

**NOT FOR PUBLICATION  
UNTIL RELEASED BY THE  
SENATE ARMED SERVICES COMMITTEE**

**STATEMENT OF  
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**CHIEF OF NAVAL RESERVE**

**BEFORE THE**

**SENATE ARMED SERVICES COMMITTEE**

**SUBCOMMITTEE ON PERSONNEL**

**ON**

**FISCAL YEAR 2006 NATIONAL GUARD AND RESERVE COMPONENT PROGRAMS**

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## **I. OPENING**

Mr. Chairman and members of this subcommittee, thank you for the opportunity to speak with you today about some of the important changes that are happening in the Navy and its Reserve Force, and to give you a report on our accomplishments and current state of readiness.

Last year, Admiral Vern Clark challenged us with the statement, “Change to make us better is completely necessary...to make our Navy even better and to build the 21<sup>st</sup> century Navy, and the Reserve is a key part of our growth and our future.” We have met this challenge and have attained dramatic improvements, changing our culture and the shape of the Force, moving away from an obsolete Cold War construct to one that provides the flexible capabilities needed to fight the unconventional threats of the 21<sup>st</sup> century.

You can’t change culture with money; it takes leadership. I want to thank this subcommittee for the leadership you demonstrated in the 2005 National Defense Authorization Act, providing authority for the Secretary of the Navy to facilitate changing our name from the United States Naval Reserve to the United States Navy Reserve. We soon hope to have Presidential approval, and are in the process of complying with the provisions of the Act, including future submission of the required conforming legislation to Congress. Once we have become the U.S. Navy Reserve, the Chief of Naval Operations (CNO) intends to promulgate guidance to “drop the R,” like the Marines did in 1997. Our great Sailors have always been in the Navy...they are the RE-serve component of the greatest Navy ever. The initials USNR, USNR-R, USNR TAR will no longer be used – we are all in the Navy. We will still have Reserve Component (RC) commissions and designators that put us in the right personnel categories, but we’re in the Navy, ready and fully integrated. We might work just two or more

days a month, but you cannot turn off the honor, courage and commitment that comes with being in the Navy 24/7/365, ready to serve.

Today's busy Navy Reservists have three missions. Their primary job revolves around increasing our Navy's warfighting capability. Periodic and predictable service provided by our RC Sailors, in the right place, at the right time, with the right skill sets enhances the operational effectiveness of the supported command – affordably. Second, Reservists will be key players in homeland security and defense. By aligning our capabilities and shaping our force to support the missions of NORTHCOM, Reservists have the skills that will not only improve security at home, but will enable active forces to take the fight to the enemy and win the "away" game. Lastly, every Sailor acts as a service ambassador and recruiter in every town in America. The broad distribution of these Sailors provides a constant and visible reminder to citizens in every state, and especially in the nation's heartland, that the Navy is on watch, providing them with unmatched capability in the maritime domain, as well as educating and calling our young people to serve our nation. This affiliation with "Main Street USA" and the fabric of our nation is something else that money can't buy, and is a mission that the Navy Reserve embraces.

## **II. MANPOWER**

Our most important asset is, always has been, and forever will remain, our Sailors - our "Sea Warriors." Admiral Clark stresses the importance of continuously enabling and developing every Sailor, and has challenged the Navy to deliver a Human Capital Strategy (HCS) in 2005. This HCS theme will repeat throughout my statement.

The Navy's Total Force HCS will build upon last year's successes:

- Continue development of Active-Reserve Integration.

- Execute elimination of Naval Reserve “titles” and foster Active Component (AC) ownership of the RC elements in one Navy.
- Continue analysis of the functions and roles of the RC in the future Total Force.
- Complete the consolidation of Active-Reserve recruiting.
- Continue to identify and develop RC skills training and professional military education requirements for incorporation into Sea Warrior.

The Navy will deliver a HCS that is both mission and cost effective, while remaining “capability focused.” Typically, when a 24/7/365 presence is required, the AC would provide the preponderance of the capability. When the requirement is periodic and predictable, the capability should be provided by an RC Sailor at about one-fifth the cost of their AC counterpart. When the requirement is best supported by specialized skills and long-term continuity, our civilian workforce provides the best fill. Finally, when time critical requirements are identified that fall beyond the scope of Navy skill sets, then contractors should be utilized to fill the need pending development of the capability or for the duration of a short-term requirement. Presence, predictability, periodicity and skill sets determine work division, not arbitrary lines drawn between components.

The Navy HCS is already demonstrating “value added” in that Navy requirements are met with RC capabilities, no longer simply a matter of “mobilization numbers.” Historically, effectiveness of the RC has been measured by the number of personnel mobilized and on active duty. More than 28,000 Navy Reservists have been mobilized since 9/11, and nearly 12,000 served on active duty during the peak of OIF in May 2003. However, the mobilization metric falls far short of measuring the work being done by Reservists each and every day. On any given day, over 20,000 RE-servists are on some type of orders, providing fully integrated operational

support to their AC and joint commands, both at home and overseas. This contribution is extremely valuable and represents a significant return on “sunk” training costs, enabling mature, seasoned and capable veterans to surge to Fleet requirements. The judicious use of operational support enables the Navy RC to meet surge requirements short of mobilization, while providing enhanced “volunteerism” options for our Sailors. Thus, operational support provides full spectrum access to RC capabilities, which are more relevant than ever.

The greater readiness provided by full spectrum access is evident by the effective and judicious use of our “high demand, low density” units and individual augmentee skill sets. A prime example is demonstrated daily by the Navy Reserve Intelligence Program, which is fully integrated into all Fleet operations. These highly skilled professionals face increased Global War on Terrorism (GWOT) demands not only from the Navy but also from every Combatant Commander (COCOM). Navy leadership is utilizing Intelligence Reservists daily with inactive duty drills and annual training, active duty for training, and active duty for special work, and mobilization to provide consistent, high quality support to joint operating forces. More than 1,700 Sailors have been mobilized since 9/11, representing over 40 percent of the Intelligence program’s nearly 4,000 Reservists, in support of 117 Navy and Joint Commands in 150 different locations worldwide, providing real-time operational support to senior decision makers and commanders in the field.

The roles and missions of these professionals have been wide ranging. RC targeting officers have augmented every Carrier Air Wing deployed for Operations ENDURING FREEDOM and IRAQI FREEDOM since 9/11. Interrogators at Guantanamo Bay and elsewhere have obtained information leading to the breakup of global terror cells. They have deployed with Navy SEAL teams, augmented combat staffs aboard ships, stood counterterrorism watches,

supported Joint Task Forces, and captured foreign materiel. Also, the effective use of Joint Reserve Intelligence Centers (JRICs) since 9/11 has added a new tool for deployed warfighters in all COCOMs.

While most mobilized Reserve Intelligence professionals have reported to their supported Joint and Navy Commands, over 13 percent have been mobilized to 27 JRICs located throughout the country. They are an example of an evolving reach-back capability that directly supports forward operations and represents one more step in the Navy's progress toward a net-centric future. Intelligence Reservists averaged over 80 days of active duty per person each year since 9/11. This high RC personnel tempo is an excellent example of the immense value added by these Sailors, largely through "volunteerism."

## **II. CURRENT READINESS**

### **GLOBAL WAR ON TERRORISM**

Navy Reservists are performing superbly in many important GWOT roles. To date, 19 of our RC Sailors have made the ultimate sacrifice while deployed in support of current operations, with many more suffering serious injuries. On July 11, 2004, I had the distinct privilege of presenting the Purple Heart Medal to 16 Seabees from Naval Mobile Construction Battalion (NMCB) 14, in Jacksonville, FL. A total of 7 Sailors were killed and 19 were wounded in attacks on April 30 and May 2, 2004 while mobilized in support of OIF. The loss of these brave Americans underscores the honor, courage and commitment that drive our nation's Reservists, and the willingness of citizen Sailors to make tremendous sacrifices for not only our freedom, but also for our coalition partners.

Perhaps the biggest challenge involves the anticipated GWOT demand for Navy Reservists to support land-based missions in CENTCOM. The Secretary of Defense has directed Navy to take a close look at the combat service support missions, and we are leaning forward to aggressively plan our engagement strategies. The GWOT presents new and dynamic challenges to our Navy and our nation, and will require a flexible Navy Reserve capable of supporting non-traditional missions.

One way we are meeting this challenge is to develop a customs inspection capability to support deployed forces. Over 450 SELRES and volunteers from the Individual Ready Reserve (IRR) were screened and selected for this new mission. Mobilized Sailors reported to the Naval Expeditionary Logistics Support Force HQ in Williamsburg, VA, in early December 2004 for outfitting and training, which included Customs Inspector certification and expeditionary warfighting skills. Subsequently, they deployed to Kuwait in late January 2005 for turnover with Air Force personnel.

Additionally, Navy has assumed the responsibility for managing the detainee program at Guantanamo Bay, Cuba. AC and RC have blended qualified personnel as needed to enhance the security force.

Mobilized Navy "Seabees" have continuously deployed in support of CENTCOM operations. Over 40 percent of the Seabee force has been mobilized since 9/11, providing critical combat construction support to forces in Iraq and Kuwait. Navy construction forces rely heavily upon RC Sailors, bringing critical civilian skill sets, maturity and experience to the mission.

In January 2004, Navy Expeditionary Logistics Support Force mobilized more than 525 Sailors from four of its Cargo Handling and Supply Support Battalions, who relieved and

augmented a variety of Army and Marine Corps logistics units. These Navy Reserve cargo handlers (stevedores, fuels and mail) are working with the Army to provide critical combat support to Soldiers and Marines in Iraq and Kuwait in support of Operation IRAQI FREEDOM. Subsequently, additional Sailors have been mobilized and have relieved these forces in theater.

In March 2003, the Navy deployed Helicopter Combat Support Special Squadron Five (HCS 5) to Iraq to provide a key capability in support of active ground forces in OIF. Maintaining a high operational tempo, HCS 5 supported the Joint Special Operations Aviation Command, flying combat missions against the enemy. One year later, HCS 5 was relieved by her sister squadron, HCS 4, who remains in theater to date. These two RE-serve squadrons represent 50% of Navy's helicopter combat support capability.

The Navy Reserve will expand its role in combat service support. Our dedicated Reservists will be placed into training pipelines for up to four months to develop and hone special skill sets and combat capabilities needed to support the GWOT. These Sailors will then go forward, "boots on ground" with the Army. When they return, we will establish Joint Provisional Units to house these unique skill sets, where Reservists will remain on "hot standby" for consequence management in support of NORTHCOM Homeland Defense requirements.

## **HOMELAND DEFENSE**

"We the People" are all joined in a common interest, homeland defense. Only a few times in our history has the enemy brought the fight to our country. Declaring independence in 1776, we defeated the British twice in a span of nearly 40 years. No one can forget the "Day of Infamy" at Pearl Harbor on December 7, 1941, nor will anyone soon forget the events of 9/11, three short years ago, in New York City, at the Pentagon, and in a field in Pennsylvania. We are

now engaged in the GWOT, another long war to preserve our way of life. We must win this “away” game to ensure that it never again becomes another “home” game.

While most Reserve Sailors are compensated for only a few days each month, they are in the Navy 24/7/365, selflessly serving their Nation with honor, courage and commitment. As the President instructed them three years ago, they stand fully ready...they are the new minutemen in the same tradition as those who stood on the Commons in Lexington and at the North Bridge in Concord, Massachusetts. As veterans, they provide military experience and capabilities as well as a myriad of civilian skill sets critical to the support of Sea Power 21, ready to quickly surge to any global crisis and respond to disasters at home. Reserve Sailors live in every state and will become more regionally aligned with NORTHCOM as the nation develops its Homeland Defense strategy. We are ready to answer the call, as Americans have done for 229 years. The CNO recently stated, “I am convinced that responsibility for Maritime Domain Awareness (MDA) should rest first and foremost with the United States Coast Guard. I am also convinced that there is a role for the United States Navy to play in response and in support of the Coast Guard, bringing our resources to bear wherever they are required.”

The Navy is partnering with the Coast Guard because we share a common interest in defending our nation’s maritime approaches. When a ship comes near our coastlines, we need to know where it is going and what cargo it is carrying. MDA is the effective understanding of all elements of the global maritime environment that could impact the security, safety, economy or environment of the United States.

Significant roles will be played by several combatant commanders, NORTHCOM, SOUTHCOM, STRATCOM, and many other Federal and State Departments. PACOM, EUCOM and CENTCOM will also contribute to MDA if we are to be successful in countering

threats far from our shores. Efforts by the Department of Defense and Department of Homeland Security to make MDA truly an interagency effort are just beginning, and the Navy Reserve has tremendous potential to join other major stakeholders in providing workable solutions to ensure a more cost effective MDA strategy.

In November 2004, Admiral Tim Keating assumed command of NORTHCOM. In developing MDA, his staff will be utilizing lessons learned from many years of successful North American Air Defense operations that have monitored all air traffic in U.S. airspace. Navy Reservists stand ready to augment the MDA staff with personnel from the Space Warfare Command, Intelligence, Naval Control and Guidance of Shipping, Tactical Support Center, Mobile Inshore Undersea Warfare (MIUW), Military Sealift Command, Naval Air Force Reserve, and Distributed Common Ground System-Navy (DCGS-N) units.

NORTHCOM is planning to stand up a Joint Reserve Unit with Intelligence community watch standers and analysts that will conduct port security surveys while working with the Coast Guard's Joint Harbor Operation/Maritime Operations Centers. The Navy Reserve will fully support this new capability.

One capability central to Homeland Defense (HLD) is provided by Navy Coastal Warfare (NCW), whose mission is to provide surface and subsurface surveillance in littoral areas throughout the world. Secondary missions include command, control and communications functions. Navy Reserve MIUW units and Inshore Boat Units have, until recently, provided the sole capability for this mission within the Navy. Due to the "high-demand/low-density" mission and structure, the Navy has established eight AC NCW units, under the operational control of the newly established Maritime Force Protection Command to aid in force protection missions. This vital capability will now be provided by a mixture of AC and RC forces, once again aptly

demonstrating the ability of the Navy Reserve Force to serve as a test bed for new capabilities and as an enabler for transitioning validated capabilities to the AC when required.

The Navy has, in fact, already begun joint experimentation with the Coast Guard, exploring new situational awareness systems, and plans are being formulated to provide demonstrations later this year. One such system, a littoral version of DCGS-N, was provided to the Navy by the Congress over the past few years. DCGS-N merges intelligence, surveillance, reconnaissance, targeting, mission planning, and situational-awareness functions into a web-enabled, net-centric, Joint-interoperable architecture. This invaluable capability, long the province of Strike Groups and major ground combat units, will soon demonstrate its potential value in supporting MDA.

Another potential Homeland Defense capability is being demonstrated by Operation VIGILANT MARINER. Embarked Security Teams (EST) will provide security augmentation to Military Sealift Command/Ready Reserve Fleet/Contract Carrier ships to detect, deter and defend against waterborne and land-based terrorist attacks. The initial teams will be composed of AC Sailors, with RC EST's providing ready surge capability for global operations. These RC EST's will also be able to perform CONUS-based force protection missions either in civilian ports or as an augmentation force to Navy installations and shore facilities requiring extra protection.

To effectively support Homeland Defense initiatives, every state should have a Joint Headquarters, manned by personnel from each of the seven Reserve Components. While the National Guard will focus on states, the Navy will focus on regions as part of Commander, Navy Installations' ongoing alignment initiative. When we respond to a crisis, we will do so under a regional construct, surging both AC and RC Sailors to assist with threats. As we continue to develop this concept, we will work closely with the National Guard Bureau and other agencies.

This structure further aligns our organizations to provide enhanced support and coordination by having citizen Sailors protect their home regions.

### **III. FUTURE READINESS**

The Navy is taking ownership of its RC. Some specialized communities, such as Public Affairs, now direct the entire personnel selection and processing system, and are detailing Reservists to supported commands. This is exactly how all RC assignments will be done in the future, leveraging experience, demographics, special skill sets and desire to serve in operational units and perform operational mission support.

The future detailing of our Reservists will incorporate a Sea Warrior initiative known as the Career Management System. This self-service, web-based tool will provide every Sailor visibility into all available Navy billets. It will also provide the necessary details, including job description, required competencies, unit location and special requirements, so that our Sailors can apply for jobs that best fit their career plans while meeting the needs of the Navy.

In 2003, we began another very productive initiative to enable Navy leadership to view RC readiness information through the Type Commander Readiness Management System (TRMS). We created an innovative module called the Navy Reserve Readiness Module that links numerous databases, including the Medical Readiness Reporting System (MRRS), the Navy Reserve Order Writing System (NROWS), the Reserve Headquarters System (RHS), and the Navy Marine Corps Mobilization Processing System (NMCMPMS).

Decision makers and force providers can use this system on any desktop computer to drill down through every region, every Reserve Activity, every unit, down to the individual Sailor. This easy-to-use system has greatly improved readiness and will allow the AC to better match

resources to requirements, identify gaps, and provide focused training to close those gaps. AC ownership of, and responsibility for, the readiness of its assigned Reservists is the objective. This is a significant shift in culture that will greatly improve the readiness and effectiveness of the Total Force.

A major thrust over the past year has been the improvement of the Navy Reserve's enterprise efficiency while enhancing operational effectiveness. Knowledge Management (KM) methodology has been the driver of this effort, and the Navy Reserve is leading the way. KM has been applied across the enterprise, resulting in better organizational alignment with the AC, better understanding of Navy requirements for its RC, and development of quicker response mechanisms that will better support the Joint Force. KM focuses our efforts on readiness, and helps us get the most “bang for the buck” in terms of operational availability and speed of response.

#### **IV. QUALITY OF SERVICE**

The Secretary of Defense instituted a force structure planning goal of limiting the involuntary mobilization of Reservists to one year out of every six. When Reservists deploy to support the war, they want to know three things: “when, where, and for how long?” They are ready to serve, and while deployed deserve the same pay and benefits earned by AC personnel. The Department of Defense is working toward a common pay and benefits system for personnel from all components, Active, Guard and Reserve, which will support the Navy’s efforts to properly support Sailors, whether mobilized or performing operational support.

Additionally, the Navy’s HCS is validating the requirement for different levels of RC participation. Today, about 1/3 of our Force participates at the traditional level of 38 days per

year of inactive duty drills and annual training. Another 1/3 operates at an increased level of participation between 38 and 100 days per year. The remaining 1/3 is able to serve in excess of 100 days per year, with some being able to recall for years. Given a continued demand signal for all of these levels of participation, innovative methods to predict and budget for requirements will have to be developed by resource sponsors. The result will be a much more integrated Total Force and greatly enhanced full spectrum RC operational support.

One of our efforts to improve the delivery of support across the “capability spectrum” is the consolidation of the RC MILPERS appropriation budget activity structure. The current “two budget activity” structure of RC MILPERS appropriations, as set up over twenty years ago, is outmoded, cumbersome and not adequately responsive for 21<sup>st</sup> century budget execution. It leads to inefficiencies in the Department’s administration of funds, creates unnecessary budget execution uncertainties, and can result in the receipt of unexpended funds so late in the year that their effective use is minimized.

Combining the two RC MILPERS budget activities, BA1 and BA2, into a single budget activity within the RC appropriation is a sensible adjustment which enables more efficient use of resources, permits sufficient continued oversight of budget execution, and supports the Secretary’s desire to transform and improve financial processes.

The Navy Reserve’s FY06 budget submission accounts for this consolidation and has been fully approved and supported by the Department of Defense. This initiative will have a dramatic impact on our ability to provide full spectrum operational support, as well as improve our Sailors’ quality of service through the ability to tailor their orders to actual requirements. This also furthers our ability to leverage the 2005 National Defense Authorization Act authority to

have up to 6200 Sailors performing full time operational support for up to three out of four years, a very welcome change in policy that enhances our ability to surge to GWOT requirements.

The timeliness and way that information flows to the Reserve Force is one of our biggest challenges in ensuring Quality of Service. The degree to which we effectively communicate significantly impacts our level of success. We have created several forums for communicating Navy priorities, key leadership messages, relevant news, and opportunities to and from the field, and they have proven to be very effective. We host a bi-weekly briefing by video teleconference to inform the Force and solicit input from every echelon. We established an e-mail communication protocol through the Public Affairs office to electronically distribute information to more than 5,000 key Navy Reservists and Department of Defense personnel. Our award-winning magazine, *The Navy Reservist*, is mailed monthly to every Navy Reservist's home (over 80,000 individuals and their families). The flow of information enables us to quickly identify issues and opportunities and to target the proper audiences for action. The speed of actionable information has greatly increased as we build the Navy of the future.

Most critical to our success remains the important roles of our families and employers in supporting our Sailors. Our families enable us to go forward with love and support, and our employers guarantee our jobs when we return, often with additional benefits as their much appreciated contributions to the cause. We all serve together and cannot win the GWOT without the many tremendous sacrifices Americans make for national defense.

In the past year, we have worked to strengthen the already very effective Employer Support of the Guard and Reserve (ESGR) program. For the first time since the 1994 Uniformed Services Employment and Reemployment Rights Act (USERRA) was passed, the Department of Labor has published regulations to enhance understanding and assist in the enforcement of this

landmark legislation. Never before have our nation's employers played such a critical role in our National Defense, with many providing benefits far beyond the USERRA requirements. We should continue to look for opportunities to further incentivize and partner with employers who do so much to care for our Reservists.

## **V. ALIGNMENT**

Through ongoing transformation, the Navy is accelerating the nation's warfighting advantage. Admiral Clark has detailed the "state of the Navy" more fully in his testimony, but several initiatives will have a direct and positive impact on the Navy Reserve, the most significant being Active-Reserve Integration (ARI). ARI is more than a "bumper sticker"...it is a key component of the evolving HCS. The key step in achieving ARI is to determine what the AC requires its RC to do, as well as how and when to surge Reservists. Accordingly, Admiral Clark tasked Fleet Forces Command to conduct a review of all RC capabilities, and in August 2004 approved the results. This "Zero-Based Review" (ZBR) laid the groundwork for a more integrated and aligned Total Force in which RC capabilities directly support SEAPOW 21.

The ZBR systematically studied gaps in AC capabilities that could or should be filled by the RC. Cost and risk values were assigned to each validated RC capability relative to the AC mission to enable leadership to make informed decisions regarding appropriate levels of investment. The result was a blend of existing and new capabilities, while others were recommended for realignment or divestment. The review acknowledged two essential types of support the AC will receive from the RC: (1) units that stand up when required to provide a specific capability, and (2) individuals or portions of units that can augment existing active

commands. Validated capabilities are designed to increase the warfighting wholeness of the Navy, and represent “what the AC needs to have,” not just what is “nice to have.”

We have changed the way we assess ourselves, as well as the way we train in support of the Fleet Response Plan (FRP). We are transitioning to a capabilities-based Force driven by Navy requirements. The ZBR inventoried the RC against sixty-one capabilities and “mapped” them to Navy mission areas. Every billet and every unit was examined for both surge and operational support value. We are synchronizing data to enable us to plan and act as “One Navy.” The results of the assessment are included in the OPNAV programming, budgeting and execution system, partnering resources to provide better support to the warfighters.

One of the most significant outcomes of the initial ZBR is that in FY 2006, the Navy Reserve will reduce end strength by 10,300 Sailors. To execute the FRP, Navy Active and Reserve Components have accelerated their alignment, synchronizing their efforts to become a more effective and efficient warfighting team. This is a “win-win” scenario for the Navy and the taxpayer, reflecting not a reduction in capabilities, but rather capabilities more effectively and much more efficiently delivered!

We are expending significant effort to ensure effective RC management as well. AC and RC manpower experts are partnering to conduct a Full Time Support program “Flag Pole Study” to determine the most effective and efficient manner to structure and allocate our RC management personnel across Navy Reserve Activities and in Fleet commands.

Another key element of our Full Time Support program is our civilian employees. Over 100 civilian employees assigned to Commander, Navy Reserve Forces Command and the Office of the Chief of Navy Reserve will be among the first Navy employees to be administered under the new National Security Personnel System (NSPS). July 2005 transition activities will be

preceded by on-line and class room training for all affected civilian employees and their supervisors (both civilian and military). This initial group represents approximately one-quarter of the Navy Reserve's civilian employee population.

Another component of ARI is the alignment of RC infrastructure. Commander, Naval Installations (CNI), the Navy's landlord, now includes every Navy Reserve activity in its regions for better processing of service and support requests. There are no longer any Navy Reserve Bases, only Navy Bases with different human capital strategies, and we're all working together to support the Fleet.

We can no longer think of ourselves as separate Reserve activities in every state. We must integrate as part of Navy Regions. We hope to never build another Navy-Marine Corps Reserve Center, but will instead build only modern Armed Forces Reserve Centers or Joint Operational Support Centers that will promote joint operations, enhance interoperability and significantly reduce overhead costs. We will train jointly at home to deploy and fight jointly overseas.

One significant alignment success story that has resulted in achievement of major efficiencies is the Navy Recruiting mission. The former Navy Reserve Recruiting Command has merged with Navy Recruiting Command to provide a seamless recruiting organization capable of providing all service options to potential Navy Sailors. Not a mere name change, RC recruiters and staff are serving alongside their AC counterparts. Some of our Navy Recruiting Districts are commanded by Full Time Support Officers. We also have senior enlisted FTS Career Recruiter Force personnel serving as NRD Chief Recruiters. Total Force recruiting epitomizes a truly customer-oriented focus, where a potential Sailor is exposed to every option for service in the Navy. Every career consideration and every possible enlistment incentive is now tailored to the needs of the individual. Our ultimate goal is to recruit 100 percent of the qualified applicants

that “cross the brow” and retain 100 percent of the Sailors with viable career options in the Navy, whether AC or RC.

Our vision continues to be support to the Fleet, ready and fully integrated. The RC provides predictable and periodic surge support in the FRP, and has been very effectively integrated into all capabilities in the Navy's operating forces. The Navy is getting slightly smaller, but much more effective, providing increased warfighting wholeness and a much better return on investment.

## **VII. SUMMARY**

Navy RE-servists provide worldwide operational support and we are proud of our many accomplishments since 9/11. We continue to push for further integration and alignment within the Navy, while surging with greater speed, flexibility and responsiveness than ever before. Our dedicated Sailors provide the key to future success. During Operation ENDURING FREEDOM, a deployed combatant ship Commanding Officer said, “People ask me if I’m worried about the youth of America today. I tell ‘em not at all, because I see the very best of them every day.”

Navy Reserve leadership agrees. Our Sailors have never been so capable and committed. Their honor, courage and commitment make our profession the most highly respected profession in the United States today and our Navy the most admired around the world. We could not be more proud of the effort they put forth and the results they have achieved over the past year. We are looking forward to even greater success as our alignment efforts progress and many new initiatives mature and become adopted by the Fleet.

In closing, I would like to thank this committee for the support you have provided the Navy Reserve and all of the Guard and Reserve components. The 2005 National Defense

Authorization Act provided several significant, positive benefits that will help us recruit and retain our talented Sailors to better support the Navy and Joint commands. As you can see, this is a very exciting period for the Navy and the Navy Reserve. The CNO has challenged every Sailor to review current ways of doing business and suggest solutions that will improve effectiveness and find efficiencies. The Navy Reserve has accepted that challenge and promises the members of this committee that we will continue to do just that - examine every facet of our operation, to support the fleet, and to accelerate our Navy's advantages while providing the best value to the American taxpayer.