

**Chief of Naval Operations
Adm. Jonathan Greenert**

Surface Navy Association National Symposium

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Admiral Greenert: Thank you. You know the new year is here because SNA is here.

I've always admired how the Surface Navy Association times it, right in January. The budget's about to come out. What's going on with this and that. This year, ladies and gentlemen, we don't know much, but we'll talk about that.

It's great to be back. A year ago I said where was I last year? I was in Brazil looking with their Chief, going over their nascent nuclear submarine program, which by the way is the real deal. It will be here someday. And literally, we were on the Amazon running from Anacondas and Piranhas, checking their drug program, actually their counter-drug program as they patrol the Amazon. So what a difference a year makes.

Throughout the holidays -- Did you all have a pretty good holiday? Not so bad? The world kind of behaved itself for the most part and we kicked the budget to January, so that's pretty sweet. The Vice Chairman had a big part in that so give them a big shout-out for that. Those of you that wear a uniform anyway.

But the deal was, people were saying oh, man, it's awful, you've got to put up with all this and that. I can tell you, I've got the best job in the world as far as I'm concerned. Every time I go out to sea, and we were out there around Thanksgiving, we were on the Truman, on the Gettysburg, on the Boxer. There may be uncertainty in this town, but there is no uncertainty in our kids out there on our ships. I'm not kidding. I'm not making this up. They were all -- Maybe they felt it must be bad to be you, I'm okay compared to you, but the fact of the matter is those kids were very happy.

So I went out and I showed them, hey, these will be your fire-resistant variable coveralls, and they were very excited. In fact my son said I wish I was back in the Navy. They're delivering now to the Baton as well as the George Herbert Walker Bush.

I'm glad to be here with surface warriors here. My son was one, as I kind of mentioned. And there's nothing worse than a retired lieutenant in your butt all the time saying what's going on with my Navy, Mr. Law School Guy here? It gets worse as he gets another year into law school. About [inaudible] years ago I was really complaining about him, but it's less now. He's paying his own way. [Laughter].

What I wanted to talk about is the future of surface warfare, just a tad on that. Focus areas for me in '14. And a little bit about a topic called quality service. I think you may have introduced

that, but I'll give you where it's coming from me and then shortly, Gordon will be here tomorrow and he'll talk about another aspect of that in greater detail.

But by my bed stand is *1812*. I'm a little late getting through that. It takes me a while to get through books. And every time I feel kind of man, the weight of the job or whatever, I pick that book up. If you haven't read it I'd really commend it to you, *1812*, and start reading about how our legacy and those people that got started in our Navy, surface warriors, and how seamanship tactics and expert gunnery can do a lot with a huge Navy and kind of turn the nation around. It's an amazing thing.

You say, what else have you got, Greenert? Well, I'll start reading and book and I kind of spread them around. I've got a ton of them here on this iPad. There's a book called *No Lost Cause* which is about how Colombia turned itself around under President Uribe. It's a very interesting book and I commend that to you.

That's all for the CNO's reading list for today.

You guys, the surface warriors, have been the backbone of the Navy, as I just alluded to, from our birth. It was warfighting first that got us the War of 1812. A lot of what we wear today, a lot of what we say today, a lot of our traditions come from that very thing. 201 years ago today the USS Chesapeake captured Her Majesty's ship *Hera*, and it was four months later that the Battle of Lake Erie, and of course Captain Lawrence and "Don't give up the ship" and all that. So again, a great legacy.

We've evolved to what is now the most capable Navy in the world. So people say, once again they say well, man, you guys have all these challenges. And we do. There's no question about it. We've got a lot of challenges. But where would you rather go? And I've talked to a lot of service chiefs out there, a lot of them, and I think I'd rather be where I am than where they are, despite the challenges that we have. We're still the finest Navy in the world.

Our job, my job, for the time being, during my time is to make sure we remain that, and we'll work together to do that.

Our mandate remains presence. Presence with the right capability. We need to be aware of matters when it matters and we have been. This has been a good year. From the response to North Korea, from Syria, Libya, the East China Sea, and of course the Philippines recently. We were there, many different ship types, if you think about it, and all of those with different capabilities. But we were there getting it done. You all were there getting it done. Our shipmates were out there getting it done.

So let's see where we are today. You say, oh, not this again. Hey man, it's going to be here until the end of my tenure. [Laughter]. Look at where we are.

Warfighting remains first. I review this all the time. We've got to operate forward, and we are, and we've got to be ready. Those are the main tenets. They'll be there.

Twenty years ago, you may not know that, we had about 100 ships forward and we had about 360 ships. Ten years ago we had about 300 ships, a little over that, we had 100 ships forward. Today we have much below that. My folks -- And by the way, I haven't seen my DA, my Deputy DA, my speechwriter for like three or four hours. Are they here? I'd give anything to [inaudible]. I'm [inaudible] my front office. [Laughter]. If you use Jesse or Derrick or Rachel, tell them that I thought about them. Hey, all right. How about that?

Where was I? Oh, yeah. We [inaudible] so this has a holiday in it. So my point is, on the norm, it's about 100 ships and this will ramp back up as we finish the deployment.

But it's surface warfare ships. They make up the majority of those ships that are forward. I know it, you know it. I would tell you, those at the tip of the spear are getting it done, as I've said before. The surface force fleet vision that Tom Copeman put up, I read it. I read it twice. Tom and I have talked about it. I've talked to the surface warfare officers. I think it's one of the most coherent and well thought out vision that I've seen from the community leaders. And I don't mean that badly. I mean it's good for what Tom has done, and I urge you if you haven't because it's not just a bunch of pabulum. It's got great detail. I think you guys will do well by following it. It's got important missions and new ships involved in it and I want to talk about that in just a minute.

How many have seen Captain Phillips? A pretty cool movie?

Voice: That's a SWO movie.

Admiral Greenert: It's a SWO movie. There you go. Good job.

Here's a different take. I'm there with my SWO, Lieutenant [inaudible], watching the movie and the camera backs away right at the end of the movie and Tom Hanks is in there, it's all done. Good job. And my son goes wow, check that out. All those ships. I'm looking at it saying yeah, it appears that we have an armada to take care of that little orange boat. I think we had the Halliburton, I don't remember which FSG was there, the Boxer was there, the Bainbridge, and if I recall there was another ship out there. I don't know where it had gone. I don't remember that. But I'm thinking, I wonder if people think we have that many ships to chase the pirates? Because we kind of don't. [Laughter]. I said I don't know what message that is.

That brings me to what I'd like to talk to you about a little bit today, a little bit of our narrative. We have innovative new platforms coming in in this community as a group with the rest of us, we've got to bring these things in.

This is our favorite, right? The Freedom. This is the Freedom. She did a good job down there. We wanted to shake her down, find out what this means, get this concept going. We're writing about it. You've got to write and talk about it. You've got to talk objectively and deliberately about where we're going with this program. But it's the real deal. It ain't like we've got onesie's, twosie's. They are going to start coming at us and we've got to accept it and move this along. So an important aspect.

Fort Worth is leaving here soon. I've been pinged at twice. I was down in Indonesia here in December at the International Maritime Sea Power Symposium and in May the [inaudible] and some others said hey, don't be pushing these things at us too fast. We need to kind of figure out how that is. Now they're going, so why is Fort Worth coming so late? I'm like really? And the Indonesian Chief said I want this thing in Jakarta. I want the Fort Worth. Can you put it on the list? I want to be on the top of the list. The [inaudible], Kuala Lumpur, the Malaysian [inaudible]. This ship really resonates with areas of the world.

Next.

The sister ship. Okay? The other one I pointed to. They're doing -- The one before, the [Monahall] will be doing a lot of ConOps early on. This ship will be doing a lot of assistance, the mission package. My view is that I think our collective job is to bring that mission package in, capability into the fleet and demo it as soon as possible.

So I've been pushing on my folks, and some of you have worked this. We're going to do the airborne line, airborne laser mine detection system, bring that out into the Gulf this spring. Ozzy Miller is ready for it. He's excited. He wants to coordinate that with the international mine exercise so we get real data on these systems and how they work. I think we need to move ahead on that.

Next, please.

The mobile landing platform, the [Monitor Port]. She's ours. This was her in her sea trials. I'm looking for better pictures. But you get the picture. It's big, it's got volume, it's got persistence. Imagine what we could have done with this in Operation Damayan there in the Philippines or any other HHDR. Or a host of others. She's going on deployment and there are adaptable mission packages we're working on. It isn't just go home.

We don't have the luxury of floating piers, and we didn't build that for just that.

Next.

That's her out there kind of doing, some people get, if you're in the Chamber of Commerce you go oh, my God, it's sinking. [Laughter]. The [inaudible] Polar. She is being built, about half done, and I have not looked at the tables and the build's not done, but if we get what we requested we'll be able to transition that previous to look like this. An afloat forward staging base. You can see what's no there, 253's on there for rear looking, as we need to have MV-22s on there. I would love to be able to use it with an F-35V as a lily pad. We'll see. We'll work it. But for now this thing is designed to support mine operations, obviously, airborne operations obviously, special forces operations. We need to embrace it and figure out what we're going to do with this.

Imagine this sitting around off of Somalia, off of Yemen where we can support days and days and days of operations.

Next please.

She's leaving tomorrow for deployment. Admiral [Gordon] wrote me a summary and said okay, we're all ready to go. Adaptable packages headed for EUCCOM for a month, AFRICOM for two months, come back for upkeep and then down to SOUTHCOM for four months. And Sinclair Harris has a great great lay-down of what he's going to do. [Inaudible] knows what he wants to do with it. He is AFRICOM liaison.

So what she'll do, you go to Captain Phillips, my view would have been when you back away at the end of that, she did it. She can take care of something like that. Why not? Fast, adaptable. I'm not going to put you through all the other pictures I have, but we need to learn about this ship and what we're going to do with it. We have 11 of them coming; two more will be coming this year. Two more. One shortly, and then about a year from now the other one. So we'll have four about a year from now. Three on deployment. So we've got to move out on doing that.

Next.

Here she is, the Zumwalt. We're going to commission her soon. This is a little bit of a representative of where we are. Not underway yet, but not tire dup to the pier. Not stuck in the dry-dock. Not stuck on the way. This ship is moving along. We need to conceptually grasp the capabilities and understand the capabilities that this ship will bring. A lot of it is special access, a lot of it isn't. Imagine what this ship can do in the Western Pacific. My view, it fits in perfectly. But this ship will deliver in '16. It's pretty much on track. A lot to do. First of her class, very very modern, a lot of stuff we're putting in. This was part of the transformation piece. But again, this community, we've got to decide what we're going to do with it.

So that's kind of platforms. Let's move on to some capabilities we're bringing on.

Next.

[Inaudible] this summer. I think all of you knew that. What can we do with it? What do we want to demo with it? I'd love to bring some drills out and maybe some of those training, high speed ships, and see what it does, but directed energy's in our future.

Next.

Demo on the joint high speed vessel, the rail gun. The 16th. We are moving ahead with that. I was over at the Naval Research Lab recently and they tell me they view the technology to be moving along appropriately. We need more demonstrations. It's about power. Repeatable power and the barrel. It literally smoked the barrel. That's hot when that high speed projectile goes through there. You're not supposed to know what I'm talking about anyway. Know more than what I'm talking about. This is really a big deal for our future. Not just gunfire support. It's well beyond that when we get in there.

Next, kind of a little bit of back to the future.

We need, my view, more lethality in our PCs. So folks go out, we put [inaudible]. Congress helped us out. Thank you all very much, those of you that might be in here. Many of you were part of this and now we have a [inaudible] on those that are out there. We're bringing two more of the PCs out there which will bring us to ten out there. So they have a decent gun that's repeatable, accurate. This [inaudible]. We want to test these out there, not just test them, we want to do proficiency firing in the 5th Fleet and we're on that track to do that. By the way, that's obviously two different ships. You can see that.

Next.

The classification in this room precludes me from going into too much detail. Those of you that need to know or are in the know, know that we've got a future with this thing. It's a remarkable [inaudible] and can do more things than was originally kind of conceived for. It's in our future. I look forward to that in a host of areas.

So weapons, platforms, they're different. I'm not saying we're moving to MLPs, AFSPs, to HSPs, hey, that's a thing of the future. It is an augmentation to our fleet, matching capabilities and in places that we are now using \$2 billion Aegis ships, perhaps, and other things, and we can do better to resonate with and use our taxpayers' money in what we should be using our ships for. So more on that, and we've got to keep the press on. We've got to integrate and embrace the platforms, develop the ConOps, tailor the ship to, as I said before, to the mission and the operating area.

Now in operating forward, if you will, we've got to get some places going. I've alluded to a few of them but let me get to the point. Two of the DDGs are going to Rota this year. The Cook will be there, in February, about a month from now. Pete, you'll be there, right? Mr. Secretary will be there, the Secretary of the Navy will be there. Later in the year we'll have the Rost there, in [inaudible]. Next year. So by next year we'll say well, two there, then shortly after that all four in Rota. We're very excited.

Two PCs in Bahrain this summer. I mentioned that before and now we'll kind of close that initiative and get the PCs out there permanently, and you saw the lethality piece. We are still going to put littoral combat ships in Bahrain. The Bahrainis are ready to support. We're doing kind of surveys there and see what kind of MilCon will take place. But that's our plan as we move out.

Littoral combat ships in Singapore, I mentioned that. That is going apace and we will continue on that effort.

As I mentioned the joint high speed vessel, after we get the first four going then we'll transition, if you will, to the distribution worldwide and they will spend most of their time overseas. They will be more forward stationed than rotating through there. So that's kind of the operating forward piece.

Let me touch on a few focus areas, then we'll go to Q&A.

I put out my position report in November. I'm not going to drag you through it, no reason. It outlines the things that we talked about a year ago and where we are on those, are laid out out there. But the focus areas for '14, for me, will be electromagnetic maneuver warfare. A tough acronym, EMMW. [Inaudible] tells me there's not enough vowels in there and we need to get a few more in there so we'll work on that.

But what does it mean to a surface warfare officer? How about safety protection and the means to protect yourself? Because we aren't going to be able to shoot down everything that's shot at us, and getting out into the electromagnetic spectrum, understanding it and jamming, spoofing and defeating by other means is the way of the future. We've got to learn how to do that.

We have to understand the spectrum from the gamma rays up here, you know, to the radio waves down there. They say really? Yeah, you have to do that. You're going to have to do that. We have to know where we have our radars, where we have our [inaudible], where we have our WiFi, where we have all that stuff that is spewing energy out into the air. We have to know our signature. We don't know it very well now. We think we turn everything off and everything is silent, and we've actually done some objective measurements and we're not silent. We're not silent. We're being targeted and that's a fact. If somebody's developing a new cruise missile and they're shooting it at us, we'd be better off jamming and spoofing than trying to go find something that can keep up with it, and that's the way it's going to be.

So we've got to get on board on this thing. Fleet forces showed, they bought it. We're going to do it. We're going to move out on this. The George Bush just did their [com 2X] doing many deliberate MCON, if you will, exercises. We're going to continue moving out.

Undersea domain. Mike [Conger] gave me *The Road Ahead*. I'll [get] Al Gore on that, but it's when we're going to have an autonomous underwater vehicle, where it's going to be, and in what year? More on that as we come out ahead.

Marine Corps/Navy integration is a focus area this year. We will continue to support Dawn Blitz and Bold Alligator. That is the fleet exercise, an amphibious operation.

You saw some of the platforms that are going to become part of that expeditionary footprint. They're on the edges. They're not joint forcible entry. That's not what I'm talking about there. But they're a part of what some call the new normal. Persistent and able to go in and [inaudible] protection to high value, to getting a high value individual, whatever you want to call it, targeting to just respond to embassies, whatever it might be. But more on that. And we're going to take a more focused view and have a pretty adult conversation at our headquarters and Marine headquarters on where we are in our amphibious ships, readiness, operations, the global force management plan.

As we've looked closely at our carriers and our carrier strike groups, we're moving right into the ARG process of that.

Lastly, the Arctic growth, and I've got a little display here. This is from John White. His take on the ice line and the year, hopefully you can see this, '12 to '20. And these tracks here, if you

can read that, are our best estimate, that is the science community, on what sea routes would be open and when. And if you look at this, six weeks, the sea route -- Look at that draft -- 41 feet. Transpolar, two weeks, [inaudible]. That's good news. If you're an American individual you'd say okay, I don't want them open about 2025, but in the northwest passages it's very commonplace.

So the question is that, generally speaking, how viable is this? When will it really be viable? To what degree? And is it threatening up there? And who's the threat, what's the threat, and what are we going to do with it?

I throw all these questions out. We have a much more deliberate approach to it. But there's a lot to be answered. It's not like the next gold rush I don't think. But it is [precarious]. We need to understand, we need to take a look at it and decide what does it mean to us for security, maritime security, freedom of navigation, and global force management. So we'll be looking at that more closely.

Sexual assault will remain an initiative that is a high focus. I'm very satisfied with our strategy. We are making progress and it is actual tangible progress in the direction that we needed to go. A simple four-pronged approach. The approach is simple, the execution is very hard. But it's about prevention and it's about victim advocacy, it's about getting investigations done right, proper, quickly, and it's about holding people accountable. We'll conduct it [for] sexual harassment. I'll tell you what, it's commander's business, folks, and that's the command climate. We can only train so much until we drive it home and we've got to get down to business and be accountable for the climate on our ships. That's the spectrum from sexual harassment to sexual assault. We're going to have to do this together. It remains an important matter in this next year.

So quality of service. As we've been talking actually for a long time, the MCPON and I have said how do our people feel with regard to their compensation as we've been studying compensation retirement? Do they feel they're being compensated [inaudible]? MCPON said it kind of comes down to saying you know, in general, what is the quality of our folks' service as they're out there? What does it mean to them? How do they feel about being compensated, which we would kind of say their quality of life, their [inaudible], their housing, their education, that would be tuition assistance and the other things. Child care. Do you have a fitness center, do you have a [inaudible]? The things that they get delivered, if you will, for coming to work and how we compensate them. Then ultimately retirement.

The other side of that is when they walk across the road and they're on the pier and they go on board the ship, what's the work environment like? What's the quality of their work? Is the pier broken down? Is the ship rusty? [Inaudible] nail guns, they have to do that? Do they have the proper supervisor? Has that supervisor been trained? Do they have manning gaps? Do they have tools? Can they do PMS? When they go to pull the part out of the bin, is it there? It's the quality of the work that I'm not very comfortable with and I think we've kind of slipped in that.

I'm looking for opportunities to get that quality of life, that quality of work together so that the quality of service is more in balance. We'll be talking and working on this in the future.

Not necessarily part of that, it's not really an equation, it's kind of components here and understanding of that service, is the idea that we have an FRP, a fleet response plan. I think it's been reasonably successful defining how we get together and how we go out and operate and prepare our ships. Some have said you don't see it, it took a while, you've got to get rid of this thing, it's not working anymore. I said give me something better, and I'd [eat] crickets.

So we've been working on this to make this right. We think we have a really good idea and Bill Worthing's going to talk about this tomorrow with you in more detail. He and I talked about it a long time. I talked to the Chairman about this thing because we've got to give the COCOM follow-on to the demand, if you will, the request. And to be on the global force management plan, the request for forces under our control. But we need, this plan is designed to give us predictability, to give us a cycle that we feel is broad enough and if you will broken down enough to have the time to do the things, to do the training. We've got to man up to do that. We've got to make sea duty a primary centerpiece of that. So we'll look at sea pay in that regard, we'll look at sea pay premium. We'll look at who goes to sea the most and are they compensated right? We'll be looking at all that as part of optimum [RP] as we go to the future.

More on this tomorrow with [inaudible]. I don't want to steal all his thunder. But I want you to know this. It's been under review for a long time in the department. It has been socialized outside the Department of the Navy. And I support it and I support what Fleet Forces is doing to [inaudible] to a great degree.

So if I were to close, which I will here right now, as soon as I find my closing pithy comments here, I would say simply, our mandate is presence. And we've got to be forward where it matters when it matters. You know that. We've got to focus on that operating forward aspect of it. We've got to integrate and embrace these new ships that are coming in here. The ancillaries. And make them work and make them a part of the scheme of the equation.

We have to optimize our fleet response plan. It's very important. And strike the right balance with our quality of service.

In the end, you all know this, that it's our sailors and our civilians who are our ship mates that are our asymmetric advantage. Go back to the book, *1812*. It was the leaders and the sailors back then who made the difference. And they weren't all that [good].

So thanks. Let's take questions and talk about what you guys want to talk about.

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