

**NOT FOR PUBLICATION UNTIL  
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SENATE SUBCOMMITTEE ON DEFENSE  
COMMITTEE ON APPROPRIATIONS**

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

Chairman Inouye, Senator Cochran, and distinguished members of the Senate Defense Appropriations Subcommittee, as I enter my third year as the Chief of Navy Reserve, I thank you for the opportunity to speak with you today about the capabilities, capacity, and readiness of the 64,568 dedicated men and women who serve in our Navy's Reserve Component. I offer my heartfelt thanks for all of the support you have provided these great Sailors.

The U.S. Navy is globally deployed, persistently forward, and actively engaged. America's Navy, year after year, in peace and war, carries out the core capabilities of forward presence, deterrence, sea control, power projection, maritime security, and humanitarian assistance and disaster response articulated in our maritime strategy **A Cooperative Strategy for 21st Century Seapower** (CS-21). This nation's Navy derives its strength from the active and reserve Sailors and Navy civilians who comprise our Total Force. The Navy's Total Force is not just a concept; it is an operational and organizational reality. Operational Navy missions are executed by the Active Component (AC), the Reserve Component (RC), or a combination of both. AC and RC Sailors also provide strategic depth for maritime missions to ensure your Navy is always ready to respond globally to crisis situations while maintaining fiscal efficiency across the spectrum of operations.

Our maritime strategy establishes naval power as an enduring concept and recognizes the Navy must constantly evolve and innovate to face emerging and future challenges. These two concepts -- the enduring mission of our Navy and the reliance

we place upon both components of Navy's Total Force to accomplish our objectives -- inform our efforts as we review where we have been and consider our future.

The Navy Reserve Strategic Plan charts our continued progress towards providing valued capabilities as part of Navy's Total Force. On October 1, 2010, we released the Fiscal Year (FY) 2011 update to ***Ready Now: The Navy Reserve Strategic Plan***. Launched in early 2009, this Strategic Plan defines our mission, articulates our vision, and establishes strategic focus areas to organize our change efforts. In its third year of execution, this plan serves as the blueprint for shaping the Navy Reserve so it can effectively and efficiently carry out those Navy missions for which the Navy Reserve is well-suited. This year's update identifies 12 new initiatives focused on a wide range of improvements which include: making it more efficient for our Sailors to attain training and medical readiness; improving customer service; and determining the proper force mix of active and reserve contributions for current and future Navy capabilities across the mission spectrum.

The foundation of all of our initiatives is to provide the necessary support to our Sailors and their families as one of my top priorities. This country owes a great debt to the men and women who have gone in harm's way to support contingency operations globally. It is our obligation to provide our Sailors every opportunity to succeed at home station and while deployed, and to provide the means to reintegrate once they return from overseas.

Our Navy Total Force Vision for the 21st Century (NTF 21) clearly articulates Navy's vision for a Total Force and emphasizes our active Sailors, reserve Sailors, and Navy civilians as Navy's most important resource and a critical component to meeting

the demands of CS-21. NTF 21 guides our Navy's personnel policy and strategy and articulates our Total Force mission to attract, recruit, develop, assign, and retain a highly skilled workforce for the Navy. I discuss our various personnel policies in greater detail in Section III below.

## **II. 2010: Fully Engaged – from Peace to War**

Operationally, the Navy Reserve is fully engaged across the spectrum of Navy, Marine Corps, and joint operations, from peace to war. Right now, approximately 5,800 mobilized or deployed Navy Reserve Sailors are providing around half of the Navy's ground forces serving in the U.S. Central Command Area of Operations and in other critical roles worldwide.

While executing these mobilizations, we are also providing valued capabilities for urgent requirements and ongoing operational support missions. In the immediate aftermath of the devastating earthquake in Haiti, the Navy Reserve was an important part of "Operation Unified Response" and Joint Task Force Haiti. Within hours, Navy Reserve Fleet Logistics Support Wing (VR) aircraft provided on-demand airlift, delivering urgently needed food, water, and medical supplies to the Haitian population. Navy Reserve doctors, nurses, and hospital corpsmen left their homes and families to serve ashore and on the hospital ship USNS Comfort. From medical professionals and Seabees to ground crews, logisticians and communicators, providing "on-demand expertise" is what makes the Navy Reserve a highly valued partner in Navy's Total Force.

More recently, a VR C-40A Clipper was tasked to support the Department of State's (DOS) and Department of Defense's (DOD) Egypt contingency. The crew launched from Bahrain at 0400L and transported 33 Marines from the theater's Fleet Anti-terrorism Security Team (FAST) and 7 Country Surveillance Assessment Team (CSAT) members from the Combined Forces Special Operations Component Command (CFSOCC) to Cairo International Airport. The FAST and CSAT members were tasked by DOS and DOD leadership to execute the Non-Combatant Evacuation Operation (NEO) for American citizens from the U.S. embassy.

Also, Navy Reserve assets played a critical role in Operation Tomodachi, the Department of Defense's assistance operation to Japan providing disaster relief following the 2011 Tōhoku earthquake and tsunami. Over 5,000 man-days were used by Reserve Sailors participating in the relief effort. Such vital expertise as a 30-member Nuclear Emergency Response Team (from Norfolk, VA) and a 18-member Radiological Control Team (from Pearl Harbor) were transported to Japan on VR aircraft. These two teams were the primary teams to mitigate the contamination of US aircrew and aircraft prior to returning to USS RONALD REAGAN and other US Navy ships on station.

Every day Navy Reserve Sailors provide important operational support to this nation with approximately one-quarter of our Sailors on full-time active duty, while many others provide their expertise on a "part time" basis. Some examples include the skilled engineers and technicians executing shipyard projects in the Naval Sea Systems Command's Surge Maintenance program; Full-Time Support (FTS) and Selected Reserve (SELRES) aviators serving as instructors for 20 percent of the training sorties flown in Navy's aviation training pipeline; and our Intelligence community providing key

global intelligence support. Ideally suited to take on periodic and predictable work, our ready and accessible force of skilled Sailors provides valued capabilities on an ongoing basis. In the case of SELRES Sailors, when their work is completed they leave Navy's payroll and return to their civilian employers.

Navy Reserve Sailors are highly skilled professionals. More than 70 percent of our Force are Navy Veterans--Sailors who still use the skills they were taught during their service in the AC. RC Sailors may also have industry-honed civilian skills that they bring to the Navy during periods of active service. These Sailors bring a wealth of experience, including expertise in high-end technology fields, knowledge of world-class business practices and an entrepreneurial mindset. This diverse work experience brings a unique and valued contribution to the Total Force.

Navy Reserve Sailors are not only highly skilled; they are an efficient and effective workforce. In FY 2010, the Navy Reserve provided seventeen percent of the total Navy Uniform end strength, utilizing seven percent of total Navy personnel costs, while accounting for more than 913,000 days of support. Your Navy Reserve is fully engaged and prepared to do the work of our nation – from peace to war.

### **III. Personnel Policies**

The success of the Navy Reserve Force is due first and foremost to the professionalism of the Sailors who volunteer to serve in a wide array of environments. Since the start of the military engagements in Afghanistan and Iraq, every member of today's Reserve has enlisted or re-enlisted, and I am continually awestruck at the patriotism of these young Sailors. Navy Reserve leadership continually reviews policies

and laws, ensuring our Sailors are afforded the greatest opportunity to participate in Navy's Total Force and ensure each Sailor's family and employer are appropriately recognized for their sacrifices on behalf of the service member. The FY 2012 Budget request of \$2.005B (including Overseas Contingency Operations (OCO) funding) for Reserve Personnel, Navy (RPN) will continue to support the Manpower needs and policies of the Navy Reserve.

One of the Navy Reserve's strategic focus areas is to enable the Continuum of Service (CoS). CoS is not just a Reserve imperative, but a strategic imperative for the Department of Defense (DoD) and the Department of the Navy (DoN). CoS initiatives provide for seamless movement between the AC, RC, and civilian service, while delivering operational flexibility and strategic depth at the best value for the Navy. Enabling the CoS philosophy by fully incorporating opportunities unique to the reserve, we recruit Sailors once and retain them for life through variable and flexible service options that provide a career continuum of meaningful and valued work.

Building on our CoS efforts is one of my top priorities for FY 2011. In the upcoming year, we will investigate a variable service option, in which volunteer members in the Individual Ready Reserve active status pool with desired critical skill sets (e.g., medical professions, SEALs, field Corpsmen, etc.) are identified and ready to fill contingency operations requirements if they desire. We will also seek to implement a Career Intermission Program with a SELRES Option that allows program participants to continue community training and qualifications during an intermission from active duty. This initiative provides AC Sailors an alternative to permanent separation as they pursue personal or professional goals such as caring for an elderly family member,

continuing education, or starting a family. This exciting new lane change option builds on a successful Career Intermission Pilot Program initiated in 2009. Further, we are currently implementing a process to establish an Intermediate Stop (I-Stop) in support of a Sailor's transition from AC to their gaining Navy Operational Support Center (NOSC). This initiative will allow Sailors to receive orders to their NOSC where the Sailors AC separation and RC gain transactions are completed.

All Sailors returning from overseas mobilizations are encouraged to attend a Returning Warrior Workshop (RWW), Navy's "signature event" within the DoD's Yellow Ribbon Reintegration Program (YRRP). The RWW is a dedicated weekend designed to facilitate reintegration of Sailors returning from combat zones with their spouses, significant others, employment, and communities. Staged at a high-quality location at no cost to the participants, the RWW employs trained facilitators to lead warriors and their families/ guests through a series of presentations and tailored break-out group discussions to address post-combat stress and the challenges of transitioning back to civilian life. As of 31 Dec 2010, a total of 66 RWWs have been completed, attended by 4,630 military personnel and 3,687 guests/family members. The FY 2011-2012 budget supports 44 events, including four for the Marine Corps Reserve. Pioneered by the Navy Reserve, these workshops are available for all Navy Individual Augmentees. RWWs are a true success story in honoring our Sailors and their families. It is important to ensure this program continues to have both the full support of Navy leadership and the widest possible participation by all returning Sailors.

RWWs serve as a key component of the Navy Reserve Psychological Health Outreach Program (PHOP). The PHOP employs dedicated teams of mental health

professionals to provide psychological health assessments, outreach, and education, including Operational Stress Control (OSC) and Suicide Prevention training for the Navy and Marine Corps Reserve Communities. Regularly scheduled encounters are used to screen service members prior to and after deployment. The program is designed to identify potential stress disorders, facilitate early intervention, and provide access to psychological health support resources. The availability, quality, and effectiveness of psychological services utilized by Navy/Marine Corps Reservists and their families is closely monitored. In FY 2010, PHOP teams conducted mental health assessments for more than 1,600 Reservists, provided outreach calls to more than 2,400 returning Reserve Sailors, followed up on more than 1,100 cases referred from Reserve commands or family members, and provided 300 visits to NOSC's conducting OSC briefs to more than 23,000 Sailors. In FY 2011, the PHOP will deploy a user-friendly website providing both Sailors and their family members an easy-to-access database of PHOP work products and points of contact.

The policies focused on enhancing the quality of life for Navy Reserve Sailors have paid dividends with regards to the end strength of the Force. FY 2010 marked a third consecutive year of notable Navy Reserve enlisted and officer recruiting achievements. Reserve enlisted recruiting met goal, and the measured educational achievement of our recruits was at the highest level ever. Since the active and reserve recruiting commands consolidated in 2004, more reserve officers were accessed in 2010 than in any year. Overall SELRES retention numbers were strong; however, increased pressure on members to prove their value to civilian employers, combined with a higher operational tempo, has resulted in higher attrition levels for members with

critical skills sought both in and out of the military. Successful recruiting and retention strategies continue to play a critical role in attracting the right skill sets and talent to support the Fleet and Combatant Commands. Numerous initiatives are underway to get SELRES officer communities “healthy” by 2014, including targeted officer affiliation and future retention bonuses, the increase of accession goals, refinements in the Career Transition Office (CTO) process, and development of retention measurements and benchmarks. Incentives that target high-demand communities are essential in retaining members critical to mission accomplishment, and your support towards these efforts is very much appreciated.

As we enter FY 2011, the Navy Reserve expects high retention and low attrition rates to continue (similar to active duty trends), due to our "Stay Navy" campaign, the ability to provide real and meaningful work, as well as the effects of the current economy. Our close management of planned accessions and losses, coupled with current force-shaping and personnel policies, will ensure we retain the most qualified / capable Sailors while working toward the FY 2012 budgeted end-strength of 66,200 SELRES.

Navy is actively preparing for repeal of “Don’t Ask, Don’t Tell.” Sailors and leaders at all levels of the Total Force, including all Navy Reserve Sailors, are completing the required training in a face-to-face environment whenever possible. The central message of this training emphasizes the principles of leadership, professionalism, discipline, and respect.

Our FY12 budget request supports an emphasis on sexual assault prevention while continuing compassionate support for victims. This prevention emphasis includes

twelve SAPR workshops in fleet concentration areas worldwide, execution of a pilot prevention program focusing on young Sailors, our most at-risk demographic, and most importantly, a clear and consistent message from leadership at all levels that sexual assault will not be tolerated in the United States Navy.

There is no question the success of our Navy Reserve is due to the dedication, sacrifices and service of our Sailors, and the support they receive from their families and employers. I believe our policies reflect that same level of commitment, and I thank you for your support of our many programs, several of which have been described herein.

#### **IV. Defining our Future**

Numerous formal and informal studies examining the future role of the Reserve Components and the National Guard are in various stages of completion within and outside DoD. These studies are designed to assess the projected security environment of the world after the conclusion of the current Overseas Contingency Operations, as well as provide guidance on the capabilities that will be needed for our nation's future security and continued prosperity. We are an active participant in these studies where appropriate. At the same time, we remain focused on the primary driving force defining our future: our integral role as an important component of Navy's Total Force.

Navy's maritime strategy is founded upon the truth that the United States of America is a maritime nation. Some facts will not change: 70 percent of the globe is covered by water; 80 percent of our population lives on or near the coast; and 90 percent of our commerce travels via the oceans. The oil that provides the energy for our

modern world flows in tankers via a few strategic sea routes – routes that must be kept open. Our digital planet is linked by submerged fiber optic lines that transmit money and ideas across the planet 24/7. The enduring mission of our Navy to protect the global commons and maintain the stability necessary for prosperity will remain whether we are at peace or war.

Bottom line: Demand for Navy capabilities will remain the same or increase in the future. The Navy Reserve will play a vital role in Navy's Total Force that will deliver these capabilities. As stated in the 2010 Quadrennial Defense Review (QDR) Report, "prevailing in today's wars requires a Reserve Component that can serve in an operational capacity—available, trained, and equipped for predictable routine deployment. Preventing and deterring conflict will likely necessitate the continued use of some elements of the RC—especially those that possess high-demand skill sets—in an operational capacity well into the future." We thank Congress for their demonstrated interest in ensuring DoD has appropriate authority to access the RC in order to provide a more complete Total Force response to the requirements of the future.

Today's Navy Reserve provides both strategic depth and operational capabilities. Depending on the mission, we mirror or complement the AC. We mirror the AC and provide rotational forces for those missions where it makes operational and fiscal sense. We complement the AC by providing unique capabilities in other areas, such as in the Intra-Theater Fleet Logistics Support, Counter-Narcotics Surveillance, and Navy Special Warfare Helicopter Support missions. The correct AC/RC mix varies with each of Navy's wide variety of missions and required capabilities. As new missions emerge and current missions evolve, AC/RC mix solutions are carefully and continually examined.

As stated in the QDR, “as the operational environment allows, DoD will seek ways to rebalance its reliance on the RC to ensure the long-term viability of a force that has both strategic and operational capabilities.” The Navy Reserve’s FY12 Operations and Maintenance budget request of \$1.397B (including OCO funding) will continue to provide the Joint Force with readiness, innovation, and the agility to respond to any situation.

While we have become more operational, we have also become a smaller and more cost-effective force. Throughout the post-9/11 era, the Navy Reserve has pursued efficiencies while increasing our capabilities. We have eliminated staff and organizational redundancies wherever possible, leveraging the Navy’s schools, bases, organizations and information technology infrastructure. We have honed our staff overhead to approximately 3,000 Sailors who serve and enable the remaining 62,000 Sailors of our Navy Reserve to contribute directly to active Navy commands.

The Navy’s RC is a force for innovation across all spectrums, but it is especially evident in the realm of Information Technology (IT). IT is critical to everything we do as a Navy, and the Navy Reserve is in the forefront on several IT initiatives, such as retiring our legacy networks and contributing to Navy Cyber Forces. The Navy Reserve is the only Navy echelon to have completely retired all legacy networks and operate exclusively within Navy Marine Corps Intranet (NMCI). As we progress from the NMCI contract to the Next Generation Enterprise Network, Navy Reserve is leading the effort to move to thin client computing and other efficiencies to provide our Sailors with the most secure, robust access available anytime, anywhere.

In 2011, we are exploring new network access methodologies with further testing of the Secure Remote Access Pilot designed to empower the workforce to quickly and securely access their digital resources from any location, using any asset, at any time. The Navy Reserve will also deploy Wi-Fi access to all Navy Reserve facilities, generating cost savings and improving Sailor satisfaction. Also, by the end of FY11, all Reserve travel arrangements and reimbursement claims will be handled through the Defense Travel System (DTS). Navy Reserve is the lead reserve and guard activity to migrate to DTS. This migration will eliminate the manual processing of 125,000 travel claims per year, freeing manpower for other customer service requirements and speeding pay to the reserve traveler from an average of 45 days to an average of 5 days.

Navy is developing a data system--tentatively called the Integrated Pay and Personnel System - Navy (IPPS-N)--which will improve pay and service record support to both AC and RC Sailors. Historically, Reserve Readiness Commands, Personnel Support Detachments, and NOSC's have been unable to attain an accurate picture of manpower and personnel data despite exhaustive efforts to reconcile the information found in multiple "authoritative" sources and Reserve Headquarters Support databases. IPPS-N would allow for real-time service record documentation, end strength reporting, and pay-accounting across both the AC and RC. This is not just the design and building of an IT system but rather a complete review of all business processes. The Authoritative Data Environment, a key piece of the IPPS-N that the Navy Reserve is promoting, will be the single source for Sailor manpower and personnel records and provide the base for the complete solution. The end-state of this initiative is improved

personnel management across the CoS and better support for service members and leadership.

Ensuring our Reserve Force has the proper equipment to bring our military acumen to bear is one of my ongoing priorities. I thank Congress for the support they provide the Navy Reserve in the many appropriations for the Force. In particular, the Navy and the Joint Forces benefit greatly from Congress' support for recapitalizing Fleet Logistics aircraft by procuring C-40A airframes. The C-40A "Clipper" is a Navy Unique Fleet Essential Airlift (NUFEA) aircraft that provides flexible, time-critical inter- and intra-theater air logistics support to Navy Fleet and Component Commanders as well as providing logistical support for the Navy Fleet Response Plan. The C-40A is a medium lift cargo 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 the Navy Reserve's legacy C-9B and C-20G aircraft. Aircraft recapitalization of the C-9B and C-20G is necessary due to increasing operating and depot costs, decreasing availability, inability to meet future avionics/engine mandates required to operate worldwide, and continued long-term use of the C-20G in the harsh desert environment. The C-40A has significantly increased range, payload, and days of availability compared to the C-9B and C-20G, and has 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 to the U.S. Pacific Command, U.S. Central Command, and U.S. European Command Areas of Responsibility. Additionally, these cargo airplanes are an integral first-responder in emerging Humanitarian Assistance/Disaster Relief core mission sets. Currently, eleven

C-40A cargo aircraft are operational and one is on contract for an early FY-12 delivery. Five aircraft are required to complete the minimum, risk-adjusted C-40A procurement plan of 17 aircraft which will complete the divestiture of the C-9Bs and C-20Gs. Congressional support for the Navy Reserve C-40A program has placed the VR fleet closer to realizing a more capable and cost-efficient NUFEA capability.

Also, the National Guard and Reserve Equipment Appropriation (NGREA) funds equipment for the Navy Reserve. NGREA has allowed us to purchase expeditionary warfighting equipment for the Naval Expeditionary Combat Enterprise in support of operations in Iraq and Afghanistan, and essential training upgrades to the adversary mission. In the past, NGREA Funding has also allowed for the procurement of C-40A cargo aircraft to replace an aging fleet of C-9s, C-12s, and C-20s. The Navy Reserve has a solid record of executing NGREA funding, demonstrating our stewardship of these important taxpayer dollars. I thank you for all the support you have provided to the Navy Reserve through this appropriation in the past.

## **V. Conclusion**

As stated in the 2010 QDR, “the challenges facing the United States today and in the future will require us to employ the National Guard and Reserve force as an operational reserve to fulfill requirements for which they are well suited.” Our Navy Reserve Vision calls for us to be valued for three very important hallmarks of our Force: our “readiness, innovation, and agility to respond to any situation.” This applies operationally and strategically as Navy continuously evaluates and adjusts the AC/RC mix in any given naval capability. Through Navy’s adaptable, dynamic, and

requirements-driven process, the Navy Reserve has proven it has much to offer  
“America’s Navy – A Global Force for Good.”

On a more personal level, as Chief of Navy Reserve I take to heart each Sailor has sworn to support and defend the Constitution of the United States. My covenant to them is to make each day in the Navy Reserve a day filled with real and meaningful work. My obligation to the Navy and our Nation is to ensure that your Navy Reserve has the right force structure today and in the future. Using our strategic plan as our blueprint for the future, we intend to live up to the promise of our Force Motto: **Ready Now. Anytime, Anywhere.**

On behalf of the Sailors, civilians, and contract personnel of our Navy Reserve, we thank you for the continued support within Congress and your commitment to the Navy Reserve and Navy’s Total Force.