1.) U.S. Navy Secretary Foresees 'Cultural' Shift Among Sailors, Officers / 11 OCT 17
WALL STREET JOURNAL, Julian E. Barnes and Robert Wall

The secretary of the U.S. Navy plans to unveil potentially far-reaching changes in the wake of a deadly collision at sea that led to the dismissal Wednesday of two top commanders.

2.) CNO: Junior Leader Empowerment Can Help Fix Navy / 11 OCT 17
NAVY TIMES, Geoff Ziezulewicz

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3.) USS Cole's "Determined Warriors" Honor 17 Shipmates, 17 Heroes of 2000 Terror Attack / 12 OCT 17
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4.) Panel: Pentagon Facing Future Recruiting Challenge Due To Lack of Candidates / 12 OCT 17
USNI NEWS, John Grady
https://news.usni.org/2017/10/12/panel-pentagon-facing-future-recruiting-challenge-due-lack-candidates

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5.) NAVADMIN bi-weekly roll-up:
Every other week, we roll up the latest NAVADMINs. Below are the latest:
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- Nominations for Fiscal Year 2017 Oceanographer of the Navy Awards
- Updates to Periodic Health Assessments In Support Of Personal Responsibility for Individual Readiness
- Enlisted Cyber Master’s Degree Opportunity at Naval Postgraduate School
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The secretary of the U.S. Navy plans to unveil potentially far-reaching changes in the wake of a deadly collisions at sea that led to the dismissal Wednesday of two top commanders.

Navy Secretary Richard V. Spencer said the “stress and strain” on Navy crews in the Pacific from the high pace of operations clearly played a role in the accidents in Asia.

Two high-profile ship collisions this year claimed the lives of 17 sailors, prompting the Navy to review how it operates.

The Navy on Wednesday sacked the commanding officer and executive officer of the USS John S. McCain after the ship collided with a civilian tanker Aug. 21. The collision tore a hole in the destroyer and killed 10 service members.

Seven sailors died in June in a similar accident involving the USS Fitzgerald off the coast of Japan.

Mr. Spencer said in an interview that he will include recommendations about cultural changes in his review of what happened. That review comes on top of one ordered by Chief of Naval Operations Adm. John Richardson, which is expected to be completed in the next few weeks. Mr. Spencer’s review will follow 30 days later.

Sen. John McCain (R., Ariz), the chairman of the Senate Armed Services Committee, has said the accidents are part of a larger trend of military units being asked to do too much with too little. Mr. McCain has said the military must make better assessments of what they need.

Mr. Spencer said the review by Adm. Phil Davidson, head of Fleet Forces Command, will get into the “nuts and bolts” of what happened with the two collisions and what needs to be changed.

Mr. Spencer said the review his office is leading will take a broader view of the culture of safety. Mr. Spencer, who oversees the Navy and Marine Corps, said officers need to be able to tell superiors, for example, that they need more time before they deploy a ship to make sure the proper training and preparations are in order.

The command environment, Mr. Spencer said, must be able to receive such warnings and not hold it against more junior officers.

But Mr. Spencer also defended the accountability culture of the Navy, which led to the ouster of the commanders of the McCain and Fitzgerald as well as other senior admirals.

“It delivers the message,” he said. “At the end of the day...accountability will be upheld.”

Members of Congress have raised questions about the operational tempo of the U.S. ships assigned to the Pacific, concerns echoed by Mr. Spencer.

While ships based in the U.S. typically have a long deployment followed by a period of repair and reset, ships based in Japan are more frequently deployed, Mr. Spencer said.

The accidents haven’t been confined to the Navy. In July, a Marine Corps KC-130T aircraft crashed in western Mississippi, killing all 16 troops on board.
“This will go across the entire Navy and the Marine Corps,” Mr. Spencer said of the review. “Operating in a sustainable manner: You are not losing your own assets, you are not losing people, you are operating in the most efficient and effective manner possible.”

U.S. Navy officials have said deployed sailors on ships have been asked to work 100-hour workweeks, revelations that have earned a rebuke from senior lawmakers.

The wars in Iraq and Afghanistan, Mr. Spencer said, helped build up the culture where Navy and Marine Corps leaders said yes to any request or order.

“‘No’ was a really hard word to say,” Mr. Spencer said. “It’s not something that rolls off the tip of the tongue of young sailors and Marines.”

As part of his review, Mr. Spencer has consulted with business executives who have dealt with safety issues, including officials from A.P. Moeller —Maersk, Crowley Maritime Corp. and Delta Air Lines Inc. He also has spoken to officials from the Mayo Clinic to study how they have tried to reduce problems in operating rooms.

Mr. Spencer is grappling with aging equipment that is worn out or unavailable while awaiting repairs or parts. Fixing the service problems won’t happen overnight, Mr. Spencer acknowledged, and could last well into next year. The service has begun to replenish spare parts that were hampering equipment being war ready, he said. “I feel like we are heading in the right direction.”

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Fixing Navy problems that have come to light after the fatal at-sea disasters involving the destroyers Fitzgerald and John S. McCain this summer will involve empowering junior leaders, the service’s top officer said in a message Friday.

“In too many cases, we have stolen leadership opportunities away from our small team leaders,” Chief of Naval Operations Adm. John Richardson said. “We’ve [sic] used a slide show instead of leadership by personal engagement. We have robbed our junior leaders of the ownership they so crave. We have smothered their initiative. We need to give it back — its [sic] why they joined the Navy.”

While a comprehensive review of basic Navy operations remains ongoing, Richardson said solutions to persistent lack of sleep, long work hours in port, basic watchstanding deficiencies and other issues lie in empowering junior officers and chiefs.

“They can control so much if we give them clear guidance, responsibility, authority, and accountability,” Richardson said. “Allow them to own their situations.”

Issues involving training, crew manning levels and ship readiness have reemerged after the two 7th Fleet destroyer collisions killed 17 sailors this summer.

While circumstances surrounding the Fitz and McCain disasters remain under investigation, Navy leaders have lamented in recent months that several at-sea mishaps have involved failures in basic seamanship.
Top sailors and lawmakers expressed shock at the service’s now-publicized issues, but government watchdogs have been sounding the readiness alarm for years.

In order to address sleep shortages among crews, the Navy announced a new plan that will, for the first time, mandate certain surface fleet work schedules, with the goal of more rested and effective crews.

Richardson said in Friday’s message that the Navy’s biggest area for improvement lies at the junior officer and chief command levels, and that senior commanders need to enable them.

“By virtue of piling on meaningless collateral duties and programs that contribute little to operational and warfighting excellence, we have confused these leaders, making it hard for them to see through the chaff and to prioritize the personal and professional development of their people,” he said.

Also this summer, the Navy announced it was ending several collateral duties that impede on a sailor’s primary responsibilities.

Leaders need to ensure they are giving higher priority to directly nurturing junior leadership, Richardson said.

“They are ready to be accountable for this responsibility,” he said.

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Today, as we look back at the morning of Oct. 12, 2000, we remember why it is that we train and prepare the way we do. A memorial stands along the shore at Norfolk’s Naval Operating Base, a reminder to us of the 17 shipmates that we lost 17 years ago. While the Navy will never be completely healed from the losses we suffered during the terrorist bombing in Yemen, the ship itself is as strong as ever, and the Sailors who serve aboard it today stand with solemn salutes every time they sail past the memorial for those 17.

One of the first things we are told upon checking into the command is how important damage control is to our crew and our ship. Whether we arrive from basic training in Great Lakes, “A” schools from across the country, Officer Candidate School in Newport, or Reserve Officer Training Corps from our nation’s universities, every Sailor will be taught the basics of firefighting, flood control and shipboard safety. The Navy’s mantra that every Sailor is a firefighter is a unique facet within the armed forces of the United States. While every Sailor will earn a specialized rating from any number of options, we all must put forth the effort to become as well trained a damage controller as the person next to us.

As a fresh-out-of-basic Sailor, we don’t fully understand why. But overtime we realize that our ship is floating out in the ocean, often alone for many miles, and we are the only ones that can save it during the worst of circumstances. On land, if the office catches fire, employees can exit the building while engines and ladders arrive on scene and take control. On water, there is nowhere to exit to. Sailors are responsible for their ship and their fellow service members. This is a lesson that was amplified by the events of October 12, and a lesson that was heroically demonstrated by the crew of USS Cole (DDG 67).

Thursday morning, 11:18 a.m. As Sailors were waiting eagerly in line for chow, or for the uninitiated, lunch, an explosives-laden boat came alongside the ship and detonated off the port side. Seven hundred pounds worth of explosives ripped a 40-by-60 foot hole through the hull of the ship, instantly creating catastrophic flooding and fires while killing 17 of our country’s Sailors. Despite the unexpected attack, the crew leapt into immediate response, whether it was attending to medical triage, extinguishing fires, or de-flooding large spaces within the
ship. For 96 hours, the crew of Cole battled the damage with fervor and strength beyond any standard training. The ship was saved. We may become exhausted, at times, from constant training and drilling, but their actions serve as a reminder that the day may come when we are called upon to be at our best.

Today, while we recall the heroic memories of our lost brethren and honor those that fought to save our ship, we will continue to use their experiences and hone our skills. We will remember their bravery and we will continue to train like they fought. While we hope that day never comes again, we will prepare ourselves to save each other and our haze-grey destroyer. The Sailors of the Cole are what we are today because of those that came before us: Determined Warriors.

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All the military services face increased recruiting challenges because more than 70 percent of America’s youth do not meet Pentagon standards for enlistment, a member of the House Armed Services Committee said Thursday.

Rep. Don Bacon, (R-Neb.) and a retired Air Force brigadier general, said, “The single most important ingredient to readiness is the constant flow of willing volunteers.” But with 71 percent of the population between 17 to 24 unable to meet the fitness, weight and moral standards requirement, “it’s a red flag for our country.”

That figure of failures remains in place as the services are trying to grow their forces for the future.

Defense Department officials put the size of that target group at 32 million. The Army’s recruiting goal for the coming fiscal year is expected to be about 180,000 for its active force, about the same number as the other services’ total combined.

Speaking at the Heritage Foundation event Thursday, the Army’s highest-ranking recruiter, Maj. Gen. Jeffrey Snow, said, “That’s the lowest pool in a decade.”

The Navy’s goal for Fiscal Year 2017 was 35,200 to meet the projected growth of the fleet. The total is expected to rise to 37,700 when the FY 18 budget is approved.

Ninety percent of all recruits must have a high school diploma; 60 percent must be defined as quality by scoring in the top three categories of the military aptitude tests and less than 4 percent can be in the lowest tier. There are also fitness and weight and moral standards all recruits must meet. The services can and do set standards higher than the Pentagon’s.

Speaking at the Washington an event co-sponsored by Mission: Readiness, Bacon asked, “What happens if we had a national emergency,” requiring the services to draw from the wider pool? “I’m concerned about our reserve structure.”

Bacon said the reasons why so many young people cannot meet recruiting standards is because American “culture slowly changed... and not for the better.”

John Bednarek, with Mission: Readiness and a retired Army lieutenant general, said, “It’s a problem [finding qualified recruits and youth interested in the armed forces] is a getting worse. They’re not eligible to join the military if they wanted to.

“For 80 percent [of American high school students] there is no requirement for physical fitness [instruction] for
graduation.” In the lower grades where recess is required, there often are no structured physical fitness programs, he added.

Bednarek and Bacon also pointed to the need to improve basic education in reading and mathematics in elementary schools and put renewed emphasis on teaching citizenship, steps that would benefit not only the armed forces but also the nation as a whole.

Using the oath that recruits take upon enlistment, Bacon said, “Many of our youth don’t know the Constitution” and 27 percent of high school students could not identify a single right under it.

The challenges also range from the prescribed use of anti-depressants to treat youth with mental health concerns to a strong civilian economy, with unemployment rates running at about 4.5 percent.

Bacon said youth and their families often have a skewed picture of the military from television and film, thinking of it solely in combat terms. Snow and others noted only seven percent of the United States’ population are veterans and the armed forces, for the most part, are not stationed in large metropolitan areas so there is little interaction with civilians.

5.) NAVADMIN bi-weekly roll-up:
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