

STATEMENT OF
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BEFORE THE
SENATE COMMITTEE ON APPROPRIATIONS
SUBCOMMITTEE ON DEFENSE
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I. Introduction

Chairman Inouye, Senator Stevens and distinguished members of the Committee, thank you for the opportunity to speak with you today about the capabilities, capacity and readiness of the dedicated men and women who serve in our Navy's Reserve Component (RC).

With continued emphasis on Active Reserve Integration (ARI), our Navy Reserve Force is more ready, responsive and relevant as a full partner in the Navy's Total Force. Alongside Active Component (AC) Sailors, RC Sailors provide integrated operational support to the Fleet and Combatant Commands (COCOMs). Nearly 70,000 Navy Reservists are deployed in support of global coalition forces, at their supported commands or in strategic reserve, ready 24/7/365 to surge to Homeland Defense. Since 9/11/2001, over 50,000 Navy Reservists have been mobilized in support of the Global War on Terror (GWOT), and on any given day more than 21,000 talented men and women, or 30 percent of the Navy Reserve, are on some type of orders as part of the Total Naval Workforce, fully leveraging their military and civilian skill sets and capabilities. Included are about 6,000 RC Sailors mobilized in support of Operations ENDURING FREEDOM and IRAQI FREEDOM (OEF/OIF), and with this steady state requirement, we maintain the capacity to rapidly increase contingency support with more than 28,000 additional ready Reservists.

Whether supporting combat operations in Iraq or Afghanistan, providing Humanitarian Assistance and Disaster Relief at home or abroad or supporting daily Navy missions at every Fleet and COCOM, Navy Reservists provide integrated operational support while continuing to maintain the RC's role as a Strategic Baseline.

As demonstrated through force generation, deployment and redeployment, it is clear that RC forces meet two significant needs of our Navy. First, Reservists deliver a strategic capability and capacity in support of major combat operations, and second, they provide operational augmentation to meet predictable and periodic routine military missions. By continuing to fully develop ARI, our Navy has institutionalized an Operational Navy Reserve. The Navy simply cannot meet all Fleet and GWOT requirements without the many contributions of its Reserve Force.

The vision of the Navy Reserve is “Support to the Fleet...Ready and Fully Integrated.” Our overall Navy Reserve Force effectiveness is measured by the level of integrated operational support it provides to the Fleet and COCOMs. While some RC Sailors are only able to perform the minimum contractual requirement of two drill-days a month and two weeks active duty each year, over two-thirds of the Force are far exceeding these minimums while performing essential operational support. When the work is predictable, periodic and requires special skill sets, utilizing a ready and responsive Reservist is often the most cost effective and capable solution.

On 29 September 2007, Admiral Gary Roughead assumed the watch as our 29th Chief of Naval Operations (CNO) and issued his top three priorities to the fleet: current readiness, a Navy for tomorrow and people.

II. Current Readiness

Maintaining our warfighting readiness demands that we are agile, capable and ready. We generate forces for the current fight and employ our Navy much differently than in years past. Simultaneously, we provide ready naval forces and personnel for Joint Force Commanders, sustain forward presence, fulfill commitments to allies and

respond to increasing demands in regions where we have not routinely operated, specifically South America and Africa.

To provide sustained combat readiness, the Navy has moved from predictable deployment cycles to a more flexible Fleet Response Plan (FRP), under which a surge Navy is able to provide a requirement-based and continually ready posture which produces greater warfighting capability at reduced cost. As part of the FRP, a fully integrated and ready Navy Reserve provides an enhanced surge capacity to meet validated requirements with individuals and units. Our FRP increases operational availability and allows us to operate with greater flexibility. The RC continues to emphasize current readiness and is capable of engaging future geopolitical challenges as an affordable and effective element of our Total Force.

Our Force readiness is comprised of two interdependent categories: Sailor and family readiness. Sailor readiness is defined by the medical, physical and administrative preparedness of the Sailor. We also recognize the fundamental contribution of the Navy Family to overall readiness. Therefore, we must continue to provide families better and more responsive assistance which enables them to be prepared for their Sailor's call to service.

Medical Readiness. Navy Reserve continues to be a leader in Individual Medical Readiness. Four years ago, Navy Reserve was 63 percent medically ready to deploy. Today, our Force exceeds 84 percent medically ready, which leads all military components. Our significant improvement can be attributed in part to the Medical Readiness Reporting System (MRRS), which has given Navy leadership improved visibility of the medical readiness of the Force. As a comprehensive web-based management tool, MRRS has enabled leaders to identify deficiencies and promptly

address them, as well as plan for future medical readiness requirements. Due to the success of MRRS in the Navy Reserve, all Navy and Marine Corps commands are being incorporated into the system, which will automatically report accurate and timely medical readiness. Additionally, the United States Coast Guard is also planning to implement MRRS this year.

Physical Readiness. Navy Reserve continues to emphasize physical readiness for all Sailors. We have established a culture of fitness by emphasizing both individual and command accountability for physical readiness. Every Navy unit has a Command Fitness Leader (CFL) who is responsible to the Commanding Officer (CO) to administer the unit's Fitness Enhancement Program (FEP), which emphasizes individual physical readiness. Our COs are held accountable in their personal evaluations for their Sailors' performance in the FEP. Commanders have visibility into the physical readiness of both individual Sailors and larger units via the web-based Physical Readiness Information Management System (PRIMS). CFLs are enabled to enter data from Physical Readiness Tests into PRIMIS for each member of their command. Commanders then have the ability to accurately assess their units' physical readiness and adjust the FEP as necessary. Sailor readiness is also a primary discussion topic during weekly Reserve Force communications, placing further command emphasis on the importance of medical and physical requirements.

Administrative Readiness. The Navy Reserve has enhanced administrative readiness through the employment of the Type Commander (TYCOM) Readiness Management System – Navy Reserve Readiness Module (TRMS-NRRM), which provides a scalable view of readiness for the entire Force. Commanders can quickly determine readiness information for individuals, units, activities, regions and many other desired echelons.

TRMS-NRRM, a Navy Reserve developed system, has served as a prototype for the Defense Readiness Reporting System – Navy (DRRS-N), which is currently under development by Commander, U.S. Fleet Forces Command for use by the Total Force. DRRS-N will provide a database to collect and display readiness information across the Force enabling commanders to make real-time capability-based assessments and decisions.

Navy is considering additional options for Total Force systems that will reduce administrative impediments. The administrative inefficiencies created by multiple electronic pay and manpower systems create waste and unnecessary burdens on leadership and hinder Force readiness. A common AC/RC pay system is crucial to the success of our Sailor for Life and Continuum of Service initiatives. In the future, manpower transactions will ideally be accomplished on a laptop with the click of a mouse, and records will be shared through a common data repository with all DoD enterprises. Navy fully supports the vision of an integrated set of processes to manage all pay and personnel needs for the individual and provide necessary levels of personnel visibility to support joint warfighter requirements. Manpower management tools should enable the ability for a financial audit of personnel costs and support accurate, agile decision-making at all levels of DoD through a common system and standardized data structure.

One constraint to these initiatives is the RC order writing process. Our current system has roughly 30 types of duty, including Inactive Duty for Training (IDT), Inactive Duty for Training-Travel (IDTT), Annual Training (AT), Active Duty for Training (ADT), and Active Duty for Operational Support (ADOS). Numerous funding categories of orders are inefficient, wasteful and inhibit Navy's ability to access Reservists and quickly

respond to Fleet and COCOM requirements. Process delays are especially troubling at a time when we are relying on our Reservists to serve as “first responders” in the case of a domestic emergency. A reduction in the number of duty types, coupled with a well-developed, web-based personnel management system, will enable RC Sailors to rapidly surge to validated requirements. In addition to multiple types of orders, the disparate funding processes are equally complex. The consolidation of most RC order writing to the Navy Reserve Order Writing System (NROWS) has been a significant evolution in Navy's effort to integrate its Total Force capabilities by aligning funding sources and accurately resourcing operational support accounts.

Family Readiness. We recruit the Sailor but retain the family; which means family readiness is more important than ever as we face the challenge of constant conflict with the expectations of multiple, predictable and periodic deployments. Navy is dedicated to the support of our families and is engaged in an ongoing effort to expand family support programs. Since our Sailors are stationed in all fifty states, we have improved access to available family support resources, including those of the Guard. We have developed a Family Support program that employs professional administrators at each Navy Region Reserve Component Command (RCC) who are knowledgeable in every aspect of Sailor and family assistance, especially for those mobilized and deployed. Recent initiatives include the Returning Warrior Workshops (RWW), pioneered by Navy Region Southwest RCC, which assist returning warriors and their families with a smooth transition from a deployed status. The weekend-long sessions include interactive group presentations by trained facilitators, breakout sessions, vendor information and one-on-one counseling in a conference-style setting. Qualified facilitators help the participants cope with potentially sensitive and emotional discussions as they adjust to family life

and civilian employment. By continually incorporating lessons learned, RWW effectively deal with the broad array of issues facing Navy families before, during and after deployments. Workshops also provide additional resources for Sailors as they return to non-mobilized status.

III. A Navy for Tomorrow

GWOT has demonstrated the increasing importance of the Navy's expeditionary capabilities. Emergent requirements enabled Navy leadership to program the expansion of our core maritime capabilities into the coastal and inland environments, and Navy Reserve continues to perform many important roles in these evolving warfighting operations. Almost half of the Navy Expeditionary Combat Command (NECC) 30,000 Sailors are Reservists. NECC is an adaptable force which deploys Navy capabilities in the green and brown water environments and ashore. Our Sailors perform a variety of global missions, including security on North Arabian Gulf oil platforms, counter-improvised explosive device operations in Afghanistan and Iraq, customs inspections in Kuwait and drilling and developing potable water wells in villages in the Horn of Africa.

Reservists comprise over 90 percent of the Navy Expeditionary Logistics Support Group (NAVELSG), a component of NECC. NAVELSG performs air cargo handling missions, customs inspections, freight terminal operations and ordnance handling. Navy Customs Battalion (NCB) UNIFORM recently deployed with more than 400 REservists and typifies the diversity and relevance of the Navy Reserve as it supports the war from Main Street, USA. More than 107 Navy Operational Support Centers (NOSCs) in 43 states, Washington, D.C., Puerto Rico and Guam mobilized our diverse

group of UNIFORM Sailors who range in age from 21 to 58, and include; police officers, school teachers, postal clerks, safety inspector agents, engineers, trauma nurses, and carpenters. NCB UNIFORM is the seventh rotation of Navy Reservists activated to perform this unique mission in support of OIF.

Navy Reservists are 60 percent of the Naval Construction Force (SEABEES), who help fulfill more than one-third of NECC's manpower requirements. SEABEES are engaged throughout Afghanistan and Iraq constructing base camps, roads, and airfields, and repairing bridges and buildings. Sailors have constructed school dormitories and water wells in Djibouti, erected shelters for flood victims in Ethiopia and provided humanitarian relief in Pakistan, Indonesia, Bangladesh, East and West Timor and the Philippines.

The Navy League recently honored a Reserve SEABEE with the prestigious Admiral Ben Morell Award for Logistics Competence. Senior Chief Equipment Operator (SEABEE combat warfare) Jason Jones, from Naval Construction Battalion 21, mobilized and deployed to Kuwait with a detachment of 145 shipmates. Drawing from his civilian construction skills, he successfully led his Sailors to complete several vital projects, including the rebuilding of an operationally critical airfield in Afghanistan. Similar NECC RC operational support is evidenced daily in Naval Coastal Warfare with Embarked Security Detachments (ESDs), Maritime Civil Affairs Group (MCAG) and the Expeditionary Combat Readiness Center (ECRC). ESD Sailors provide force protection for naval assets in the Suez Canal, Arabian Gulf, and Strait of Hormuz.

Because of their experience, Reserve Sailors frequently train AC security team members. The MCAG works directly with civil authorities and civilian populations in the maritime environment and is capable of addressing issues such as maritime law, marine

fisheries, port operations, security and immigration. ECRC, 25 percent RC, is a dedicated team of more than 200 professionals overseeing the training, equipping, deploying and redeploying of augmentation forces.

Navy Reserve Sailors are fully integrated into the Naval Aviation Enterprise (NAE) and play critical roles in training, air logistics, adversary support, counter narcotics operations and combat support. Exemplifying the relevance to the Total Force, Reserve instructor pilots fly nearly 1,000 sorties per week while assigned to squadron augment units under the Chief of Naval Aviation Training (CNATRA). While only 10 percent of CNATRA's training squadron instructor cadre are Reservists, they are responsible for about 17 percent of the instructional flight events. Fleet Logistics Support Wing assets are routinely deployed and provide responsive air logistics support to the Fleet and COCOMs. The Active and Reserve Sailors of Helicopter Sea Combat Squadron - 84 are forward deployed in Iraq in direct support of combat operations. The Reserve Sailors of Electronic Attack Squadron – 209 recently returned from a three month deployment to Afghanistan. The Reserve Sailors of Helicopter Antisubmarine (Light) Squadron SIX ZERO and Carrier Airborne Early Warning Squadron SEVEN SEVEN deploy in support of counter-narcotics operations under United States Southern Command. The missions that RC Sailors perform serve to make the NAE more cost-effective and efficient, while capitalizing on the experience and maturity of talented REservists.

Expeditionary Capabilities. GWOT examples of surge support include:

- SEABEES
- Engineers
- EOD
- Supply Corps
- Coastal Warfare
- Cargo Handling

- Customs Inspectors
- Civil Affairs
- Chaplains
- Medicine/Corpsmen
- Trainers/Instructors
- JTF Staff Augmentation
- Intelligence
- Linguists
- Public Affairs
- IT/Network Support
- Anti-Terrorism/Force-Protection (AT/FP)
- Law Enforcement
- Logistics & Logistical transport/airlift

Navy Medicine. We value our RC doctors, nurses and corpsmen serving on hospital ships during disaster relief and humanitarian missions and supporting the Fleet Marine Forces ashore. At Landstuhl Regional Medical Center, Germany, 332 of 361 positions are currently filled with Navy Reserve medical professionals. When USNS COMFORT (T-AH 20) left its homeport in June 2007 for a four-month humanitarian deployment, ten Navy Reservists embarked. RC medical professionals are critical to Navy's overall readiness, but are often unable to mobilize for extended periods due to the requirements of their civilian practices. Therefore, Navy is working to provide them flexible service options such as shorter but more frequent mobilizations and deployments. Feedback from RC medical professionals and potential recruits indicates that 90 days is optimum, but up to six months can be performed with adequate notification.

Alignment. Flexibility is a key component to the success of ARI, and several initiatives aim to facilitate more effective and efficient operational support. Former Reserve Readiness Commanders now serve as integrated Navy Region RCCs, responsible to

the region commanders for RC readiness, training, assets and surge capabilities within the region. Additionally, Naval Reserve Centers were renamed Navy Operational Support Centers to indicate that our mission is to provide ready, responsive and relevant integrated operational support to their supported commands, the Fleet and COCOMs. ARI remains the catalyst for aligning our organizations and processes to CNO's guidance and strategic goals, providing increased warfighting wholeness and greater return on investment to taxpayers. Navy Reserve continues to lead change while emphasizing speed, agility, innovation and support to our customers; the Fleet, COCOMs, our Sailors and their families.

IV. People

Our Sailors, Navy civilians and contractors are talented, dedicated professionals. We must devote our resources and shape our policies to ensure they are personally and professionally fulfilled by their service. Recruiting, developing and retaining diverse and capable men and women are imperative to the success of our future Total Force. We must continually address the changing national demographic in order to remain competitive in today's employment market. Only three out of ten high school graduates meet the minimum criteria for military service, and the propensity of our nation's youth to serve in the military is declining in many areas.

The next generation, known as "Millennials," is now entering the workplace. These young men and women expect to change jobs or career fields multiple times, and they expect a life/work balance that permits them the opportunity to serve as well as attend to personal and family needs. Career path pay and benefits must evolve to a more flexible system that supports "off" and "on" ramps to and from active to reserve

service, as well as temporary sabbaticals. Born into a globalized world saturated with information and technology, Millennials comprise 43 percent of our Navy and are more accomplished than previous generations. They are a technologically savvy and cyber-connected group who may find the military's hierarchical command and control structure contradictory to the flat social networks they are accustomed to navigating. The different paradigm under which this generation views the world and the workplace has implications for how our Navy attracts, recruits and retains top talent.

The members of the Millennial generation are reticent to consider military service as their first career option. The Navy must recognize and respect generational traits to ensure we appeal to those talented young people who we seek to recruit and retain. Today's influencers, most of whom have never served in the military, are often not inclined to steer Millennials toward a military career. Our focus in the next several years is building a variety of service options to entice potential recruits and striving to capitalize on the diversity and differences of our Total Force to ensure our Navy is a family-friendly, "Top 50" workplace.

Our talented personnel are the foundation of all we do, and Navy Reserve is dedicated to policies, programs and initiatives that improve the quality of service for our Sailors and their families. In Fiscal Year (FY) 2007, 12 percent of enlisted and 23 percent of officers who transitioned from the AC chose to affiliate with the Navy Reserve. Recent initiatives intended to attract transitioning Sailors include higher affiliation bonuses, mobilization deferment and the Fleet-to-NOSC Program. Affiliation bonuses as high as \$20,000 are offered to Sailors possessing specific skill sets, particularly those in high demand for the GWOT.

Mobilization Deferment. To afford transitioning AC Sailors who affiliate with the RC ample time to become settled in their civilian careers, the mobilization deferment policy was established. All Veterans who affiliate with Navy Reserve within six months of transitioning from the AC qualify for a two-year deferment from involuntary mobilization, and those who affiliate with Navy Reserve within 12 months are eligible for a one-year deferment.

In order to be a competitive employer, our Navy realizes that we must offer opportunities for personnel to pursue their respective interests. We have initiated the AC to RC transition program, which is changing the paradigm of Sailors who decide to terminate their AC service at the end of their enlistment. By providing veterans an informed, systematic option to convert to the RC, we preserve the ability to surge their talents and realize a much higher return on their initial training investment. Previous force shaping efforts have been designed to achieve a specific end strength, or “fill,” but our focus has shifted to building a competency-based workforce with the right skill sets, or “fit,” to more rapidly and effectively meet emergent GWOT requirements.

Created by the Commander, Navy Recruiting Command, the Fleet-to-NOSC Program streamlines the Navy Reserve affiliation process. Thirty two commands are currently participating in the program, and since its inception in November 2006, 27% more Sailors have affiliated. In FY 09, this program will be expanded to allow AC Sailors to select from vacant Reserve billets prior to transitioning. To facilitate the continuation of a Navy career, members will also have visibility of Navy Reserve positions located in the geographic area where the Sailor plans to reside.

Health Care. We have some of the finest medical professionals in the world serving in our Navy and the health care they provide to our Sailors is a valuable recruitment and

retention incentive. Our missions in OEF and OIF increased the demand for medical services in combat and casualty care. Another more complex aspect of health care is the mental well-being of our Sailors returning from combat operations. Medical professionals are rapidly learning more about assessing and treating the effects of mental health issues associated with war, such as post traumatic stress and traumatic brain injury. We are constantly integrating these lessons into our health care system.

Wounded Warrior/SAFE HARBOR Program. Our care for combat wounded personnel does not end at the Military Treatment Facility (MTF). The Navy established the SAFE HARBOR Program in 2005 to ensure seamless transition for the seriously wounded from arrival at an MTF through subsequent rehabilitation and recovery. As soon as our Warriors are medically stabilized and arrive at an MTF, SAFE HARBOR staff members establish close contact with each severely injured Sailor. Typical assistance provided by SAFE HARBOR includes; personal financial management, member or family member employment, permanent change-of-station moves, non-medical attendant orders for assisting attendants, post-separation case management, travel claims, Veterans Administration and Social Security benefits and resolving administrative issues. Since its inception, 193 Sailors, including 29 from the RC, have benefited from the program. We are committed to providing the individualized non-clinical care that each of these Sailors and their families deserve.

Continuum of Service. Essential to a dynamic, diverse and capable Navy workforce is establishing a continuum of service by which a Sailor may serve and REserve over the course of a lifetime. A Sailor for Life philosophy removes administrative and policy impediments and creates more flexibility to transition between Active and Reserve statuses, manage a civilian career, pursue advanced education and account for unique

life circumstances. The Navy has asked Congress, via the Secretary of Defense, for authorization to begin a pilot program in FY 09. We plan to enable Sailors to seamlessly navigate “off ramps” to the RC and “on ramps” to the AC. Our vision also provides the taxpayer a better return on investment by extending the opportunities for our personnel to serve, thereby taking full advantage of both military and civilian training and work experience. A well-developed continuum of service will create a Sailor for Life, ready to surge in support of national interests and defense.

Navy continues its Total Force approach to manpower management by utilizing an enterprise framework and providing cost-wise readiness. We are improving processes to deliver increased readiness and combat capabilities, provide better organizational alignment and recapitalize our Navy. The Navy Reserve has the capacity to meet current and future requirements and to continue to transform into the right Force for tomorrow.

V. Summary

Since 11 September 2001, over 50,000 Navy Reservists have been mobilized to support the GWOT. Leveraging unique military and civilian skill sets and capabilities, our RC continues to transform and increase the effectiveness and efficiency of our commands while meeting all Fleet and COCOM requirements. As we strive to provide more responsive and relevant operational support, Navy Reserve will strengthen our culture of continual readiness while balancing predictable and periodic mobilizations for contingencies. Yes, we are asking more of our REservists, but they are responding and performing magnificently across all Navy enterprises while surging for the GWOT, serving as a Strategic baseline and maintaining a ready alert posture for homeland

contingencies. Our Total Navy is a powerful Force which will continue to enhance the opportunities for our Sailors and their families to serve and REserve. On behalf of the Sailors, civilians and contractors of our Navy Reserve, we thank you for the continued support of Congress and your commitment to our Navy's Total Force.