

Chief of Naval Operations
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First of all I want to say Happy 70th Anniversary to the WAVE program. A name who is big in aviation, the Kilcline name. Remember, his son is a pilot, his father was a pilot, Tom Kilcline I'm talking about. Did you know that his mother flew in World War II... control planes. And I didn't know this. I found this out by going to the funeral home where I attended her memorial. I go in there and there's all these photos of Mrs. Kilcline in an airplane, they're flying in World War II protecting our country. Amazing what you see out there. What a family. What a legacy.

There are many more there's aviators, JAGs, medical people, communications, intel across the spectrum but a wonderful, wonderful legacy.

Let me talk a little bit about sailing directions. Where I came from with that, I was on a different path a year ago, to be honest with you. I was looking at corporate things at that point, and other ideas. Well, times change. Trust me, these things can happen to any of us at any given time.

But I said okay, where do we need to go? We've got a lot of budgetary challenges coming, and there's going to be all kinds of dusting up done. What's important? What do I want to tell the leadership out here to focus on as they think of decisions and we think of our future? It became apparent to me sitting down with my transition team, Anne Phillips was a key part of that, said you know what? War-fighting is first. That's how we're going to be judged. That's our job. We've got to get it done.

As we think towards decisions, war-fighting has to be number one. Whatever we're doing, how does it affect it? And in our budget that is now up on the Hill deliberating, we moved over a billion dollars in '12, '13 and '14 over into war-fighting, near term issues. War-fighting first.

We need to operate forward. That is where this Navy your Navy, our Navy and our military has been most effective. But clearly that's our job in the Navy. We are the off-shore option for the country, for the President of the United States.

So we have to be in places like Rota. We have to be in places like Singapore, Bahrain, Djibouti. Those are places out there that we need to develop because they are going to support operating forward. I'll get to a little bit more like that.

We need to develop innovative concepts as we bring in the Joint High Speed Vessels, as we bring in the Littoral Combat Ship, as we bring in a vessel called the Maritime

Landing Platform, and as we bring in Afloat Forward Staging Base. How do we use these things to operate forward? That's the key.

Third, we need to be ready. Ready for the assigned missions. Beyond maintenance and fuel and spare parts. Yeah, that's important, but we need to be proficient. We need to be confident. And we need to bring together to harness the teamwork and the talent and the diverse talent base that we have out there and focus on being ready to get the job done.

Can I get the slide, please?

I use this all the time. I started using this in September. I use it today. All I'm trying to tell you is, this is our future. You discussed being globally. We need to be global and diverse as we go forward.

I talked about bases. You can see here the bases from which we deploy, and the places are the little squares out here. These are the places we need to develop. Where we'll refuel, we'll repair, and at times when necessary we'll relax. We need to continue forward with these. In some cases as I look through, you think of the Panama Canal. We need Guantanamo Bay. We've got the Strait of Gibraltar. We've got four DDGs moving forward to Rota.

Did you know that it takes at least four DDGs to keep one forward? One is there, one just left, one is soon to go over there, and one is probably in deep maintenance. So think of the leverage of having four all the time in Rota, able to operate.

We've got Souda Bay, we've got Sigonella, we've got Naples in the Mediterranean. We've got the Suez. Down here we've got Djibouti. Anybody been to Djibouti? What a place. That's an important place.

When I was a kid looking through a periscope -- a lot of years ago, a kid -- I was looking at the Soviets at the time, an in echo-class submarine on Socotra Island not far from Djibouti. I said you know, one day we've got to get our act together. Here I am eating pie filling and pancakes because we were getting low on food... waiting for the guys on-station. Those guys are up there walking around in shorts doing their maintenance out there and having swim call. Something's not right here so we've got to get this right.

We have an opportunity to get it right. It's about Bahrain, it's about Diego Garcia, it's about Littoral Combat Ships, up to four in the future, in our near future, operating in Singapore and the impact that could have in Southeast Asia.

It's about rotating Marines out of Darwin at the invitation of the Australian government, and we will provide the lift for that out there in our future as we work toward that.

It's about who knows in the Philippines as we work with the Philippine government? It's about Pusan, it's about Chinhae, it's about Yokosuka, Atsugi, Iwakuni, Sasebo, Okinawa. These are places forward that we need to continue to nurture because that's what we need to be out and about.

You see the ships out there. If you add them all up -- if you're either an engineer or a mathematical or a budget person -- it's 145. We have about 100 forward today at any given time. When I say forward, on deployment. You can see the breakdown. Most of them in the Western Pacific. The others, about a third, are in the Arabian Gulf -- the Arabian Gulf or the Arabian Sea, that area. And it will be that way in the future.

In fact with our budget with the ship count we have out there, operating forward, using forward basing, using forward deployed naval forces, that number will be closer to 55 by the end of this FYDP; that number will be closer to 32, 33, by the end of the FYDP. It's about leveraging what we have.

Thanks. You can either leave it up or turn it off, whichever the case may be.

With that in mind, as the CNO, like all other CNOs, we've got three priorities. One, we've got to be ready today to do the job that we're asked to do today. Consistent with the Defense Strategic Guidance that we got, we focused on readiness over capacity and in order to meet the requirements out there for balance, for procurement and otherwise, we had to retire some ships. It wasn't one of my favorite decisions but it's something that we had to do in order to be sure that we have what we needed to be ready.

Number two, we've got to build a relevant fleet and a capable future fleet. That's about bringing in the proven platforms. Building the Arleigh Burkes, building the Virginia Class Submarine, building the helicopters and getting that fleet, and building [performance]. Building in new platforms, bringing the new ones in, bringing the Littoral Combat Ship in serial production. It's about bringing on the Joint Strike Fighter, the Forward Class Carrier, the America Class big deck amphib. The P-8A, which by the way we just delivered for the FRS, the first P8 down there in Florida. It just happened. That is a huge part of our future.

If you had said give me three things that are most on your mind, one of those three is bringing in the P-8 on time. And it's about bringing also in, expanding our reach, bringing in the Fire Scout, Fire X and U-Class. Unmanned aerial carrier launched aviation, aerial attack system.

Number two, that's building the future fleet.

Number three, we've got to enable and support the sailors of today. We've got to get that right. It's more than payroll and compensation. It's the family programs. Some of you may know Secretary Mabus laid out the 21st Century Sailor and Marine yesterday. If you look at the details of those programs you'll say these look familiar. They are familiar. What it is, is a compilation, bringing together a lot of what we're already

doing, making it clear to our sailors and our leadership what we're doing in the future, what we have here, what the endeavors are, in each of those areas of readiness, safety, fitness, continuum of service, and being inclusive out there. So all very important.

But we've got to not only take care of people today, we've got to bring in and nurture the next generation, people that are going to relieve me and all of you out there. It's got to be motivated like the kids are motivated today, like you're motivated today. It's got to be relevant. They've got to be aligned to do the things we need them to do in the future. And it's got to be diverse because that's where the talent is. We've got to go grab that talent and bring it in. You know what? That's survival. All you've got to do is look at the country, look where it's going. And where is the talent in this country? It's folks like I have in this room and more.

So when I look out there I say okay, we've taken a great first step. My predecessor Gary Roughead did a marvelous job looking at diversity and bringing them along. We're recruiting well. We're bringing in, we're pretty successful at what we're doing and bringing in. It's not too bad. We're sort of happy with that. We're tracking careers reasonably well. We're outreaching. We've got a pretty good STEM program, a lot of good activity. Much has been accomplished. The landscape is there. But in my view we've got to institutionalize. Some people say you need to be institutionalized. But what I'm saying is, rather than having this be such an endeavor, a unique endeavor, my mission of the future, if I closed my eyes, I don't need diversity in officers, I don't need an officer diversity. It's what we do. It's diversity of thought. We need people coming at this from different angles. It's diversity of professional background. It's having front offices with CEC officers, IEC officers, different people and backgrounds contributing, acquisition people contributing. And it's ethnic diversity and it's of course gender diversity. All those need to be in our jargon, in our thoughts as we go forward to look for anything from talent, recruiting, retention, and from positioning people in the future. And certainly in our promotions.

So I asked the transition team to go to work on that. They've laid out what I call the terms of reference. We're making some headway. We've got a lot of work to do. I think they've defined the challenge pretty well. Many of them are in this room, a tip of the hat for where we are so far. I look forward to bringing this on, bringing it forward.

When I look at recruiting, as I mentioned before, we're not doing too bad. It's about right. We need to continue the effort on that. But that's a great skill set in. Where I think we really need to focus is who are we retaining? Why are we retaining who we are retaining? And understanding them. Why is Lieutenant X staying and why is she leaving? He or she. But let's talk about her. What do we know about what's in her head as she's going through that process. When does she make that decision? Does she have a talent that you say, you know, maybe going to acquisition, maybe going to EDO, maybe get involved in foreign affairs, because we need that skill set all across the board. We need to take a look at that and think about that.

We've gotten many first because we've retained the right people. I would be remiss if I didn't say it's just wonderful we've had Nora complete a carrier strike group. She just recently completed her tour and she's getting ready to move on. We've got our third ESG commander with Anne Phillips right here. We've got a CC flag officer that's excellent. We've got the DCAG ready to become the CAG. All this is well, and we're moving along because many of you in this room and others have made sure we developed that talent. We've got to continue to do that.

I think the barriers are coming down, and you guys can tell me how satisfied you are with that, but I think we're lowering the barriers and now we've got to push the talent through and bring it along.

So here's what I'm going to ask you to do. I'd ask you to think about three things and help me think about these three things. One, we need to follow the talent. Where is the talent? Understand and encourage it. If we go to assess them, where are they? Am I talented in Recruiting Command? Am I enabling Recruiting Command to do this right? Are we doing promotions right? What I mean by that is are we making sure that they can be the best and they are fully qualified? We take the best and fully qualified. Step one. We've got to make sure they're fully qualified. We have to develop our women out there to make sure that they get through the hurdles, the gates, and the right [management]. They are fully qualified and we need a bunch of them. If you get a bunch of them it's simple. The cream will always come to the top. And as I get feedback from the promotion boards, that's some of the feedback I get. We've got to make sure that we're making them fully qualified or thinking about that as we bring them into our career.

Number two, we need to identify the future leaders, both male and female, and we need to nurture them. Encourage and groom a diverse force out there, and convince them to stay Navy, and that we can get them the right job at the right time. There can be a life-career balance. It's available out there. There are numerous examples in this room and I'd ask you to help me continue to push that out.

Help us get them the right jobs at the right time. In ops, as an aide, as an executive assistant, and as a chief of staff as necessary.

As I mentioned before, nurture beyond just going from the JO to the Department Head. Look at the other opportunities out there in acquisition, in engineering, and in foreign affairs.

Number three, let's mentor and educate our sailors out there. Cross-gender mentoring is good. It's natural for women to mentor women, but I've been mentored very well by female officers to help me understand what the deal is. If it's a cultural thing or otherwise so I can be more effective at what I'm doing. So women mentoring men, and men mentoring women. It's a hard thing to say three times in a row. But it's there and we've got to do it.

Show the Navy career and a family career is compatible. But how is it compatible? What's important to you? What's important to women as they want to balance this career and this family life? What should men understand about that?

Then on me and all of us who are leading, we've got to create an institution that is safe and secure for everybody. I'm talking about sexual assaults, I'm talking about blue on blue, people not having a proclivity to want to commit suicide, alcohol abuse, drive that down, and have an environment which nurtures to have us all come up safely and securely in a career.

Lastly, help those of us who are male leaders understand the issues. You're doing it by virtue of what you have here. You bring together a coherent manner... the issues, so we continue to make sure if there's a barrier, let's get rid of it, let's deal with it as necessary.

Let me close by saying we've got to be global. That's our future. To take the force structure that we have and answer the call for our nation, our Navy's got to be forward. This gathering represents a huge talent base for the future that are going to be a major part of going forward.

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