1.) CNO Richardson: Navy Needs 6 Elements to Create ‘Whole’ Fleet / 1 FEB 18
USNI NEWS, Megan Eckstein
https://news.usni.org/2018/02/01/cno-richardson-navy-needs-6-elements-create-whole-fleet

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2.) Time Well Spent / 29 JAN 18
Vice Chief of Naval Operations, Adm. Bill Moran

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WASHINGTON, D.C. — Chief of Naval Operations Adm. John Richardson wants to expand how lawmakers, the public and the service think about the U.S. Navy by focusing on a six-pronged approach to achieving and maintaining U.S. naval power.

Richardson described the six dimensions of the naval power nucleus: a bigger navy, a better navy, a networked navy, a more talented navy, a more agile navy and a more ready navy.

“Those are the components of the nucleus; if you try to tear one out, you don’t have naval power, you have some isotope of nuclear power, something that’s close but not really [naval power],” he said at a Heritage Foundation speech today. “These isotopes are sometimes unstable, sometimes they decay, et cetera. It’s not the stable element we want, not the true thing.”

A recent focus on wholeness is meant to help the Navy “elevate our thinking above these false choices” sometimes forces upon the service – capacity versus capability, for example, for individual ship’s capabilities versus networking the ships together – and ensure the service is focused on all six dimensions of naval power.

Running through each dimension, Richardson said that first, “a bigger navy is a more powerful navy” and that multiple studies have pointed towards 355 ships as the correct number to aim for – a goal now included in law, after the House and Senate defense committees included it in the Fiscal Year 2018 National Defense Authorization Act.

Next is to “build a better navy. So if you modernize each one of those platforms in other ways, with better systems, make each one of those more capable,” then the same number of ships create more naval power. As the Navy modernizes its ships, Richardson said the service is “on the cusp of some very interesting things” that increase the naval power of each individual ship, such as directed energy, high-power microwave weapons, laser weapons, electromagnetic maneuver warfare, unmanned systems and other innovative ways to get on the right side of the cost curve for engagements with adversaries.

Third is to create a more networked fleet that can share data across the force and effectively leverage that increased awareness.

“There are plenty of examples in history where just the power of networking [platforms] together creatively, adaptively, brings actually more power to that force,” he said.

Fourth is developing a more talented workforce to man the larger, better and networked fleet. The skillsets those sailors will need are different than the skills needed to succeed in recent years, Richardson said, with a major difference being the vast amount of data available to sailors thanks to a great increase in the number of sensors the Navy fields. Those sailors will have to use their own best judgment, with assistance from artificial intelligence and learning algorithms, so pick out decision-relevant information from the sea of data at their fingertips and make quicker and smarter decisions than their adversaries.

“As we get a bigger fleet, we’re going to need more sailors; as we get a better fleet we’re going to need sailors that are trained a little bit differently than we train them right now. Those systems demand different skills,” the CNO said.
Fifth is agility; “once we have built this fleet, we’ve modernized it, we’ve networked it, we’ve manned it with the appropriately trained sailors with the assistance we need ... how are we going to operate it?” Richardson said that as technology improves, the Navy needs to remain agile in how it looks at its concepts of operations, constantly developing technology to support its [concept of operations] but also adapting its CONOPS based on available technology. He said agility would also support the distributed maritime operations concept, which relies on the Navy’s ability to maneuver globally. The Navy may be bound by certain limitations, such as physical chokepoints like straits in heavily-trafficked waterways, but it must make sure the fleet is not constrained by artificial constraints such as the boundaries between geographic combatant commanders.

Lastly, Richardson said the first five ideas create the potential for naval power, but there is only actual naval power if the Navy is ready.

Ships assigned to the Eisenhower Carrier Strike Group (Ike CSG) conduct a replenishment-at-sea with the Military Sealift Command fleet replenishment oiler USNS Big Horn (T-AO 198) on June 2, 2016. US Navy photo.

“That means you’ve got to go out, you’ve got to steam, you’ve got to fly, you’ve got to have your magazines full, you’ve got to have your logistics in place, you’ve got to have your parts, you’ve got to do maintenance. All of those things to bring that fleet to life and turn it into actual energy, actual capability,” the CNO said.

Richardson made clear the Navy is doing what it can to achieve all six elements of naval power in the appropriate balance – including adding wholeness reviews to the budget process – but budget instability, government shutdowns, continuing resolutions and more coming from Congress create major challenges in maintaining a fully balanced “nucleus” of naval power.

Conducting deep maintenance on ships to create readiness, for example, takes more budget stability than Congress currently provides, he said – the Navy needs time to get material ordered, personnel at the yards in place, plans engineered and more, and “when you have these sorts of fits and starts, this uncertainty, you can’t write a contract.”

He said maintenance activity in recent years has tended to bow-wave into future years, as the Navy is unable to get contracts in place and availabilities started in a timely manner.

In some ways, the Navy has adapted to the new budget environment. Naval Sea Systems Command, which oversees ship maintenance and modernization activities, has begun contracting “modernization availabilities” that can use multiyear dollars in the budget, instead of traditional “maintenance availabilities” that rely on single-year dollars that are more likely to be unable to be executed in time if continuing resolutions drag on too long and the Navy gets a spending plan too late in the fiscal year. Contracting modernization availabilities with options of maintenance work has helped keep this type of work on track, USNI News has previously reported.

Richardson said the Navy has found other ways to adapt – the Navy doesn’t plan to conduct major work or reach major acquisition milestones in the first quarter of the fiscal year, with the expectation that a budget won’t be in place yet, for example. Noting the upcoming Super Bowl, Richardson said, “in a competition that’s that close, you can’t expect a team to win if they only play three quarters out of four. And that’s kind of what our fiscal environment does.”

“We do need stable funding,” he made clear.

Richardson added that the new wholeness reviews the Navy began conducting this past year to inform the FY 2020 budget request, are aimed at maintaining a balanced “nucleus” of naval power.
“The way that we bring the program together starts with our strategic direction, and we’ve got a very integrated approach that includes keeping that nucleus intact all the way through the process,” he said.

“And then at the end we check our homework: so if we started with a particular vision in mind, it goes through all the machinations, we want to make sure that the thing at the end of the process looks like what we started with. So that process of getting all of our leadership connected very closely with the fleet helps us’’ navigate whatever budget the Navy ends up with and on whatever timeline, and ensure that the money the Navy spends is strategically aimed at maintaining all six prongs of naval power.

2.) Time Well Spent / 29 JAN 18
Vice Chief of Naval Operations, Adm. Bill Moran

I recently completed an energizing trip to Surface Warfare Officers School (SWOS) in Newport, Rhode Island, to get a first-hand look at how Surface Warriors are taught and gain important insights into what instructors and students feel are important to the future of the Surface Force.

As co-chair of the Oversight Board responsible for implementing recommendations from the Strategic Readiness Review and Comprehensive Review (SRR/CR), our team is organized to trace what has already been done to ensure near-term safe and effective operations at sea and to the longer-term institutional measures necessary for lasting improvement in today’s Surface Force.

NEWPORT, R.I. (Nov. 18, 2016) Students at Surface Warfare Officers School (SWOS) train on the Littoral Combat Ship (LCS) Full Mission Bridge (FMB) simulator. The LCS Full Mission Bridge simulator is a full-sized trainer that uses the same software as the FMB and Conning Officer Virtual Environment (COVE). The LCS trainer has every Navy homeport modeled and allows the student to navigate in and out of designated ports using the highly sophisticated controls of a littoral combat ship. (U.S. Navy photo/Released)

NEWPORT, R.I. (Nov. 18, 2016) Students at Surface Warfare Officers School (SWOS) train on the Littoral Combat Ship (LCS) Full Mission Bridge (FMB) simulator. The LCS Full Mission Bridge simulator is a full-sized trainer that uses the same software as the FMB and Conning Officer Virtual Environment (COVE). The LCS trainer has every Navy homeport modeled and allows the student to navigate in and out of designated ports using the highly sophisticated controls of a littoral combat ship. (U.S. Navy photo/Released)

Addressing issues as important as those reported by the SRR/CR with an oversight board is not necessarily new. However, the scope of the tragedies and the obligation we all have to our lost shipmates demands our full attention as senior leaders in order for the fleet to maintain its warfighting edge. A key assumption of our team is that we don’t have all the answers; if we go it alone, we will fail. Success will require input and two-way dialogue with the fleet, especially with our commanding officers in the fleet.

To that end, a trip to SWOS seemed necessary and appropriate. Spending time with instructors and prospective COs and XO’s attending the Surface Commanders Course was my primary priority for the visit. Much has been written lately about what SWO leaders are thinking and feeling – hearing directly from them was an important first step.

A dialogue and rapport that promotes sharing of ideas and feedback is vital to not only implementing the suggestions from the two reviews, but importantly, to building a culture that addresses problems before they become crises. It is also imperative to let those whom we have selected to lead know we have their backs and are listening.
At SWOS, it was immediately clear that leaders there were all in. They showed a passion for learning, were chomping at the bit to get out into the fleet and had given real thought to how we should continue to improve Surface Warfare. They wanted more reps and sets – preferably underway – but they all valued modern simulators and scenarios that practice their decision-making under stress. They also saw great value in more tailored courses throughout the SWO pipeline, and more one-on-one training to build self-confidence at sea. They were ready, and we owe them the tools, resources and processes to do so.

Some elements of this process have begun. Specific recommendations from the two reviews last fall are already underway. Examples include ensuring that no Forward Deployed Naval Force Japan ships are operating without certification for their assigned missions; completing an evaluation of naval requirements in the Western Pacific to prioritize operations in theater; and establishing a comprehensive fatigue and endurance management policy to guide command teams to make balanced risk decisions.

Additional near-term recommendations being evaluated by our new SWO Boss, Vice Adm. Brown, include: improving the SWO career path with emphasis on experience at sea; revamping the standards for shipboard qualifications; and reviewing all inspection and certification requirements with the goal of buying time back for commanding officers.

Make no mistake, this is my top priority, and there is plenty of work in front of us and more feedback to collect. The Oversight Board is not intended to be another administrative burden. The SRR/CR recommendations are solid, and it is our work to remain locked at the hip with the fleet and Vice Adm. Brown to do everything within our power to make sure that these changes are meaningful and enduring.

Success requires listening to your feedback and incorporating what makes sense. Implementing change in a vacuum will lead to failure.

Thank you for your patience, your professionalism and your steadfast devotion in standing the watch. See you in the fleet.

3.) MCPON Dishes New Guidance to All CPOs / 30 JAN 18
NAVY TIMES, Mark D. Faram

Navy chiefs need to fully understand what’s expected of them and do a better job of communicating, both up and down the chain of command, Master Chief Petty Officer of the Navy (IW/SG) Steven Giordano said in a new message to all chief petty officers.

“During my engagements with CPOs across the Navy, two themes seem to be resonating; communication and expectation,” Giordano wrote in a Jan. 26 email to his leadership mess. “The document is intended to speak to the Mess using the CPO Creed as the reinforcement mechanism as well as outlining some focus areas.”

The two-page letter outlined what Giordano says he’s learned by visiting sailors around the Navy for the last year and a half.

“Reflecting upon numerous conversations with you, my fellow chiefs, and the resounding voices of sailors at all levels throughout the fleet, I have come to realize the expectations of a chief petty officer may have become somewhat muddled,” Giordano said.

“Please allow me to offer come clarity on this subject — it’s in the (CPO) Creed.”
The Chief Petty Officer Creed is essentially a message read to all new CPOs when they’re pinned.

But Giordano says the principles of the message should not stop there. Rather, it’s something that should be routinely read by chiefs to keep them focused on their roles.

“These words and others contained in the Creed remind us of our responsibilities as technical experts, continuous learners, coaches, decision-makers and communicators,” Giordano said. “All of us, from the most junior chief to the Master Chief Petty Officer of the Navy must be focused in our collective effort to become an even stronger, more capable and resilient force by entering ourselves on the CPO Creed and our Navy Core Values.”

Giordano also said he sees the mess as the passageway for communication within the Navy.

“We need to do a better job of ensuring information flows between the strategic, operational and tactical levels,” he wrote. “It’s just as important for those on the deckplates to understand what’s going on at the strategic level as it is for those at the strategic level to understand the perspective from the deckplates.”

And it’s the responsibility of the chief petty officer to make this happen, he added.

“We need to improve our ability to interpret higher echelon information and make it relevant to the sailors operating on the deckplates,” he said. “Challenge the communication model — if you believe you are not receiving information that is being brought to your attention by your sailors, reach out to the next level for guidance.

“Do not accept the ‘I don’t know” answer — ‘Ask the chief’ is a household phrase.”

4.) Navy Honors the Contributions of African Americans during 2018 African American/Black History Month

WASHINGTON (NNS) -- The Navy joins the nation in celebrating the history of African American Sailors and civilians during African American/Black History Month, Feb. 1-28.

This year's theme is "African Americans in Times of War," which recognizes the contributions African Americans have made to the nation during times of war from the Revolutionary War to present-day conflicts.

ALNAV 007/18 encourages commands to participate in heritage celebrations and special observances throughout the year that honor the contributions, unique histories and cultures Navy's diverse Sailor and civilian team.

This month's observance has its origins in 1915 when historian and author Dr. Carter G. Woodson founded the Association for the Study of Negro Life and History. Dr. Woodson and the association initiated the first Negro History Week in February 1926. Every U.S. president has officially designated the month of February as National African American/Black History Month since 1976.

"We should celebrate our unique backgrounds because each Sailor brings something different to the fight and this makes us a stronger, more lethal team,” said Rear Adm. John Fuller, commander of the Carl Vinson Strike Group and one of Navy's African American flag officers. The strike group is currently deployed to the Western Pacific.
African American Sailors and civilians play an integral role in the success of the Navy as part of the One Navy Team. African Americans serve in every rank from seaman to admiral and perform duties in nearly every rating in the Navy. Currently, African Americans make up 17 percent of all Navy personnel, or roughly 64,000 Sailors. This includes more than 58,000 enlisted and 5,000 officers. Further analysis shows 17 percent of E-8 and E-9 Sailors are African Americans that hold a range of leadership positions. Nearly four percent of flag officers are African American Sailors.

A breakdown by gender indicates there are currently over 45,000 African American males and more than 18,000 African American females currently serving in the Navy.

"Those serving today owe our success to the veterans who transformed our Navy into a more diverse force," said Fuller.

According to the September 2016 "One Navy Team" memo from Chief of Naval Operations Adm. John M. Richardson, actively being inclusive and open to diverse perspectives will produce leaders and teams who learn and adapt to achieve maximum possible performance, and who achieve and maintain high standards, be ready for decisive operations and combat.

Diversity also influences various thoughts, ideas, skill sets, and experiences which ultimately helps increase the effectiveness of the Navy. Integrating Sailors and civilians from diverse backgrounds enables the Navy to recruit and retain the nation's top talent from a wide pool of skilled personnel.

The Navy supports minority youth development and encourages the pursuit of careers in science and industry through science, technology, engineering and math (STEM) programs. The Navy also partners with organizations including the National Naval Officers Association, the National Society of Black Engineers, and Historically Black Colleges and Universities (HBCU) in support of African American service members and civilians.

A complete educational presentation, including a downloadable educational poster on African American/Black History month, can be requested from the Defense Equal Opportunity Management Institute (DEOMI) by email at deomipa@us.af.mil.


For more news from Chief of Naval Personnel, visit www.navy.mil/local/cnp/.

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For more information affecting Sailors and their family follow @USNPeople on Twitter.