

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

**Sea - Air - Space Symposium
Joint Interdependency**

8 April 2014

Adm. Greenert: What an incredible evening. To start the evening down below in the displays, ran into all kinds of old shipmates, mentors, friends and all that. Come up and have this great meal. Then to honor Bob Papp and Linda Papp, and then listen to myself. I couldn't ask for anything else.

Again, Secretary Johnson, thanks so much for continuing to serve and taking care of our country. I appreciate it very much.

Congressman Forbes, thanks for joining us tonight. I deeply appreciate that you are a student of sea power, you understand it and you help us understand it and make us a better Navy. Thanks so much for your support on the Hill in your subcommittees and in your committees. I appreciate it so much. Thanks. [Applause].

I want to thank the sponsors that made all this possible tonight. We can't do this kind of get-together for my staff or for those of us in uniform to be able to come into a professional forum and sit down and sit across tables and take on sometimes the thorny issues, but perhaps more importantly, talk straight with each other about what we need. Speak English, as we sometimes like to say, and get it out on the table. We very much appreciate what you've done for us.

Ambassadors [Sisowski] and [Novakote], thank you so much for coming tonight. You are obviously a great friend of the United States, but Japan is a great ally and really the key to our security in Asia. So thanks so much for joining us and for your continued support [Applause].

In the few minutes that I kind of have left tonight I'd like to discuss something that's been on my mind for a little bit. I talked to the Chairman about this a little bit and told him I was going to speak to it. It's a little different, but it's what I call pursuing interdependence. You say what would that be? Well, I'm going to tell you.

The Sea-Air-Space Symposium, what we have here is a great source of dialogue. We get together with the sea services industry, as I said before, the Navy League supporters, all of us, and having this opportunity to talk about things. It helps synchronize us in order to deal with our future. It's an important element.

But that future, as we found out a few days before, and we'll talk about it again tomorrow, has really caused quite a conundrum. We're going to be busier than ever -- the Navy, the naval forces, the sea services. There is a relentless, high demand for naval forces and I think as far out as I can see at least a third of our force is going to be forward. That's the way it's going to be.

The world is complicated and it won't get easier. And as my good friend Jim Amos would say, we may be done with the crises out there, but they're not done with us, and that's the way it's going to be.

So challenges abound, but I think opportunities as well. As Secretary Panetta would tell us, the service chiefs when we would sometimes grumble about our lot in life, he'd say hey guys, never waste a good crisis to make change. That was probably pretty good advice from a guy that's been around.

So look, sequestration or some dollar reduction looms ahead in some form or another. I think it's time for the services to adapt and to come together in this regard.

At this time I think the services, that's us, chiefs and all, need to turn more toward each other, not turn away from each other, and not go into our shell to figure out how do we get the most out of this period? We need to act ecumenically. We need to streamline intelligently. And we need to invest our funding wisely. I think the last two we are pursuing pretty well.

We've got to insist on affordability. The world I live in, what that means to me is that cost and schedule are as important as speed, as the payload you're going to bring on this thing or any other attribute that we like to call the key performance parameter. We've got to be on time and we've got to be on cost. So how are we going to adapt?

Well, in the current budget submission that we put on the Hill, I can only speak to that directly, we've got some pretty good ideas. We've canceled programs that have a low return on investment; we've deferred programs that are risky, that push it

out there somewhere; we've streamlined our headquarters over 20 percent; and we're buying smarter. Many of you produce that smartness, if you will, that we buy. And it's good. It's at a good price. Things are coming in on time. And I appreciate that.

But I think another area we've got to look at, "we" have got to look at, is to learn how to depend on each other more. The Chairman of the Joint Chiefs in his guidance and his vision has been pretty clear, he lays it out, what he calls a joint force interdependency that just doesn't exist like it needs to exist. It's taking jointness that we've talked about for decades to another level. And it's more than operations that we're talking about.

We're pretty good at joint operations today but I think we're going to have to up the game a little bit more when we look at the future and we look at the landscape.

As maritime services we're inclined to pursue partnerships. That's what we do. Bob Papp and I just mentioned it earlier. Life at sea teaches us to depend on each other and to trust each other because that's how you survive out there. You learn it in spades all the time. In fact as I mentioned, we have a common maritime strategy in the sea services. It's called Cooperative Strategy for the 21st Century. We're revising it or refreshing it, whichever term you want to use, and we'll all sign it again.

So that interdependency is a little bit inherent in us. The Navy and Marines have been symbiotic since inception. Jim Amos talks about that. Since the Battle of Nassau in 1776 we've been together. The Navy and the Coast Guard -- a natural fit. Law enforcement detachments are on our ships today as we go do drug operations or other law enforcement at sea. We have common systems with the Coast Guard. We sit down semi-annually and go over them and say hey, how do we increase that? What are you buying that's of use to us?

We have a national fleet plan, the Coast Guard and we, the Navy, and Bob and I just signed that. We have a common Arctic strategy. And we have a Memorandum of Agreement for search and rescue. In fact the recent rescue of this child that was ill, the motor vessel broke apart, was a classic Navy/Coast Guard operation. So it's there. It can be done. We're doing it today in our sea services.

We've been interdependent in the past, on occasion. The B-25 Doolittle raid from the USS Hornet -- Army Air Corps, really the Air Force, and the Navy. We've had Navy cruise missiles in line, deployed, put on B-52s in the past, and we are reliant and we're compatible with Air Force tankers. So this has been done before. It's been done on occasion. With the Army we have -- we -- prepositioned Army material on our ships around the world. It's going on today, and it has been. Army helicopters are on our ships, and they operated from our ships in the Tanker Wars in the late '80s. Today we still practice the ability to do that. Army helicopters conducted assaults from the USS Kitty Hawk, if you remember, in the early days of Operation Enduring Freedom in 2001. And we had effectively Navy Gatling guns, called CIWS is the acronym, to protect our forward operating bases in Iraq and Afghanistan. So we can do this.

How do we go further? How do we get from where we are now?

We've got to do it deliberately. We've got to look at what are the missions out there. We should avoid single points of failure, so I'm not saying okay, listen, we've got to get rid of all the extraneous or overlapping capability, because if we get down to one capability in the Department of Defense and somebody finds a defeat in that or breaches it, that's too high a risk.

We can't avoid ignoring the organic specificity of the specifics of a service, what they need to bring that unique capability, that unique skill, that each of our services do bring. But I think we've got to examine what I believe is potential duplicative emerging missions that have occurred over the last ten years, over ten years.

So for us in the Navy, interdependence in the near term means not overspending on programs that are similar to the other services. We've got to look and see what is out there. We're doing some of this in Air-Sea Battle with the Air Force predominantly now. We're finding why are you buying that? I've got it. Mine's better. We say okay, we're not compatible yet, we've got to figure that out. But it's really an each's thing right now, ladies and gentlemen. We've got to be willing to commit to more capabilities that are more joint. A lot of those are in weapons. We're going to have to think in that way.

I think we've got to pursue better cross-talk in our research and development centers of excellence, our laboratories and our services, our industry out there, as well as universities.

So for us, some initiatives are under way in the sea services, as I mentioned before. We have interchangeability on our Navy, Marine Corps and Special Operating Forces, packages that we bring on some of our black hulls, some of those that the maritime sealift brings for us, and some of our gray hulls. We've talked about them in panels over the last couple of days. We're working with the Marine Corps on common command and control circuits, datalinks, communications and planning. That's kind of natural, as I said. We were kind of born that way and it comes to us, but we've got to go back to work and get this I think across all our services. I think it's a little bit of survival to do it. We've got to at least look at them.

So what can industry do? Well, you know more about us than we know about you. Many of you were us and you're out working in industry. So help us help ourselves. You know what other services are doing. We need to cross-pollinate and talk more. Help us enable that cross-service synergy.

There are a couple of sayings I kind of like. You've heard them over and over again but they're kind of cute. It's like, we're out of money and it's time to think. That's one of them. And one of my favorites is, you know, if we keep heading in that direction we're going to eventually get there. We're in a direction which is peculiar. We may eventually get there, but we've got to think about it. We're responsible to provide the joint force today and the joint force of tomorrow. We've got to think about tomorrow.

I think evaluating our interdependence is a strategic imperative we need to check out and see what's there. I think we need coalitions to do it. Between services, between industry, between the government agencies. Let's give this some thought.

Thank you very much for listening tonight. Thank you for being who you are, supporting us. And many thanks to the Navy League. Jim, I appreciate it. Good night everybody.

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