



Ministry of Defence

# Reservists in the Armed Forces

*Ambition, Objective & Necessity*

Bureau Reservisten en Samenleving (BReS)  
[Reservists and Society Bureau]

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*Bureau Reservisten en Samenleving (BReS)*



'Op de bres voor de Krijgsmacht van morgen'

# Table of Contents

	P.
<b>Preface, Jeanine Hennis-Plasschaert, Minister of Defence</b>	<b>3</b>
<b>Introduction, General Tom Middendorp, Chief of Defence Staff</b>	<b>5</b>
<b>Review</b>	<b>6</b>
<b>What do we need to change?</b>	<b>7</b>
<b>What do we want to achieve?</b>	<b>8</b>
<b>Basic principles for the modernisation of reservist policy</b>	<b>9</b>
<b>Where are we headed?</b>	<b>10</b>
<b>How do we achieve change?</b>	<b>11</b>
<b>What we're already doing..</b>	<b>13</b>
<b>What we're going to do...</b>	<b>18</b>
<b>Conclusion</b>	<b>23</b>
<b>Let's get to work, Colonel drs. Dick Scherjon, Head Reservists and Society Bureau</b>	<b>24</b>



## Preface

The 'In the interests of the Netherlands' policy paper sets out our plans for operationally and financially sustainable armed forces. In today's uncertain world, peace, safety and stability are not to be taken for granted. Given these circumstances, the Defence organisation needs the ability to respond rapidly and adequately to changing circumstances, both in the Netherlands and abroad. This will require a flexible armed forces with a great ability to adapt.

Reservists can help strengthen the armed forces' adaptive capacity. The deployment of more reservists will allow us to expand and broaden our capacity. A modern and up-to-date reservist policy will ensure that our armed forces are ready for the challenges of tomorrow. As a result, the Defence organisation will be better prepared for changing security conditions, a transforming labour market and the influence of complex technologies. It should be pointed out that reservists can never come to replace professional military personnel. They serve to supplement our existing organisation, and play a crucial role in our ability to accommodate peak loads more effectively over longer periods of time.

The deployment of more reservists will require clear agreements with employers. After all, this party will have to grant permission before their employees can serve the Defence organisation. A great deal of time and attention will thus be devoted to our cooperation with employers.

The autumn of 2013 saw the establishment of the *Bureau Reservisten en Samenleving* (Reservists and Society Bureau) –abbreviated BReS– as part of our efforts to create a modern and flexible reservist policy. Within BReS' operational structure, professional military staff and reservists work side by side under the supervision of a reservist. The 'S' in the acronym stands for Society, reflecting the importance of strong ties with the outside world (the business community, government bodies, training institutes, etc.).

The various institutional elements will be conducting a large number of pilot projects over the coming years. This will allow us to develop reservist deployment models that reflect the unique duties, structure, methods and organisational culture of the four armed forces branches, the Defence Materiel Organisation (DMO), Support Command (CDC) and Central Staff.

This brochure offers a brief review of the developments over 2013. It also describes the key considerations, basic principles and objectives underlying our efforts to intensify reservist policy. Finally, the brochure provides an overview of the aforementioned pilot projects.

*Jeanine Hennis-Plasschaert*  
Minister of Defence



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## Introduction by the Chief of Defence Staff

Reservists – like professional military personnel – serve Dutch society. They contribute to our peace, safety and economic prosperity. Their efforts and dedication are to be cherished. I emphasised this last year during our Reservists Symposium, and will do so again here: when things get difficult, we need our reservists more than ever. This applies both at home and abroad.

Cases in point would be the reservists working to support our surgical teams during counter-piracy missions off the coast of Somalia; the reservists applying their expertise to gather information on the patterns of life in Malian villages; advisers in the Dutch Safety Regions helping our armed forces to support police, fire brigades and emergency services; all reservists of the National Reserve Corps currently practising and training in the Netherlands to protect our country's vital objects.

The success of all these missions and activities depends on our reservists! We are currently working to create a Defence organisation in which reservists play a crucial and intrinsic role.

We will be conducting pilot projects at the various institutional elements in order to experiment with the optimal deployment of reservists. This brochure should offer a glimpse of the future and provide some insight into the various pilot projects and trials in the area of reservist deployment.

However, the Defence organisation cannot achieve these changes alone. The cooperation of employers – from both the business and government sectors – will be crucial to our efforts to modernise reservist policy. It is important to emphasise that employers also stand to gain a great deal from this cooperation. These benefits include training and the exchange of knowledge. Reservists gain experience in dealing with complex issues, and learn how to perform under challenging circumstances and stressful conditions.

In short: the deployment of reservists also benefits employers. We are currently engaged in a dialogue with employers and reservists in order to create a situation that benefits all parties: employers, reservists and the Defence organisation. I have no doubt that the employers of the future will be willing – even more than is currently the case – to offer us temporary access to their employees.

Together, we can shape the outlines of tomorrow's reservist policy – a future that benefits us all. *amen kunnen we de contouren van het reservisten-beleid van morgen tot stand brengen. Dat is in ons aller belang.*

*General Tom Middendorp,  
Chief of Defence Staff*

## Review

In 2014, the Dutch armed forces comprises some 5000 reservists. These reservists are stationed with the four Defence branches : the Royal Netherlands Navy (including the Marine Corps), the Royal Netherlands Army (with the majority stationed with the National Reserve Corps, the 400 Medical Battalion and the 1 Civil Military Interaction Command), the Royal Netherlands Air Force (the Air Force Reserve Group) and the Royal Netherlands Marechaussee. They are classified as either Reservists with Military Tasks or Reservists with Specific Skills. Reservists are assigned to missions around the world, national tasks, exercises and ceremonial events.

The past year has seen various steps towards further development of our reservist policy. For example, in October 2013 the Reservists and Society Bureau (BReS) was established as part of our efforts to create a modern and flexible reservist policy.

The name BReS was chosen to reflect the interaction between reservists and broader society. The Bureau is presided over by the Defence staff's Department of Operational Readiness Control. The initiatives undertaken by BReS are discussed with all Defence branches and incorporated into assignments issued by the Chief of Defence Staff.

### **Figureheads: Instigators of change**

Last year, the Defence branches appointed figureheads in an effort to help shape the development of reservist policy. In their capacity as special staff officers, these figureheads will work to instigate change within their individual Defence units. They will meet to discuss relevant internal and external developments and contribute to the implementation of new policies. They will also serve as ambassadors, representing the reservists within and outside the organisation.

### **Constructive dialogue**

In the autumn of 2013, BReS organised regional debates on the new reservist policy in collaboration with the various Defence branches. The meetings were organised in an effort to gather ideas and insights as input for the new reservist policy and generate broad awareness and support, both within the Defence organisation and amongst external parties such as employers' organisations and unions. The series of discussion meetings concluded on 2 December 2013 with a national working conference involving speakers from employers' and employees' organisations and international armed forces.

The meetings and working conference yielded a great many ideas and concrete proposals for the new reservist policy, which will be put to use during further intensification.



*Deeply committed to the issue*



## What do we need to change?

The armed forces operate in a complex and constantly evolving environment. This requires a flexible organisation. Each mission has its own specific characteristics – as we have learned over the past few years – and requires different areas of expertise. Rising costs are leading to new challenges. Our organisational structure will have to become more flexible if we are to continue carrying out our various tasks effectively.

The armed forces' ability to adapt is largely dependent on the knowledge and expertise of its staff members. As a result of demographic changes and other developments, we currently risk future shortages of (qualified) defence personnel.

A fresh outlook on the deployment of reservists is a key cornerstone in the development of our new personnel policy. Under no circumstances will reservists be replacing professional military personnel: the emphasis will be on further enrichment of the organisation.

### Changing labour market

According to a recent TNO study commissioned by the ABU secondment industry umbrella organisation, three out of every ten workers on the Dutch labour market will have a flexible employment contract by 2020.

The number of flexible workers is rising in nearly every sector, due to the growing demand for flexibility from both businesses and institutions. These flexible workers offer additional capacity during peak times, while providing specialist knowledge that would otherwise not be available or available in adequate measure.

Flexible employment is increasingly determining the face of the Dutch labour market. A growing number of employees wish to or are required to work on a part-time or flexible basis. The Defence organisation will have to take this trend into account if it wishes to remain an attractive employer for young men and women in future and retain access to specialist knowledge.

The armed forces will have to follow the example of other Dutch organisations and develop new structures and opportunities for flexible working. Naturally, reservists – the ultimate flexible workforce – are ideally suited to play a key role in this regard.



Reservists in the Royal Netherlands Navy

# What do we want to achieve?

## Rationales for the renewal of reservist policy

### **Expanding operational capacity**

The past few years have seen staff shortages in various positions and specialisms. This scarcity has disrupted day-to-day activities, specific phases of the readiness process and actual deployments.

Requirements fluctuate in terms of both quantity (number of military personnel) and quality (knowledge and experience). The diversification of knowledge is becoming an increasingly crucial factor in the success of the armed forces. Reservists can contribute by strengthening the Defence organisation's capacities and continuity where and when necessary. Furthermore, reservists have the up-to-date knowledge we need to adjust to an evermore rapidly evolving technological environment.

### **Flexibility**

The labour market is changing, as are budgetary frameworks. In order to operate effectively in such an environment, organisations need a flexibly structured staff complement and the associated capacities. A flexible structure will allow us to accommodate capacity peaks and specialised staffing needs. In more general terms, changing demographic conditions also represent an important impetus for the adjustment and flexibilisation of our labour capacity.

### **A closed personnel system**

The Defence organisation is still characterised by a relatively closed personnel system. Open positions are mainly filled through bottom-end intake. Incoming new military personnel are trained and educated internally.

### **Public Support**

Reservists are important ambassadors for the armed forces. Their civil activities and networks offer opportunities to communicate the Defence organisation's values and strengths to diverse audiences in various locations. This will help strengthen ties between the Defence organisation and broader society: a crucial factor in the effort to generate public support for the armed forces. These ties are also valuable as they enable the Defence organisation to acquire knowledge from its reservists and allow for effective knowledge sharing and cooperation with external organisations and institutions.

### **Ability to adapt anpassingsvermogen**

The coming years will see the armed forces evolve into an organisation where professional military personnel, reservists and civilian staff cooperate efficiently and effectively. The deployment of reservists will help the organisation accommodate demand for high-end specialist knowledge and free up additional military capacity.

The armed forces of 2025 will – thanks in part to reservists – have a greater ability to adapt and a large degree of flexibility, enabling the organisation to adjust rapidly and adequately to changing circumstances. The organisation will also be both sustainable and modern. Defence: 'fit for the future'.

## Basic principles for the modernisation of reservist policy

### No displacement

The more intensive deployment of reservists will not have a negative impact on the employment prospects of current armed forces personnel. The armed forces are continually developing, resulting in a changing mix of professional military personnel, reservists and civilian staff.

### Substantial increase

The plan is to have a larger number of reservists, who can be appointed to every thinkable position and rank. At present, less than 10% of the Dutch armed forces is comprised of reservists. This number is set to grow. Various NATO countries already apply percentages of between 15 and 30%. Although the Defence organisation does not wish to commit to any such targets, the emphasis will be on growth. The outcomes of the various pilot projects will offer greater insight in this regard.

### Enrichment

The more intensive deployment of reservists will help broaden our organisational foundations and ensure a full staff complement. Furthermore, such an increase would ensure continuity and retain the required specialisms in adequate measure. This would serve to enrich the organisation as a whole.

### Employer support

The Defence organisation must build strong relationships with both reservists and their civilian employers. In addition to meeting our responsibilities as a good employer, this will allow us to reach clear agreements on reservist availability. In doing so, we will strive to achieve a win-win situation that benefits the Defence organisation, the civil employer and individual reservists. Our Employer Support programme will be further developed over the coming years, partly based on the experiences gained in various partner nations.

We will be hosting an international conference on the issue in 2015.

### Organisation, management and financing

Decentralised linkage with specific units and organisations will help ensure the quality of our relationships with and the deployment of reservists (flexible staff members). Reservists will be remunerated through our existing budget. Defence unit commanders will thus have more freedom to allocate their budgets as they see fit, allowing for a more effective and rapid response to current needs.

### Appointment procedure

At present, we have insufficient capacity to test and conduct military intelligence background checks of aspiring reservists and to train them within a reasonable time frame. BRoS will be working with the various Defence units to find ways of increasing our training capacity. For example, reservists and personnel on job-related early retirement could play a greater role in the training process, ensuring that aspiring reservists can be appointed in a shorter space of time.



*General Tom Middendorp, Chief of Defence Staff, presents the 2013 Reservist Employer of the Year award.*

## Where are we headed?

The coming years will see the armed forces evolve into an organisation where professional military personnel, reservists and civilian staff cooperate efficiently and effectively. The armed forces of 2025 will – thanks in part to reservists – have a greater ability to adapt and a large degree of flexibility, enabling the organisation to adjust rapidly and adequately to changing circumstances.

The exchange and sharing of employees (reservists) will intensify synergy between the Defence organisation, business community and government sector. In future, the Defence organisation will maintain clear and effective agreements with the business community and government agencies on the terms and conditions for reservist deployment. Our relationship with employers will be characterised by reciprocity: employers will offer their employees the freedom to serve as reservists. In return, we will teach their employees to go the extra mile and achieve results through teamwork under extraordinary circumstances. The Defence organisation is built on effective leadership and teamwork.

Reservists are set to become an integral component of the Defence organisation. They will make useful contributions to the armed forces' activities at all organisational elements, including the Central Staff.

The broader deployment of reservists will help the organisation meet future demand for high-end specialist knowledge and free up substantial military capacity that can then be deployed both within and outside the Netherlands. In the years to come, reservists will play an ever-greater role in meeting the growing need for national support and assistance.

Reservists will have more opportunities to develop and improve their competencies within the Defence organisation. They will be further familiarised with the Defence organisation through courses, training programmes and career supervision, enabling deployments in a broader range of areas. We will strive to ensure the mutual recognition of training courses and certificates. This intensified collaboration will also offer employees the opportunity to gain experience in various arenas. New experiences in an unfamiliar context tend to have a motivating effect. .

Our future policies will benefit unit commanders at all organisational levels. The broader deployment of reservists will help us address the scarcity of specific knowledge areas, and increase the operational adaptability of the various organisational elements. As a result, the armed forces will be better equipped to cope with peak loads during deployments.



*Regular Military Personnel and reservists side by side.*

## How do achieve change?

### Reservist deployment pilot projects

Reservists can offer all organisational elements crucial added value. However, there are major differences between the four Defence units, Central Staff, Defence Materiel Organisation (DMO) and Support Command (CDC). An overly generic approach to the deployment of reservists within these units would thus be ineffective. Strategies that work well for a specific unit may not necessarily yield the same results at others, and vice versa. Over the coming years all Defence units will contribute suggestions for pilot projects in an effort to ensure the broader and more innovative deployment of reservists. These experiments will help the armed forces gain crucial experience and strike an optimal balance between reservists and regular military personnel.

### Shell Structure

The new organisation is set to take the form of a so-called shell structure. The core of our staff complement consists of professional military personnel with a permanent contract. This core can be supplemented by various flexible shells consisting of reservists, temporary staff and external capacity sourced from civil and international military partners (see the illustration below).

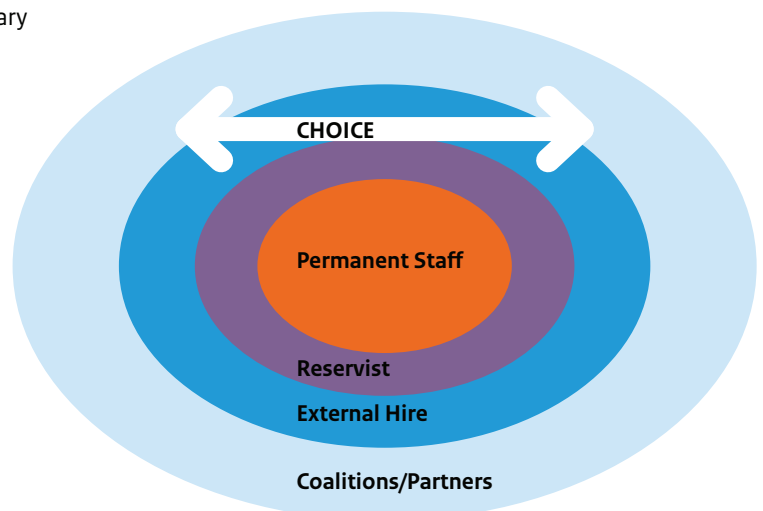
The four Defence branches will be largely supplemented by two types of reservist personnel: Reservists with Military Tasks (including the National Reserve Corps and Air Force Reservists Group), Reservists with Specific Skills (including the 1 Civil Military Interaction Command and Naval Cooperation And Guidance for Shipping organisation) and various types of deployment, including backfill positions (temporary replacement of deployed regular military personnel).

### A tailor-made approach

The scale and composition of these shells will vary depending on the relevant Defence unit and job area, and factors such as demand, priorities, financial frameworks, labour market factors, etc.

BReS will be working with the various Defence units to elaborate effective reservist deployment models in order to improve the Defence organisation's effectiveness and efficiency. We will seek to strike an effective balance between Combat (combat units), Combat Support (combat support units providing specialist operational support such as artillery support, construction, intelligence, etc.) and Combat Service Support (supporting units that facilitate the combat units through activities such as maintenance, transport and logistics, supply and medical services).

Naturally, we will take account of the unique duties, organisational structure, working methods and culture of the four Defence branches, Central Staff, DMO and CDC. Our efforts should yield models that provide clear insight into the potential and added value of reservist deployment for each organisational element (the various units within each individual Defence unit may have different requirements).



*Basic shell structure model*

Amongst other strategies, we will increase the number of reservists and deployment options by approaching former personnel to have recently left the organisation, discuss exchange models with employers and consult with the various Defence units and other organisational units to assess the potential for tailor-made reservist deployments.

The armed forces deploys several types of reservists, varying from reservists of the National Reserve Corps to specialists, in multiple deployment categories such as backfill and frontfill (deployment). The number of reservists per unit may thus vary. For instance, units with a focus on combat tasks have considerably less reservists than those focused on supporting tasks, such as medics or civil-military cooperation.

As a part of our efforts to intensify existing reservist policy, we will be assessing the performance of reservists at a limited number of units. We will also assess whether there is potential to allocate a greater number of tasks to reservists in future. In view of the fact that reservists carry out their duties on a part-time basis, there is scope to expand their total number within the organisation. As a result, various units will be staffed in excess of 100% capacity and can be deployed more readily and for longer periods during peak times.

Some vacancies within the armed forces are difficult to fill. Naturally, reservists can help fill these positions - if needed- for the necessary/desirable amount of time.



1 CMI Co Reservist in Africa

## What we're already doing....

Over the course of the past year, we have gained a great deal of experience in terms of reservist deployment. The section below features a list of ongoing and previous pilot projects conducted by BReS and the various organisational elements.



Royal Netherlands Navy

- The Royal Netherlands Navy has transformed its Naval Cooperation And Guidance for Shipping organisation (staffed entirely by reservists) in order to more effectively address the current needs of the broader maritime sector. Activities have been expanded beyond its core task of supervising merchant shipping vessels during large scale conflicts.
- The Navy is currently assessing the potential for linking the three Reservists with Military Tasks units to operational marine corps units and aligning their organisational structure with the operational Raiding Squadrons. The aim is to support regular units and take over part of their activities as they prepare for operational readiness.
- The Navy is also assessing the potential for flexible linkage between the existing pool of reservists and industry demand for training packages in support of Dutch military sales (marine vessels and systems) to international clients.



Marine Reservist



Royal Netherlands Army

- As a part of the ongoing collaboration between civil transport companies and the Royal Netherlands Army, assessments are currently being conducted to identify the potential for more flexible transport and service capacity through the exchange of staff and other initiatives. These efforts will be designed to achieve a win-win situation. For example, this could include the exchange of transport company staff who can be deployed as reservists during missions or exercises.
- We will assess a partially successful pilot project during which reservists were trained to serve as armoured infantry personnel in order to determine the potential for forming reservist units or pools of former regular military personnel for each battalion.



*Reservists of the National Reserve Corps*





Royal Netherlands Air Force

- Various Royal Netherlands Air Force units are in great need of specialist knowledge. Outgoing personnel are well-trained and often highly experienced. Eindhoven Air Force Base is currently launching a pilot project aimed at recruiting outgoing professional military personnel as reservists. This will ensure that these highly trained specialists remain involved with 'their' units, so that the Defence organisation can continue to make use of their knowledge and expertise. The reservists' continued involvement with their units will ensure a high degree of reliability when additional manpower is needed. If the pilot project proves successful, this principle can be applied through the Air Force organisation.
- Many Royal Air Force units are regularly deployed to ceremonial duties, such as the presentation of letters of credence, honorary guards during state visits, commemorations, etc. The Air Force Reservists Group currently maintains a small staff contingent specialised in standard bearing and funerals with (limited) military honours. The appointment of more reservists to ceremonial duties will help to considerably lighten the workload of regular units.



*Air Force Reserve Group*



Royal Netherlands Marechaussee

- The Royal Netherlands Marechaussee's National Control Room often requires support from non-investigative staff during major events (open days, international conferences, Dutch Veterans' Day, etc.). An assessment is currently being conducted to determine how reservists without a military background can be recruited and deployed for these tasks.
- A similar pilot project may also be launched on behalf of the Royal Netherlands Marechaussee's investigation department.



*Honorary Royal Netherlands Marechaussee guard*



Ministry of Defence

- BReS will be launching a project aimed at interesting students in a career as academically-trained reservist officers in collaboration with the 43rd Mechanised Brigade and the University of Groningen's faculty of Peace and Security. Leiden University is also set to take part in the project at a later stage.
- Gilze-Rijen air force base is launching a pilot project to assess whether Defence storage capacity can be used by civil parties, with civil employees serving at the location as reservists.
- Cyber reservists: The Cyber Command and 1 CMI Command are working together to establish a pool of so-called cyber reservists. These specialists are sourced from a wide range of sectors (including government, banking, telecom, energy, consultancy, knowledge institutions, etc.) and can be deployed to various cyber tasks depending on their specific background.

Cyber reservists have already been deployed during various exercises. Cyber reservists are also available to support civil authorities during civil-military collaborations. We are currently working with civil partners to develop an acquisition tool that will allow us to recruit cyber specialists as reservists.
- A debate is being organised in collaboration with the Nieuwspoor centre in The Hague in order to raise awareness of the Defence organisation in general and reservists in particular amongst communication specialists, policy developers and other relevant parties.
- BReS is coordinating a study on the experiences with reservist deployments in other NATO countries.
- A Service Centre Employer Support Reservists (SCESR) has been established. The Defence organisation and employers (VNO-NCW) also consult through the Defence-Business Sector Platform (PDB). The importance of the SCESR and PDB and alignment/cooperation with BReS may require further intensification and recalibration. These options are currently being assessed.
- As of April 2014, the Defence organisation and national government have been jointly assessing the potential for simplifying and promoting the deployment of reservists working in national government positions.
- BReS is assessing whether and to what extent self-employed persons would be willing and able to serve as reservists in the armed forces.

## What we're going to do....

BReS and the various institutional elements are currently developing new suggestions and ideas for the deployment of reservists. The section below features an overview of pilot projects set to start in the short term. This overview is not exhaustive, but offers an impression of the recent developments.



Royal Netherlands Navy

- Land-side support for Royal Netherlands Navy operational units is regularly hampered by a lack of capacity. Reservists could play a role in resolving this problem by providing assistance during maintenance activities, temporarily replacing crew members or offering support in the form of nautical capacity.
- The maintenance of submarines is a highly specialised technical activity. Outsourcing this work to the corporate sector or staff untrained in submarine maintenance is extremely costly. Furthermore, such solutions may fail to yield the desired and requisite level of quality.  
  
The appointment of outgoing submarine personnel as reservists would allow the Navy to keep making use of their knowledge and expertise.
- The Royal Netherlands Navy's Training department develops and provides career and job training programmes within the Navy organisation. However, demand for these training courses currently outweighs the available supply. With a certain amount of training, reservists could help expand this training capacity and accommodate unforeseen needs and so-called training peaks.
- The Maritime Warfare Centre currently has insufficient capacity to prepare doctrines on all recent maritime-military developments. The establishment of a 'writing team' staffed by members of the Reservists with Specific Skills could help address this shortage.



Reservist deployment in Operation Atalanta



Royal Netherlands Army

- Amongst other responsibilities, the Staff of the First German-Dutch Corps is responsible for preparation and deployment of the Head Quarter Land Component Command. NATO and the EU periodically call upon the Corps to provide this functionality. This requires a great deal of additional quality and capacity, which cannot be provided under the present conditions. Reservists could potentially contribute – after having been provided with a certain degree of training – and offer valuable knowledge and experience in this regard.
- The National Deployment Task Force is working with the National Reserve Corps to assess whether reservists of the National Reserve Corps could provide general support to civil authorities during disasters and/or incidents.
- We are currently experimenting with the option of deploying individual reservists to temporary projects, temporary vacancies or specific tasks during peak times.
- The process of identifying and matching specific needs to suitable and available reservists is labour-intensive. The 1 Civil Military Interaction Command is currently conducting a pilot project to assess the effectiveness of a matching tool. This application could be used to record the curricula vitae, ambitions and availability of reservists. Once the pilot project has concluded, an assessment will be conducted to determine whether the system can be introduced throughout the entire Defence organisation.
- As a part of its duties during national deployments, the Defence organisation offers military advice to civil crisis management partners at various levels, including recommendations on the deployment of defence capacity. This form of support would benefit from greater specialist knowledge. Reservists with Specific Skills with experience in the civil safety domain could help to meet these needs.
- The Defence organisation is having difficulty filling job vacancies for doctors. Military doctors leaving service have specific knowledge and experience that would be highly useful to the organisation during day-to-day operations and operational deployments. Appointing these doctors as reservists when they leave service would allow us to retain this knowledge for the Defence organisation.



*Support of civil authorities*



Royal Netherlands Air Force

- Introduction of the Reaper UAV has prompted the need to considerably expand our data analysis capacity. We are currently assessing the option of supplementing the Royal Netherlands Air Force's permanent data analysis staff with several dozen reservists, who would be mainly charged with the initial phase of data analysis. ICT students seem to offer interesting potential in this regard.
- The Air Force staff is currently assessing potential for the (temporary) deployment of reservists to open Air Command & Control positions at multinational headquarters.



*Deployment of reservists during fire fighting activities*



## Royal Netherlands Marechaussee

- The Hague Security Brigade is charged with the security of Royal palaces and other objects in The Hague. The brigade also has specific security duties and carries out ceremonial tasks. As a result of this broad range of tasks, the amount of required capacity regularly exceeds the brigade's capabilities. More intensive deployment of reservists would allow the Royal Netherlands Marechaussee to accommodate these shortages more effectively, thus increasing its operational readiness.
- The Royal Netherlands Marechaussee urgently needs strategic analysts with extensive civil (ICT and cyber) experience. Reservists are ideally suited to meet this demand.  
  
The strategic analysts will support the Royal Netherlands Marechaussee's information-based activities. The deployment of reservists will allow for the exchange of civil and military knowledge, resulting in greater efficiency and effectiveness.



*Firearms training for reservists*



Defence Materiel Organisation  
Ministry of Defence

- Project management is key to the Defence Materiel Organisation (DMO) supply chain process. Although the DMO currently employs several permanent project leaders, the coming years will see a growing need for a flexible shell structure to supplement the organisation with specific knowledge and accommodate peak loads. The deployment of reservists will serve to further professionalise project management within the Defence organisation.



Support Command  
Ministry of Defence

- Medical professionals in both the civil and military healthcare sectors are becoming increasingly diversified and specialised. The Defence organisation currently lacks access to specific fields of knowledge. This pilot project will see further development of the existing Institute for Collaboration between Military and Affiliate Hospitals (IDR) concept. The deployment of reservists will allow Support Command to expand existing capacity and new specialised medical knowledge.
- Many Support Command units have recently undergone a reorganisation, are currently in the process of reorganising or are set to reorganise. The evaluation and supervision of these reorganisation efforts will require a great deal of additional capacity in the aforementioned areas.

The deployment of reservists can offer great added value in the area of evaluations, audits, recommendations and assistance. In their capacity as members of civilian society, reservists also offer valuable opportunities for reflection.



### **Military Intelligence and Security Service**

- The Military Intelligence and Security Service (MIVD) is currently assessing the option of creating a pool of reservists, principally for deployments. The deployment of reservists could contribute to the more effective regulation of civilian MIVD staff activities.



## Conclusion

Organisations are continually adapting to changing circumstances. This also applies to the composition of armed forces personnel. Civil organisations in the Netherlands (business community, government agencies) are making increasingly intensive use of flexible workers. We need to ask ourselves whether – and if so, to what extent – this approach is also suited to the Defence organisation

Inevitably, the armed forces will have to prepare for the future. We will also need to develop a more flexible staffing policy. Reservists can play a key role in this process, offering additional capacity in troublesome recruitment areas. They can also provide a great deal of additional capacity where needed, both here in the Netherlands and abroad. Reservists thus serve as a key building block for tomorrow's flexible and adaptable armed forces.

We will be introducing a new model for the intake, transfer and outflow of personnel. Outgoing employees can re-enter as reservists, thus strengthening the Defence organisation in a different capacity.

This innovation process will be implemented over the course of several phases. We will be evaluating the options for practical implementation at all Defence units over the next few years. The emphasis will be on ensuring a balanced mix between combat and support units and staffs.

By experimenting and gaining experience with the deployment of reservists, we will be able to effect a transition from the current to the desired situation. This process will involve regular evaluations to determine whether we are still on the desired course.



*Air Force Reserve Group*

## Let's get to work!

The objectives outlined in this brochure are ambitious but realistic, feasible and – in my view – absolutely essential. A new modern reservist policy will help improve the Defence organisation's flexibility and ability to adapt. Reservists will be willing and able to contribute if their direct environment (work and home) enables them to do so and the armed forces offer a structure in which their talents and capacities are put to optimal use.

Our minister and the Chief of the Netherlands Defence Staff would ideally like to see reservists make up an integral and intrinsic part of the armed forces. I personally expect we will achieve this goal. By 2025, I believe we will have built an organisation in which current boundaries between the various personnel categories (reservists, professional military personnel and civilian staff) have largely disappeared. In future, our employees will have no difficulty in switching between these categories. The infantryman, marine or pilot of 2025 will – after having spent several years in military service – be able to transfer effectively from the Defence organisation to a new civil position. After having completed their active service, these valuable former employees will still be able to contribute to peace and security in their capacity as reservists.

BReS will spend the coming years working to achieve the ambitions formulated by the minister and Chief of the Netherlands Defence Staff and described in this brochure by means of ongoing and new pilot projects. The years ahead will also see us further strengthen our ties and cooperation with civil employers, allowing us to reach effective agreements on the deployment of reservists. We will facilitate the exchange of knowledge at both national and international level in order to build on existing foundations and prevent the wastage of valuable time and effort. We will have to develop new policies without knowing exactly which form they are to take in advance. This represents a considerable challenge.

However, we do not stand alone in our efforts. As we found during our national conference on the reservist issue, a great many people are willing to contribute to the Defence organisation and help us find solutions. Our common goal is to create a sustainable, modern and future-oriented defence organisation. We hope you will also play a part in this effort.

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