Thanks Admiral Robb, it’s great to be here. This is my first I/ITSEC. My team told me I would be impressed by what I saw here, and they were absolutely right. But, I did want to take just a few minutes and talk to you about Sailor 2025 and the Gold Line of Effort, part of the Design for Maintaining Maritime Superiority. The two are, with only a very few exceptions, essentially synonymous with each other, with very little difference. They are very intertwined and interrelated throughout, and no matter what perspective you’re looking at it from, the Gold Line of Effort and Sailor 2025 is about our one Navy team. So that’s our Sailors, both active and reserve component, our Navy civilians, and our families.

As the Chief of Naval Personnel, I’m also dual hatted as a Deputy Chief of Naval Operations for Manpower, Personnel, Training and Education, which is unique among the services to have that sort of organizational construct. I really have two principal bases. The first one is our Sailors, and the second one is the Fleet. Depending on the perspective of the customer, there is one of two things that are really focal points of Sailor 2025. For our Sailors it’s about flexibility, their career choices, the opportunities to do things that make it more attractive to (a) join the Navy, and then (b) stay in the Navy.

For our Fleet, it’s about readiness. Making sure that our ships are fully manned, and making sure those ships are fully manned with properly trained Sailors. So, the right Sailors, with the right skills, in the right billet. Ultimately, coming in the front and in the door as I pointed to earlier, is about tracking civilians to come in and join our team. So, under the hood of things, what we’re really trying to achieve is to establish a sustainable personnel system. If you really stop and think about what we’re doing today in the personnel world, all the services are in the same situation, it’s unsustainable. We haven’t fundamentally changed our personnel business model since the draft went away. That’s been a long time. We bring in 40,000 Sailors a year and we send home 40,000 Sailor every year. We do over 90,000 permanent changes of stations moves every year. Again, it’s just unsustainable, it consumes a limitless supply of people who are qualified, and then, even more importantly, willing to come in the front door, and that’s just not the case.

Today, if you look at a cross section of the American population, less than one percent of that population is qualified, i.e., family record, things of that nature. Then if you add the propensity factory in there, it gets down to one percent. All the services are competing for that same talent pool as are all of you, industry. The rest of the world their looking for that same focus. So we’ve got to make efforts to make the base of that pyramid much narrower, provide Sailors opportunities and options to stay Navy, and if that means repurposing throughout a career that will be part of the calculus.

So towards that end, Sailor 2025 really has three main lines of effort, I’ll call them pillars for lack of a better word. The first effort is just the wholesale modernization of our entire personnel
system. Everything from the under the hood process and policies, officer and enlisted promotions and advancements and mechanisms that allow us to recognize the best and brightest and promote them sooner. Educational opportunities for both enlisted folks and additional graduate education opportunities for officers. Tours with industry – Sailors go out and learn and bring back industry practices. It’s even customer service oriented, like how we do business at our personnel support detachments. We’re on less than a one year glide slope from going to sort of a USAA type customer service model where 90 percent of the transactions will be done on mobile devices, and we’ll have call centers and things like that. It’s a detailing marketplace, which is sort of a Linked-in for our Sailors to explore and negotiate to get their upcoming job assignments.

The second major pillar, and for this group I think it’s one of most direct interest. Magwai already talked about it, we talked about it a lot yesterday its Ready, Relevant Learning. Again, I think the big point here is that we optimize training, not just street to Fleet, but we look at it as a career continuum, that’s a big part of it, and then we apply the science of learning and then bring a whole multitude of modern training methods to bear. Not only do we have to be able to train street to Fleet, and then provide that career continuum of training, we have to have the flexibility to rapidly repurpose and retrain our Sailors if the need arises. That’s part of the challenge of the design, that we be agile enough to be able to do that on short notice.

The third pillar is all about career readiness for our Sailors and their families. It’s a whole multitude of initiatives in that corner. Everything from leader development - sounds old, but we have a new take on it. We’re about to sign a new leader development framework that recognizes that we’ve done a very good job over the years of talking about competency factors. So that’s leadership competency, technical or tactical competency, but we’ve taken for granted character. In a communication degraded or denied environment, we’re going to rely on these centralized operations more than ever. The American public puts a special trust in the Navy, and to have that trust, you have to have impeccable character. So we do a good job at sort of a one-time inoculation of that character, whether it’s the Naval Academy, in ROTC, or Recruit Training Command, we sort of take it for granted that it doesn’t atrophy overt time. We’re going to put some tools in place to make sure that doesn’t. It’s a civilian workforce framework that CNO signed out about a month ago, and it charges our uniform commanders to have Navy civilians work as part of their teams to provide those Navy civilians with the same career management advantages we provide to our militaries. It’s a developmental tool; it’s recognition; it’s career progression, and we’re just getting started on that. It’s the overall idea of our one Navy team.

We’ve worked for decades to improve the diversity of our Navy workforce, specifically focusing on uniform folks, and we’re doing fairly well on that front. We’ve got work left to do, but now we’re at the point of what do you do with that tremendous gift and that diversity? We’ve got diversity of background, diversity of experience, diversity of thought, which brings unique perspectives of the way people look at problem or solutions, or articulate those problems or solutions. So, how do we train our leaders to deliberately leverage those diverse characteristics in their individuals that they have on their teams? It’s about family friendly programs.
The Navy is a sea going service, always will be. We’ll have family separation and deployments; that’s part of that in the entering argument, but this is about removing obstacles that we can control, that get in the way and negatively influence a Sailor’s decision to stay Navy when their looking to start or raise a family. Things like child development center hours, Career Intermission Program that lets folks go off and plan families, and take a time out without being penalized in terms of promotion or advancement when they come back in. It’s things like maternity leave, and in the future some other things along those lines. Then an overall look at career health and wellness, and putting some teeth in the physical fitness program to make it a real readiness assessment. Not to turn us into tri-athletes, but to just make sure that we have a certain level of fitness that going to ensure our health and wellness over the long haul. It’s a lot of stuff going on those fronts.

At the foundation of all these initiatives though, we’re just wrapping up the wholesale effort to streamline all of our processes. We’ve just begun the reorganization of all the different subordinate commands around the alignment of those processes so the processes are optimized. Then we’re going to bring it all together with an information technology foundation and leveraging commercial off-the-shelf products to develop and integrate a paid personnel system that for first time will be integrated between active and reserve components and will enable a lot of these customers to things out there. The other thing we want to do is make sure that integrated personnel system supports this training and qualification DNA makeup of an individual Sailor against the jobs that we have. We just bought Billet Based Distribution online earlier this year, and it’s the first step towards that direction. This will help us do a better job of talent matching, not just when folks come in the front door, but over the long haul as their present career moves.

Finally, we want that system to enable big data analytics so we can do meaningful forecasting going forward. Not just in our training and readiness aspects, but in all our personnel decisions including pay, compensation and things like this. So these are just baby steps. We’re moving out on things that we have the authority for now. We’ve made significant progress. Today it’s about 45 initiatives in total that are living, breathing evolving list of initiatives. Where we don’t have the authority we’ve gone out and asked for those. We think we’re going to read this afternoon in FY17 we’ve gained a few more on officer promotion authorities and things along those lines. But, we’re grateful for the work of this entire team here.

We appreciate your partnership and we a look forward to your continued support, and I look forward to your questions. Thanks for your time this morning.