

# The NAVAL RESERVIST

Vol. 29, No. 1

SUPPORT TO THE FLEET...READY AND FULLY INTEGRATED

January 2004



**ALMANAC**  
**2004**

*at the helm*



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## on the cover

**AT THE HELM**—HT1(SW) Robert E. Thompson, from Columbia, S. C., is assigned to Commander, Naval Reserve Forces Command, where he serves as Force 3-M Coordinator. He will soon transfer to USS Crommelin (FFG 37), Pearl Harbor.

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*The Naval Reservist* seeks action photos of Naval Reservists (minimum 300 dpi digitals or glossy prints) that tell a story of Reserve training or support to the fleet. Please provide full identification of all individuals in the photograph to include their respective rate, rank and command. Photos should also include a visual information record identification number (VIRIN). Submission deadline is the 10th of the month. Material will not be returned.

### NEWS ONLINE

*The Naval Reservist* and the Naval Reserve News Service (electronic wire service) current and past issues can be accessed online at <http://reserves.navy.mil>. Naval Reserve NewsStand, a Web site featuring Naval Reserve news and photos, plus links to Navy Fleet pages, can be viewed at [www.news.navy.mil/local/nrf](http://www.news.navy.mil/local/nrf).

### CHANGE OF ADDRESS

Selected Reservists with address changes need to provide updates to their database diary entry (via their unit commanding officer) to Full Time Support personnel at local Naval Reserve Activities. Individuals who are not Selected Reservists and need to change their address should mail their request, along with a copy of their mailing label, to *The Naval Reservist*.

## What is the Naval Reserve Force all about?

The Naval Reserve Force consists of more than 150,000 men and women in the Selected Reserves (SELRES) and Individual Ready Reserves. SELRES personnel are the Navy's primary source of immediate mobilization manpower. They represent Reservists who are paid either as weekend drillers or those in Full Time Support billets on active duty. This select group is currently composed of nearly 88,000 Sailors.

The mission of the U.S. Naval Reserve Force is to provide mission-capable units and individuals to the Navy, Marine Corps Team throughout the full range of operations from peace to war.

In today's environment our mandate takes on added meaning and responsibilities as the Naval Reserve Force is called onto play an increasingly active role in the day to day planning and operational re-

quirements of the active Navy. The Naval Reserve represents 20 percent of the Navy's total assets and is a significant force multiplier the fleet must have to meet its growing global commitments.

The essence of the Naval Reserve Force is etched on countless monuments across the land to our country's citizen Sailors. Each one is a testimonial to their sacrifice throughout our nation's history.

The Naval Reserve Force is comprised of men and women who serve at home and abroad, on shore, in the air, and at sea, on active duty and on the drill deck. They are not just "weekend warriors" any more. They can be found on station, around the world, 24 hours a day augmenting the Fleet on a daily basis as an active part of the greatest naval force the world has ever seen.

### commander's view



As our Navy begins another challenging new year, we should take a moment to reflect on the commitment and sacrifices during 2003. The resolve of every service member, government and civilian worker, along with the vital support of our families and employers, has forged new levels of accomplishment around the world. The enemies of freedom will challenge us in the new year, but our honor, courage and commitment will prevail. We will continue to transform our military, further integrating our active, Reserve and joint forces to defend our nation and to afford those who cannot, the same liberties we hold so dear.

Almanac 2004 is intended to be one of your resources, offering useful information for Reservists and their families. Starting with our Navy priorities and mission, the Almanac walks you through the fundamentals of what it means to be ready. Please reference this publication as a year-round resource, along with your chain of command and the updated Navigator CD that will be distributed in early 2004.

Like our forefathers, we must continually be ready to "re-serve" our nation as patriotic citizens, Reservists and most importantly, as United States Navy Sailors.

**JOHN G. COTTON**

Vice Admiral, U.S. Naval Reserve

### sailors matter



This year's Almanac is about the Reserve Force's most valuable resource—you, the Naval Reservist who stands at the helm alongside our active-duty counterparts. As citizens and Sailors, you each represent a portion of our diverse work force, with different educational, cultural and religious backgrounds.

With such diversity comes change. And change can be a wonderful and enriching experience for all if we are prepared with the right tools. Some of these tools include honor, courage and commitment—the Navy's core values. These core values are the tools by which we measure ourselves and each other.

As we move forward into 2004, use this almanac as another tool to educate yourselves and your family. It contains valuable resource information to help you find solutions and create positive change for you, your family and your fellow unit members.

Remember you, the Naval Reservist, are the driving force that allows us all to look forward. Continue to make us all proud *at the helm*.

**THOMAS W. MOBLEY**

Force Master Chief, U.S. Naval Reserve

## Leading Change: Trends for the Naval Reserve Force

By CAPT Jean Roberts

COMNAVRESFOR Executive Steering Committee PAO

Naval Reservists are on the front lines throughout the world. They stand mission ready, having provided more than two million man days of assistance to the fleet last year and, in the wake of ever-present terrorism threats, they'll continue to provide even more this year.

To stay 100 percent mission-focused, Reservists must receive prompt and accurate pay, timely orders and travel arrangements, proper uniform items, and real training on first-rate equipment. RADM Debbout, with other members of the Executive Steering Committee (ESC), are working to ensure that Reservists receive the quality customer service they deserve.

The ESC knows changing the culture is essential. Debbout has informed all personnel whose job it is to assist Reservists, emphasizing, "The Reservist is the customer."

Each customer must receive prompt, courteous and comprehen-

sive service. Quality control checks are now in place, some online and others available via phone.

E-mail your ideas and feedback to [jroberts@pjc.edu](mailto:jroberts@pjc.edu).

### 2004 Naval Reserve topics of the month

**January:** 5-4-3-2-1—Key communication points

**February:** CNO's Goals

**March:** The four "C"s

**April:** The three "P"s

**May:** The two "E"s

**June:** Support to the fleet

**July:** Naval capabilities

**August:** Leadership

**September:** Retaining experienced Sailors

**October:** Manpower

**November:** Navy core values

**December:** Employer Support of the Guard & Reserve, family issues



# the quarterdeck

## VADM John G. Cotton Commander, Naval Reserve Force



**V**ADM Cotton graduated from the U. S. Naval Academy in June 1973 with a degree in Aerospace Engineering. He earned his wings in Oct. 1974, becoming a third-generation pilot. In June 1975, he was forward deployed to Japan, flying with VA-93 aboard USS Midway (CV-41), and then served on the Commander Light Attack Wing U.S. Pacific Fleet staff at NAS Lemoore, Calif., from April 1978 to Jan. 1980.

Becoming a commercial airline pilot, he affiliated with the Naval Reserve at NAF Washington in April

1980, and later flew with VA-2082, the A-7B augment unit at NAS New Orleans. He then transferred back to NAF Washington for RF-8G reconnaissance pilot training with VFP-6366 in Feb. 1982, and served in the Navy's last Crusader squadrons, VFP-306 and VFP-206.

Cotton returned to VA-2082 in April 1987 and became CO one year later. He moved next door to VA-204 in July 1989, he later commanded VFA-204 from July 1993 to Sept. 1994.

He was CO NAS Keflavik 1066 at NAF Washington from Oct. 1994 to September 1996, and received the 1995 Vice Admiral Stanley David Griggs "Excellence in Leadership" Memorial Award. In Oct. 1996 he became CO Navy Command Center 106 at the Pentagon, and additionally served as an instructor at the Command Leadership School at NETC Newport, R.I.

In Oct. 1997, Cotton's initial Flag assignment was Deputy Commander Naval Air Force U.S. Atlantic Fleet, in Norfolk, Va. Returning to active duty from Nov. 1997 to March 1998, he served as Deputy Commander Joint Task Force Southwest Asia, Riyadh, Saudi Arabia, supporting Operation *Southern Watch* and *Desert Thunder*.

He returned to active duty again in Oct. 1999 as Deputy Director of Naval Reserve N095B, and in March 2000, was appointed by the Secretary of Defense to a three-year term as a member of the Reserve Forces Policy Board. In Aug. 2000 he assumed duties as Deputy Director of Air Warfare N78B, and in Oct. 2000 became Assistant Deputy Chief of Naval Operations Warfare Requirements and Programs N6/N7R.

Cotton has more than 4,200 military flight hours and is a graduate of Executive and Reserve Component Programs at the Naval War College, Naval Postgraduate School, National Defense University, Army War College, Harvard University and MIT.

## FORCM(AW/NAC) Tom W. Mobley Naval Reserve Force Master Chief



**F**ORCM Mobley began his Naval career in Oct. 1977 with Basic Training at Recruit Training Command, Orlando, Fla., followed by Aviation Electrician's Mate (AE) "A" School at Naval Air Technical Training Center, Millington, Tenn. His first assignment was AIMD, NAS Oceana maintaining H-46 helicopters.

At the end of his tour in 1980, he affiliated with the Full Time Support community. His first assignment was NAS Atlanta where he performed maintenance on station TA-4J aircraft and later AIMD Avionics

division and Quality Assurance division. During this time he also qualified as a Naval Aircrewman on the station C-12 aircraft.

In 1985 he reported to VR-60 at NAS Memphis, where he qualified in all three aircrew positions on the C-9 aircraft. He also worked in operations and as the quality assurance chief.

In 1990 he transferred to VR-57 in San Diego, as maintenance chief and continued flying as a crew chief. During this time his squadron was mobilized for Operation *Desert Storm*.

In 1992 he transferred to Fleet Logistics Support Wing in Dallas, serving as the senior enlisted NATOPS evaluator, performing crew chief evaluations for the C-9 and established the initial NATOPS requirements for the C-20 aircraft. Later he served as the wing C-130 maintenance manager.

In 1996 he transferred to VR-59 as the Command Master Chief.

In April 1998, Mobley graduated from the Senior Enlisted Academy, Class 80. He became the Commander, Naval Air Reserve Force Command Master Chief on Feb. 11, 1999. Mobley assumed his current duties as Commander, Naval Reserve Force Master Chief on July 12, 2001.

# 5 • 4 • 3 • 2 • 1

We are one Navy and our goals are that of the Chief of Naval Operations, ADM Vern Clark. Like any large, dynamic organization, we face several challenges in leading our organization. Communication is of primary importance and lays the foundation for success in all other areas. Addressing the priorities of our Sailors will pay huge dividends, attracting and keeping

# 5

## 5 goals—CNO's goals

- Manpower
- Current readiness
- Future readiness
- Quality of service
- Alignment

# 4

## 4 "C"s—Challenges

- Communication
- Culture
- Continuing education
- Commitment

# 3

## 3 "P"s—Priorities

- Predictability
- Periodicity
- Pay and benefits

## RADM John P. Debbout

Commander, Naval Reserve Forces Command



**R**ADM Debbout is a native of Green Bay, Wisc. He earned his Bachelor of Science Degree from Indiana University in 1972, and later achieved his Masters of Business Administration from Golden Gate University. In 1975, Debbout entered the United States Navy and received his commission.

His first sea tours were aboard USS Macdonough (DDG 39) and USS Julius A. Furer (FFG 6). Later he was a OPS/Plans Officer on the staff of Commander, Destroyer Squadron Six; Executive Officer, USS Oliver Hazard Perry (FFG 7);

Commanding Officer, USS Estocin (FFG 15); and Commander, Destroyer Squadron Six.

His shore tours included Deputy Commander, Naval Reserve Forces Command; Commander, Naval Surface Reserve Force, on the staff of Chief of Naval Operations, Deputy Director of the Naval Reserve; Commander, Naval Surface Reserve Force as Chief of Staff; Division Director for Surface Programs Management Division for the Chief of Naval Operations; in the Bureau of Naval Personnel where he served as the Surface Training and Administration Placement and Detailing Officer; duty as the Manpower, Personnel and Training Officer for Commander, Naval Reserve Readiness Command Region Six in Washington, DC; duty as the TAR Officer Community Manager, and Surface Programs Action Officer for the Director of Naval Reserve.

In addition, Debbout was the Commanding Officer of Naval and Marine Corps Reserve Center, Green Bay, with additional duties as Commanding Officer, Naval Reserve Centers, Oshkosh and Sheboygan, Wisc. His present assignment is Commander, Naval Reserve Forces Command.

## RADM Daniel L. Kloeppe

Commander, Naval Air Force Reserve



**R**ADM Kloeppe, a native of St. Louis, was commissioned an Ensign in 1970 after completing NROTC training at Northwestern University. He was designated a naval aviator in Oct. 1972. His first operational tour was with VA-83. Following two Mediterranean cruises with Carrier Air Wing 17, aboard USS Forrestal (CV 59), he reported to Training Squadron 21 at Naval Air Station Kingsville, Texas, where he flew the TA-4J.

In April 1977, he transitioned to the Naval Reserve with VA-2082, flying TA-4Js at NAS New Orleans. In

Jan. 1979, he reported to VA-204, serving in a variety of billets until 1989. In July 1989, he reported to VA-2082 as CO. He returned to VA-204 as XO. While at VA-204, the squadron transitioned from the A-7 to the F/A-18 and, subsequently, he served as CO of VFA-204 until July 1992.

After serving in New Orleans for over 15 years, he reported in July 1992 to USS George Washington (CVN 73) Reserve Augment Unit 0183 in Olathe, Kan., where he served as CO. His next tour was as CO, Navy Element, Joint Transportation Reserve Unit, U.S. Transportation Command, Scott AFB, Ill. Following his return to New Orleans, he became Deputy for Readiness, Readiness Command Region 10.

His first Flag assignment was Deputy Commander, Maritime Defense Zone Pacific, Alameda, Calif. He was Deputy Commander, Naval Air Forces Pacific in San Diego. As a collateral duty, he was assigned as Commander, Naval Reserve Readiness Command Region Mid-South, Millington, Tenn. Kloeppe then went to Pensacola, Fla., where he was the Deputy for Training Integration, Chief of Naval Education and Training. He then became the Deputy Commander, Third Fleet in San Diego and is currently serving as the Commander, Naval Air Force Reserve.

Kloeppe has served in the following active-duty flag billets: Deputy Commander, Joint Task Force, Southwest Asia, Riyadh, Saudi Arabia; Commander, Iceland Defense Force, Keflavik, Iceland; Director, Plans and Policy, U.S. Transportation Command, Scott AFB, Ill.; Commander, Naval Strike Air Warfare Center, Fallon, Nev.; Vice Chief of Naval Education and Training, Pensacola, Fla.; and as Commander, Naval Training Center, Great Lakes, Ill.

Kloeppe has been a commercial pilot since 1977. He has accumulated over 15,000 hours of flight time and is qualified as an International Captain on the B-767 aircraft. He is a member of the Naval Reserve Association, Reserve Officers Association, Association of Naval Aviation, U.S. Navy League and Phi Delta Theta Alumni Association.

the talent that makes our Navy greater than any other in the world. The standards by which we should measure our return on investment are efficiency and effectiveness. Adherence to these will set the stage for success in every endeavor. There is one vision for the Navy...ready and fully integrated. Look forward to greater details on each of these areas in future editions of *The Naval Reservist*.

# 2

**2 "E"s—Standards**

Efficiency  
Effectiveness

# 1

**1 Reserve Vision**

"Support to the fleet...  
ready and fully integrated."

## Learn more online

VADM Cotton's brief covering 5-4-3-2-1, full versions of the biographies above, plus downloadable high resolution photos of our leaders, can be found on the Naval Reserve Force Web site:  
<http://reserves.navy.mil>.



Photo by PH1 Michael A. Worner

NAVAL STATION GREAT LAKES, ILL.—ADM William J. Fallon, Commander, Fleet Forces Command, Reviewing Officer for a recent recruit graduation, receives salutes from graduating divisions during ceremonies at Recruit Training Command Great Lakes.

## Active and Reserve forces integration

Introduction by VADM John G. Cotton  
Commander, Naval Reserve Force

After months of emphasis, every “Shipmate,” Full Time Support (FTS) and Drilling Reservists (DRILRES) alike, has seen these words and had a chance to reflect on their meaning.

“Support to the fleet”—Naval Reserve Fighter Squadron 201’s (VFA-201’s) recent deployment with USS Theodore Roosevelt (CVN 71), continued global security efforts by Naval Coastal Warfare units, and special operations support by Helicopter Combat Support Squadron 4 (HCS-4) and HCS-5, who both possess one of a kind capabilities that exist primarily in the Naval Reserve, and USS Stephen W. Groves’ (FFG-29) counter-narcotics achievements, are just a few examples of the significant contributions Naval Reserve units are making towards the Global War on Terrorism (GWOT).

More than 22,000 Naval Reservists have been mobilized since 9/11, and more have been notified of upcoming recalls to active duty. Daily, our talented Reservists and their supported commands innovate ways to apply our Annual Training (AT), Active Duty for Training (ADT) and Flex Drill man days to maximize support of fleet requirements, maintain a high state of “readiness,” and con-

tinue to demonstrate the value of the Naval Reserve...capability and commitment, anytime, anywhere, “24/7/365.”

“Fully integrated”—The Navy must take ownership of its Reserve force. Our military’s current force structure was designed to combat a Cold War era enemy that no longer exists. Today’s enemies are smaller, more difficult to identify, and aggressively apply asymmetric tactics. To win the Global War on Terrorism, we need to rapidly transform and become a more flexible service with surge capability. We also need to recapitalize our fleet to take advantage of new technologies that will enable us to defeat our

nation’s enemies overseas, so we do not have to fight them at home.

We can only accomplish this by utilizing all of the resources at our disposal in the most efficient and effective manner, which is best accomplished as one fully integrated force. To that end, Commander, Naval Reserve Force (CNRF) and Commander, Fleet Forces Command (CFFC) have engaged in an aggressive plan to rapidly integrate active and Reserve forces. CFFC ADM William J. Fallon has kindly agreed to share with you his perspective on the progress we have made and what the future may hold for the Navy’s total force.

“Support to the Fleet,  
Ready and Fully  
Integrated”

## ADM Fallon ...

**Q:** You’ve said in the past that one of your top 5 priorities for Fleet Forces Command is to “bring the Reserve and active components of our Navy together as a fully integrated fighting force...” Can you provide us some background on why this issue is so important?

**A:** There are currently more than 87,000 Naval Reservists. These Selected Reservists (SELRES) constitute roughly 20 percent of our Navy’s total force. Speaking strictly from the standpoint of efficient use of resources, it’s obvious we must optimize how we use this portion of the force to meet the Navy’s war fighting requirements. I’m convinced current Reserve force organizational alignment, force structure and integration with the active force is not what it should be. In my last job as Vice Chief of Naval Operations I, along with the assistant secretary of the Navy, manpower and Reserve affairs, commissioned a study to propose methods for transforming the Naval Reserve to achieve full integration with the active force. This study made some excellent recommendations, and CNO has passed several key initiatives to CFFC for implementation.

**Q:** What is CFFC’s role in this effort?

**A:** CFFC was assigned executive agency for these specific initiatives:

- Validation of Naval Reserve requirements.
- Identification of the Naval Reserve role in support of Sea Power 21.
- Identification of Naval Reserve requirements for readiness and training.
- Responsibility for Reserve training and readiness.
- Assessment of readiness.

In order to tackle these initiatives, I have established a new branch within FFC N8, Force Integration, headed by a flag officer. The Force Integration branch is actively engaged in a comprehensive zero-based review of capabilities that can be fulfilled by the Reserve component. This is the first step in achieving a more effective and efficient total force.

**Q:** Can you tell us a little bit about this zero-based review? What is the breadth? Who is participating? Is there a timeline? What are the goals?

**A:** The zero-based review is examining the entire Navy and includes inputs from all Navy Echelon II commands and CFFC Echelon III commands. These inputs include evaluation of Naval Reserve force structure, as well as non-existing capabilities that would fill gaps in vital mission requirements. All inputs are being reviewed and validated by CFFC. Following review, CFFC will forward recommendations to the CNO for approval. Upon approval, we will begin the programming and manpower actions necessary to restructure the Reserve force.

## ready and fully integrated

### ... answers your questions

**Q:** When you say the entire Navy, do you mean that in this review CFFC will conduct validations on capability requirements for claimants such as BUMED, BUPERS, MSC and others who do not fall under CFFC?

**A:** CNO has appointed CFFC as executive agent and Navy-wide coordinating authority for this review. CFFC is receiving inputs from all Echelon II activities, some of which have extensive reserve components. We're asking these commands to take a close look at capabilities they provide to the Navy and recommend the optimal role for the Naval Reserve in helping deliver those capabilities. This is something that hasn't been done for some time, and I suspect in some cases we will discover Reserve units that do not provide adequate return on investment. In those cases, we will recommend the units be eliminated.

In contrast, there are sure to be areas where additional Reserve capability would be the most efficient way to provide a required capability. In those cases, we might recommend forming additional units and aligning them in a manner that makes them more visible and readily available to the active unit they support.

**Q:** Is this task being spearheaded by the active component or the reserve component?

**A:** This is a task for the active component. For many years now there has been an inclu-

sion among the active component to disregard Reserve issues or to pass them off to the reserve component for action. This has been a primary factor in the current lack of integration between the active and Reserve Force. In order to achieve a fully integrated fighting force, it is vital that the active component take ownership of the Naval Reserve. That said, there is plenty of room for reserve component support to this effort. Their subject matter expertise and in-depth knowledge of existing Reserve policies and procedures will be crucial to this effort.

**Q:** Do you have a vision of what the Reserve Force will look like after this zero-based review?

**A:** Our goal is to let the Navy's war fighting requirements drive the size and shape of the reserve component. We specifically avoided providing a force structure vision to avoid inhibiting out-of-the-box thinking. My desire is to create requirements-based Reserve force sized and shaped to the needs of the joint war fighter. Clearly, the Reserve force will grow in some areas and shrink in others with the end result being a more operationally responsive and mission oriented Reserve force fully integrated with the active component.

**Q:** As we proceed toward the fully integrated force will there remain a role for the Echelon II and III Reserve staffs?

**A:** As part of the redesign of the Naval Reserve initiative, we created an additional duty (ADDU) relationship between Commander, Naval Reserve Force/Commander, Naval Reserve Forces Command and Commander, Fleet Forces Command. This relationship emphasizes the vital role our reserve component plays to supporting the fleet. The support of these commands during the integration effort will be essential. As we progress down the road toward full integration, I would expect the need for a large, Reserve infrastructure administration will decrease. Ideally, we will shift Reserve manpower functions to BUPERS, and the training and readiness requirements will fall upon the active commands supported by Reservists.

**Q:** The current Naval Reserve Force consists of 64 percent augmentation units and 36 percent commissioned units. Do you foresee a change in this mix?

**A:** It's hard to say if there will be a shift in the ratio, but within each group there will be some changes. Within the Reserve commissioned units, we will see some Reserve aviation squadrons shifting from commissioned squadrons to augment units attached to an active-duty squadron. In the Naval Coastal Warfare (NCW) community, we are planning to shift some Reserve capability over to the active component to rectify an active/Reserve

mix discrepancy that has placed a great deal of stress on our Reserve NCW units in recent years. Within our augment units, I expect to see increased emphasis on the relationship between the Reserve augment unit and the active unit it supports. The days of when active-duty commanding officers never see or communicate with Reserve units attached to their command must become something of the past. Communication is essential to a truly integrated fighting force.

**Q:** During Operations Noble Eagle, Enduring Freedom and Iraqi Freedom we mobilized more than 20,000 Reservists with a peak number of over 12,000 mobilized during OIF. What lessons from this ongoing event can be applied to the redesign of the Naval Reserve initiative?

**A:** Our Naval Reservists performed, and continue to perform, exceptionally well in the GWOT. As a matter of fact, we're in the process of mobilizing elements of our Naval Expeditionary Logistics Support Force to relieve some overstressed Army Reservists as part of Operation Iraqi Freedom II. During the recent mobilizations we identified a need to be able to accurately and quickly assess reserve component operational readiness. This ability, coupled with active component ownership of training for their Reserve assets, will allow us to integrate our reserve component into the total force as rapidly and effectively as possible. We intend to develop reporting metrics that will show us exactly where and to what degree our reserve component is contributing to the GWOT everyday. We have learned mobilization numbers alone don't show us the full picture. There are literally thousands of Reservists engaged in operational support to the fleet who are not mobilized, yet still critical to our total force effort.

**Q:** Do you have any closing comments?

**A:** I want to strongly emphasize the importance of active component ownership of the reserve component. We must remember that the Reserves, which represent 20 percent of our war fighting force, are absolutely vital to our Navy's ability to fight and win wars. The active component has a huge interest in ensuring the reserve component is ready to respond to national contingencies and must be held accountable for Reserve readiness. This is a major shift from the days when we relegated the manning and training of Reservists to Reserve centers with little to no active command oversight or involvement. The result was a reserve component that, in many areas, was neither aligned nor ready to contribute to the war fighting effort. We must change that, and it is incumbent upon all of us, active and Reserve, to embrace these changes and help make "Total Force" more than just a catchy phrase.



Photo by PH2 Daniel Lapierre

**CENTRAL COMMAND AOR**—Commander, Fleet Forces Command, ADM William J. Fallon addresses the crew of USS Cardinal (MHC 60) during a visit to the Fifth Fleet Operational Area. At the time, Fallon was serving as Vice Chief of Naval Operations.