



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON, D.C. 20350-2000

IN REPLY REFER TO

OPNAVINST 1001.21B
N512K

10 JUNE 1998

OPNAV INSTRUCTION 1001.21B

From: Chief of Naval Operations
To: All Ships and Stations (less Marine Corps field addressees
not having Navy personnel attached)

Subj: TOTAL FORCE POLICY

Ref: (a) SECNAVINST 1001.37A
(b) OPNAVINST S3061.1D, Navy Capabilities and Mobilization
Plan (NCMP)
(c) "...From the Sea" White Paper of the Department of the
Navy (DON) of Sep 92
(d) "Forward ...From the Sea" (DON) 94
(e) "Forward ...From the Sea - The Navy Operational
Concept" (DON) of May 97
(f) DoD Directive 1215.6 of 14 Mar 97 (NOTAL)
(g) OPNAVINST 4423.3D (NOTAL)
(h) SECDEF MEMO of 4 Sep 97 (NOTAL)
(i) OPNAVINST 3060.7A (NOTAL)

Encl: (1) Naval Reserve Integration and Utilization
(2) Form OPNAV 1001/1, Flexible Readiness Report

1. **Purpose.** To implement guidance contained in reference (a) and issue a Total Force policy in consonance with references (b) through (i). This instruction is a substantial revision and should be reviewed in its entirety.

2. **Cancellation.** OPNAVINST 1001.21A

3. **Background**

a. The naval strategy outlined in references (c) through (e) calls for the integration of the Active and Reserve components into a seamless and cohesive Total Force capable of meeting all requirements in peacetime and in war. Diminishing resources and increasing operational commitments have also influenced efforts in ensuring that the Total Force is correctly shaped, trained, equipped, and optimized to respond to the full range of military operations and requirements from Peacetime Contributory Support (PCS) and Small Scale Contingencies (SSC) to Major Theater War (MTW) and national/domestic emergencies. The Total Force must be flexible, responsive and cost effective.

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b. This instruction sets forth Navy's Total Force policy for integration of both components into a single force optimized to respond decisively to all naval commitments. It also provides a structure for Reserve component mobilization training, which obtains maximum benefit to enhance the overall readiness of the Total Force. Enclosure (1) are guidelines for utilization and integration of the Naval Reserve.

4. **Policy.** The Navy will retain Active and Reserve forces and personnel - adequately resourced to accomplish their assigned wartime missions - to meet peacetime contingency requirements.

a. During peacetime, Navy will employ Reserve forces and personnel to relieve the stress on Active Operating Tempo (OPTEMPO) and Personnel Tempo (PERSTEMPO) by deploying, when practicable, and by fulfilling close-to-home Commander in Chief (CINC) requirements that enable the deployment of Active forces and personnel.

b. Active commanders will move toward full integration of their respective Reserve Components (RC).

5. **Action**

a. Addressees will implement policies contained in this instruction.

b. Resource sponsors will clearly define the peacetime and wartime roles of the Active Component (AC) and Reserve Component (RC) for their assigned mission areas.

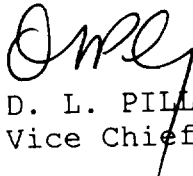
c. Echelon 2 commands will forward implementing directives to Chief of Naval Operations (CNO N51 and N095).

6. **Report and Form**

a. Symbol OPNAV 1001-10 is assigned to the report contained in paragraph 2a of enclosure (1) and is approved for 3 years from the date of this instruction.

b. Form OPNAV 1001/1 (6-98), Flexible Readiness Report, is provided as enclosure (2).

Distribution:
SNDL Parts 1 and 2


D. L. PILLING
Vice Chief of Naval Operations

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NAVAL RESERVE INTEGRATION AND UTILIZATION**1. General**

a. The Naval Reserve supports the overall mission of Navy as prescribed by Title 10, U.S.C., which states, "Be prepared to conduct prompt and sustained combat operations at sea in support of the U.S. national interests." Navy performs this mission under the guidance of reference (a) and within the framework of the strategic concept for littoral warfare described in the DON White Paper, "...From the Sea," expanded upon in "Forward ... From the Sea" and continued in "The Navy Operational Concept" (references (c) through (e)).

b. Within this governing concept, the mission of the Reserve component is, as defined in Section 10102 of Title 10 U.S.C., to "provide trained units and qualified persons available for active duty in the armed forces, in time of war or national emergency and at such other times as the national security may require..." Throughout the Cold War this meant training and structuring the Naval Reserve for full mobilization in support of a global conflict. References (a) through (f) direct a new strategy which demands the Selected Reserve (SELRES) be prepared to respond to the entire spectrum of requirements, including war or national emergency, contingency operations, military operations other than war (MOOTW), Peacetime Contributory Support (PCS), humanitarian operations, full or partial mobilization (including pre and/or post mobilization) and at such other times as the national security may require.

c. In keeping with current National Military Strategy, naval forces are structured to meet present and projected threat environments vastly different from those of the past. The shift in emphasis from global war to readiness for regional conflict and forward presence operations affords greater flexibility in meeting mobilization training requirements. This new flexibility continues to offer enhanced opportunities for the Selected Reserve (SELRES) to provide PCS to the Active Component (AC).

d. Naval forward presence, using components of both Active and Reserve forces, serves to deter aggression, enhance regional stability, protect and promote U.S. interests, improve interoperability with allies and provide timely initial crisis response.

e. PCS is defined in reference (a) as: Support to military missions, MOOTW or contingency operations, provided by members or units of the Reserve Components (RCs), or any other function which supports the mission needs of the AC.

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2. **Peacetime Employment of the Naval Reserve.** Readiness to perform the full range of assigned missions and tasks is the objective of the Naval Reserve. PCS from the Naval Reserve to support forward presence operations is entirely consistent with this goal and provides a significant dividend to the Total Force. Rather than detracting from their primary mission, working alongside their Active counterparts increases the mobilization value of Reserve members and relates directly to their individual proficiency and readiness for crisis response throughout the spectrum of conflict.

To support this policy, a system of flexible readiness will be applied to the SELRES allowing AC commanders greater latitude in directing the activities of their assigned Reservists. The peacetime readiness level required of each unit will guide such direction and Individual Mobilization Augmentee (IMA) as determined by their Echelon 2 Active commander.

In addition, Reserve expertise in support of AC staffing functions of Total Force issues is essential to ensure maximum Reserve integration and Peacetime Contributory Support. Towards that end, Reserve Liaison Officers (RLO), formerly Reserve Cognizant Officers (RCog), shall be assigned to AC major commands and staffs, as required, to provide Reserve expertise. RLO's shall act as the principal Naval Reserve advisors to the Commander or Director of the AC component assigned for all Reserve training, PCS and related Reserve issues.

a. **Flexible Readiness.** Flexible readiness is the adjustment of the readiness state of various forces based on threat, warning time and the likelihood these forces will be employed. This adjustment in readiness applies to forces identified in Commander in Chief (CINC) Operational Plans (OPLANS) as well as forces described in the non-Area of Responsibility (AOR) specific OPLAN NR097, noted in reference (b). For the SELRES, this means certain units and IMA personnel will have readiness states below 100 percent of training plan requirements. This determination will be made by Echelon 2 Active commanders annually in August, for all SELRES units and IMA personnel within their claimancy and will be reported by them to the Chief of Naval Operations (CNO N093, N095, N1, N3/N5, N4, N7, N8), Chief of Naval Education and Training (CNET) and Commander, Naval Reserve Force (COMNAVRESFOR) for evaluation and corrective actions as appropriate. These Echelon 2 Active supporting commanders may also submit the report any time the priority for deployment/utilization of their assigned SELRES units/IMA's changes. The primary criteria for such determination will be the Time Phased Force and Deployment Data (TPFDD) contained in Unified and Fleet CINC OPLANS. For non-OPLAN TPFDD listed forces, this decision will be based on the Echelon 2 Active commander's own priority for deployment.