

**STATEMENT OF
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CHIEF OF NAVY RESERVE
BEFORE THE
SENATE SUBCOMMITTEE ON DEFENSE
COMMITTEE ON APPROPRIATIONS
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I. Introduction

Chairman Durbin, Senator Cochran, distinguished members of the Committee, thank you for the opportunity to speak to you today about the talent, capability, and readiness of the 63,800 dedicated women and men who serve in the Navy Reserve. Each Sailor is assigned to one of our 122 Navy Operational Support Centers, resident in every state and territory. I am honored to be here representing our citizen warriors and would like to extend my heartfelt thanks for the support you continue to provide them.

Today, I intend to provide testimony which will give you a clear picture of where the Navy Reserve has been in the last year, how we are aligned with the Sailing Directions put forth by the Chief of Naval Operations (CNO), and how we intend to develop the Navy Reserve as we look forward to the future.

Since assuming command eight months ago, I have met with key stakeholders throughout the Department of Defense (DOD), Navy leadership, civilians, and Reserve Sailors across the country. I have seen first-hand that the Navy Reserve Force is more ready, relevant, and aligned with the Active Component (AC) than at any time in our history. There is no doubt that the strength of the Navy Reserve is in our people. Every day our Reserve Sailors prove they are flexible, responsive and innovative. They are a force multiplier for the AC, bringing to the Total Force valuable skills, Navy experience, and civilian know-how and perspective.

My predecessors, specifically in the years since the attacks of 9/11, have laid a strong foundation for a Reserve Force that is more operational and closely integrated with the AC. This is critical to the success of the Navy Total Force. The Navy Reserve represents almost 16 percent of Navy's total military endstrength, while comprising only 2.5 percent of the total Navy budget. With a ready, responsive Reserve Component (RC), the Navy is able to leverage affordability and manage risk. This is particularly valuable given the current fiscal uncertainties facing our country today.

The Reserve Component is aligned with the CNO's Sailing Directions and the three tenets put forth therein: "Warfighting First, Operate Forward, and Be Ready." Our foremost goal is to make sure

we are ready to answer the call when asked to provide support for Fleet or Joint requirements. Whether that means taking on a greater share of the Navy's Individual Augmentee (IA) requirements or taking an active role in emerging missions, our Sailors are ready. We continue to work with the AC to ensure we have Sailors in the right ratings, trained and ready for tasking. As a Navy Reserve, we are, and will continue to be, true to our motto: "Ready Now. Anytime, Anywhere."

II. Warfighting First

The CNO's number one tenet is "Warfighting First." The Navy Reserve must be ready to fight and win today, while building the capabilities to meet tomorrow's threats. This is the Navy's primary mission and our efforts must be grounded in this fundamental responsibility. Our Sailors provided more than 5.62 million man-days of support to Navy missions world-wide in 2012, to include 3,740 Reserve Sailors deployed as an IA in support of Global Force Management Allocation Plan (GFMAP) requirements. Every theater and Combatant Command Area of Responsibility (AOR) received Reserve IA support. Since September 11, 2001, the RC has completed more than 66,000 individual mobilizations, and over 5,000 Sailors have completed multiple active duty recalls.

The Navy Reserve provides daily operational support and is a potent force multiplier that is leveraged on a daily basis to support Navy missions. Examples of the Navy Reserve's support to Navy and Joint Warfighting efforts include:

- RC Sailors are currently augmenting the first LCS deployment aboard USS Freedom (LCS 1). Additionally, RC personnel are serving aboard the Navy's Afloat Forward Staging Base (interim) USS Ponce, deployed to the 5th Fleet AOR.
- Two Navy Reserve helicopter squadrons, HSC-84 and HSC-85, serve as the Navy's only dedicated air support to Special Operations Forces (SOF). In this capacity, they have deployed continuously in support of Overseas Contingency Operations since 2003, amassing over 13,800 combat flight hours. HSC-84 recently transitioned to a different part of the U.S. Central Command (CENTCOM) AOR to perform a critical role in overseas contingency requirements, specifically for crisis response and partner nation engagement in support of

theater objectives and Contingency Plans. HSC-85 will play a key role in the Navy's rebalancing to the Asia-Pacific theater by providing similar support to Naval Special Warfare (NSW) forces and other joint and coalition partners in the region.

- Critical to Navy's role in Information Dominance and Cyber Warfare, reserve units aligned with the Defense Intelligence Agency (DIA) stood up the Joint Military Analysis Cell (JMAC) in late 2011 at Rome, New York Joint Reserve Intelligence Center. The JMAC serves as a "reach-back" intelligence cell to support forward deployed National Guard Infantry Brigade Combat Teams (IBCT) deployed to Afghanistan. From March 2012 to the present, the JMAC has been led and manned with Navy Reserve Intelligence Specialists from upstate New York. The eight-member joint cell is a 24-hour operation providing real-time intelligence support to the IBCT command organization in-theater and is critical to reducing the footprint of troops on the ground in Afghanistan. The JMAC has been recognized for its outstanding support to combat operations by the Office of the Secretary of Defense (SECDEF), CENTCOM, the National Guard Bureau and multiple Adjutant Generals from supported states. Forward deployed units presently supported in Afghanistan include the 29th IBCT out of Hawaii and the 56th IBCT out of Texas.
- Navy Reserve Sailors from NSW, Naval Criminal Investigative Service (NCIS), and DIA units provided support to counter-narcotics missions in Central and South America under the direction of Joint Inter-agency Task Force-South (JIATF-South). These various commands gather intelligence, provide analysis and product development, train foreign nationals, and participate in exercises. This holistic approach has led to improvements in interdiction efforts throughout the region.
- Reserve Component Surface Warfare Officers (SWOs) are deployed seamlessly on surface ships every day of the year. The RC SWOs serve alongside AC SWOs and their integration is transparent. Also deployed on surface ships are nine Selected Reservists (SELRES) Supply Corps Direct Commission Officers (DCOs) recalled for three years each to fill first tour sea billets. Over the past two years, the AC Supply Corps has not received the number of accessions it has requested. They have had to fill first tour "at sea" billets with Senior

Lieutenants and Limited Duty Officers. Through this recall program the AC was able to fill sea duty billets with RC officers and free up more senior officers for their normal career path duties. This has been a win/win for the AC and RC as it has also allowed RC Supply Corps DCOs to gain valuable sea duty experience as supply officers. This experience will make them a potential recall asset for more senior sea billets if required later in their career.

From Reserve Sailors forward deployed in CENTCOM, to those embedded with NSW and DIA, the Navy Reserve is a fully integrated component of the Total Force's warfighting efforts across the globe.

III. Operate Forward

In alignment with CNO's second tenet, the Navy Reserve is operating forward every day supporting the Navy's efforts to deter, influence, and win in challenging environments. Over the past few years, approximately one-quarter of our Reserve Force has been providing global operational support on any given day. At the peak of the 2010 Afghanistan surge, 5,673 RC Sailors were deployed as Individual Augmentees. Today, 3,145 Reserve Sailors are serving as IAs, and while the total number is drawing down, the number of Reserve Sailors on IA is expected to remain approximately the same for FY14. The Navy Reserve will assume most Navy IA requirements as part of the Total Force concept, allowing AC Sailors to fill critical billets at sea. In the future, as the Department of Defense winds down Overseas Contingency Operations (OCO), the Navy Reserve expects to continue to execute operational deployments on a regular basis as part of Global Force Management practices. Examples of the Navy Reserve's support for forward operations include:

- Navy Reserve medical personnel provided critical combat care in support of Combatant Commander and humanitarian and disaster relief missions. Approximately 100 RC medical personnel continue to staff the Navy Expeditionary Medical Unit (NEMU) at Landstuhl Army Regional Medical Center (LRMC), Germany, the largest military hospital outside of the continental United States. NEMU RC medical personnel provide comprehensive primary and tertiary care treatment for all injured U.S. service members, contractors, and members of coalition forces serving in Afghanistan, as well as U.S. Africa Command (AFRICOM),

CENTCOM, and U.S European Command. The NEMU at LRMC includes the Deployed Warrior Medical Management Center which coordinates patient movement for wounded, injured, and ill service members.

- In a "Navy First," HSL-60 recently hosted, and successfully deployed, the first Reserve Fire Scout vertical takeoff unmanned aircraft (VTUAV) detachment aboard the frigate USS Simpson, supporting AFRICOM requirements on a six-month deployment to the Africa Partnership Station. After this initial success, Commander, Naval Air Force Reserve continues to provide trained RC Fire Scout personnel in support of AFRICOM and SOF requirements. Ultimately, a significant percentage of Reserve personnel are expected to be assigned to Helicopter Unmanned Reconnaissance Squadron One (HUQ-1). The squadron is being established to support SOF Intelligence, Surveillance, and Reconnaissance (ISR) orbits and also serve as the Fire Scout Fleet Replacement Squadron.
- The Navy Reserve Fleet Logistics Support Wing continues to provide 100 percent of the responsive and time-critical airlift support for world-wide Navy and Marine Corps requirements. By maintaining a consistent presence in all major theatres, fleet air logistics assets represent a significant cost-savings to the Navy. Navy Reserve C-130T aircraft transported U.S. Marine Corps (USMC) cargo and personnel in and out of Libya during recent significant events, earning accolades from the Marine unit leadership for the flexible support and flawless execution by the aircrews. Also, two Navy C-40As surged within hours of a forward deployed Navy ship running aground, transporting critical parts and personnel to Puerto Princesa, Philippines, to assist the recovery effort as well as evacuate crew to the recovery site in Guam. In a separate action, immediately following the discovery of contact mines in the harbor of Tallinn, Estonia, a point of departure for many cruise and commercial ships, a Navy C-130T transported Explosive Ordnance Disposal Mobile Unit (EODMU) Eight to de-arm the World War II era mines that European forces had deployed in the Baltic Sea over half a century ago. In another example of Navy Reserve's air logistics capability, a C-130T squadron utilized the aircraft's unique outsized cargo capacity to assist a NSW unit in transporting a Navy Mini Sub Trailer and Dry Dock Shelter for SEAL Delivery Vehicle Team One's deployment in support of Operation Enduring Freedom.

- Navy Reserve Patrol and Reconnaissance squadrons, under the Counter-Narcotics/Counter-Transnational Organized Crime Support program, provide aircraft, aircrew and maintenance detachments available for Joint Interagency Task Force South (JIATF-South) tasking within the U.S. Southern Command (SOUTHCOM) AOR. The program directly contributes to the airborne Detection and Monitoring mission through a provision of the P-3C as an ISR platform. Last year, our squadrons augmented the active component for 16 weeks.
- HSL-60, a Reserve SH-60B squadron recently completed another “Navy first” when they deployed with the Night Airborne Use of Force capability using Night Vision Heads-Up displays. Partnered with the U.S. Coast Guard (USCG) tactical law enforcement teams in support of SOUTHCOM counter-drug operations, this new capability enabled U.S. aircrews to interdict and disable suspect vessels in international waters at night, resulting in record seizures of narcotics and contraband.
- 305 sailors from Maritime Expeditionary Security Squadron (MSRON) 12 are currently deployed to the CENTCOM AOR. MSRON 12's mission is to provide waterside and landward protection to Navy, Military Sealift Command, and other designated High Value Assets in the ports of Fujairah and Jebel Ali. MSRON 12 includes three Embarked Security Teams augmenting Commander Task Group (CTF) 56.11 in Bahrain. MSRON 12's efforts are essential to ensuring CENTCOM and CTF 56 Anti-Terrorism/Force Protection requirements are properly supported.
- Navy Reserve Chaplain and Religious Program Specialist (RP) teams add a vital dimension to the RC's forward presence by providing religious ministry, pastoral care and advice to Navy, Marine Corps and Coast Guard forces. In 2012, the Reserve Chaplain/RP team was deployed across the world, from the Arctic to the Horn of Africa, to Senegal and Morocco, from the Caribbean to the Pacific, including Afghanistan and Guantanamo Bay. The RC Chaplain/RP team also provides enormous support to the Marine Corps, with almost 2/3 of our Reserve chaplain and RP billets assigned to the Marines. The Commandant of the Marine Corps has said that when he commanded the 3rd Marine Air Wing in combat in Iraq, he

relied heavily on his Navy Reserve chaplains and RPs, knowing he could count on them to care for his Marines and their families. Since 9/11, over half of the 517 Chaplain/RP mobilization events were in support of the Marine Corps. Mobilized Navy Reserve Chaplains and RPs make up three of the four Chaplain/RP teams assigned full-time to the USMC Wounded Warrior Regiment. The teams provide religious ministry support to wounded, ill, and injured Marines at sites across the U.S. and overseas. They also provide training in the areas of suicide prevention, post-traumatic and post-deployment stress, and combat operational stress control.

While Reserve support for operational forces is vital to mission success, over two-thirds of the Reserve Force serves the Nation in a more traditional, yet equally important role: providing trained and ready capacity at an affordable cost. Our part-time Sailors offer a force at the ready, keeping vital capabilities available for employment by the combatant commanders, allowing for an affordable force at a manageable level of risk. These traditional Selected Reserve Sailors must be trained to deliver the required naval warfighting capabilities now and in the future and we must be ready to rapidly transition them to full-time status when necessary, to regenerate capabilities or expand elements of the Total Force.

IV. Be Ready

Adhering to the tenet of “be ready,” Navy Reserve will continue to harness the teamwork, talent, and imagination of our diverse force to be ready to respond when called. This is more than simply completing required maintenance and ensuring parts and supplies are available. Those tasks are essential, but “be ready” also means that Sailors are proficient and confident and prepared to deploy.

An example that epitomizes the strength and flexibility of the Navy Reserve and demonstrates our unique ability to “be ready” to serve the Nation and compliment the Navy Total Force is the Reserve Component’s response to Super Storm Sandy.

Within hours of the storm’s landfall, 26 RC Navy Emergency Preparedness Liaison Officers (NEPLOs) were deployed to federal, state, and local government agencies throughout the Northeast.

NEPLOs provide Liaison Officer support to Regional Operations Centers and various Maritime Operations Centers across the country during natural and man-made disasters, certain Presidential events, and regional emergency preparedness exercises. NEPLOs were embedded in all the affected states and Navy Regions affected by Sandy. They coordinated efforts to provide support to the Federal Emergency Management Agency, which requested assets and capabilities resident only in the military. As soon as the storm abated, RC aircrew from HM-14 flew four MH-53 helicopters from USS WASP to ferry first responders, vital equipment, and supplies to areas inaccessible by vehicle. In another mission, our Navy Reserve C-9Bs were called to move 110 Seabees and 6,600 lbs of cargo from Port Hueneme, CA to McGuire Air Force Base on short notice. A separate C-9B crew transported a P-3 Mobile Operations Control Center from San Diego, CA to NAS Jacksonville in support of U.S. Fleet Forces Command efforts to survey coastal damage. Two Navy Reserve chaplains assigned to the USCG also participated in the USCG's response to Sandy. The NEPLO mission is exclusive to the Navy Reserve Component and these flexible and responsive operations exemplified our Navy Reserve motto: "Ready now. Anytime, Anywhere."

A critical component of the Naval Air Force's ability to operate forward in the warfighting arena is the skilled and proficient training of Naval Aviators. The Chief of Naval Air Training (CNATRA) has primary responsibility for this mission and is aided significantly by Reserve Component aviators. The CNATRA RC instructors flew over 54,000 flight hours and 37,000 sorties, encompassing nearly 19% of CNATRA's production in FY12. The RC provides unparalleled knowledge and experience to all 17 CNATRA training squadrons. Training Wing One (TW-1) and TW-2 Reserve Aviators executed eight Carrier Qualification detachments and seven Weapons detachments for the production of Navy, Marine, and International strike pilots. TW-4 executed a 64-day Familiarization/Formation detachment in Las Cruces, New Mexico, primarily run by RC personnel from the VT-27 and VT-28 RC Squadron Augmentation Units (SAU). TW-5 finished up the successful transition from the T-34C to the new T-6B trainer aircraft. This was a three-year evolution that relied heavily on the RC to augment production while both AC and RC instructors qualified in the new aircraft.

In addition to RC contributions to primary and strike flight training, Naval Air Force Reserve provides fully 80 percent of the adversary support for all tactical training requirements for the Navy. In FY12, Navy Reserve's four adversary squadrons provided more than 11,000 sorties and almost 13,000

flight hours in support of 28 fleet detachments. These include Carrier Air Wing Strike Fighter Advanced Readiness Program events, fleet replacement pilot production, Navy Fighter Weapons School (TOPGUN), and Strike Fighter Weapons School training. Additionally, they develop new capabilities and tactics to provide fleet customers with unmatched training and exposure to realistic tactical scenarios and modern threat systems.

The Navy Reserve is a force for innovation across all spectrums, but it is especially evident in the area of Information Technology (IT). The Navy Reserve has led in several IT initiatives to improve cost-effective anytime, anywhere access to the tools required to do work. The Navy Reserve has completed the first DOD-approved wide scale commercial Wi-Fi access deployment to Navy Reserve facilities. This project provides SELRES the capability to complete their Navy Reserve training and readiness requirements at a fraction of the expense of equipping each member with an individual workstation while simultaneously improving Sailor productivity. Also, the updated technology employed in the new Navy Reserve Homeport (NRH) will maximize the efficiency and effectiveness of the force through easier and more secure information resource management and improved sharing capabilities. Deployment of the NRH is the Navy's first fully certified and accredited instance of Microsoft's SharePoint 2010 collaboration solution. This Navy Reserve web portal provides both public and private facing sites for information sharing, collaboration, and communication and serves as the single entry point to access critical Navy Reserve information and applications.

In order for our Sailors to "be ready," they must be prepared to deploy in all facets of their lives. Our approach to supporting our Sailors for deployment is holistic. We have programs to support Sailors, their families, and their transitions between the Active and Reserve Components, before and during mobilizations, and back to home life and civilian employment (when applicable). Many of these programs fall under the concept of Continuum of Service (CoS). Continuum of Service is a transformational approach to personnel management that provides opportunities for seamless transitions across service status categories (active duty, Selected Reserve, Recalled Reserve, Individual Ready Reserve, Retired Reserve) designed to meet mission requirements and encourage a lifetime of service.

CoS provides flexible service options and improves life-work balance, which in turn helps Sailors. Everyone reaches decision points during their careers, and many who serve desire career

options other than the “24/7/365 or nothing” proposition. CoS provides both full-time and part-time service opportunities, depending on the Navy’s needs and the Sailor’s own personal desire. This supports CNO’s vision of a seamless Navy Total Force that is valued for their service, and enables them to volunteer for meaningful work that supports the Navy mission.

CoS makes service easier for Sailors by identifying and eliminating barriers impacting their desire and ability to serve. For the Navy, CoS enhances readiness and minimizes personnel costs by building a Total Force team of trained and experienced professionals, ensuring that the right Sailors with the right skills are in the right job at the right time.

Critical to fully realizing the CoS and the Navy Total Force concept is the Integrated Pay and Personnel System (IPPS-N). IPPS-N is not a single system in itself, but a strategy to support the modernization of personnel accounting systems and procedures. The Navy Reserve continues to support the Chief of Navy Personnel in the analysis and reengineering of pay and personnel processes and the development of this common pay and personnel system for all active and reserve personnel. The Navy has chosen to incrementally migrate functionality from existing legacy systems into the current Navy Standard Integrated Personnel System to achieve the single pay and personnel system goal of IPPS-N. As an example of these efforts, work is currently underway for a common and integrated Electronic Drill Management and electronic Page 2 (Dependency Application and Record of Emergency Data) capability expected to be delivered by the beginning of FY14, which will significantly reduce the administrative burden on Sailors and Navy Operational Support Center (NOSC) staffs.

The FleetRIDE (Fleet Rating Identification Engine) for SELRES program also supports CoS. FleetRIDE for SELRES is an online career management tool which provides Reserve Sailors with information about their career options, facilitating a Sailor’s choice to request conversion into ratings with the greatest need and best opportunity for advancement. Working with a Career Counselor, SELRES and Volunteer Training Unit Sailors use FleetRIDE for SELRES to determine if it is in their best interest to convert into another rating for which they are qualified or to continue in their current rate. The Navy is helped by allowing eligible, qualified Sailors to convert to an undermanned rating. By allowing this voluntary conversion from overmanned or highly manned ratings to undermanned

ratings, Navy Reserve increases “Fit”--matching a Sailor’s skillset with a specific billet that requires those skills--and stands better able to support the Fleet.

In an effort to ensure the overall health and well-being of the Reserve Force and their families, we are committed to caring for Sailors before, during, and after deployment. This is a comprehensive approach embodied in the Yellow Ribbon Reintegration Program (YRRP). The YRRP provides reserve members and their families with sufficient information, services, referral, and proactive outreach opportunities throughout the entire deployment cycle. The YRRP consists of informational events and activities, as well as resource providers to provide on-site assistance during the events, for members of the reserve components of the Armed Forces and their families to facilitate access to services supporting their health and well-being through all phases of deployment.

Prior to departure, Sailors attend Deployment Readiness Training (DRT) events, designed to educate and provide information that bolsters the readiness of military personnel, their families, designated representatives, and employers for the rigors of deployment and the challenges of separation. Topics covered include medical and dental services, life insurance enrollment, youth programs, and psychological health. To date, almost 125,000 military and family members have received training through 448 DRT events.

The Command Individual Augmentee Coordinator (CIAC) is the first point of contact for IAs and their families. The CIAC acts in concert with the command’s Ombudsman to provide support and assistance to IA Sailors before, during, and following deployment. During the pre-deployment phase the CIAC reviews the IA Sailor’s orders with him/her and helps ensure all administrative preparation is complete. In the deployment phase, the CIAC contacts the Sailor a minimum of once every 30 days to answer questions, provide moral support, and maintain the Sailor’s connection to his/her home command. The CIAC also provides periodic contact with the Sailor’s family to ensure they are informed and supported while the Sailor is away. The CIAC maintains contact with Sailors and families throughout the deployment phase and for nine months after the Sailor has returned.

Upon return from deployment, Sailors are invited to attend a Returning Warrior Workshop (RWW), an off-site weekend retreat program developed by the Navy Reserve. The purpose of the

RWW is to facilitate the reintegration of Sailors back into their family, home, workplace, and Navy unit. The RWWs also assist in identifying psychological health issues, provide the opportunity for follow-on services (if needed), and honor members and families for their sacrifices and support. RWWs are hosted throughout the country by Reserve Component Commands and are a chance for Sailors and their guests to talk with their shipmates who have had similar experiences. Attendees are presented with a host of information and resources available to assist with their transition back to stateside life. For those struggling with physical, psychological, or emotional challenges, confidential sessions with counselors are provided throughout the event. Since inception, the Navy Reserve has held 106 RWWs for 12,849 attendees. Supported by evaluation questionnaire data, the RWW has been enormously successful in meeting its goals and has been described as a “best practice” within the DOD YRRP.

As a further measure of assistance, following Sailors’ return from deployment, the Employer Support of the Guard and Reserve (ESGR) provides several key services that enhance the cooperation and understanding between civilian employers and Navy Reserve Sailors. ESGR acts as non-biased arbiter for the resolution of conflicts arising from an employee’s military commitment. It also provides services to promote and enhance employer support of military service in the Guard and Reserve. The newest of these services is the Hero to Hired (H2H) program that establishes an online network connecting military-supportive employers with service members looking for jobs. To date, 1,560 Navy Reservists have taken advantage of H2H. ESGR has also instituted a nationwide network of Employee Transition Coordinators that provide one-on-one guidance for all service members returning from deployment to assist them in finding a job.

The Bureau of Medicine and Surgery’s Reserve Psychological Health Outreach Program (PHOP) has been established to ensure that Reserve Sailors and their family members have full access to appropriate psychological health care services to increase resilience and facilitate recovery, which is essential to maintaining a ready Navy Reserve. Services include psycho-educational briefings, Behavioral Health Screenings (BHS), and phone/email follow-up to ensure clients have received the information, resources and services they need to enhance their state of wellness and readiness. In FY12, PHOP Outreach Teams conducted 297 NOSC and Navy Mobilization Processing Site visits and briefed almost 10,000 Reserve Sailors and family members. During that same time period, the PHOP teams facilitated 17 RWWs, conducted almost 800 BHSs, made over 5,000 demobilized client outreach calls,

and over 10,000 other contacts which included successful follow-up with current clients, and collateral contacts with commands.

Another program supporting Sailors through transitional times is Transition Goals, Plans, Succeed (T-GPS). This is a DOD Total Force program; all AC and RC service members who are mobilized/activated on active duty for more than 180 continuous days are required to attend T-GPS before separation. Participation in T-GPS may commence as early as 24 months prior to retirement and 12 months prior to separation. T-GPS is a crucial element of the President's plan under the Vow to Hire Heroes Act to reduce veteran unemployment levels, and bolster and standardize the transition support that Sailors receive in order to fully prepare them for civilian employment. T-GPS is a comprehensive, mandatory program that includes pre-separation counseling, a military-to-civilian skills review, a Department of Veterans Affairs benefits briefing and application sign-up, financial planning support, job search skills building, and individual transition plan preparation. The elements of this program work together to achieve career readiness standards which will better equip the service member for their transition to civilian life.

The Navy Reserve continues to promote a safe environment for all Sailors, and is placing focused attention on Sexual Assault Prevention and Response (SAPR). The Navy remains consistent in the message from leadership at all levels that sexual assault absolutely will not be tolerated. I want to thank you for your emphasis on sexual assault prevention programs in the FY13 National Defense Authorization Act that help amplify this message. The RC, as a member of the SAPR cross functional team, was fully involved in the revision of the governing DOD directive. Navy Reserve Sailors participated in the development, roll-out, and delivery of SAPR-Leadership and SAPR-Fleet training for the Navy. Their support was integral to the development of leadership briefings, policy creation, and public affairs products. Reserve Sailors assigned to Center for Personal and Professional Development provided crucial support for SAPR Bystander Intervention "Train-the-Trainer" events, acting as instructors and support staff. This participation allowed Reserve specific issues to be directly addressed in the recently revised training manual. A few of the stand out items addressed in the revision are: development of a dedicated chapter to address Reserve Component idiosyncrasies, and specifying that SELRES victims of sexual assault are eligible for advocacy services regardless of duty status at the time of the assault.

The Navy is concerned about the rise in military suicides and is closely tracking trends among its members. Specifically, the Navy Reserve continues to take a deeper look at suicidal behaviors and studying the outcomes of members exhibiting gestures or ideation. The Navy has a comprehensive strategy to combat suicide, incorporating four pillars: education and awareness; operational stress control; intervention; and post-intervention support. Navy's Suicide prevention approach builds Sailor, family, and command resilience with a goal of changing behavior through peer to peer support; leadership intervention throughout the chain of command; enhancing family support; and fostering a command climate where help-seeking behaviors are encouraged in order to restore personal readiness. Command Assessments now include a review of a unit's suicide prevention program as a separately evaluated element.

V. Reserve Force Manning

The key to a capable, responsive Reserve Force is in our Sailors. Recruiting and retaining quality Sailors is critical to our mission. In order to achieve a drilling reserve force that meets Navy requirements, the Navy Reserve has been aggressively addressing personnel inventory to meet the demands of the Fleet. By paying close attention to AC and RC retention, and coordinating effectively with Commander, Navy Recruiting Command on appropriate recruiting goals for the Reserve Force, Fit over Fill (the right Sailor vice any Sailor) has been emphasized to recruit and retain the right Sailors to meet the Fleet's needs. Over the last two years, Enlisted Fit has gone up by 7.4% while maintaining attrition below that of the previous five years.

For Officers, there are still shortfalls to address. The Navy Reserve continues to face challenges with attaining Unrestricted Line (URL) officer recruiting goals. There are many contributing factors to this trend. Active Component officers are choosing to "Stay Navy" as retention of qualified officers on active duty remains above historical norms. This retention, a "good news" story on the whole for the Navy, does complicate Reserve recruiting efforts, especially for URL Officers (Surface, Submarine, Aviation, and Special Warfare Officers) since they must be assessed into the RC from the Active Component. As the pool of officers separating from the AC stays small due to high retention, affiliation

bonuses are critical to ensure the Navy Reserve attracts quality officers. Navy Reserve issued 439 bonus contracts in 2012, representing 31% of our 2012 general officer recruiting goal.

Reserve Health Care Professional recruiting, primarily for Medical Corps officers who specialize in emergency medicine and surgical subspecialties, remains our greatest recruiting challenge. 2012 year-end Health Care Professional inventory was 91% of requirements. Recruiting of Health Care Professionals, while having a very successful year compared to the recent past, achieved about 87% of 2012's goal. The Navy Reserve has used recruiting and affiliation bonuses and special pays (Loan Repayment, Stipends) to attract transitioning AC Health Care Professionals into the RC and offset health care subspecialty shortages in the civilian health care community. AC retention in Health Care Professionals remains high and decreases potential NAVETS transitioning to the RC. Historically low (~12%) RC Health Care Professional attrition has been significantly aided by critical skills retention bonuses. Navy Reserve issued 337 Health Care Professional bonus and special pay contracts in 2012.

We continue to review processes and requirements to produce the force needed today and in the future. Officer Sustainment Initiatives have been held across all designators, and the Direct Commission Officer demand signal has been increased where feasible. DCO accessions offset increased AC retention in Restricted Line and Staff communities. The skill sets needed in the Reserve Force will continue to be shaped by the evolving strategic requirements of the Total Force.

VI. Equipping our Force

Ensuring the Reserve Force has the proper equipment to support and win our nation's wars is one of my ongoing priorities. I thank Congress for the support they provide the Navy Reserve. In particular, the Navy has benefited greatly from Congress' support for recapitalizing Fleet Logistics aircraft by procuring C-40A aircraft. The C-40A "Clipper" is a Navy Unique Fleet Essential Airlift (NUFEA) aircraft that provides flexible and time-critical intra-theater air logistics support to Navy Fleet and Component Commanders as well as logistical support for the Navy Fleet Response Plan. The C-40A is a medium-lift aircraft, equipped with a cargo door and capable of transporting up to 36,000 pounds of cargo, 121 passengers, or a combination of each. The C-40A is the designated replacement for Navy Reserve legacy C-9B and C-20G aircraft. Recapitalization of these aging aircraft is necessary due to

increasing operating and maintenance costs, decreasing availability, and the inability to meet future avionics/aircraft noise mandates required to operate C-9B's worldwide. The C-40A offers significantly increased range, payload, and reliability, as well as the unique capability of carrying hazardous cargo and passengers simultaneously. Navy C-40A detachments are forward-deployed 12 months per year to provide around-the-clock support, particularly to the U.S. 5th, 6th, and 7th Fleet AORs. Additionally, these aircraft are integral first-responder assets in Humanitarian Assistance/Disaster Relief missions. Two additional aircraft are required to complete the minimum, risk-adjusted C-40A procurement plan of 17 aircraft, which will allow Navy to complete the divestment of the C-9Bs and C-20Gs. Congressional support for the Navy Reserve C-40A program has placed the fleet closer to realizing a more capable and cost-efficient NUFEA capability.

The National Guard and Reserve Equipment account (NGREA) has been used to modernize and recapitalize the Reserve Naval Construction Force, Navy Expeditionary Logistics Support Group, and Coastal Riverine Force, as well as to procure NSW weapons, equipment for Mobile Training and Maritime Civil Affairs teams, and communications gear. NGREA was also used to purchase expeditionary warfighting equipment for the Naval Expeditionary Combat Enterprise in support of operations in Iraq and Afghanistan, and training upgrades in support of the F-5N and F/A-18A+ adversary mission.

VII. Looking to the Future

As our nation's military strategy evolves in response to an ever changing world, we continuously evaluate new and existing capabilities that can reside in the Navy Reserve to best support our maritime service. Anticipating the pivot to Asia, we recently stood up nine new units and expanded three others. Some of these units will support Littoral Combat Ships while others will address the Fleet's intelligence and planning requirements in the Pacific.

Other missions with potential growth are in unmanned systems, Cyber, and Ballistic Missile Defense. We'll support Fleet requirements that match our capabilities: where we have the skill sets (or can build them); work that does not have an extensive pre-deployment training requirement; and work that is periodic and predictable. I see great opportunities ahead for Navy Reserve Sailors to serve.

The 2013 Navy Reserve Strategic Plan fully supports the CNO's tenets of "Warfighting First, Operate Forward, and Be Ready" through its focus on people, readiness and resources. This focus is supported by three Strategic Focus Areas: deliver a ready and accessible force; provide valued capabilities; and enable the service of our sailors and civilians. In support of continued progress toward the vision for the Navy Reserve, six initiatives will advance our three strategic focus areas throughout 2013.

We will enhance our ability to *Deliver a Ready and Accessible Force* by exploring cloud computing technology options to improve access to government IT assets and increase our ability to share information while rapidly responding to emerging opportunities and missions. Additionally, the personnel assignment process and policies are under review to ensure placement of Navy Reserve Sailors maximizes efficiency, training, and Navy support while accounting for statutory requirements and the geographic dispersion of our Reserve Force.

The focus on *Providing Valued Capabilities* will concentrate on developing a coordinated Navy Reserve structure and employment strategy to ensure efficient and effective use of reserve assets, resources, and capabilities within existing and future mission areas. To this end, we remain actively engaged in developing foundational reserve support for the Littoral Combat Ship and Ballistic Missile Defense programs as both of these capabilities are an essential part of the future of Naval Warfare.

We will continue to *Enable the Service of our Sailors and Civilians* by building upon our previous CoS efforts. This year we will initiate a comprehensive education and communication campaign designed to increase awareness of the capabilities, value, and structure of the Navy Reserve at all levels from key influencers to individual Sailors. In addition, as we look to capitalize on civilian skill sets and experience through the Direct Commission Officer Program, we will ensure the training provided through the DCO Indoctrination Process is aligned, relevant, and standardized to address current operational needs.

Through these initiatives we will enhance our force-wide effectiveness, remove barriers to service, assist in identifying the optimum Reserve to Active force mix and fully support our Sailors and

their families, while providing the Navy with access to operational capabilities that are ready to surge forward as world events require.

Our proud heritage of providing the Navy with strategic depth and operational capabilities will continue to serve as the cornerstone of our mission. As the conflict in Afghanistan winds down and resources are realigned within the Department of Defense, the Navy Reserve will continue to work with leadership to determine the capabilities that should reside in the Navy Reserve and where the Navy Reserve can best support Navy's mission.

VI. Conclusion

Thank you for the opportunity to provide testimony today. Every day, I stand in awe of our Sailors and civilians in the Navy Reserve, their accomplishments, and the sacrifices they and their families make on behalf of our country.

From our deployed RC SEAL teams, Maritime Expeditionary Security Squadrons forward-deployed to AFRICOM and CENTCOM, P-3 detachments mobilizing to support 5th and 7th Fleet while their AC counterparts transition to the new P-8A aircraft, or RC Sailors serving on the first deployment of LCS-1 to Singapore, the Navy Reserve is an integral part of our Navy's mission around the world. Whether providing individuals and units for operational fleet deployments, or acting as the "strategic bench," ready when called to employ vital capabilities in response to natural disasters at home or conflicts abroad, we stand ready as an indispensable member of the Navy Total Force.

We live in a challenging fiscal environment, yet the need for a professional and ready Navy Reserve force is as important as ever. I am honored to lead this organization and our Sailors as we continue to provide cost-effective support to the Navy Total Force. On behalf of the Sailors, civilians and families of your Navy Reserve, I thank Congress for your continued support.