



Total Force Intelligence

Right Skills, Right Place, Right Time

One Navy. Fully integrated and ready to serve. All commands in the Navy's Reserve are working toward this vision, including the Naval Reserve Intelligence Command.

"Total Force intelligence is what we are about," according to Rear Admiral Ann Gilbride, Commander, Naval Reserve Intelligence Command. "And we are taking integration to the new level for our 4,000 citizen Sailors." How does this new level of integration translate into a few specifics? Here are a few examples:

Right Skills:

Active, Reserve, and government civilian intelligence careers are now managed in the same community management office, under the Director of Naval Intelligence. Naval Intelligence is engaged in developing a comprehensive strategic plan, our Human Capital Strategy, for the management of our most important asset: our people. This plan is intended to guide the community for decades into the future. The Navy's Reserve Intelligence Program is an active participant in building the strategy. Core intelligence skills were identified and coded onto every Active and Reserve billet last year. This drives our new training requirements for the right skills.

Our Navy's Reserve Intelligence Program is one component of the combined strength of all talent, including our Active and Reserve military members, our government civilians, and our contractors.

RDML Ann Gilbride
Commander, Naval Reserve Intelligence Command



Intelligence is leading the way in Active/Reserve Integration within the Navy. The intelligence force is already integrated. Proven record of performance.

VADM John Cotton
Commander, Naval Reserve Forces



Right Place:

- Naval Reserve Intelligence Command now reports additionally to the Commander, Fleet Forces Command (CFFC). Selected Reserve billets have been reviewed through the Zero-Based Review process, as they tie to Sea Power 21 capabilities. The Director of Naval Intelligence has also commenced a force-wide review of all Active, Reserve, and civilian billets to optimize our total force alignment.
- One new senior officer position was created at CFFC for a Full-Time Support (FTS) intelligence officer. The job is to manage intelligence manpower for both the Active and Reserve Components of the Fleet.
- The first Active Duty intelligence officer to serve as an officer-in-charge of a Reserve Intelligence Area (RIA) now leads 280 Reservists in New England.
- Reinstated FTS officer assignment to the DNI flag staff front office.
- Our Reserve Component drills and serves on active duty at their supported commands and in 27 Joint Reserve Intelligence Centers located throughout the nation.

Right Time:

It's now. Intelligence focuses on maintaining peak operational readiness--for those mobilized, for those on orders anywhere, and for those on drill. Each member is contributing; every day is the right time!

Naval Reserve Intelligence Command by the numbers:

4,000	Size of the Selected Reserve
77	Size of the Full-Time Support officer force
78	Number of Reserve units
45%	Percent of the force mobilized since 9/11
34	Number of joint and Navy commands directly supported by Naval Reserve intelligence units
117	Number of Navy and joint commands where we mobilized
150	Number of U.S. and worldwide locations where we mobilized



In the current war on terrorism, intelligence is playing a big role. Our intelligence Reservists are embedded into the day-to-day intelligence operations of our force...and they continue to meet our surge requirements. We could not fight this war without them.

RADM Richard Porterfield
Director of Naval Intelligence



Total Force Intelligence

Operational Intelligence for the Global War on Terrorism

The Global War on Terrorism is a war of intelligence. It's about providing predictive and timely operational intelligence to our Navy and joint warfighters.



Since 9/11, more than 1,700 intelligence professionals have been mobilized. This number represents nearly 45% of the Naval Reserve Intelligence Command.

They have served and continue to serve with Fleet and joint commands worldwide. Our Reserve Intelligence force operated on the ground in Afghanistan and Iraq, at sea with the Carrier Strike Groups and Expeditionary Strike Groups, embedded in supported commands throughout the globe, and embedded in 27 reach-back Joint Reserve Intelligence Centers throughout the continental United States.

*As a theater Joint Intelligence Center CO, I could not have accomplished my peacetime or wartime job without my Reserve units. They provided **timely, relevant intelligence**, which we used every day to support Joint Commanders and Naval forces in theater. The response to our needs from Reserve individuals after 9/11 and in support of OIF was incredible! By far, the response from Navy Reserve Intelligence was the best. I observed that the Navy unit structure provided the leadership, training, and mentoring which ensured **the best prepared individuals** showing up ready to go to work...The Reserve intel unit structure paid off in spades for the supported commands. It is the real backbone of our successful Navy Reserve Intel Program because we have a process which grows leaders and takes care of people while **focusing on a mission** that our folks know is important, relevant, and enjoyable to do.*



CAPT Tony Cothron
Commander, Office of Naval Intelligence



Supporting the Fleet

Wartime targeting was critical to mission accomplishment during Operations Enduring Freedom and Iraqi Freedom, and Reserve targeting officers answered the call. They reported to their Air Wings within 48 hours to provide direct support to combat operations. They deployed on every carrier in OEF and OIF.



This level of readiness did not happen overnight. The Reserve Targeting Support Officer Program has existed since 1999. The Fleet N2s provide the leadership, vision, and direction for the program. The Navy Strike and Air Warfare Center in Fallon, Nevada, serves up the training, instructors, resources, skill-set maintenance, and quality assurance. The Navy's Reserve Intelligence Program provides the highly motivated personnel needed for this demanding operational environment.

Another growing demand area for intelligence in the GWOT is our support to Naval Special Warfare and Joint Special Operations.



Reserve and Active Components Do the Same Jobs!

- Fleet operational intelligence
- Joint operational intelligence
- Targeting officers on carriers
- Dropping aimpoints
- Imagery exploitation
- Foreign material exploitation
- Counterterrorism analysis
- Tactical human intelligence
- Strategic warning analysis
- Geopolitical analysis
- Naval & merchant ship analysis
- Collection management
- Expeditionary warfare intelligence
- Exercise preparation, scripting, intelligence execution
- Intelligence for Special Warfare
- Science & technology analysis
- Predeployment intelligence briefs
- 24 hr/7 days a week watchstanding



Total Force Intelligence

Operational Intelligence Continues to be in High Demand

While our mobilization is a powerful story about the continuing high demand for intelligence talent, there is much more to tell. The rest of the story is the day-to-day continuing operational intelligence provided to the GWOT from our Force during drill, Annual Training, Additional Annual Training, and Active Duty for Special Work. The Personnel-Tempo of the Navy's Reserve Intelligence Program is one of the highest in the Navy's Reserve.

The chart shows the average number of days of duty per Reservist in past fiscal years. Normal operations for a Reservist are 36 days per year. The Navy gets a big return on its investment, with the Intelligence Reserve Force averaging triple that amount in FY-02 during peak mobilization and double that amount in FY-04.

Average Number of Days Per Reservist





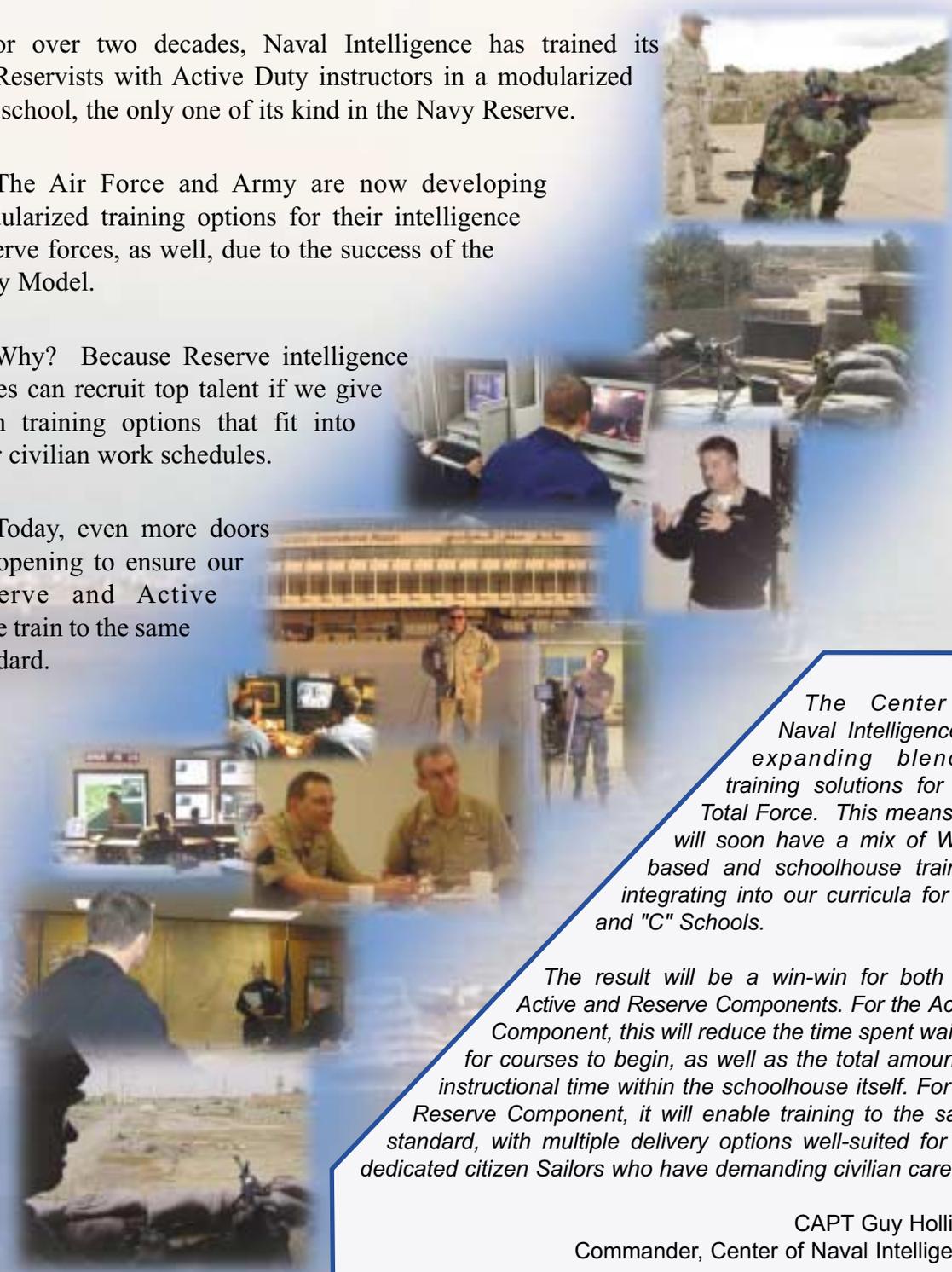
Training to One Standard, One Curriculum

For over two decades, Naval Intelligence has trained its Reservists with Active Duty instructors in a modularized "A" school, the only one of its kind in the Navy Reserve.

The Air Force and Army are now developing modularized training options for their intelligence Reserve forces, as well, due to the success of the Navy Model.

Why? Because Reserve intelligence forces can recruit top talent if we give them training options that fit into their civilian work schedules.

Today, even more doors are opening to ensure our Reserve and Active force train to the same standard.



The Center of Naval Intelligence is expanding blended training solutions for our Total Force. This means we will soon have a mix of Web-based and schoolhouse training integrating into our curricula for "A" and "C" Schools.

The result will be a win-win for both our Active and Reserve Components. For the Active Component, this will reduce the time spent waiting for courses to begin, as well as the total amount of instructional time within the schoolhouse itself. For the Reserve Component, it will enable training to the same standard, with multiple delivery options well-suited for our dedicated citizen Sailors who have demanding civilian careers.

CAPT Guy Holliday
Commander, Center of Naval Intelligence



Total Force Intelligence

The Power of Reachback

The strategic network of 27 Joint Reserve Intelligence Centers throughout the nation is a force-multiplier for the Navy and all of the services. These state-of-the-art facilities allow for real-time operational intelligence support in peace or in war. With a push of a button, intelligence information goes straight to the theater.



Not only do Reservists drill and perform Annual Training at JRICs, they also mobilize there. In fact, over 400 Reservists from the four services were mobilized to JRIC sites.

True to the Total Force vision, JRICs are utilized not only by Reservists...Supported command contractors, government civilians, and Active Duty members are also

assigned there. Use of the JRICs helps the intelligence community attract the most talented people in the nation, and lets them work near home.



The Naval Reserve Intelligence Command is totally integrated into the Joint Intelligence community. These professional men and women are a force-multiplier in every facet of the work we do today. They are adept at working in the all-source environment, which is critical to meeting today's demand for precision intelligence. In addition to succeeding in demanding forward-deployed jobs, the Naval Reserve Intelligence Team has repeatedly demonstrated the power of intelligence provided to Combatant Commanders from Joint Reserve Intelligence Center reach-back sites located throughout the nation.

VADM Lowell E. Jacoby
Director, Defense Intelligence Agency

Well over half of Target Materials provided to the warfighters in 2002 were produced by Joint Reserve Intelligence Center personnel.

BG John Kimmons, USA
Director of Intelligence, USCENTCOM



From the Commander . . .

The demand signal for the talent resident in the Navy's Intelligence Reserve Team remains high. I am happy to report that our retention is among the highest in the Naval Reserve, even as operational requirements are on the rise.



Senior Chief Reid prepares care packages for mobilized members.

Retention, especially retention after mobilization, is the ultimate report card. We know that when our citizen sailors believe they have done an important job and made an important contribution ... when they know their families were supported during their deployments, they STAY NAVY.

As we move forward, the Naval Reserve Intelligence Command is proactively focused on celebrating our Sailors' contributions and appreciating the people who support them: their families and their civilian employers. Our dynamic ombudsmen throughout the nation are reaching out to the families, as are unit members. Our units are holding family appreciation events to foster our One Navy Family.

We are also focused on civilian employer recognition. We use "My Boss is a Patriot" certificates and other great awards from the Employer Support of the Guard and Reserve. We encourage supported commands to send letters of thanks to civilian employers. We host employer recognition events.

These investments in our people and their families and employers – just like our investments in their training and career development – are key to maintaining strong retention and strengthening our One Navy Family within Total Force Intelligence.



DeAnna Moore, CNRIC Ombudsman, coordinates with 13 Reserve Intelligence Area Ombudsmen.



Right Skills, Right Place, Right Time. The Naval Reserve Intelligence Command does this by matching skilled people, concentrated in the right areas, and trained always to be ready. This strong and flexible posture is vital in a time of global uncertainty and will serve our great country well, now and into the future.

*RDML Ann Gilbride
Commander, Naval Reserve Intelligence Command*