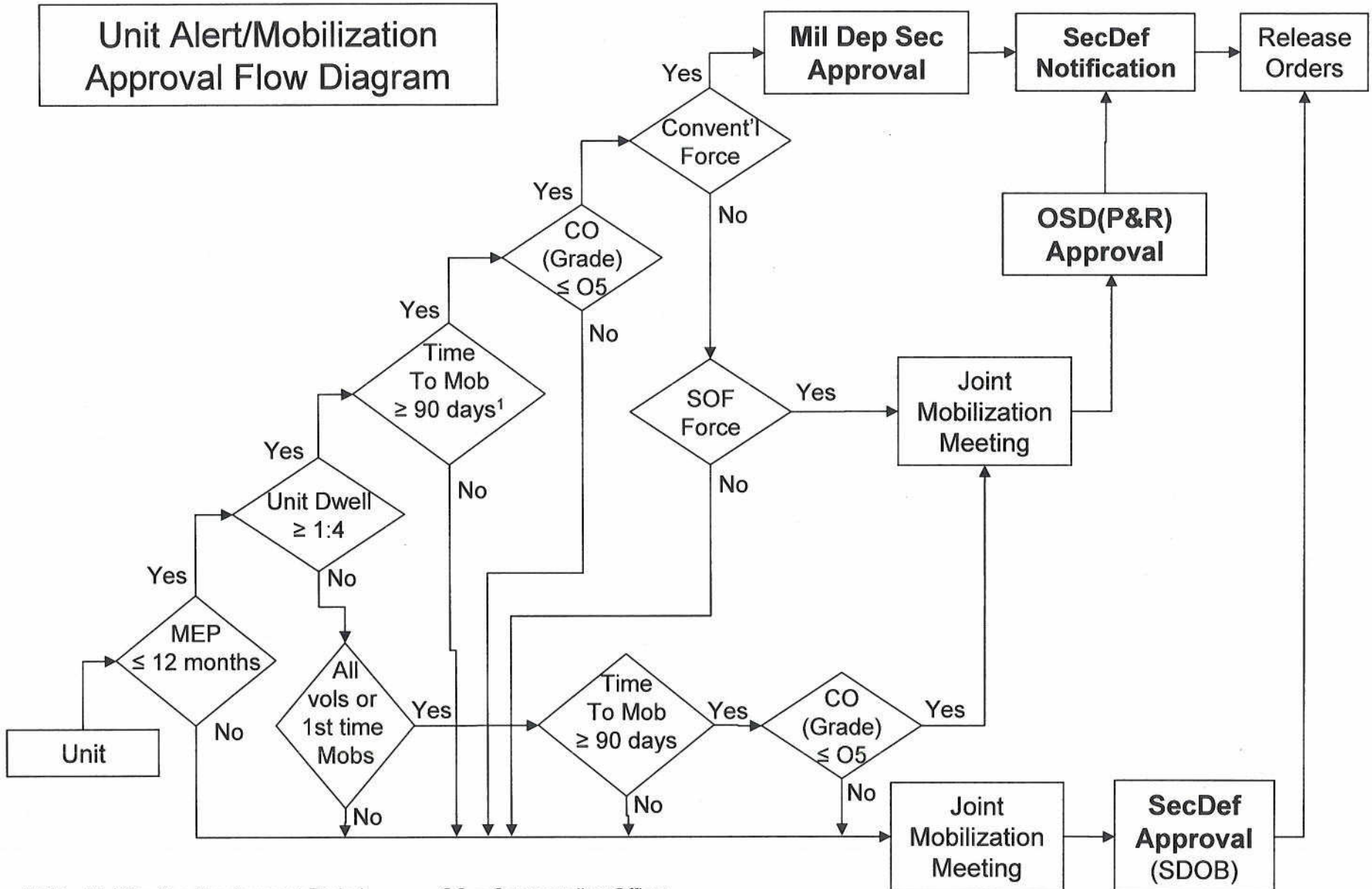
Individual Alert/Mobilization Approval Flow Diagram



MEP = Mobilization Employment Period

1. Military Department Secretaries may approve involuntary mobilizations for individuals or units that have been given ≥ 90 days between mobilization order approval and mobilization date. A minimum of 30 days notification remains in effect for individual mobilization orders for emergent requirements and special capabilities. All voluntary mobilizations may be approved by Military Department Secretaries.

Unit Alert/Mobilization Approval Flow Diagram



MEP = Mobilization Employment Period CO = Commanding Officer

1. Military Department Secretaries may approve involuntary mobilizations for individuals or units that have been given ≥ 90 days between mobilization order approval and mobilization date.

Involuntary Alert/Mobilization Request Approval Criteria

	Military Department Secretary	OUSD(P&R)	SecDef
Mobilization Employment Period:			
MEP ≤ 12 months	X	X	
MEP > 12 months			X
Dwell Ratio:			
Dwell Ratio ≥ 1:4 ¹	X	X	
Dwell Ratio < 1:4			X
Mob order approval to mob date:			
≥ 90 days ²	X	X	
< 90 days			X
Unit Commander:			
CO ≤ O-5 ³	X	X	
CO > O-5			X
Capability:			
Conventional	X		
SOF		X	
Nuke, High Visibility, or Major Forces			X

Notes:

1. OUSD(P&R) may approve unit alert/mobilization requests for units with dwell ratios less than 1:4 when all the individuals are being mobilized for the first time or have volunteered.
2. The Military Department Secretaries may approve individual mobilization orders for emergent requirements and special capabilities provided no less than 30 days notification has been given.
3. The Military Department Secretaries and OUSD(P&R) may approve requests when the unit is commanded by an officer in the grade of O-5 or below, or the deploying force consists of personnel not being deployed as part of a unit.

DEFINITIONS
(for purposes of this policy)

Ad-hoc: An ad-hoc capability is the consolidation of individuals and equipment from various commands/Services and forming into a deployable/employable entity properly trained, manned and equipped to meet the supported Combatant Commander's requirements.

Dwell: That period of time between the release from involuntary active duty pursuant to 10 U.S.C. 12301(a), 12302 or 12304, and the reporting date for a subsequent tour of active duty pursuant to 10 U.S.C. 12301(a), 12302 or 12304. Such time includes any voluntary active duty performed between such two periods of involuntary active duty, and any Individual Skill Training Required for Deployment and Post Mobilization Leave that has been excluded by the Secretary concerned from counting against the 12-month mobilization period.

Dwell Ratio: The ratio between the Mob Employment Period and dwell.

Individual Augmentee: An unfunded temporary duty position (or member filling an unfunded temporary duty position) identified on a JMD by a supported Combatant Commander to augment headquarters operations during contingencies.

Individual Fillers: Individuals filling vacancies in a unit that were caused by manning shortages at mob station or in theater.

Individual Skill Training Required for Deployment: Individual specialty and professional military education (institutional) training required for individual billet and/or additional duty qualification for deployment. The intent of this training is for individual members to be able to perform required MOS/AFSC/NEC specialty tasks for deployment.

Involuntary Mobilization: Active duty performed by Reserve component members without the consent of the units or individuals concerned.

Mobilization Employment Period: That period of time within the prescribed period of involuntary active duty pursuant to 10 U.S.C. 12301(a), 12302 or 12304, in support of contingency operations. At service discretion, this period may exclude Individual Skill Training Required for Deployment and Post-Mobilization Leave. The dates of this time shall be used to calculate dwell.

Mobilization Order Approval to the Mobilization Date: The period of time between the mobilization date and SecDef's approval of mobilization orders in the SDOB or SecDef's notification of mobilization orders via the Notification Matrix.

Time elapsed is calculated from the date the SDOB or Notification Matrix is briefed to SecDef, not the date the orders are released by the Military Departments.

Post-Mobilization Leave: That accrued leave taken by the member after completion of the member's duties and obligations as a result of being ordered to active duty in support of the current contingency.

Special Operations Forces: Those Active and Reserve Component forces of the Military Services designated by the Secretary of Defense and specifically organized, trained, and equipped to conduct and support special operations. Also called SOF. (Joint Pub 1-02)

Voluntary Mobilization: Active duty performed by Reserve component members who volunteer for such duty.

REFERENCES

- (a) Secretary of Defense Memorandum, "Partial Mobilization (World Trade Center and Pentagon Attacks) and Redesignation of Authority under Title 10, United States code, Section 123, 123a, 527, 12006, 12011, 12012, 12302, and 12305," February 13, 2003.
- (b) USD(P&R) Memorandum, "Policy Guidance for Mobilization for Training Legislation," February 11, 2005.
- (c) USD(P&R) Memorandum, "Boots on the Ground," March 30, 2005.
- (d) USD(P&R) Memorandum, "Implementation Guidance for Mobilization for Training," August 29, 2005.
- (e) Secretary of Defense Memorandum, "Utilization of the Total Force," January 19, 2007.
- (f) USD(P&R) Memorandum, "Revised Mobilization/Demobilization Personnel and Pay Policy for Reserve Component Members Ordered to Active Duty in Response to the World Trade Center and Pentagon Attacks – Section 1," March 15, 2007.
- (g) Secretary of Defense Memorandum, "Force Allocation and Reserve Component Alert/Mobilization Decision Process," May 3, 2007.
- (h) ASD(RA) Memorandum, "Monthly Report on Exceptions to Reserve Component Mobilization Policy," August 28, 2007.
- (i) USD(P&R) Memorandum, "Monthly Report on Exceptions to Reserve Component Mobilization Policy," October 5, 2007.
- (j) Public Law 110-181, FY 2008 National Defense Authorization Act, January 28, 2008.