"Ready Now"

Navy Reserve Strategic Plan

2010

"Ready Now"
Navy Reserve Strategic Plan - 2010
Commander's Intent

The work of the Navy Reserve for fiscal year 2010 (FY10) is embodied in the list of 60 strategic initiatives found in this Plan. Each initiative supports its Strategic Focus Area and is designed to ensure progress towards our vision.

In particular, working with the Chief of Naval Personnel (CNP), Force Provider Enterprises, Resource Sponsors, and Fleet Commanders, we will:

- Achieve resolution on a path to fielding a Total Force single integrated pay and personnel system that will facilitate of a true "Continuum of Service."
- Pursue policies and/or legislation that enable "Continuum of Service."
- Pursue sufficient Operational Support funding to meet Navy requirements.
- Ensure sufficient funding for Returning Warrior Workshops and Psychological Health Outreach programs.
- Deliver POM-12 and revisions to Naval Aviation Plan 2030 in which the valued capabilities delivered by the Navy Reserve are properly resourced.

The desired effect of these initiatives will be to enhance our force-wide effectiveness, make it easier for each of us to serve, and fully support our deploying members and their families.

Office of Primary Responsibility (OPR) personnel are directed to take all necessary action to complete their assigned initiatives by the end of FY10 (or sooner if indicated in the initiative). Designated Champions will provide guidance to their OPRs, as necessary, and will assist in removing barriers to completion of applicable initiatives.

The Ready Now Advisory Council (RNAC), chaired by the Deputy Chief of Navy Reserve will monitor progress through periodic meetings. The minutes of these RNAC meetings will document progress.

Your commitment, dedication, and contributions to the initiatives contained in this Plan are crucial to accomplishing our long term objectives. Only with all Navy Reserve shipmates – military and civilian – working together, will we successfully implement this Plan and its initiatives in order that our Navy Reserve will be "Ready Now. Anytime, Anywhere."

Dirk J. Debbink
Vice Admiral, U.S. Navy

NAVY RESERVE
Ready Now. Anytime, Anywhere.

Navy Reserve Mission

The mission of the Navy Reserve is to provide strategic depth and deliver operational capabilities to our Navy and Marine Corps team, and Joint forces, from peace to war.

Navy Reserve Vision

Our vision for the Navy Reserve is to be a provider of choice for essential naval warfighting capabilities and expertise, strategically aligned with mission requirements and valued for our readiness, innovation, and agility to respond to any situation.

- We provide the Navy with strategic depth by maintaining unsurpassed individual, command, and force readiness. We are ready to surge forward – anytime, anywhere – from peace to war.

- Our flexibility, responsiveness, and ability to serve across a wide spectrum of operations clearly enhance the Navy Total Force; act as a true force multiplier; and provide unique skill sets toward fulfilling Navy's requirements in an increasingly uncertain world.

- We deliver timely, cost-effective operational capabilities, through our people and equipment, which are relevant and valued by the Navy. We serve alongside active component Sailors and deliver capabilities that are unmatched for quality.

- As Navy's standard for on-demand expertise, we deliver full-time excellence through part-time and full-time service. Our contributions to national security are enabled by policies, processes, and administrative systems that are transparent and seamless, making it easy for Sailors and their families to serve.

- We are the Force that others want to join and our diversity reflects the face of the nation. We give Sailors options that allow them to achieve a true life/work balance while they "Stay Navy" and continue contributing to our warfighting effectiveness.

Our actions and resources are fully aligned to achieve this vision. We are committed to supporting the Fleet and Combatant Commands, ready and fully integrated. We value the contributions of each and every reservist, recognizing service can and does vary from a few days per year to full-time service. Within our lifelines we provide support to our Sailors, individually and proactively. We stand ready to assist service members' families, whenever and wherever they need our help. And finally, we recognize, respect, and honor the civilian employers whose support enables our Navy Reservists to serve our Navy and our Nation.

Strategic Focus Areas

- Deliver a Ready and Accessible Force
- Provide Valued Capabilities
- Enable the Continuum of Service

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Initiatives

Focus Area #1: *Deliver a Ready and Accessible Force*		
Objective 1.1: Define mobilization "readiness" requirements and identify barriers to achieving them.		
Initiative	**OPR**	**Champion**
1.1.1: Identify barriers to achieving full individual or unit mobilization readiness.	CNRFC N3 / CNRFC N5	RADM Messerschmidt
1.1.2: Create a single source capability to track and report individual mobilization readiness status per the expeditionary screening checklist.	CNRFC N3	RADM Messerschmidt
Objective 1.2: Achieve individual and unit overall readiness that fully meets mobilization requirements.		
Initiative	**OPR**	**Champion**
1.2.1: Review and recommend changes (if necessary) to the Navy Reserve management structure to clarify reporting relationships between OSO's, NOSC/Unit CO's, OPNAV imbeds and their parent or supported command.	CNRFC N5 / N951	RADM Messerschmidt
1.2.2: Maintain a "fully medically ready" rate of 75% or greater, a "fully/partially medically ready" rate of 90% or greater, and decrease and maintain the "medically indeterminate" rate below 5% across the Navy Reserve Force.	CNRFC Medical	RDML Doll
1.2.3: Improve physical fitness program execution to achieve and sustain administratively correct adjudication of 100% of PFA failures in accordance with Navy instruction.	CNRFC N1	RDML (Sel) Kamensky
1.2.4: Institute a Navy Reserve business process that leads to the annual prioritization of Navy Reserve MILCON projects. Process timing should ensure results are considered by and integrated into the CNIC MILCON prioritization process, beginning in and surviving beyond FY10.	N958	RADM Garcia

Initiative	OPR	Champion
1.2.5: Institute a Navy Reserve business process that leads to the annual prioritization of Navy Reserve Special Projects. Process timing should ensure the results are considered by and integrated into the CNIC Special Projects prioritization process, beginning in and surviving beyond FY10.	N958	RADM Garcia
1.2.6: Institutionalize readiness reporting for Reserve equipment.	CNRFC N7 / NECC	RDML Weikert

Objective 1.3: **Improve Navy and Marine Corps team & Joint force access to Reservists.**		
Initiative	**OPR**	**Champion**
1.3.1: Clearly define the process of how a requirement (emergent-temporary) is identified and filled with an RC member. Conduct trend analysis to ensure strict adherence to the process.	CNRFC N1	RDML Paul
1.3.2: Use selected demographics modeling software applications to implement a process to optimize and display SELRES' drill and supported command site in relation to their home location to enhance fit and retention.	N951 / N956 / NECC	RADM Messerschmidt
1.3.3: Coordinate with Navy Total Force to improve the process to match a person to a specific requirement to improve fit.	CNRFC N1	RADM Messerschmidt
1.3.4: Fully implement the NROWS/DTS interface.	CNRFC N3	RADM Messerschmidt
1.3.5: Maintain overall Obligation Rate of 99.7% by end of each fiscal year beginning in FY10.	CNRFC N8 / N958 / NECC	RDML Wray
1.3.6: Achieve and maintain un-obligated balances to less than 2.0% of budgeted authority for most recent expired year beginning in FY10.	CNRFC N8 / N958	RDML Wray
1.3.7: Develop a list of Unified Legislation and Budgeting (ULB) proposals for post-OIF/OEF operations to enable access to and mobilization of Reserve forces.	N952 / NECC	RADM Gar Wright
1.3.8: Conduct a CNAFR-wide SELRES billet scrub and submit TFMMS packages as necessary to ensure billets match the reality of senior rank and YG accessions.	CNAFR	RDML McGrath
1.3.9: Institute a process that ensures consistent year-over-year CNAFR RPN funding to provide ready and accessible Operational Support to the Navy.	CNAFR	RDML McGrath
1.3.10: Conduct a comprehensive, top to bottom review of CNAFR staff billets (FTS, SELRES, direct reports and imbeds) and, based on research and data anlysis, realign billets as necessary to clairfy unity of command and ensure most efficient support to CNAF.	CNAFR	RDML McGrath

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Focus Area #2: *Provide Valued Capabilities*		
Objective 2.1: Provide individual and unit competencies / capabilities that meet Fleet and Combatant Commander requirements.		
Initiative	OPR	Champion
2.1.1: Work with OPNAV N8, the NAE, USFF, and CPF to deliver a POM-12 ISP and Naval Aviation Plan 2030 that recapitalizes Naval Air Force Reserve aviation assets (e.g., C-40A, C-130J, P-8A, E/A-18G, E-2D, and rotary-wing aircraft).	CNAFR / N958	RADM McGrath
2.1.2: Work with Force Provider Enterpises and Resource Sponsors to pursue increased Operational Support (OS) funding, to include discretionary and prioritized ADT funding.	N958 / CNRFC N8 / CNRFC N3	RADM Wright
2.1.3: Create and implement ADT funding and allocation processes to ensure use and expenditures are aligned and in support of Navy requirements.	CNRFC N3 / CNRFC N7	RADM Messerschmidt
2.1.4: Determine current fit rate and conduct gap analysis to achieve 90% RC enlisted FRE fit.	CNRFC N1 / BUPERS-3	RADM Messerschmidt
2.1.5: Publish a comprehensive Standard Operating Procedure (SOP) that documents the mission, functions, and essential tasks of an OSO.	CNRFC N3	RADM Anderson
2.1.6: Improve NAT bonus execution to ensure documentation submissions are timely and member eligibility is verified before bonus authorization is made.	CNRFC N1	RDML (Sel) Graf
2.1.7: Assist OPNAV N2/N6 in identifying and leveraging Reserve skill sets necessary to support Navy Cyber Command.	CNRF CIO / CNRFC N6	RDML Kendziorski
2.1.8: Examine RC's role in AC Aviation Enterprise capability and requirements development process (feedback loop) to improve efficiency, i.e.; UAS, P-8, F/A-18G, and C-40.	N958 / CNAFR	RDML McGrath

2.1.9: Identify systematic, process, and human interface challenges, shortfalls, and levels of current data integrity associated with obtaining /capturing accurate NSIPS data. Correct deficiencies found.	CNRFC N1	RDML (Sel) Kamensky
2.1.10: Institute a program to incentivize Navy Reservists to study foreign languages and cultures.	N951 / NECC	RDML Russell
2.1.11: Expand TYPEWING SAU program in both units and billets to meet fleet requirements.	CNAFR	RDML McGrath
2.1.12: Determine optimal processing time for adjudication of manpower categories (such as AAP,AUP, HYT, UNSAT drill status, etc) and reduce to optimum.	CNRFC N1 / N951	RADM Messerschmidt

Objective 2.2: Highlight Navy Reserve contribution to Total Force mission in terms of capabilities / benefits to the Navy, Joint force, and the public.		
Initiative	**OPR**	**Champion**
2.2.1: Interview AC commanders and other leaders to highlight RC contributions to Navy mission…capture "we couldn't do it without them." 2.2.1.1: Develop CNO video message encouraging AC to serve in RC after active duty.	CNRFC PAO	RDML Braithwaite
2.2.2: Highlight local community contributions and Reserve status at same time; link the synergistic value.	CNRFC PAO	RDML Braithwaite
2.2.3: Develop a plan for all RC commands to promote local Navy Reserve birthday celebrations beginning with 2010 birthday.	N095 PAO	RADM Gar Wright
2.2.4: Develop a marketing strategy to highlight Navy Reserve capabilities (from Employer perspective, answering WIIFM) by mid-FY10.	N095 PAO	RDML Braithwaite

(Rev 17)
12/16/09

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Focus Area #3: Enable the Continuum of Service		
Objective 3.1: Enhance "continuum of service" initiatives and market "Sailor for Life" theme to Navy-wide audiences to demonstrate the value of "Staying Navy" through service in the Navy Reserve.		
Initiative	**OPR**	**Champion**
3.1.1: Coordinate with applicable CNP staff to identify/pursue policies/legislation, such as single appointment/commission and targeted incentives that enable "Continuum of Service."	N951	RADM Gar Wright
3.1.2: Review all family support programs to ensure they support ongoing service in the Navy Reserve.	CNRFC Family Support	RADM Messerschmidt
3.1.3: Coordinate with the N1 Continuum of Service Working Group to create and implement a robust marketing strategy targeted at NAVETS, articulating the benefits and features of "staying Navy" through Reserve affiliation. 3.1.3.1: Coordinate with NPC to institute a policy that requires Navy unit leaders and career counselors to ensure that 100% of eligible AC officers and enlisted personnel approaching EOS are interviewed for RC service at least 180 days prior to release from active duty.	N951 / PERS 9	RDML Graf
3.1.4: Develop a comprehensive survey strategy to annually determine propensity and barriers to serving in the SELRES.	N951	RDML Braun
3.1.5: In concert with N1, determine the most effective way to develop a part-time work for part-time pay program that leverages RC capabilities. 3.1.5.1: Develop an alternative to the Career Intermission Program, giving the member the option to serve in the SELRES rather than the IRR.	N951	RADM Gar Wright
3.1.6: Expand career, professional, and leadership development opportunities for CNAFR SELRES and FTS personnel to enhance their promotion/advancement opportunities and prepare them to fill positions of greater responsibility.	CNAFR	RDML McGrath

3.1.7: Develop a diversity strategy for the Navy Reserve, aligned to CNO's diversity strategy.	N951	RDML Braun
3.1.8: Develop and institute necessary business processes and support structures to measure and report achievement of the six pillars of the "Brilliant on the Basics" program.	CNRFC N15	RDML (Sel) Asbjornsen
3.1.9: With OPNAV N1, prioritize investment in Navy Retention Management System (NRMS) to include Fleet visibility of and accountability for RC retention.	N951 / N956	RDML (Sel) Graf
3.1.10: Review the results of the R-TAP pilot program and if feasible and advisable, expand the R-TAP program throughout the Navy Reserve.	CNRFC N7	RDML Penniman

Objective 3.2:
Structure the IRR to enable most effective management of the IRR and its members in support of the "continuum of service" initiative.

Initiative	OPR	Champion
3.2.1: Review selected portions of the IRR (i.e., VTU), currently administered by CNRFC, to review alignment to support validated Navy requirements.	N951	RADM Messerschmidt
3.2.2: Investigate the ability to write variable service contracts to support both the SELRES and the IRR, and determine what, if any, laws need to be modified to support this initiative.	N951	RADM Messerschmidt

Objective 3.3:
Demonstrate that employers are valued.

Initiative	OPR	Champion
3.3.1: Catalog existing employer support programs within Navy Reserve and recommend opportunities for expanding Navy Reserve employer support by end of FY10. Ensure alignment with CNO-sponsored programs.	N095 PAO / N955 / CNRFC N1	RDML (Sel) Jolliffe
3.3.2: Increase the number and Navy Reserve support of employer "Leaders to Sea" and "boss lift" opportunities.	N095 PAO / N955 / N095F	RDML (Sel) Jolliffe
3.3.3: In coordination with DNS and CHINFO, develop and implement a plan to involve the CNO in employer recognition efforts.	N095 PAO	RDML Braithwaite
3.3.4: Increase the number of inputs for ESGR awards/recognition to ensure every eligible Navy Reserve activity is represented in the process. 3.3.4.1: Recommend and implement an annual process to maximize recognition of employers of mobilized reservists.	CNRFC N7 / N955	RDML (Sel) Jolliffe

Objective 3.4:
Through close collaboration with DoN CIO, OPNAV N6, NNWC and MPTE, align and integrate all Navy Reserve IT capabilities with Total Force and enterprise solutions.

Initiative	OPR	Champion
3.4.1: Work with N1 to achieve resolution on a path to fielding a Total Force "single integrated pay and personnel system" in support of the "continuum of service" initiative.	CNRF CIO / CNRFC N6	RADM Gar Wright

3.4.2: In concert with OPNAV N4, N6, and ACNO NGEN, ensure access, collaboration and information requirements of RC Sailors are met through enterprise solutions.	CNRF CIO / CNRFC N6	RDML Braun
3.4.3: Develop and present a business case for a remote access solution to the Defense Business Systems Management Council.	CNRF CIO / CNRFC N6	RDML Braun
3.4.4: Ensure the Navy Reserve IT workforce is trained and qualified IAW DODI 8570.01-M; obtain and maintain at least 85% fully trained.	CNRFC N6 / CNRF CIO	RDML Bob Wright
3.4.5: In concert with MPT&E, develop Data Warehousing and Business Intelligence roadmap to ensure executive information and decision support requirements are captured and met by enterprise systems.	CNRF CIO / CNRFC N6	RDML (Sel) Carodine
3.4.6: Retire all Reserve legacy networks.	CNRFC N6 / CNRF CIO	RADM Messerschmidt