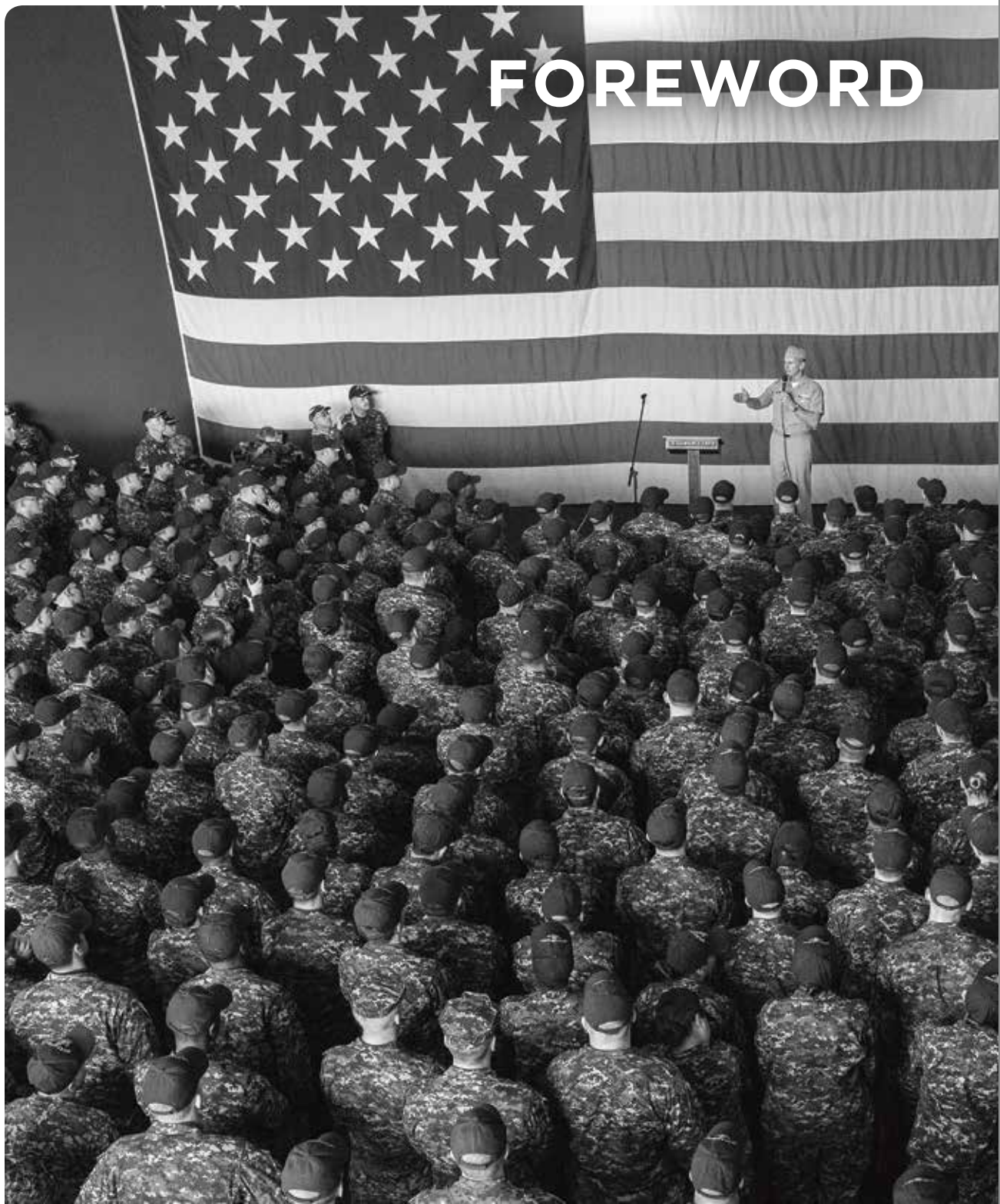




2015 - 2025

NAVY RESERVE
VISION
OUR COURSE
TO THE FUTURE

FOREWORD



The strength of the United States Navy is founded on the diversity of our *Total Force* – Active and Reserve Sailors, supported by Navy civilians; all working together to accomplish the missions outlined in the President’s defense strategic guidance, *Sustaining U.S. Leadership: Priorities for 21st Century Defense*.

Throughout the past decade, our Navy responded to some extraordinary challenges with the help of Reserve Sailors. The men and women of our Navy Reserve willingly put civilian careers on hold in order to operate forward, providing critical support to Fleet and Combatant Commanders - enhancing the performance of the Total Force. As future fiscal and operational challenges present Navy leaders with difficult decisions, our increased utilization of the Navy Reserve will help us hedge against uncertainty as we continue meeting operational demands.

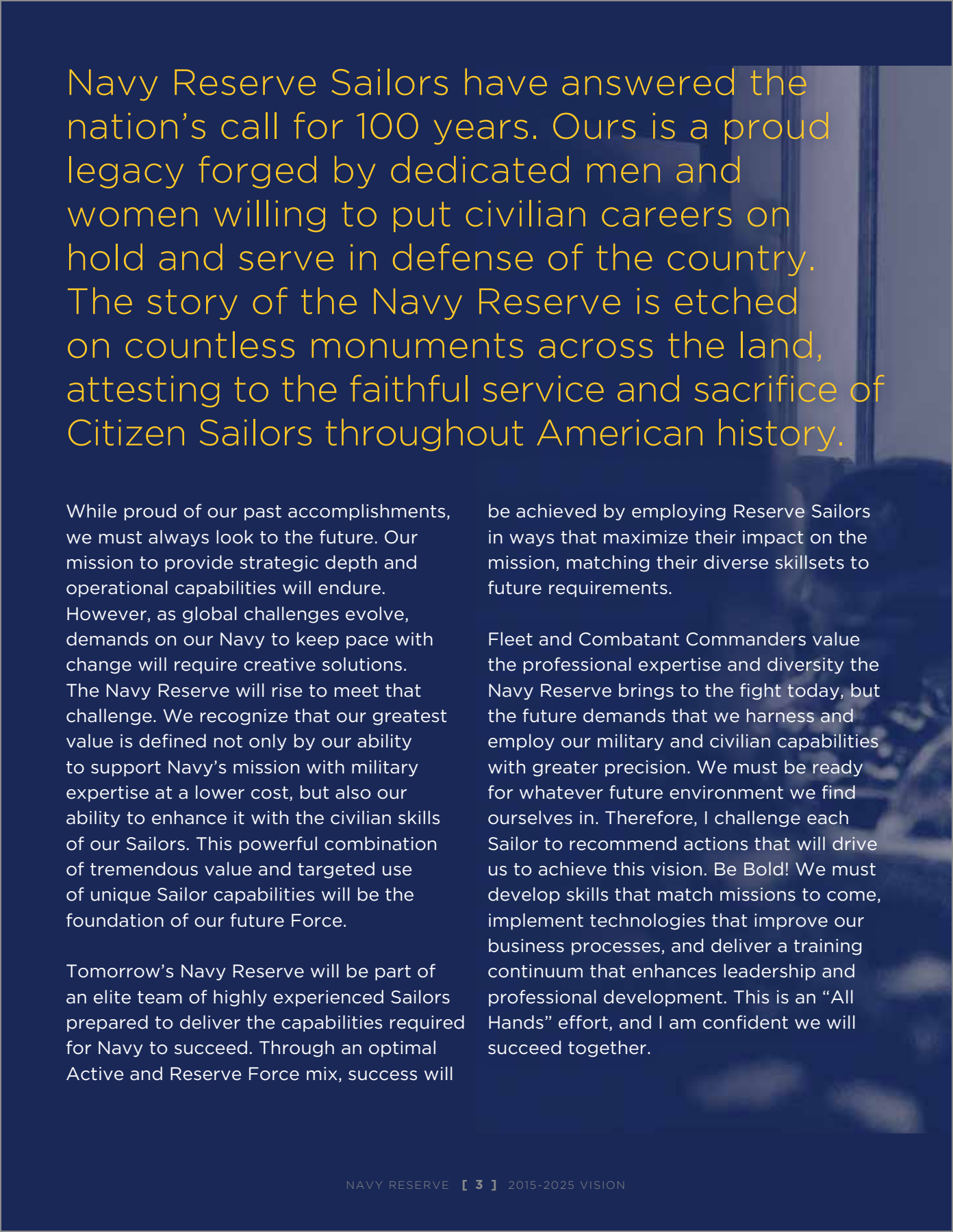
As we celebrate the Centennial of the Navy Reserve, we recognize that our Reserve Sailors deliver veteran military skills and unique talents developed through civilian employment. These “civilian skills” provide added value to the Navy; capabilities that do not reside in or would be cost-prohibitive to replicate in the Active Component. In the Navy Reserve next century of service, our

Citizen Sailors will continue to serve at home and abroad, on shore, in the air, and at sea. I expect every Commander to leverage their unique expertise to enhance future mission success.



Jonathan W. Greenert

Admiral Jonathan W. Greenert
United States Navy
Chief of Naval Operations



Navy Reserve Sailors have answered the nation's call for 100 years. Ours is a proud legacy forged by dedicated men and women willing to put civilian careers on hold and serve in defense of the country. The story of the Navy Reserve is etched on countless monuments across the land, attesting to the faithful service and sacrifice of Citizen Sailors throughout American history.

While proud of our past accomplishments, we must always look to the future. Our mission to provide strategic depth and operational capabilities will endure. However, as global challenges evolve, demands on our Navy to keep pace with change will require creative solutions. The Navy Reserve will rise to meet that challenge. We recognize that our greatest value is defined not only by our ability to support Navy's mission with military expertise at a lower cost, but also our ability to enhance it with the civilian skills of our Sailors. This powerful combination of tremendous value and targeted use of unique Sailor capabilities will be the foundation of our future Force.

Tomorrow's Navy Reserve will be part of an elite team of highly experienced Sailors prepared to deliver the capabilities required for Navy to succeed. Through an optimal Active and Reserve Force mix, success will

be achieved by employing Reserve Sailors in ways that maximize their impact on the mission, matching their diverse skillsets to future requirements.

Fleet and Combatant Commanders value the professional expertise and diversity the Navy Reserve brings to the fight today, but the future demands that we harness and employ our military and civilian capabilities with greater precision. We must be ready for whatever future environment we find ourselves in. Therefore, I challenge each Sailor to recommend actions that will drive us to achieve this vision. Be Bold! We must develop skills that match missions to come, implement technologies that improve our business processes, and deliver a training continuum that enhances leadership and professional development. This is an "All Hands" effort, and I am confident we will succeed together.

COMMANDER'S INTENT



R. R. Braun

Vice Admiral R. R. Braun
United States Navy
Chief of Navy Reserve

THE NAVY RESERVE – PAST AND PRESENT



A Proud History

For 100 years Reserve Sailors have answered the nation's call to duty, serving in peace and war. Therefore, it is fitting that we begin by reflecting on our legacy of honorable service.

Navy Reserve Sailors served in every crisis confronting our nation, including World Wars I and II, the Berlin Airlift, Korea, Vietnam,

Operation Desert Storm and more recently in Iraq and Afghanistan. During World War I, more than 300,000 Reserve Sailors served, including 12,000 women.



Three million Navy Reserve Sailors, comprising 84% of the Navy at that time, served in World War II. Since the terrorist attacks of September 11, 2001, the Navy Reserve has mobilized over 70,000

Reserve Sailors, providing tens of thousands of “boots on the ground” in Iraq, Kuwait, Afghanistan, and the Horn of Africa; all in support of the CNO’s tenet of “Warfighting First.” Finally, Navy Reserve Sailors routinely carry their legacy of service into civilian life; five of the last seventeen U.S. Presidents have come from the ranks of the Navy Reserve – the most of any service.



Since its establishment in 1915, the Navy Reserve has transitioned numerous times to meet the needs of the nation. First, as a war mobilization Force in support of World War I and World War II, and then as a standby Force working to contain communism in Korea and Vietnam. From the first Gulf War in 1991, to the present, the Navy Reserve has operated with the Active Component as a continuously integrated Force in missions around the globe.

Today's Navy Reserve

Today's Navy Reserve is the most combat and operationally experienced Force in decades. In any given week, more than 20,000 Navy Reserve Sailors – one-third of the Force – are providing support to the Fleet.

The mission of the Navy Reserve is to deliver strategic depth and operational capability to the Navy, Marine Corps, and Joint Force. To accomplish our mission, we draw upon the extensive military skills and abilities embodied in each Reserve Sailor. More recently, emergent Navy requirements have offered opportunities to directly tap the civilian skills of the Force as well. This combination forms the richness of the Navy Reserve and adds value to their service in strategic and operational capacities. For example, during Operation TOMADACHI in 2011, the Navy Reserve was able to mobilize Sailors who had civilian nuclear engineering expertise and Japanese language proficiency. This type of opportunity is becoming more common in the ever-changing global environment where the need to rapidly deliver specific skills may exceed the Active component's inherent capabilities. The Navy



Reserve's value is maximized when the tremendous military and civilian expertise of our sailors can be employed together. This is how we reach full potential and how we will make the greatest impact on the future; leveraging the total capability of our sailors and capacity of the Reserve Force to meet Navy's mission.

THE NAVY RESERVE 2025



The service of our Sailors, especially in the last decade, brought tremendous benefit to Fleet and Combatant Commanders, securing our position on the Total Force team; but we cannot rest on our legacy.

As the Navy transforms to meet future demands, so too will the Navy Reserve, as we remain fully integrated with the Navy of tomorrow. In alignment with CNO's guidance, *A Cooperative Strategy for 21st Century Seapower*, we will build on the operational proficiency we have gained to remain ready to respond to emerging missions. We will expand our ability to draw on the civilian skills of our highly diverse and multi-talented personnel, where every Reserve Sailor treats each drill and each active duty period as a chance to improve themselves and the Navy; reaping every ounce of benefit and building an elite team for the future.

Our course forward requires that we accept some honest truths: **[1]** the maritime battle-space of the future will be dramatically different than today; **[2]** Reserve Sailors' private sector technological skills will expand at ever increasing rates; **[3]** we must replace our current business processes with

technologically advanced solutions; and **[4]** we need to advance our professional development and leadership training programs to grow officer and enlisted leaders of tomorrow. Embracing these truths over the next decade will help us focus on building the Reserve Force of 2025.

Strategic Imperatives

Our Force will navigate forward guided by five Strategic Imperatives which set our course to future mission success. To achieve our Vision, we must:

KEEP PACE WITH NAVY'S FUTURE CAPABILITIES: We will **1** be integrated with the Navy's newest platforms, capabilities and missions.

Navy Reserve Sailors will continue to play a critical role as part of the Navy's operational Total Force, with opportunities for careers using the latest technology, while supporting the newest platforms. As the Navy transitions to future capabilities, so will the Navy Reserve. Whether the future requires our Force to house capabilities such



A ready and agile Force, whose military and civilian skills are deliberately leveraged to support mission accomplishment.



as Unmanned Systems and Cyber Operators, or support them, we will be trained and ready.

MAINTAIN A READY FORCE FOR TOMORROW:

2 We will remain operationally proficient, ensuring a ready, highly trained, and surge-capable Force.

In the past decade, the Navy Reserve's high state of readiness has enabled our Sailors to have

a tremendous impact on Fleet and Combatant Commander operations around the globe. However, fiscal constraints, combined with reductions in mobilization opportunities, will challenge our ability to maintain optimum proficiency. As Navy Reserve readiness helps to maintain Fleet readiness, it will become increasingly important for our Force to remain focused, and aggressively seek

opportunities to conduct and support missions with our Fleet and Joint commanders.

The relationship between Navy Reserve leaders and Operational Support Officers is critical to our future success. Together, they must seek creative and innovative training opportunities for sailors, prioritizing sailor efforts in order to sustain our readiness. We must be determined in our actions to develop and enhance sailors' operational capabilities, while nurturing their personal and professional skills. To accomplish this, our sailors must take advantage of every Inactive Duty Training (IDT) and Annual Training (AT) period to the maximum possible extent. Additionally, Continuum of Service opportunities utilizing Active Duty Training (ADT), Active Duty for Special Work (ADSW), and Definite Recalls - where Sailors transition on and off active duty - will be crucial to maintaining our readiness and ensuring continued development of our capabilities to execute the next mission, where it matters, when it matters.

ACTIVELY EMPLOY EACH SAILOR'S UNIQUE CAPABILITIES:

3 We will align and employ our Sailors' military and civilian skills with future requirements.

To be successful tomorrow, we must leverage the strength of



the Navy Reserve today - our Citizen Sailors - and develop and deliver their talents in the most flexible and efficient manner possible to Fleet and Combatant Commanders.

Our Sailors have unique capabilities derived from a combination of military and diverse civilian skills. Whether a tradesman, first responder, executive, or licensed professional, the Navy has long benefitted from the civilian experiences of our Sailors. Although we have sought specific civilian skills in support of specialized missions in the past, we have yet to leverage their full potential.

When in uniform, Reserve Sailors blend with their Active Component counterparts, seamlessly operating as one team. When out of uniform, these Sailors return to the



civilian sector, learning and honing skills that provide an asymmetric advantage to their military training. The powerful combination of the two is an asset our Sailors have had all along, but as a Force we haven't deliberately employed its benefits. In tomorrow's Navy Reserve, we will.

To harness and channel the tremendous asset civilian experience can bring to the Navy, we will catalogue the

specific skills of our Sailors and provide opportunities to support missions they may not otherwise have. Furthermore, we will seek opportunities to align our future capabilities where there is an increased likelihood that civilian skills can be maximized. Targeted use of our Sailor's unique talents will be a force multiplier, a hallmark of tomorrow's Navy Reserve.

DELIVER TECHNOLOGICALLY ADVANCED SOLUTIONS:

4

We must consolidate and modernize the systems used to enable and manage Sailor readiness, while improving Sailor access to those systems.

Tomorrow's Reserve Sailor will conduct Navy business using the best possible technologies, utilizing single log-in, integrated mobile and cloud-based solutions which reduce the time and effort required to meet readiness and training requirements. A Sailor's time, and more importantly our nation's use of it, must be focused to the greatest possible extent on the mission and not on administrative overhead.

A day is coming when Reserve Sailors will receive their orders, travel itinerary, and tickets on their mobile device and will apply for advance travel pay with a click of a button. As they do now, those Sailors – who every day live our core values of honor,



courage, and commitment – will go forward and perform brilliantly at their supported commands. They will return home, and then upload their electronic travel claim via their mobile device. Mission complete.

For those systems we manage, we will ensure future investments align with this vision. We will be strong advocates to improve Joint systems in the same way, for the benefit of all. Where leadership is required in this arena, the Navy Reserve will lead. To retain our nation's best talent, and to assure financial efficiency, we will deliver technologically advanced administrative solutions.

DEVELOP TRANSFORMATIONAL

LEADERS: We will train and retain the best of our nation; inspirational leaders of all paygrades, with diverse skillsets, who will deliver tomorrow's Navy Reserve.

Our people, Sailors and civilians alike, are what make our Navy Reserve strong. To prepare our Force for tomorrow's challenges, we will deliver expanded officer and enlisted professional development opportunities focused on enhancing and maturing leadership skills. We will cultivate confidence, persistence in exceeding expectations, and



an energetic passion for mission success and for mentoring Sailor achievement. Through application of knowledge, skills and abilities, and using their unique portfolio of military and civilian experience, our leaders will excel in tomorrow's missions.

Critical to developing future leaders is our ability to access and retain high-performing, knowledgeable Sailors and civilians who are innovative and desire to continuously learn. To this end, we will expand and communicate Continuum of Service options that enable transitioning active duty Sailors to bring their valued experience to the Reserve Force. Finally, we will promote Quality of Service and Quality of Life initiatives in support of our Sailors and their families.

CONCLUSION



Tomorrow's Navy Reserve will deliver the total capability of our Sailors – their tremendous military experience and unique civilian skills – with rapid agility and to great effect in support of Navy's latest platforms, capabilities, and missions.

Our administrative systems will match our highly networked Sailors' needs for dynamic and mobile platforms; thereby ensuring time spent in uniform is maximized on the mission and not in preparation for it. Leaders of all ranks will successfully employ a well-developed toolkit of skills, resulting from our dedicated investment in their development. Our Sailors will be empowered to make the most out of every moment serving their nation; from drill weekends to deployment, each being recognized as an opportunity to enhance mission success, to develop and improve their operational proficiency, and to build an elite Navy Reserve team.

This Vision is our future. I expect every command, every unit, and every Sailor to take the necessary actions for us to be successful. All communities must help lead the way by defining the steps aligned to this vision and developing core capabilities to serve tomorrow's Fleet.

In achieving this Vision, we will realize our full potential; a Navy Reserve whose exceptional value is an irreplaceable asset in the maritime defense of our nation. The course has been set. It's time to throttle up and move ahead!



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