



DEPARTMENT OF THE NAVY  
OFFICE OF THE SECRETARY  
1000 NAVY PENTAGON  
WASHINGTON, D.C. 20350-1000

SECNAVINST 3060.2  
N1R  
01 SEP 98

SECNAV INSTRUCTION 3060.2

From: Secretary of the Navy  
To: All Ships and Stations

Subj: ACCESSING, ACTIVATION, MOBILIZATION, AND DEMOBILIZATION  
OF THE READY RESERVE

Encl: (1) DoD Directive 1235.10 of 1 Jul 95  
(2) DoD Instruction 1235.12 of 19 Jan 96

1. Purpose. To implement enclosures (1) and (2) in the Department of the Navy (DON).
2. Cancellation. SECNAV Instruction 1001.35.
3. Applicability. These instructions apply to the Navy and Marine Corps, and to the Coast Guard when it is operating as a Service within the DON.
4. Action. The Chief of Naval Operations (CNO) and Commandant of the Marine Corps (CMC), and the Commandant of the Coast Guard when it is operating as a Service within the DON, shall issue new instructions, or revise existing instructions, to ensure compliance with enclosures (1) and (2).

A handwritten signature in black ink that reads "Bernard Rostker".

BERNARD ROSTKER

Assistant Secretary of the Navy  
(Manpower and Reserve Affairs)

Distribution:  
SNDL Parts 1 and 2  
MARCORPS PCN 7100000000 and 71000000100



Department of Defense  
**DIRECTIVE**

SECNAVINST 3060.2  
01 SEP 1998

July 1, 1995  
NUMBER 1235.10

ASD(RA)

**SUBJECT:** Activation, Mobilization, and Demobilization of the Ready Reserve

- References:** (a) DoD Directive 1235.10, "Mobilization of the Ready Reserve," October 24, 1986 (hereby canceled)  
(b) Title 10, United States Code  
(c) Title 14, United States Code  
(d) DoD Directive 1235.9, "Management and Mobilization of the Standby Reserve," July 8, 1986  
(e) through (k), see enclosure 1

**A. REISSUANCE AND PURPOSE**

This Directive:

1. Reissues reference (a).
2. Implements those provisions of law that pertain to the order of units and individual members of the Reserve components to active duty in support of operational missions, contingency operations, during a national emergency, or in time of war.
3. Establishes policy and assigns responsibilities for:
  - a. The ordering to active duty, and the managing of the Reserve components, during periods when members of the Reserve components serve on active duty under Section 12301(a) (formerly 672(a)), 12301(b) (formerly 672(b)), 12302 (formerly 673), or 12304 (formerly 673b) of reference (b).
  - b. The ordering to active duty of Reserve component volunteers under Section 12301(d) (formerly 672(d)) of reference (b) in support of operational missions in major domestic emergencies, contingency operations, during a national emergency, or in time of war.
  - c. The pre-mobilization and post-mobilization preparation of Reserve component forces in support of operational missions, contingency operations, a national emergency, or in time of war.
  - d. Planning and executing the mobilization and demobilization of Reserve component units and members serving on active duty in support of operational missions, contingency operations, during periods of national emergencies, or in time of war.

**Enclosure (1)**

## B. APPLICABILITY AND SCOPE

This Directive:

1. Applies to the Office of the Secretary of Defense, the Military Departments (including the Coast Guard, by agreement with the Department of Transportation, when it is not operating as a Service in the Department of the Navy), the Chairman of the Joint Chiefs of Staff, the Unified Combatant Commands, and the Defense Agencies.
2. Applies to the ordering to active duty of all categories of Reservists, without the consent of the persons affected, under Section 12301(a), 12301(b), or 12302 of 10 U.S.C. (reference (b)).
3. Applies to the ordering of members of the Selected Reserve to active duty, without the consent of the members affected, under Section 12304 of reference (b), except as restricted by subparagraph (b) of Section 12304 of reference (b).
4. Applies to the ordering to active duty, without the consent of the persons affected, units and individual members of the Ready Reserve under any provision of law.
5. Applies to the call of the National Guard into Federal service in accordance with Section 12406 (formerly Sections 3500 and 8500 of Chapter 15) of reference (b).
6. Does not apply to the ordering to active duty of Coast Guard Reservists by the Secretary of Transportation for emergency augmentation of regular Coast Guard forces during a serious natural or manmade disaster, accident, or catastrophe under Section 712 of 14 U.S.C. (reference (c)).

## C. DEFINITIONS

Terms used in this Directive are defined in enclosure 2.

## D. POLICY

1. For major regional conflicts and national emergencies, access to the Reserve components units and individuals through an order to active duty without their consent will be assumed. For lesser regional conflicts, domestic emergencies, and other missions, where capabilities of the Reserve components could be required, maximum consideration will be given to accessing volunteer Reserve components units and individuals before seeking authority to order members of the Reserve components to active duty without their consent.
2. For purposes of complying with this Directive, a unit is any identified and managed group or detachment of one or more individuals, organized to perform a particular function whether or not such a group is part of a larger group.
3. The following shall apply on the activation and mobilization of the Reserve components:

a. Volunteers. Secretaries of the Military Departments are authorized, under Section 12301(d) of reference (b), to employ units or individuals from the Ready Reserve to meet any military requirement covered by this Directive, subject to the following limitations:

(1) Members of the Army and Air National Guard of the United States may not be ordered to active duty as volunteers without the consent of the Governor or appropriate authority of the State, Territory, Puerto Rico, or the District of Columbia, whichever is concerned.

(2) Readiness. Volunteers from Reserve component units shall not be used in numbers that would degrade the readiness standards of their parent Reserve units below the levels required to meet assigned requirements of the Commanders of the Unified Combatant Commands unless the Chairman of the Joint Chiefs of Staff determines that the unit will not be required as a unit for subsequent deployment to other potential crises.

(3) Numerical and Time Limits. The limitations of Sections 12302 and 12304 of 10 U.S.C. (reference (b)), either in numbers or period of service, do not apply to individuals or units volunteering for active duty under Section 12301(d) of reference (b).

b. Order to Active Duty Without Consent of the Members Involved. In time of national emergency declared by the Congress or the President or when otherwise authorized by law under Section 12301(a) or 12302 of reference (b), or when the President authorizes the Secretary of Defense or the Secretary of Transportation to augment the active force for any operational mission under Section 12304 of reference (b), the Secretaries of the Military Departments may order members of the Reserve component to active duty, without the consent of the members concerned, subject to the following limitations:

(1) Periods of Service. The Secretary of Defense shall establish, within authorized time limits imposed by statute, specific periods of active duty for members of the Reserve components. At the direction of the Secretary, members of the Reserve components ordered to active duty may be released from active duty before completion of the period of service specified by their orders. They remain subject, however, to being ordered back to active duty without their consent to complete the period originally specified and all authorized extensions. Periods of service shall be measured from the date the member enters on active duty as specified in the order to active duty. Members of the Reserve components activated under Section 12304 or 12302 of reference (b) may subsequently be ordered to active duty under Section 12302 or 12301(a) of reference (b), respectively, during or following the period to which initially activated. They may be ordered to active duty for the full period authorized by succeeding statutes, or for a lesser period as specified by the Secretary of Defense. At the discretion of the Secretary of Defense, time served by Reserve component units and members under Sections 12301(a), 12302, and 12304 of reference (b) may be credited to that period for those members who are ordered to active duty under succeeding statutes.

(2) Unit Considerations. Members of the Reserve components ordered to active duty to augment the Active forces are Active Federal forces and are interchangeable with the Active component for any operational commitment. In accordance with Section 12301(c)

(formerly 672(c)) of 10 U.S.C. (reference (b)), members of units organized and trained to serve as units shall, so far as practicable, be ordered to active duty with their units.

(3) Manpower Computations. The Secretary of Defense shall, upon the advice of the Chairman of the Joint Chiefs of staff and within authorized totals prescribed under Sections 12302 and 12304 of reference (b), determine specific limitations on the number of Reserve members ordered to active duty by the Secretaries of the Military Departments concerned, and with respect to the Coast Guard, when it is not operating as a Service in the Department of the Navy, the Secretary of Transportation. Members of the Selected Reserve, including Individual Mobilization Augmentees, ordered to active duty under Section 12304 of reference (b) and members of the Ready Reserve ordered to active duty under Section 12301(a) or 12302 of reference (b) shall not be counted when computing the authorized end strength for members on active duty.

(4) Resource Allocation. The Selected Reserve shall receive priority for allocation of personnel, training, and equipment over all other Reserve component categories. Early deploying units and individuals will have priority over later deploying units.

4. The following shall apply on the demobilization of the Reserve components:

a. Release. Members of the Ready Reserve ordered to active duty without their consent shall be retained on active duty no longer than absolutely necessary. They shall receive priority for redeployment from the area of operations over Active component units, and be released from active duty as expeditiously as possible, consistent with operational requirements. To the maximum extent possible, consistent with operational requirements, members who are medically cleared, who are ordered to active duty with a unit, should be released with that unit. Units ordered to active duty as a unit should be released as a unit, so far as practicable.

b. Follow-on Missions. To the extent possible and insofar as practicable, missions following demobilization shall be accomplished by Active component forces, augmented by DoD civilian employees or contract personnel, and qualified volunteers from the Reserve components.

5. Additional policies and procedures governing the activation of the Standby Reserve and the Retired Reserve are in DoD Directives 1235.9 and 1352.1 (references (d) and (e)).

## E. RESPONSIBILITIES

1. The Assistant Secretary of Defense for Reserve Affairs, under the Under Secretary of Defense for Personnel and Readiness, as the principal advisor to the Secretary of Defense with specific responsibility for exercising overall supervision of Reserve component matters in the Department of Defense, shall provide policy, programs, and guidance for the activation, mobilization, and demobilization of the Reserve components during periods of national emergency, or in time of war, in accordance with DoD 3020.36-P and DoD Directive 5125.1 (references (f) and (g)).

2. The Under Secretary of Defense for Policy, working through the Assistant Secretary of Defense for Strategy and Requirements, is responsible for policies concerning the relative roles of all elements of the Total Force in implementing national strategy and advises the Secretary of Defense on national security strategy and defense strategy, as well as resources, forces, and contingency plans necessary to implement that strategy, in accordance with DoD Directive 5111.1 (reference (h)).

3. The Assistant Secretary of Defense for Command, Control, Communications and Intelligence shall, in coordination with the Assistant Secretary of Defense for Reserve Affairs (ASD(RA)), prescribe policy, programs, and guidance concerning command, control, communications, and intelligence matters related to the Ready Reserve, in accordance with DoD Directive 5137.1 (reference (i)).

4. The Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict, under the Under Secretary of Defense for Policy, shall, in coordination with the ASD(RA), prescribe policy, programs, and guidance concerning Reserve component Special Operations Forces and low-intensity conflicts insofar as they affect Reserve forces, in accordance with DoD Directive 5111.10 (reference (j)).

5. The Assistant to the Secretary of Defense for Public Affairs shall ensure a free flow of information to the news media, other appropriate forums, and the public about activating, mobilizing, and demobilizing Reserve forces, subject to security constraints, in accordance with DoD 3020.36-P (reference (f)).

6. The Assistant Secretary of Defense for Legislative Affairs shall provide, as required by Subsection (f) of Section 12304 of 10 U.S.C. (reference (b)), specific information on activation, mobilization, and demobilization matters to the appropriate congressional committees.

7. The Chairman of the Joint Chiefs of Staff shall:

a. Advise the Secretary of Defense, after coordination with ASD(RA), the Secretaries of the Military Departments, and the Commanders of the Unified Combatant Commands, on the need to augment the Active forces with members of the Reserve components to include a time-phased requirement recommendation for all Reserve forces needed to support operational missions.

b. Recommend to the Secretary of Defense, consistent with the policies, procedures, and limitations established by the Secretary of Defense, the period of service for units and members of the Reserve components ordered to active duty.

c. Report to the Secretary of Defense the anticipated use of units and members of the Reserve components ordered to active duty, in coordination with the Secretaries of the Military Departments.

d. Recommend to the Secretary of Defense that, when members of the Armed Forces are or may become involved in military actions, operations, or hostilities against an enemy of the

United States or against an opposing military force, the Secretary of Defense designate the operation as a contingency operation.

8. The Secretaries of the Military Departments and the Commandant of the Coast Guard, with the concurrence of the Secretary of Transportation when the Coast Guard is not operating as a Service of the Department of the Navy, shall:

a. Prepare activation, mobilization, and demobilization plans, to include transition and release plans, in accordance with this Directive and any supplemental guidance recommended by the Chairman of the Joint Chiefs of Staff. Periodically review and test these plans to ensure that a capability exists to mobilize Reserve forces and to assimilate them effectively into the Active force.

b. Establish and maintain unit deployment designators for all Reserve component units that formally link time-phased activation and deployment requirements to claims on resourcing priorities, in accordance with Section 1135 of Public Law 102-484 (reference (k)), as applicable to the Secretary of the Army. Ensure the existence of systematic procedures for alerting and ordering members of the Reserve components to active duty and for providing the necessary resources.

c. Plan for both the activation of entire Reserve units and the activation of selected functional capabilities of Reserve units as required. Develop procedures to enable the identification, activation, and management of teams or sub-units possessing required functional capabilities.

9. The Commanders of the Unified Combatant Commands shall ensure their requirements for Reserve forces are fully coordinated with the Military Departments and shall advise the Military Services on required levels of Reserve readiness, training, and mobilization required to execute operational missions and contingency operations.

#### F. EFFECTIVE DATE

This Directive is effective immediately.



John P. White  
Deputy Secretary of Defense

Enclosures - 2

1. References
2. Definitions

REFERENCES, continued

- (e) DoD Directive 1352.1, "Management and Mobilization of Regular and Reserve Retired Military Members," March 2, 1990
- (f) DoD 3020.36-P, "Master Mobilization Plan," May 1988, authorized by DoD Directive 3020.36, November 2, 1988
- (g) DoD Directive 5125.1, "Assistant Secretary of Defense for Reserve Affairs (ASD (RA))," March 2, 1994
- (h) DoD Directive 5111.1, "Under Secretary of Defense for Policy (USD(P))," March 22, 1995
- (i) DoD Directive 5137.1, "Assistant Secretary of Defense for Command, Control, Communications and Intelligence (ASD(C3I))," February 12, 1992
- (j) DoD Directive 5111.10, "Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict (ASD (SO/LIC))," March 22, 1995
- (k) Public Law 102-484, "Title XI of the National Defense Authorization Act for Fiscal Year 1993," October 1, 1992

## DEFINITIONS

1. Activation. The ordering of units and individual members of the Reserve components to active duty under legislative authority granted to the President, Congress, or the Secretaries of the Military Departments.

2. Active Duty. Full-time duty in the active military service of the United States. For Reserve members, it includes all periods of service under Sections 12301(a), (b), or (d); 12302; and 12304 of 10 U.S.C. (reference (b)). It also refers to all periods of service for members of the retired Reserve under Section 688 of reference (b).

3. Contingency Operation. A military operation that:

a. Is designated by the Secretary of Defense as an operation in which members of the Armed Forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force; or,

b. Results in the call or order to, or retention on, active duty of members of the Uniformed Services under Sections 12301(a), 12302, 12304, 12305, 12406, or 688 of Chapter 15 of reference (b), or any other provision of law during a war or during a national emergency declared by the President or Congress.

4. Demobilization. The process necessary to release from active duty units and members of the Reserve components who were ordered to active duty under Section 12301(a), 12302, or 12304 of reference (b).

5. Domestic Emergencies. Emergencies affecting the public welfare and occurring within the 50 States, District of Columbia, Commonwealth of Puerto Rico, U.S. possessions and territories, or any political subdivision thereof, as a result of enemy attack, insurrection, civil disturbance, earthquake, fire, flood, or other public disaster or equivalent emergencies that endanger life and property or disrupt the government.

6. Mobilization. The process by which all or a portion of the Armed Forces are brought to a state of readiness for war or other emergencies. It includes the order to active duty of units and members of the Reserve components under a declaration of national emergency by either the President or the Congress or when the Congress declares war. It includes the order to active duty of all or part of the Reserve components, as well as assembling and organizing personnel, supplies, and material. Mobilization of the Armed Forces includes but is not limited to the following categories:

a. Presidential Selected Reserve Call-up. Ordering any unit and any member not assigned to a unit organized to serve as a unit of the Selected Reserve to active duty (other than for training), for not more than 270 days, without consent of the members concerned, to augment the active force for any operational mission other than during war or national emergency under Section 12304 of reference (b). Not more than 200,000 members of the Selected Reserve may be on Active duty under this authority at any one time.

b. Partial Mobilization. Activation by the President of not more than 1 million Ready Reservists for not more than 24 consecutive months, under Section 12302 of 10 U.S.C. (reference (b)), and the resources needed for their support to meet the requirements of a national emergency.

c. Full Mobilization. Under Section 12301(a) of reference (b), activation, in time of war or national emergency declared by Congress, of all Reserve component units in the existing force structure; all individual, standby, and retired Reservists; retired Active force military personnel; and the resources needed for their support. Full mobilization is directed by Congress in those situations requiring the expansion of the Active force to meet the requirements of a war or other national emergency involving an external threat to national security. Units, individual Reservists, and retirees may be ordered to active duty for the period of the emergency plus 6 months thereafter.

7. National Emergency. A condition declared by the President or the Congress by virtue of powers previously vested in them that authorize certain emergency actions to be undertaken in the national interest. Actions to be taken may include partial, full, or total mobilization of national resources.

8. Operational Mission. Any military activity of the Armed Forces that is not exclusively for training.

9. Ready Reserve. Consists of the Selected Reserve, the Individual Ready Reserve (IRR), and the Inactive National Guard (ING). Members of the Ready Reserve, organized in units or as individuals, are subject to being ordered to active duty without their consent to augment the Active forces.

a. Selected Reserve. Those units and individuals within the Ready Reserve designated by their respective Services and approved by the Chairman of the Joint Chiefs of Staff and the Secretary of Defense or Secretary of Transportation, as appropriate, as so essential to initial wartime requirements that they have priority over all other Reserve elements. They are required to participate in inactive duty training periods and/or annual training. The Selected Reserve also includes Reserve members awaiting or performing initial active duty for training. The Selected Reserve consist of subcategories defined as follows:

(1) Selected Reserve Units. A unit is any group or detachment of one or more individuals organized to perform a particular function, whether or not such a group is part of a larger group, and that is organized, equipped, and trained to serve, upon activation or mobilization, on active duty as an operational or augmentation unit. Operational units train and normally serve as cohesive units, detachments, or crews. Augmentation units train together, but lose their unit identity when activated or mobilized, normally to augment and be subsumed by an Active unit or activity. Any unit may be ordered to active duty, if needed, regardless of size.

(2) Individual Mobilization Augmentees (IMAs). Trained individuals of the Selected Reserve who are preassigned to an Active component, Defense Agency, Selective Service System, or Federal Emergency Management Agency organization billet that would be filled to

meet contingency, pre-mobilization, mobilization, sustainment, or demobilization manpower requirements. IMAs may also be assigned to support the national defense strategy or national security objectives for critical military mission requirements or for special skills and/or qualifications needed to maintain selected military capabilities. IMAs participate in mandatory training activities on a part-time basis in preparation for activation or mobilization.

b. Individual Ready Reserve (IRR). A manpower pool principally consisting of individuals who have had training and have previously served in the Active forces or in the Selected Reserve. It consists both of those who have not completed their Military Service Obligation (MSO) and those who have fulfilled their MSO. IRR members are subject to being ordered to active duty for training without their consent and fulfillment of mobilization requirements in accordance with Sections 12301 and 12302 of 10 U.S.C. (reference (b)). In addition, the IRR also includes some personnel who are participating in officer training programs or in the Armed Forces Health Scholarship Program.

c. Inactive National Guard (ING). Consists of personnel of the Army National Guard Ready Reserve who are in an inactive status. The term is not applicable to the Air National Guard. ING members are assigned to National Guard units but do not participate in training activities. On partial or full mobilization (but not a call-up under Section 12304 of reference (b)), they mobilize with their unit of assignment.

10. Reserve Components. Refers collectively to the Army National Guard of the United States, Army Reserve, Naval Reserve, Marine Corps Reserve, Air National Guard of the United States, Air Force Reserve, and Coast Guard Reserve.

11. Unit. Any identified and managed group or detachment of one or more individuals, organized to perform a particular function whether or not such a group is part of a larger group.

12. Unit Deployment Designators (UDD). An indicator specifying the post-mobilization training days allocated to a unit for deployment. The UDD is part of a congressionally mandated system to develop a priority for mobilization, based on regional contingency planning requirements and integrated into the war planning process.

13. Volunteer. A member of the Reserve components who is ordered to active duty with his or her consent pursuant to Section 12301(d) of reference (b).

14. Volunteer Unit. One or more individual volunteers, organized to perform a particular function whether or not such a unit is part of a larger group, who have consented to perform an active duty mission.



# Department of Defense INSTRUCTION

SECNAVINST 3060.2  
01 SEP 1998

January 19, 1996  
NUMBER 1235.12

ASD(RA)

SUBJECT: Accessing the Ready Reserves

- References:
- (a) DoD Directive 1235.10, "Activation, Mobilization, and Demobilization of the Ready Reserve," July 1, 1995
  - (b) Title 10, United States Code
  - (c) Title 14, United States Code
  - (d) DoD Directive 1235.9, "Management and Mobilization of the Standby Reserve," July 8, 1986
  - (e) through (x), see enclosure 1

## A. PURPOSE

This Instruction implements policy, assigns responsibilities, prescribes procedures and implements those provisions of the law under reference (a) that pertain to the order of units and individual members of the Reserve components to active duty in support of operational missions, contingency operations, during a national emergency, or in time of war.

## B. APPLICABILITY AND SCOPE

This Instruction:

1. Applies to the Office of the Secretary of Defense (OSD), the Military Departments (including the Coast Guard, by agreement with the Department of Transportation, when it is not operating as a Service in the Department of the Navy), the Chairman of the Joint Chiefs of Staff, the Unified Combatant Commands, and the Defense Agencies.
2. Applies to the ordering to active duty of all categories of Reservists, without the consent of the persons affected, under Section 12301(a), 12301(b), or 12302 of reference (b).
3. Applies to the ordering of members of the Selected Reserve to active duty, without the consent of the members affected, under Section 12304 of reference (b) except as restricted by subparagraph (b) of Section 12304 of reference (b).
4. Applies to the ordering to active duty, without the consent of the persons affected, units and individual members of the Ready Reserve under any provision of law.

Enclosure (2)

5. Applies to the ordering to active duty of Reserve component volunteers under Section 12301 (d) of 10 U.S.C. (reference (b)) in support of operational missions, domestic emergencies, contingency operations, or in time of national emergency or war.

6. Applies to the call of the National Guard into Federal service in accordance with Section 12406 of reference (b).

7. Applies to all actions taken concomitant with the process of activating or mobilizing the Reserve component forces. As used herein, “activating” or “mobilizing” involves the following two step process:

a. First, all actions taken within the Department of Defense under reference (b) to order to active duty members of the Reserve components in support of national security objectives.

b. Second, actions taken after the order to active duty to prepare Reserve component units and individual members for the performance of operational missions, contingency operations, and service during periods of national emergencies or in time of war.

8. Does not apply to the ordering to active duty of Coast Guard Reservists by the Secretary of Transportation for emergency augmentation of regular Coast Guard forces during a serious natural or manmade disaster, accident, or catastrophe under Section 712 of 14 U.S.C. (reference (c)).

9. Does not pertain to the order to active duty of members of the Reserve components for training. Additional policies and procedures governing the activation of Standby Reserve and the Retired Reserve are in DoD Directives 1235.9 and 1352.1 (references (d) and (e)).

### C. POLICY

1. For planning and programming purposes, it is DoD policy that when Reserve component augmentation of the active forces is required for major regional conflicts and national emergencies, access to the Reserve components and individuals through an order to active duty without their consent will be assumed. For lesser regional conflicts, domestic emergencies, and other missions, where capabilities of the Reserve components could be required, maximum consideration will be given to accessing volunteer Reserve component units and individuals before seeking authority to order members of the Reserve components to active duty without their consent.

2. For purposes of complying with this Instruction, a unit is any identified and managed group or detachment of one or more individuals, organized to perform a particular function, whether or not such a group is part of a larger group.

3. Additional DoD policy for activation, mobilization and demobilization of the Ready Reserve components is contained in DoD Directive 1235.10, reference (a).

#### D. RESPONSIBILITIES

1. The Under Secretary of Defense for Personnel and Readiness shall:

a. Develop policies, plans, and programs for Total Force personnel and their allocation among DoD Components and between the Active and Reserve components.

b. Serve as the OSD focal point for readiness issues and analysis of the Total Force structure as it relates to quantitative and qualitative military and civilian requirements, utilization, readiness, and support in accordance with DoD 3020.36-P (reference (f)) and DoD Directive 5124.2 (reference (j)).

2. The Assistant Secretary of Defense for Reserve Affairs, under the Under Secretary of Defense for Personnel and Readiness, as the principal advisor to the Secretary of Defense with specific responsibility for exercising overall supervision of Reserve component matters in the Department of Defense, shall provide policy, programs, and guidance for the activation, mobilization, and demobilization of the Reserve components in support of operational missions, during periods of national emergency, or in time of war, in accordance with reference (f) and DoD Directive 5125.1 (reference (h)).

3. The Under Secretary of Defense for Acquisition and Technology shall, after coordination with the Assistant Secretary of Defense for Reserve Affairs (ASD(RA)) and other Department of Defense officials with collateral responsibilities, develop policies, programs, and guidance on procurement, production, logistics, and other related subjects, including environmental protection, safety, and occupational health, in accordance with reference (f) and DoD Directive 5134.1 (reference (i)).

4. The Under Secretary of Defense for Policy, working through the Assistant Secretary of Defense for Strategy and Requirements, is responsible for policies concerning the relative roles of all elements of the Total Force in implementing national strategy and shall advise the Secretary of Defense on national security strategy and defense strategy, as well as resources, forces, and contingency plans necessary to implement that strategy, in accordance with DoD Directive 5111.1 (reference (j)).

5. The Assistant Secretary of Defense for Command, Control, Communications, and Intelligence shall, in coordination with the ASD(RA), prescribe policy, programs, and guidance concerning command, control, communications, and intelligence matters related to the Ready Reserve in accordance with reference (f) and DoD Directive 5137.1 (references (k)).

6. The Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict, under the Under Secretary of Defense for Policy shall, in coordination with the ASD(RA), prescribe policy, programs, and guidance concerning Reserve component special operations forces and low-intensity conflict insofar as they affect Reserve forces in accordance with DoD Directive 5111.10 (reference (l)).

7. The Assistant Secretary of Defense for Health Affairs, under the Under Secretary of Defense for Personnel and Readiness, shall, in coordination with the ASD(RA), prescribe policy, programs, and guidance for health issues and the management of DoD Ready Reserve health personnel and medical assets, in accordance with DoD 3020.36-P (reference (f)) and DoD Directive 5136.1 (reference (m)).

8. The Assistant to the Secretary of Defense for Public Affairs shall ensure a free flow of information to the news media, other appropriate forums, and the public addressing activating, mobilizing, and demobilizing Reserve forces, subject to security constraints, in accordance with reference (f).

9. The Assistant Secretary of Defense for Legislative Affairs shall provide, as required by subsections (f) and (i) of Section 12304 of 10 U.S.C.(reference (b)), specific information on activation, mobilization, and demobilization matters to the appropriate congressional committees.

10. The Chairman of the Joint Chiefs of Staff shall:

a. Approve and forward to the Secretary of Defense, the recommendations of the Military Departments regarding the organization and unit structure of the Selected Reserve in accordance with contingency war plans, as required by Section 10143 of reference (b).

b. Advise the Secretary of Defense, after coordination with ASD(RA), Secretaries of the Military Departments and the Combatant Commanders, on the need to augment the Active forces with units and members of the Reserve components. Recommendations to the Secretary shall include a time-phased requirement for all Reserve forces and describe appropriate uses of Reserve component assets needed to support operational missions and contingency operations.

c. Recommend to the Secretary of Defense, consistent with the policies, procedures, and limitations established by the Secretary of Defense, the period of service for units and members of the Reserve components ordered to active duty.

d. Report to the Secretary of Defense the anticipated use of units and members of the Reserve components ordered to active duty, in coordination with the Secretaries of the Military Departments and the Combatant Commanders.

e. Recommend to the Secretary of Defense that, when members of the Armed Forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force, the Secretary of Defense designates the operation as a contingency operation.

11. The Secretaries of the Military Departments and the Commandant of the Coast Guard, with the concurrence of the Secretary of Transportation when the Coast Guard is not operating as a component of the Department of the Navy, shall:

a. Prepare activation, mobilization, and demobilization plans in accordance with this Instruction and any supplemental guidance issued by the Chairman of the Joint Chiefs of Staff.

b. Coordinate with the Secretary of Defense, Chairman of the Joint Chiefs of Staff, Commanders of the Combatant Commands and Services, the preparation of time-phased requirements for all Reserve forces needed to support operational missions and contingency operations.

c. Establish unit deployment designators for all Reserve units that formally link time-phased activation and deployment requirements to claims on resourcing priorities, using Section 1135 of Public Law 102-484 (reference (n)) as a guide.

d. Ensure readiness of Selected Reserve for activation and for orderly demobilization, and report on readiness periodically. Advise the Chairman of the Joint Chief of Staff of significant decline in readiness, with actions necessary to restore preparedness.

e. Ensure that a balanced capability exists to mobilize Reserve forces and to assimilate them effectively into the Active forces. This capability should include intra-Continental United States (CONUS) transportation, training equipment, manpower, and facilities required to ensure readiness and responsiveness of Reserve forces to fulfill assigned responsibilities. Deficiencies in any of these areas should be identified and both short-term and long-term solutions developed by the Services, in coordination with the Chairman of the Joint Chiefs of Staff and the combatant commanders to whom the forces are assigned.

f. Plan for both the activation of entire Reserve units and individuals, as well as the activation of selected functional capabilities of Reserve units as required. However, should a combatant commander determine that only selected capabilities of Reserve units are required, develop procedures to enable the identification and activation of detachments and sub-units possessing required capabilities.

g. In accordance with DoD Directive 1200.7 (reference (o)), ensure immediate availability of all Ready Reserve members for active duty in response to a declaration of war, a national emergency, or a Presidential order to augment Active forces for an

operational mission. Ensure the readiness of all members of the Ready Reserve and maintain ready access to their education, training, language capabilities, and other skills.

h. Maintain cognizance of the Individual Ready Reserve (IRR) and Inactive National Guard (ING) readiness and skill base for ready access upon mobilization.

i. Establish systematic procedures for alerting and ordering units and individual members of the Reserve components to active duty.

j. Ensure that the procedures for release of activated units and members of the Reserve component are equitable, objective, and consistently applied.

k. Ensure that the criteria for determining the time of release from active duty for units and individual members of the Ready Reserve are equitable, objective, and consistently applied.

l. Systematically review contingency plans; develop and update plans to establish priorities for personnel, equipment, and training; and develop procedures to ensure the readiness and availability of units and individuals most likely to be ordered to active duty.

m. Regularly inform the Commanders of the Combatant Commands of the readiness of all Reserve forces assigned to them.

n. Submit to the Secretary of Defense, through the Chairman of the Joint Chiefs of Staff, all requests for additional authority, or amendments to current authorities, to order Selected Reserve units and individual members to active duty.

12. The Commanders of the Unified Combatant Commands shall:

a. Inform the Chairman of the Joint Chiefs of Staff on the need to augment the Active forces with units and members of the Reserve components and the time-phased requirements for all Reserve forces needed to support an operational mission or contingency operation.

b. Ensure their requirements for Reserve forces are fully coordinated with the Military Departments and shall advise the Military Services on required levels of Reserve readiness, training, and mobilization required to execute operational missions and contingency operations.

E. PROCEDURES

1. Mobilizing Reserve Component Forces

a. **Planning.** Plans for mobilizing the Reserve component must be flexible, consistent, responsive, and sufficiently comprehensive to meet all contingencies and employment options. Plans and procedures for military Reserve component forces must:

(1) Provide fully developed plans for ordering the Reserve components to active duty, including each category in the Ready Reserve (Selected Reserve, IRR, and ING), the Standby Reserve, and the Retired Reserve.

(2) Encompass all actions necessary for alerting and activating Ready Reserve component units and individuals, and for rapidly bringing them to appropriate capability.

(3) Specify budget authorizations, responsibilities, and coordination of decisions required for alerting, mobilizing, deploying, and employing Ready Reserve component units and individuals.

(4) Provide sufficient flexibility in the decision and execution process of mobilizing Reserve component forces for accommodating rapid changes.

(5) Include appropriate provisions for using National Guard and Ready Reserve component units and members on a voluntary basis during all stages of a military operation.

b. **Screening.** Ensure that the Ready Reserve under DoD Directive 1200.7 (reference (o)) and military retirees under DoD Directive 1352.1 (reference e)) are screened periodically so that their recall to military duty shall not impair essential DoD and other Federal functions and shall ensure that emergency-essential and key employees under DoD Directives 1404.10, 1200.7, and 1352.1 (references (p), (o), and (e)) are exempted from recall to military duty. The screening system is a continuous peacetime process and the primary means for ensuring that Reserve component members receive fair treatment when being considered for recall to active duty without their consent. Upon activation or mobilization, all members remaining in the Ready Reserve shall be considered immediately available for active duty service. No additional screening is required to determine availability for active service. Deferrals, delays, or exceptions will be considered on a case by case, exception only basis.

c. **Selection of Units and Individuals.** The Military Services, in coordination with the Secretary of Defense, Chairman of the Joint Chiefs of Staff and Combatant Commands, shall designate specific Reserve component units and individuals to be activated or mobilized, subject to statutory limitations.

d. **Unit Integrity.** In accordance with section 12301(c) of 10 U.S.C. (reference (b)), members of units organized and trained to serve as units shall, so far as practicable, be ordered to active duty with their units. Unit members undergoing Initial Active Duty

Training (IADT) will complete IADT before being activated or mobilized with their unit. Members on active duty for training at the time their unit is activated or mobilized will be subsequently ordered to active duty with their assigned unit. Unit members can be reassigned after being ordered to active duty (other than for training) to meet requirements of the Military Service concerned.

e. Alert Notification. Each Military Service shall publish guidelines for alerting any or all of its Reserve units or members, and establish procedures for systematically executing activation and mobilization orders. Based on a decision by the President and/or the Congress, the Secretary of Defense shall direct the Military Departments to activate or mobilize the specified number of Reserve component members and shall determine the day that it is to begin (S-day for Presidential Selected Reserve Call-Up (PSRC), T-Day for Partial Mobilization, and M-Day for Full Mobilization). Secretaries of the Military Departments shall determine the exact time and day, following the activation or mobilization date announced by the Secretary of Defense, when Reserve component units and individuals shall be ordered to active duty.

f. Orders. When authorized by the Secretary of Defense, each Secretary concerned shall order, as required, members and units of the Reserve components to active duty. The Secretary of Defense shall provide instructions to the Military Service concerned on the total number of Reserve members to be activated or mobilized without their consent. Each Military Service shall establish procedures for notifying (in writing and/or orally) Reserve component members ordered to active duty by the simplest, fastest, and most efficient means consistent with operational security.

g. Reporting. Members of the Reserve components ordered to active duty under Section 12304, 12302, or 12301(a) of 10 U.S.C. (reference (b)), or at any time in accordance with applicable laws during a war or national emergency, shall report to active duty as ordered unless it is physically impossible for the member to report or reporting would clearly be a threat to the health, welfare, or safety of others. In such cases, the member must immediately contact their Service; the Military Service concerned shall verify the circumstances involved and issue instructions to the member, to include affirmation of original orders, deferment, delay, exemption, transfer to the Standby Reserve or the Retired Reserve, discharge, or other action as appropriate.

h. Execution of Orders. All Selected Reserve component members shall be prepared to execute activation or mobilization orders within 24 hours of notification. The Secretary concerned shall specify reporting dates (no sooner than 5 days after notification) for IRR and ING. To ensure that reporting times are met, members shall arrange in advance the handling of family, personal, business, and other responsibilities.

(1) Specified Periods of Service. Within authorized time limits imposed by statute, specific periods of active duty for Reserve component units and individuals shall be established by the Secretary of Defense. Within those limits, the period of service for units or individuals ordered to active duty without their consent will be determined by the

Secretary of the Military Department concerned in consultation with the Chairman of the Joint Chiefs of Staff.

(2) Start of Service. The period of service for Reserve component units and individuals ordered to active duty shall be measured from the date the unit or member is ordered to report, as specified in the order to active duty, without regard to the time the President exercises his authority and without regard to periods of service of other Reserve component units or members ordered to active duty.

(3) Extension of Service. Units and individuals of the Reserve components activated under Section 12304 or 12302 of 10 U.S.C. (reference (b)) may subsequently be extended on active duty under Section 12302 or 12301(a) of reference (b), respectively, during or following the period to which initially activated. They shall be ordered to active duty for the full period authorized by succeeding statutes, subject to the specific time limits imposed by the Secretary of Defense. At the direction of the Secretary of Defense, time served by Reserve component units and individuals under Sections 12304 and 12302 of reference (b) may be considered in determining the period for which those units and individuals are ordered to active duty under succeeding statutes.

(4) Stop Loss. Under Section 12305 of reference (b), the Secretary of Defense, under a delegation of the President's authority as per E.O. 12728 (reference (q)), may suspend any law relating to promotions, retirement, or separation of any member of the Armed Forces during any period members of a Reserve component are serving on active duty under Section 12304, 12302, or 12301 of reference (b). When such suspensions are authorized by the President, the Secretary of Defense may direct the Secretaries of the Military Departments to suspend promotions, retirements, and separations of all members or categories of members determined essential for national security.

(5) Deferments. Reserve component members may receive deferments from active duty, by the Secretaries of the Military Departments, if they are hospitalized, unqualified temporarily for medical reasons, experiencing an unexpected temporary hardship, or unqualified due to lack of prescribed training (e.g., IADT). If a deferment is granted, it shall contain written authorization and shall specify a reporting date. Members authorized a deferment remain obligated to report for active duty while the activation or mobilization authority remains in effect or should additional ones be authorized. Deferments shall not be authorized for civilian employment, civilian occupation, financial hardship, or for exempting members from active duty in accordance with DoD Directives 1200.7 (reference (o)) and 1400.31 (reference (r)). The requirements established for assignment of military couples, single parents, and military mothers in DoD Directive 1315.7 (reference (s)) shall apply to activation without the individuals consent or mobilization of the Ready Reserve as follows:

(a) Single parents and military couples shall have current and effective family care plans to provide care for their dependents.

(b) A single member, or one member of a military couple, shall be deferred for four months from the effective date the adoption of a child is finalized.

(c) A military mother shall be deferred for 4 months after the birth of a child.

(d) A member who becomes a single parent as a result of unforeseen circumstances (e.g., death of a spouse) may apply for a humanitarian or hardship deferment.

(6) Students in the Health Professions

(a) Involuntary activation of Ready Reserve component personnel engaged as students in a full-time training program in the health professions shall be consistent with Service policies pertaining to active duty personnel in the same status. If the training cycle of active duty students will not be interrupted for a given contingency or operational mission, then the training programs of Ready Reserve students should not be interrupted by an involuntary call to active duty.

(b) Service policies pertaining to the assignment of Reserve students, interns, residents, or fellows in the health professions shall conform to DoD Directive 1200.7 (reference (o)).

(c) Reserve healthcare providers are subject to the quality assurance, licensure, credentials review and clinical privileging, and National Practitioner Data Bank reporting requirements prescribed by DoD Directives 6025.13 (reference (t)), 6025.14 (reference (u)), and DoD Instruction 6025.15 (reference (v)).

(7) Students in Theological or Divinity School. In accordance with Section 12317 of 10 U.S.C. (reference (b)), Reserve component members are not required to serve on active duty or to participate in IADT while preparing for the ministry at a recognized theological or divinity school.

2. Demobilization and Release from Active Duty

a. Planning. To ensure that all members of the Reserve components who have been ordered to active duty receive equitable treatment upon their release from active duty, the Secretary concerned shall ensure that Service demobilization plans are flexible, consistent, responsive, and sufficiently comprehensive for meeting all contingencies.

b. Release, Separation, or Discharge. Continuous screening in peacetime ensures the transfer or discharge of Ready Reserve members who cannot meet the requirements for activation or mobilization. On activation or mobilization, all members

shall report for active duty as ordered. Once on active duty, a member with an unexpected hardship may request release, separation, or discharge for humanitarian or other grounds under criteria applicable to active force members generally. Personnel who are found not physically qualified or who fail to pass drug screening requirements shall be handled in accordance with the policy of that Military Service concerning its active duty personnel. The criteria for assessing release shall be uniform and strictly enforced within each Military Service.

c. Personnel Separation Requirements. Before release from active duty, each member of the Reserve component must meet the requirements for separation established by the applicable Military Service directives. Physical examinations will be provided when required by law or Service regulations.

(1) Certificate of Release or Discharge. Each member of the Reserve component involuntarily ordered to active duty shall be issued, upon release or discharge, a completed "Certificate of Release or Discharge from Active Duty" (DD Form 214), in accordance with DoD Instruction 1336.1 (reference (w)).

(2) Disciplinary, Administrative, or Medical Action. Individuals under investigation or pending disciplinary actions under the Uniform Code of Military Justice (10 U.S.C. 801-940 (reference (b))), or those pending administrative or medical actions, may be retained on active duty until resolution of their case.

(3) Enlistment Expiration. Members of a Reserve component whose enlistment would have expired during their active duty period, except that their enlistment was extended without their consent, shall be expeditiously discharged or released from active duty as appropriate, unless they are qualified for and request reenlistment. Those members requesting to reenlist in the Ready Reserve, and who are otherwise eligible to reenlist, shall be immediately reenlisted to prevent a break in service.

(4) Leave. Personnel with accrued leave shall be given the option of receiving payment for such leave, taking pre-separation leave, or a combination thereof. Reservists wanting to take accrued leave before release from active duty may be voluntarily retained on active duty past their normal release dates for up to the number of days for which leave has accrued.

(5) Active Duty Protection. In accordance with 10 U.S.C. 12686 (reference (b)), members of the Reserve components ordered to active duty (other than for training) who on the date that they would otherwise be released from active duty, are within 2 years of becoming eligible for retired pay or retainer pay under a purely military retirement system, shall not be involuntarily released from active duty before they become eligible for that pay and shall be absorbed in Service-authorized active end strengths, unless the release is approved by the Secretary of the Military Departments concerned.

d. Unit Demobilization Requirements. Reserve units and individual Reservists ordered to active duty under DoD Directive 1235.10 (reference (a)) and this Instruction shall be demobilized at the same mobilization station or site to which they were initially ordered to report on active duty. The Secretary of the Military Department concerned may waive this requirement on a case-by-case basis if demobilization at a different site or location proves more efficient. Reserve component members activated with their parent unit shall, so far as practical, be demobilized with their unit. At the time of demobilization, Reserve component units will be sufficiently resourced to continue peacetime training missions.

e. Release Plans. To the maximum extent consistent with security requirements, Reservists and their families shall be kept fully apprised of Service plans to release Reservists from active duty.

F. EFFECTIVE DATE

This Instruction is effective immediately.



Edwin Dorn  
Under Secretary of Defense  
(Personnel and Readiness)

Enclosures - 3

1. References
2. Definitions
3. Resource Allocation Policies

REFERENCES, continued

- (e) DoD Directive 1352.1, "Management and Mobilization of Regular and Reserve Retired Military Members," March 2, 1990
- (f) DoD 3020.36-P, "Master Mobilization Plan," May 1988, authorized by DoD Directive 3020.36, November 2, 1988
- (g) DoD Directive 5124.2, "Under Secretary of Defense for Personnel and Readiness (USD(P&R)), " October 31, 1994
- (h) DoD Directive 5125.1, "Assistant Secretary of Defense for Reserve Affairs (ASD/RA), March 2, 1994
- (j) DoD Directive 5111.1, "Under Secretary of Defense for Policy (USD(P)), " March 22, 1995
- (k) DoD Directive 5137.1, "Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (ASD(C3I)), " February 12, 1992
- (l) DoD Directive 5111.10, "Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict (ASD(SO/LIC)), " March 22, 1995
- (m) DoD Directive 5136.1, "Assistant Secretary of Defense for Health Affairs (ASD(HA)), " May 27, 1994
- (n) Public Law 102-484, "Title XI of the National Defense Authorization Act of Fiscal Year 1993," October 1, 1992
- (o) DoD Directive 1200.7, "Screening the Ready Reserve," April 6, 1984
- (p) DoD Directive 1404.10, "Emergency Essential (E-E) DoD U.S. Citizen Civilian Employees," April 10, 1992
- (q) Executive Order 12728, "Delegating President's Authority to Suspend any Provision of Law Relating to Promotion, Retirement, or Separation of Members of the Armed Forces," August 22, 1990
- (r) DoD Directive 1400.31, "Mobilization Management of the DoD Civilian Work Force," September 9, 1986
- (s) DoD Directives 1315.7, "Military Personnel Assignments," January 9, 1987
- (t) DoD Directive 6025.13, "DoD Medical Quality Assurance," November 17, 1988
- (u) DoD Directive 6025.14, "Department of Defense Participation in the National Practitioner Data Bank (NPDP)," November 1, 1990
- (v) DoD Instruction 6025.15, "Implementation of Department of Defense Participation in the National Practitioner Data Bank (NPDB)," November 9, 1992
- (w) DoD Instruction 1336.1, "Certificate of Release or Discharge from Active Duty (DD Form 214/5 series)," January 6, 1989
- (x) DoD Directive 1225.6, "Equipping the Reserve Forces," November 2, 1992

## DEFINITIONS

1. Activation. The ordering of units and individual members of the Reserve components to active duty, with or without their consent, under legislative authority granted to the President, Congress or the Secretaries of the Military Departments.
2. Active Duty. Full-time duty in the active military service of the United States. For Reserve members, it includes all periods of service under 12301(a), (b), or (d); 12302; and 12304 of 10 U.S.C. (reference (b)). It also includes periods of service for members of the retired Reserve under Section 688 of reference (b).
3. Contingency Operation. A military operation that:
  - a. Is designated by the Secretary of Defense as an operation in which members of the Armed Forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force; or
  - b. Results in the call or order to, or retention on, active duty of members of the Uniformed Services under Section 688, 12301(a), 12302, 12304, 12305, 12306, or 12406 of reference (b), or any other provision of law during a war or during a national emergency declared by the President or Congress.
4. Demobilization. The process necessary to release from active duty units and members of the Reserve components who were ordered to active duty under Section 688, 12301(a), (b), (d), 12302, 12304 or 12306 of of reference (b).
5. F-hour. The effective time of an announcement by the Secretary of Defense on a decision to mobilize Reserve units.
6. Initial Active Duty For Training (IADT). Basic military training and technical skill training required for all accessions. In accordance with Section 671 of reference (b), a member of the Armed Forces may not be assigned to active duty on land outside the United States and its territories and possessions until the member has completed the basic training requirements of the Armed Force of which he or she is a member. In time of a national emergency or war, the period of basic training, or its equivalent, may not be less than 12 weeks for new accessions or those who are still undergoing basic training when a national emergency or a war is declared.
7. M-Day. Designates the day on which full mobilization commences or is to commence.
8. Mobilization. The process by which all or a portion of the Armed Forces are brought to a state of readiness for war or a national emergency. It includes the order to active duty of units and members of the Reserve components under a declaration of national emergency by either the President or the Congress or when the Congress declares war. It

includes the order to active duty of all or part of the Reserve components, as well as assembling and organizing personnel, supplies, and material. Mobilization of the Armed Forces includes but is not limited to the following categories:

a. Presidential Selected Reserve Call-Up. Ordering any unit and any member not assigned to a unit organized to serve as a unit of the Selected Reserve to active duty (other than for training), under Section 12304 of 10 U.S.C. (reference b)), for not more than 270 days, without consent of the member concerned, to augment the active force for an operational mission other than during war or national emergency. Not more than 200,000 members of the Selected Reserve may be on active duty under this authority at any one time.

b. Partial Mobilization. Mobilization by the President of not more than 1 million Ready Reservists for not longer than 24 months, under Section 12302 of reference (b), and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security or of a domestic emergency (e.g., postal strike, flood, or earthquake).

c. Full Mobilization. Under Sections 12301(a) and 688 of reference (b)), mobilization in time of war or national emergency declared by Congress of all Reserve component units in the existing force structure; all individual, standby, and retired Reservists; retired active force military personnel; and the resources needed for their support. Full mobilization is directed by Congress in those situations requiring the expansion of the active force to meet the requirements of a war or other national emergency involving an external threat to national security. Units, individual Reservists, and retirees may be ordered to active duty for the period of the emergency plus 6 months thereafter.

d. Total Mobilization. Expansion of the Active Armed Forces resulting from action by Congress and the President to organize and/or generate additional units or personnel, beyond the existing force structure, and the resources needed for their support to meet the total requirement of a war or other national emergency involving an external threat to the national security.

9. National Emergency. A condition declared by the President or the Congress by powers previously vested in them that authorize certain emergency actions to be undertaken in the national interest. Actions to be taken may include partial, full or total mobilization of national resources.

10. Operational Mission. Any employment of military resources to accomplish a task other than administration or training.

11. Ready Reserve. Consists of the Selected Reserve, the IRR, and the ING. Members of the Ready Reserve, organized in units or as individuals, are subject to being ordered to active duty without their consent to augment the Active forces.

a. Individual Ready Reserve (IRR). A manpower pool principally consisting of individuals who have had training and have previously served in the Active forces or in the Selected Reserve. It consists both of those who have not completed their Military Service Obligation (MSO) and those who have fulfilled their MSO. IRR members are liable for involuntary active duty for training and fulfillment of mobilization requirements in accordance with 10 U.S.C. 12301 and 12302(a) (reference (b)). In addition, the IRR also includes some personnel who are participating in officer training programs or in the Armed Forces Health Scholarship Program. All IRR members are in an active status.

b. Inactive National Guard (ING). Consists of personnel of the Army National Guard Ready Reserve who are in an inactive status. The term is not applicable to the Air National Guard. ING members are assigned to National Guard units but do not participate in training activities. On partial or full mobilization (but not a call-up under Section 12304 of reference (b)), they mobilize with their unit of assignment.

c. Selected Reserve. Those units and individuals within the Ready Reserve designated by their respective Services and approved by the Chairman of the Joint Chiefs of Staff and the Secretary of Defense or Secretary of Transportation, as appropriate, as so essential to initial wartime requirements that they have priority over all other Reserve elements. They are required to participate in inactive duty training periods and/or annual training. The Selected Reserve also includes Reserve members awaiting or performing IADT who are authorized to perform drills. The Selected Reserve consists of subcategories defined as follows:

(1) Selected Reserve Units. A unit is any group or detachment of one or more individuals organized to perform a particular function, whether or not such a group is part of a larger group, and which is organized, equipped, and trained to serve, upon activation or mobilization, on active duty as an operational or augmentation unit. Operational units train and normally serve as cohesive units. Augmentation units train together, but lose their unit identity when activated or mobilized, normally to augment and be subsumed by an Active unit or activity. Any unit may be ordered to active duty, if needed, regardless of size.

(2) Individual Mobilization Augmentees (IMAs). Trained individuals of the Selected Reserve who are pre-assigned to an Active component, DoD Agency, Selective Service System or Federal Emergency Management Agency organization billet that must be filled to meet contingency, pre-mobilization, mobilization, sustainment, or demobilization manpower requirements. IMAs may also be assigned to support the national defense strategy or national security objectives for critical military mission requirements or for special skills and/or qualifications needed to maintain selected military capabilities. IMAs participate in mandatory training activities on a part-time basis in preparation for activation or mobilization.

12. Reserve Components. Refers collectively to the Army National Guard of the United States, Army Reserve, Naval Reserve, Marine Corps Reserve, Air National Guard of the United States, Air Force Reserve, and Coast Guard Reserve.

13. S-Day. The day on which a call-up of not more than 200,000 Reservists, under the PSRC authority begins.

14. T-Day. The day on which partial mobilization begins.

15. Unit. Any identified and managed group or detachment of one or more individuals, organized to perform a particular function whether or not such a group is part of a larger group.

16. Unit Deployment Designator (UDD). An indicator specifying the post-mobilization training days allocated to a unit deployment. The UDD is part of a congressionally mandated system to develop a priority for mobilization, based on regional contingency planning requirements and integrated into the war planning process within Public Law 102-484, Section 1135 (reference (n)).

17. Volunteer. A member of the Reserve components who is ordered to active duty with his or her consent pursuant to Section 12301(d) of 10 U.S.C. (reference (b)).

18. Volunteer Unit. One or more individual volunteers, organized to perform a particular function whether or not such a unit is part of a larger group, who has consented to perform an active duty mission.

## RESOURCE ALLOCATION POLICIES

DoD policy recognizes an increasing reliance on the Ready Reserve to meet wartime requirements. In certain contingencies, plans call for the deployment of some Selected Reserve units and individuals before active units. In those cases, certain units and individuals within the Selected Reserve, as a subset of the Ready Reserve, shall receive priority in manning, training, and equipment programs before their deployment. DoD policy for resource allocation to the Ready Reserve is organized under the three major categories of manpower, training, and equipment.

A. Manpower. Achieving manpower goals for both Active and Reserve components is essential for an effective mobilization process. Personnel shortages and military skill imbalances affect wartime capabilities of the Total Force, not just the DoD Component possessing such deficiencies. DoD manpower policy is as follows:

1. Achieve and maintain a pre-trained manpower pool adequate to staff all shortfalls in Active and Reserve Component units to wartime levels of programmed manning within the time specified in mobilization and deployment plans.
2. Have members of the IRR affiliated or pre-assigned with units of the Active or Reserve forces, when practicable, insofar as it would enhance refresher training, rapid deployment, and effective utilization in a war or national emergency.
3. Achieve an annual aggregate programmed manning structure in the Reserve components that possesses skill, grade, and experience qualifications represented in the programmed manning requirements.
4. Program resources for maximizing the effectiveness and for improving the management of the pre-trained manpower pool, including the IRR and the ING.

B. Training. Effective utilization of the Total Force requires the rapid assimilation of Reserve component units and individuals into active service during an activation or mobilization. This may be accomplished only if requisite training has occurred before the event. DoD policy is as follows:

1. Ensure that early deploying Reserve component units are trained fully in their wartime taskings and are capable of attaining requisite readiness status before the deployment time specified by contingency plans.
2. Ensure that Reserve component individuals and units are trained appropriately for augmenting active forces on activation or mobilization.
3. Determine IRR skill proficiency degradation and conduct skill refresher training.

4. Ensure that Ready Reserve training and evaluation procedures are consistent with standards established for the active force.

5. Ensure that training cadres are equipped and prepared for mobilization training base programs supporting the Total Force after their activation or mobilization.

C. **Equipment.** Equipment compatibility among Total Force components is a battlefield imperative. Active and Reserve component units deploying at the same time shall have equal claim on equipment inventories; i.e., the first units scheduled to become operational in theater shall be equipped first regardless of whether they are Active or Reserve component. Equipment policy applies equally to tools, technical documentation, spares and repair parts, and all items of supply that are prescribed for unit issue. DoD policy is to ensure the following:

1. Procuring and distributing new and/or combat serviceable equipment is consistent with DoD policy guidance in DoD Directive 1225.6 (reference (x)).

2. Equipment interoperability among Reserve and Active units serving together on the battlefield when interoperability of the respective equipment is essential for effective military operations.

3. Equipment on hand is adequate for enabling Reserve units to conduct effective training before activation or mobilization.

4. Plans are developed to redistribute equipment left in (CONUS) by units deploying overseas to pre-positioned stocks on activation or mobilization, and to procure and distribute sufficient assets for not-fully-equipped units before the deployment time specified in contingency plans.