



# Department of Defense **DIRECTIVE**

**NUMBER 1235.10**

November 26, 2008

*Incorporating Change 1, September 21, 2011*

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USD(P&R)

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

**References:** See Enclosure 1

1. PURPOSE. This Directive:

a. Reissues DoD Directive (DoDD) 1235.10 (Reference (a)) to update policy and responsibilities for mobilizing the Reserve Component (RC), to include appropriate guidance from Secretary of Defense memorandum, "Utilization of the Total Force," January 19, 2007 (Reference (b)).

b. Implements those provisions of law that pertain to the call or order of units and individual members of the RCs to active duty in support of operational missions, in contingency operations, during a national emergency, or in time of war.

c. Establishes policy and assigns responsibilities for:

(1) The calling or ordering to active duty and the managing of the RCs during periods when members of the RCs involuntarily serve on active duty under sections 12301(a), 12301(b), 12302, 12304, 12406, or 331-335 of title 10, United States Code (Reference (c)).

(2) The ordering to active duty of RC volunteers under section 12301(d) of Reference (c) in support of operational missions, in contingency operations, during national emergencies, or in time of war.

(3) Planning, preparing, and executing the mobilization and demobilization of RC units and members serving on active duty in support of operational missions, in contingency operations, during national emergencies, or in time of war.

2. APPLICABILITY

a. This Directive applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the “DoD Components”).

b. This Directive applies to those elements of the Coast Guard Reserve when serving as elements of the Department of Navy.

3. DEFINITIONS. Terms used in this Directive are defined in the Glossary.

4. POLICY. It is DoD policy that:

a. The decision to activate RC forces is made only after determining that it is both judicious and prudent to do so. (See Enclosure 2.)

b. To the extent possible given operational considerations, RC forces shall be activated with the consent of the individuals being called or ordered to active duty. (See Enclosure 2.)

c. Predictability of the RC forces is maximized through the use of defined operational cycles and utilizing force generation plans to provide advanced notification that allows the implementation of the train-mobilize-deploy model. (See Enclosure 2.)

d. Units and individuals of the Ready Reserve ordered to active duty without their consent shall be kept on active duty no longer than absolutely necessary. (See Enclosure 2.)


e. DoD Instruction (DoDI) 1235.09, DoDD 1352.1, and DoDI 1235.12 (References (d), (e), and (f), respectively) shall govern the activation of the Standby Reserve and the Retired Reserve.

5. RESPONSIBILITIES. See Enclosure 3.

6. INFORMATION REQUIREMENTS. Services shall report unit and individual activation, mobilization, and demobilization information through Defense Manpower Data Center and Defense Readiness Reporting System (DRRS). This reporting requirement is exempt from licensing in accordance with paragraph C4.4.2. of DoD 8910.1-M (Reference (g)).

7. RELEASABILITY. UNLIMITED. This Directive is approved for public release. Copies may be obtained through the Internet from the DoD Issuances Web Site at <http://www.dtic.mil/whs/directives>.

8. EFFECTIVE DATE. This Directive is effective immediately.



Gordon England  
Deputy Secretary of Defense

Enclosures

1. References
  2. Guidelines
  3. Responsibilities
- Glossary

ENCLOSURE 1

REFERENCES

- (a) DoD Directive 1235.10, "Activation, Mobilization, and Demobilization of the Ready Reserve," September 23, 2004 (hereby canceled)
- (b) Secretary of Defense Memorandum, "Utilization of the Total Force," January 19, 2007
- (c) Sections 115, 331-335, 10102, 12301, 12302, 12304, and 12406 of title 10, United States Code
- (d) DoD Instruction 1235.09, "Management of the Standby Reserve," April 2, 2007
- (e) DoD Directive 1352.1, "Management and Mobilization of Regular and Reserve Retired Military Members," July 16, 2005
- (f) DoD Instruction 1235.12, "Accessing the Ready Reserves," *February 4, 2010*
- (g) DoD 8910.1-M, "Department of Defense Procedures for Management of Information Requirements," June 30, 1998
- (h) DoD Instruction 1215.06, "Uniform Reserve, Training, and Retirement Categories," February 7, 200
- (i) Under Secretary of Defense for Personnel and Readiness Memorandum, "Programs to Support Utilization of the Total Force," April 18, 2007
- (j) DoD Directive 5125.01, "Assistant Secretary of Defense for Reserve Affairs (ASD(RA))," December 27, 2006
- (k) DoD Directive 7730.65, "Department of Defense Readiness Reporting System (DRRS)," June 3, 2002
- (l) Under Secretary of Defense for Personnel & Readiness Memorandum, "Revised Mobilization/Demobilization Personnel and Pay Policy for RC Members Ordered to Active Duty," March 15, 2007<sup>1</sup>

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<sup>1</sup> Available at <https://intranet.rsrc.osd.mil/ra/>

ENCLOSURE 2

GUIDELINES

1. JUDICIOUS AND PRUDENT USE. The decision to activate RC forces must be made only after determining that it is both judicious and prudent to do so. The following guidelines shall be used:

a. Support the predictable use of all RC forces by notifying RC members up to 24 months in advance that they are being considered for activation and by issuing mobilization orders as soon as it is operationally feasible to do so. The Department standard for mobilization approval to mobilization date is ~~90 days, with a goal of~~ 180 days. However, this does not preclude orders being published as close as the same day the RC member is ordered to active duty, should the operational situation warrant it and the Secretary of Defense approve it.

b. Enhance the predictable use of RC forces by establishing rotational-ready forces and by employing RC forces where practical in support of our national defense strategy.

c. Ensure deployment and rotational policies are as flexible as possible to meet combatant command requirements.

d. Maintain an operational RC force that is ready and available to respond in the designated timeframe and can sustain its contribution in a protracted operation.

e. Consider the release of RC members from active duty before completion of the period of service specified by their orders in coordination with the supported CCDR.

f. Ensure early consideration is given to the practical use of alternate workforce sourcing solutions such as Active Component (AC) forces, DoD civilian personnel, coalition forces, host-nation support, civilian contracted labor, technological solutions, other governmental agencies, Non-Government Organization, Private Voluntary Organization, or other means that may be available. Innovative management alternatives, such as using retiree volunteers, civilian auxiliary members, and reach back support, shall be applied whenever operationally appropriate.

g. When activating RC forces that backfill deployed AC forces on their installations, ensure that the critical function or capability the RC unit or individual provides is to augment mission requirements, military families, and/or the military installation community.

h. Ensure that RC forces are employed in a manner that maximizes the use of their core capabilities throughout the ordered duration of active service.

i. Multiple uses of mobilization authorities to involuntarily activate RC units or individuals shall be consistent with the defined frequency and duration planning objectives for involuntary mobilizations as outlined in paragraph 3.b. of this enclosure.

2. VOLUNTARY SERVICE. Volunteers shall be encouraged to the extent possible given operational considerations.

a. The limitations of sections 12302 and 12304 of Reference (c), either in numbers of personnel or period of service, do not apply to individuals volunteering for active duty under section 12301(d) of Reference (c).

b. RC members voluntarily ordered to active duty under section 12301(d) of Reference (c) are accounted for in accordance with DoDI 1215.06 (Reference (h)).

c. Time spent on active duty by an RC member under section 12301(d) of Reference (c) is considered dwell time.

3. PREDICTABLE INVOLUNTARY SERVICE. Predictability in the use of RC forces shall be maximized.

a. Authorities. RC units may be mobilized for multiple contingencies using either section 12302 or 12304 of Reference (c) or any combination of these authorities. The defined frequency and duration-planning objectives for involuntary mobilizations that are outlined below must be followed. Adherence to these defined frequency and duration planning objectives, however, does not apply for a full mobilization (section 12301(a) of Reference (c)), emergent missions, operations, or national emergencies requirements.

b. Defined Operational Cycles

(1) The involuntary mobilization for members of the RC forces shall be for a maximum of 1 year at any one time. At Service discretion, this period may exclude individual skill training required for deployment and post-mobilization leave.

(2) The planning objective for involuntary mobilization of Guard and Reserve units is 1 year mobilized to 5 years dwell time (1:5). Today's global demands will require a number of selected Guard/Reserve units to be remobilized sooner than this standard. The intention is that such exceptions be temporary and a move to a broad application of the 1:5 goal as soon as possible. Continue to plan force structure on that basis. Exceptions shall be approved by the Secretary of Defense.

(3) Individuals who are involuntarily mobilized with a frequency and duration beyond the established frequency and duration planning objectives for involuntary mobilizations, as stipulated in subparagraph 3.b.(2) of this enclosure, shall be incentivized as described in Under Secretary of Defense for Personnel and Readiness (USD(P&R)) Memorandum, "Programs to Support Utilization of the Total Force," (Reference (i)).

(4) The period of dwell time shall be from the demobilization date of one involuntary mobilization until the mobilization date of the subsequent involuntary mobilization.

(5) The Secretary of Defense may modify RC defined frequency and duration planning objectives for involuntary mobilizations within authorized limits imposed by statute and consistent with operational requirements.

c. Train-Mobilize-Deploy. The train-mobilize-deploy model shall be used to provide ready and available forces.

(1) RC pre-mobilization resourcing and training shall reduce post-mobilization training to the shortest time period possible to increase the time available for deployment.

(2) Force generation plans for the RC shall be maintained to provide ready and available forces that are appropriately resourced and trained. Service-specific force generation plans shall support the operational cycles and mobilization frequency and duration planning objectives for involuntary mobilizations established by the Secretary of Defense.

(3) Force generation plans shall be resourced for allocating personnel, training, and equipment to ensure employment readiness.

(4) Mobilization and demobilization processes shall be standardized within the Services to facilitate ready access to the RCs.

(5) Mobilization for training shall only be used after exhausting traditional means to increase individual skill qualification required for deployment.

d. Notification. RC units shall be provided up to 24 months prior to mobilization date.

e. Mobilization Approval

(1) The Department standard for mobilization approval to mobilization date is ~~90 days, with a goal of~~ 180 days.

(2) The Secretary of Defense may waive this requirement for emerging requirements; crisis response; Defense Support to Civilian Authorities missions; and humanitarian assistances.

f. Mobilization and Demobilization

(1) Mobilization of ground combat, ground combat support, and ground combat service support shall be managed on a unit basis. This will allow cohesion and predictability in how RC units train and deploy.

(2) Individual Augmentees will be managed on an individual basis.

(3) Cross-leveling of personnel shall be minimized. Alternate methods shall be used such as task-organizing at the unit level; the use of volunteers, the Individual Ready Reserve (IRR) and Inactive National Guard (ING); or cross-leveling personnel out of non-deployable units.

(4) The use of Stop Loss shall be minimized.

(5) Units and member duty locations shall not be restricted to the location specified by the order to active duty. Members of the RC ordered to active duty to supplement the Active forces are also Active Federal forces and may be reassigned once on active duty. They are interchangeable with the AC for any operational commitment.

(6) Units and individuals of the Ready Reserve ordered to active duty without their consent shall be kept on active duty no longer than absolutely necessary. They shall be released from active duty as promptly as possible, consistent with operational requirements. Individuals ordered to active duty as a unit shall be released as a unit whenever practical. This excludes members who must be held on active duty for medical, legal, or other administrative reasons.

(7) Service Secretaries are responsible for the demobilization process for units and individuals under their command.

g. Use of IRR as Personnel Pool. The IRR and ING shall be used as personnel pools. Members in the IRR and ING provide a range of capabilities to support future conflicts and shall be considered viable options. Activations shall be done first with the consent of the members being ordered to active duty. If there is a need to involuntarily activate a member of the IRR or ING, preference shall be given to those not previously ordered or called to duty.



ENCLOSURE 3  
RESPONSIBILITIES

1. USD(P&R). The USD(P&R) shall:

a. Develop and oversee personnel policies for the RC.

b. Develop and maintain mobilization/demobilization personnel and pay policy for RC members ordered to active duty in support of operational missions, in contingency operations, during a national emergency, or in time of war.

2. ASSISTANT SECRETARY OF DEFENSE FOR RESERVE AFFAIRS (ASD(RA)). The ASD(RA), under the authority, direction, and control of the USD(P&R), is the principal staff assistant and advisor to the Secretary and Deputy Secretary of Defense and the USD(P&R) for all RC matters. The ASD(RA) shall develop and enforce policy, programs, and guidance for the activation, mobilization, and demobilization of the RCs during periods of national emergency, in time of war, or as otherwise authorized by law, in accordance with DoDD 5125.01 (Reference (j)).

3. SECRETARIES OF THE MILITARY DEPARTMENTS. The Secretaries of the Military Departments shall:

a. Prepare activation, mobilization, and demobilization plans, including all transition and release plans and all home station procedures for activation, in accordance with this Directive. Periodically review and test these plans to ensure that a capability exists to mobilize RC forces and to assimilate them effectively into the Active force, including missions involving homeland defense and defense support to civil authorities.

b. Ensure the existence of systematic procedures for alerting, ordering, or calling members of the RC units, sub-units, teams, and individuals to active duty. Take appropriate actions to provide resources to bring Service members and organizations to required deployable readiness levels prior to mobilization. Secretaries of the Military Departments' approval are required to allow units to deploy by exception.

c. Ensure procedures are established for determining the judicious and prudent use of RC forces.

d. Activate RC forces with the consent of the individuals being called or ordered to active duty to the extent possible given operational considerations, while maintaining the deploying unit's collective training readiness and cohesion.

e. Report unit and individual activation, mobilization, and demobilization information through Defense Manpower Data Center, DRRS, and GSORTS. GSORTS is available until DRRS is fully implemented.

f. Ensure all AC and RC reporting units update their task and mission assessments in the GSORTS and DRRS at least monthly per DoDD 7730.65 (Reference (I)). Assessments are made against the unit's current assigned mission-essential tasks, evaluating the unit's ability to perform their tasks to prescribed standards, under the conditions expected in the theater of operations to which they would be deployed.

g. Recruiting and retention efforts should target the replenishment of stressed capabilities and procedures to reclassify RC members to meet the skill sets for predictable requirements of future campaigns.

h. Monetary and non-monetary incentives may be used by the Services to attract volunteers in support of operational requirements.

4. CHAIRMAN OF THE JOINT CHIEFS OF STAFF. The Chairman of the Joint Chiefs of Staff shall:

a. Advise the Secretary of Defense, after consultation with the USD(P&R), the ASD(RA), the Secretaries of the Military Departments, and the CCDRs, on the need to augment or expand the Active forces with members of the RCs.

b. Recommend to the Secretary of Defense and the USD(P&R) the period of service for units and members of the RCs ordered to active duty.

c. Report to the Secretary of Defense and the USD(P&R) the anticipated use of units and members of the RCs ordered to active duty, in coordination with the Secretaries of the Military Departments and the CCDRs.

d. Ensure CCDRs requests for capabilities are as detailed as possible without specifying which Service or unit shall meet the requirement. When joint requirements are being sourced, utilize all forces available that can provide the required capabilities. This shall further ensure the judicious and prudent use of the RCs.

e. Assist the Secretaries of the Military Departments in providing ~~90 days with a goal of~~ 180 days' notice prior to involuntary mobilizations approval to mobilization date for RC members by validating and sourcing the requirements early.

5. CCDRS. The CCDRs, through the Chairman of the Joint Chiefs of Staff, shall:

a. During planning and execution, identify RC forces requirements as early as operationally feasible, to meet mobilization notification guidance by the Secretary of Defense.

b. Ensure the use of military personnel is judicious and prudent, and the feasibility of meeting the requirement with alternate personnel sources has been considered.

c. Maintain visibility and personnel accountability regarding the capabilities being provided by those RC members involuntarily activated.

d. Employ RC forces in a manner that maximizes their core capabilities for the duration of their deployment.

e. Ensure that RC units and individuals are returned to home station in sufficient time to execute accrued leaves and accomplish release from active duty processing in accordance with DoD and individual Service policies.

## GLOSSARY

For the purposes of this Directive, the following definitions apply:

dwelt time. The period of time between the release from involuntary active duty pursuant to section 12302 of Reference (c) and the reporting date for a subsequent tour of active duty pursuant to section 12302 of Reference (c). Such time includes any voluntary active duty performed between two periods of involuntary active duty pursuant to section 12302 of Reference (c).

mobilization for training. Mobilization for training is military occupation specialty/Air Force specialty code/Navy enlisted classification or additional skill identifier producing individual training performed pursuant to section 12302 of Reference (c). The intent of this training duty is to provide a specialty qualified member to a unit for future mobilization, and not to perform common-task-type functional training.

notification. When a unit or individual is notified (verbally or writing) of a pending mobilization.

operational cycle. Includes the period of involuntary mobilization followed by the period of demobilization before the subsequent involuntary mobilization. The lengths of these two elements of the operational cycle shall be set by the Secretary of Defense.

volunteer. A member of the RC who is ordered to active duty with his or her consent.