



# Department of Defense **INSTRUCTION**

**NUMBER** 1215.22  
November 12, 2015

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USD(P&R)

**SUBJECT:** Reserve Component Representation, North Atlantic Treaty Organization (NATO)  
National Reserve Forces Committee (NRFC) and NATO Schools

**References:** See Enclosure 1

1. **PURPOSE.** In accordance with the authority in DoD Directive 5124.02 (Reference (a)), this instruction:

a. Establishes policy, assigns responsibilities, and provides procedures regarding Reserve Components (RCs) of the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff (CJCS) and the Joint Staff representation at the NATO NRFC, a NATO Subcommittee of the Military Committee, and NATO schools in accordance with DoD Directive 5105.20 (Reference (b)).

b. Cancels Office of the Assistant Secretary of Defense for Reserve Affairs Memorandum (Reference (c)).

2. **APPLICABILITY.** This instruction applies to OSD, the Military Departments, the Office of the CJCS and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD.

3. **POLICY.** It is DoD policy:

a. That the DoD provides guidance within respective fields of responsibility to NATO in accordance with Reference (b).

b. To provide a U.S. National Delegation to the NRFC.

c. To advise the NRFC on Reserve issues, and enhance the utility and interests of U.S. RCs as a vital component of the combined Armed Forces of the Alliance Nations, known in this issuance as “the Alliance,” in accordance with Reference (b).

d. To provide guidance to the NRFC to strengthen the readiness and effectiveness of the Alliance Reserves to support NATO across the full spectrum of operations and ensure policies encourage optimum integration of RC personnel to provide the most operational benefits to mission capability.

e. To provide technical advice, direction, and policy guidance in relation to the integration of RC forces to the Alliance, in coordination with the Under Secretary of Defense for Policy.

f. That training opportunities are available to all personnel in DoD RC NATO schools, including the shared use of resources, operational benefits, and mission capabilities in accordance with DoD Directive 1200.17 (Reference (d)).

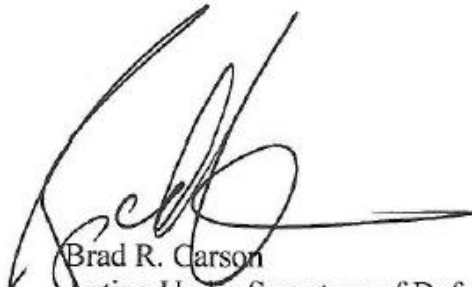
g. That RC Service members enroll in appropriate NATO courses supporting individual or unit readiness for mobilization in support of current or future missions.

4. RESPONSIBILITIES. See Enclosure 2.

5. PROCEDURES. See Enclosure 3.

6. RELEASABILITY. **Cleared for public release.** This instruction available on the Internet from the DoD Issuances Website at <http://www.dtic.mil/whs/directives>.

7. EFFECTIVE DATE. This instruction is effective November 12, 2015.



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REFERENCES

- (a) DoD Directive 5124.02, “Under Secretary of Defense for Personnel and Readiness (USD(P&R)),” June 23, 2008
- (b) DoD Directive 5105.20, “Defense Representation, United States Mission to the North Atlantic Treaty Organization (USNATO) and Europe,” June 27, 2013
- (c) Office of the Assistant Secretary of Defense for Reserve Affairs Memorandum, “Military Responsibilities for Support to the Interallied Confederation of Reserve Officers (CIOR) and the Interallied Confederation of Reserve Medical Officers (CIOMR),” October 16, 1995<sup>1</sup> (hereby canceled)
- (d) DoD Directive 1200.17, “Managing the Reserve Components as an Operational Force,” October 29, 2008
- (e) Section 10502 of Title 10, United States Code
- (f) North Atlantic Military Committee Directive 0392/1, “MC Directive for the National Reserve Forces Committee (NRFC),” July 27, 2012<sup>2</sup>
- (g) North Atlantic Military Committee Directive 0248/1, “The Relationship Between NATO and the Interallied Confederation of Reserve Officers (CIOR),” July 27, 2012<sup>3</sup>
- (h) North Atlantic Military Committee Directive 0248/2, “The Relationship Between NATO and the Interallied Confederation of Reserve Officers (CIOR),” July 27, 2012<sup>4</sup>

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<sup>1</sup> Available at the Office of the Deputy Assistant Secretary of Defense, Reserve Affairs (Readiness, Training and Mobilization)

<sup>2</sup> Available at [http://www.act.nato.int/images/stories/structure/reserve/mc\\_0392\\_201207.pdf](http://www.act.nato.int/images/stories/structure/reserve/mc_0392_201207.pdf)

<sup>3</sup> Available at the Office of the Deputy Assistant Secretary of Defense, Reserve Affairs (Readiness, Training and Mobilization)

<sup>4</sup> Available at [http://www.act.nato.int/images/stories/structure/reserve/mc\\_0248\\_2\\_201207.pdf](http://www.act.nato.int/images/stories/structure/reserve/mc_0248_2_201207.pdf)

ENCLOSURE 2

RESPONSIBILITIES

1. ASSISTANT SECRETARY OF DEFENSE FOR MANPOWER AND RESERVE AFFAIRS. Under the authority, direction, and control of the Under Secretary of Defense for Personnel and Readiness, the Assistant Secretary of Defense for Manpower and Reserve Affairs:

- a. Maintains awareness of RC issues relating to NATO.
- b. In coordination with the CJCS representative to the NRFC, develops policies that promote the use of Total Force capabilities.
- c. Coordinates with the CJCS representative to the NRFC and the Military Departments concerning NRFC RC topics.
- d. Ensures actions and responsibilities relating to the NRFC are implemented in agreement with applicable international treaties.

2. CJCS. The CJCS:

- a. Designates a U.S. Head of Delegation (HoD) and Staff Officer (SO) to the NRFC congresses (i.e., informal meetings) to represent the RCs and coordinate and oversee NRFC activities for the DoD.
- b. Coordinates and oversees RC requirements, authorizations, reservations, commitment of funds and attendance to NATO school courses.

3. SECRETARIES OF THE MILITARY DEPARTMENTS. The Secretaries of the Military Departments:

- a. Provide NATO school attendance requirements to the CJCS.
- b. Project the number of required school seats for the following fiscal year, program training requirements, and coordinate with the CJCS point of contact for NATO schools for students to attend NATO courses.
- c. Ensure funding requirements within each Military Service to attend appropriate NATO courses.
- d. Coordinate RC Service member enrollment in appropriate NATO courses supporting individual or unit readiness for mobilization in support of current or future missions.

ENCLOSURE 3

PROCEDURES

1. HoD

a. Requirements. In accordance with NATO Military Committee Directive 0392/1 (Reference (f)), the HoD must be:

(1) A senior official, such as a general or flag officer or a civil employee of equivalent rank.

(2) In a national decision-making position, able and authorized to speak for the DoD in NRFC deliberations.

b. Activities. The HoD:

(1) Attends the NRFC summer and winter congresses as the U.S. senior official.

(2) Accompanied by the SO, is the senior representative to the semi-annual NRFC congresses providing input and advice on RC issues relevant to the NATO Military Committee.

(3) Presents approved DoD positions, policies, plans, and programs to the NRFC concerning the RCs.

(4) Evaluates proposed plans, positions, policies, and programs that could potentially affect U.S. RCs, and presents recommendations to the Assistant Secretary of Defense for Manpower and Reserve Affairs when appropriate.

(5) Assists with the development and implementation of policies and guidance concerning the RCs as it relates to the NRFC and other programs within the international training programs portfolio.

(6) Serves as a liaison to the NATO Allied Command Transformation for DoD RC matters.

(7) Oversees the RC support on matters including NRFC and Inter-Allied Confederation of Reserve Officers events.

(8) Maintains awareness of relevant issues and identifies common activities of interest to NATO partners regarding the RCs.

(9) Creates programs and budgets for attendance of the NRFC formal and informal meetings.

(10) Coordinates and oversees the Military Departments' NATO school courses.

2. SO

a. Requirements. In accordance with Reference (e), the SO:

(1) Is a senior field grade officer, such as a colonel.

(2) Has the authority to speak on behalf of the HoD.

b. Activities. The SO:

(1) Follows NRFC developments, and prepares efforts to support RC interests at the summer and winter congresses.

(2) Attends spring and fall SO meetings and summer and winter congresses.

(3) Serves as a permanent member to the NRFC NATO School Professional Development Working Group.

(4) Regarding the NRFC:

(a) Coordinates with the NRFC secretariat to address issues and questions brought to the attention of the NRFC chairman before informal (i.e., congresses) and formal (i.e., SO meeting) meetings.

(b) Attends semi-annual preliminary formal and informal meetings. Provides input; coordinates the congress agenda, information requirements, and attendance; and resolves any issues not requiring the full committee.

## GLOSSARY

### PART I. ABBREVIATIONS AND ACRONYMS

CJCS	Chairman of the Joint Chiefs of Staff
HoD	Head of Delegation
NATO	North Atlantic Treaty Organization
NRFC	National Reserve Forces Committee
RC	Reserve Component
SO	Staff Officer

### PART II. DEFINITIONS

Unless otherwise noted, these terms and their definitions are for purpose of this instruction.

Alliance Reserves. The Reserve Components of NATO Alliance members, partners, and observers.

Allied Command Transformation. NATO's leading agent for change, driving, facilitating, and advocating continuous improvement of Alliance capabilities to maintain and enhance the military relevance and effectiveness of the Alliance. NATO Allied Command Transformation is responsible for the planning and delivery of NATO education and training programmes using NATO and national facilities.

Inter-Allied Confederation of Reserve Officers. An independent body founded in 1948, which represents the Reserve officers from 28 NATO members and eight associated countries. It was officially recognized by NATO in 1976 (see North Atlantic Military Committee Directive 0248/1 (Reference (g))) with the objectives of providing advice on the best utilization of Reservists, continuing to improve the knowledge of NATO authorities about national Reserve Forces, and exchanging information between member nations. It is a non-political, non-governmental, non-profit-making organization, which cooperates with the NATO Alliance on Reservists' issues (see North Atlantic Military Committee Directive 0248/2 (Reference (h))).

Military Committee. The senior military authority in NATO and the oldest permanent body in NATO after the North Atlantic Council. It is the primary source of military advice to NATO's civilian decision-making bodies: the North Atlantic Council and the Nuclear Planning Group.

NRFC. An advisory body that prepares conceptual proposals and develops approaches for the Military Committee and member countries concerning Reserve forces issues.