

POSITIVE CHANGE:

BRIDGING TO THE FUTURE

A new era for the United States—its people and its armed forces—dawned on the morning of September 11, 2001. The terrorist attacks underscored the new, more complex, ambiguous yet highly dangerous national security environment confronting America. Now, the demand is great for military forces that can win in a much broader range of missions than during the Cold War, using advanced technology, not only in traditional combat scenarios, but also against asymmetric threats in the Global War on Terrorism and in homeland security and defense. The U.S. Navy must be correctly balanced and optimized for the future we face, and focused on speed, agility, and lethality to deal with its challenges.

In October 2002, the Chief of Naval Operations promulgated the U.S. Navy's dynamic vision, Sea Power 21, to respond to the changed reality of the 21st century. The capability pillars of Sea Power 21—Sea Strike, Sea Shield, Sea Basing, and FORCEnet—are the foundation for a bridge to a transformed Navy. To build these pillars, we undertake the enabling functions represented by Sea Enterprise, Sea Trial, and Sea Warrior. Sea Enterprise is improving the processes by which we acquire and maintain our fleet through our industrial base. Sea Trial is actively testing new technologies, force mixes, platforms, and testing new operational concepts. Sea Warrior is enabling the integration of the Navy's manpower, personnel, and training organizations to ensure our service is manned with the right people, with the right skills, for the right jobs.

The interdependent and synergistic capabilities produced across the four pillars will help joint force commanders project unified offensive and defensive forces across a non-contiguous battlespace. The joint



force commander will operate from the most independent, exploitable, and secure portion of the battlespace—the sea—and the Navy will deliver an agile, flexible, responsive fleet to the joint force. Implementing Sea Power 21 and its refined operational concepts will transform us into tomorrow's fleet.

To prevail today, we must win the Global War on Terrorism and continue to take the fight to our enemies. We must also transform our force to stay engaged as technology advances for the dangerous decades ahead. Our transformation calls for innovation in warfare, maintaining current readiness, assuring future readiness, and strengthening joint operations. The U.S. Navy of this new era is part of a joint force that can deliver credible, swift, persistent combat power to the far corners of the earth, providing the president with a maximum degree of continuous options.

Sea Power 21

OPERATIONAL CONCEPTS

Sea Strike—expanded power projection that employs networked sensors, combat systems, and warriors to amplify the offensive impact of sea-based forces.

Sea Shield—global defensive assurance produced by extended homeland defense, sustained access to littorals, and the projection of defensive power deep overland.

Sea Basing—enhanced operational independence and support for joint forces provided by networked, mobile, and secure sovereign platforms operating in the maritime domain.

FORCEnet—the operational construct and architectural framework for naval warfare that integrates warriors, sensors, networks, command and control, platforms, and weapons into all levels of conflict.

ENABLING FUNCTIONS

Sea Enterprise—initiative to improve organizational alignment, refine requirements, and reinvest savings to buy platforms and systems needed to transform our Navy and deliver increased combat capability.

Sea Trial—initiative to streamline and formalize the transition of promising capabilities from validated concept through implementation in the fleet.

Sea Warrior—program to integrate the Navy's manpower, personnel, and training organizations—active and reserve—into a single, efficient, information-rich human resource management system.



MISSION FIRST...PEOPLE ALWAYS!

The Navy's success in the strategic environment of the 21st century requires the right people be properly trained for the appropriate jobs. We must continue to attract, develop, and retain talented professionals who are committed to a lifestyle of service. We can do this only if we challenge them with meaningful, satisfying work. To keep the faith of our people, our top priority is developing a Human Capital Strategy that will unleash the power of the Navy's people and will deliver the right skills, at the right time, for the right work. Although we have been working hard to invest in our people and to develop a mentoring culture, we cannot achieve an optimum Human Capital Strategy unless we challenge the underlying assumptions of our current manpower approach.

The future Navy will be smaller, better educated, better trained, and better compensated. To that end, we will streamline its combat and non-combat personnel positions to better integrate the active, reserve, and civilian workforces and reduce overall



manpower. Our aim is not to just cut costs and add more work on the backs of our people, but to eliminate tasks that can be accomplished through skillful and innovative use of technology. We will change the policies and structures that inhibit the motivation and the professional growth of our Sailors. Our future ships and aircraft will maximize human performance while inspiring human possibilities. This new Navy will also keep in mind that while it may recruit Sailors, it must retain families. Programs such as COMPASS, which welcomes spouses to the Navy lifestyle, as well as improved compensation and housing are parts of our efforts to fulfill the service's covenant with its people.

**Persistence, precision, reach, speed,
and agility are key elements of
naval forces today and in the future.**

TRANSFORMING OUR NAVAL FORCES

Throughout 50 years of Cold War, access, over-flight, and basing rights for military operations around the world were frequently guaranteed. That is no longer the case, nor can we assume that such access will ever recur. Naval forces, however, have a substantial advantage in overcoming obstacles to access because our maneuver space is the high seas. Sea Basing will provide us the freedom we need to maneuver our forces globally, giving joint force commanders a battlespace in which surface, sub-surface, air, ground, and space elements form a unified force to project offensive power and defensive capabilities.

Much has been made of the advantages “asymmetry” can give our adversaries. However, “asymmetry” can likewise describe the advantages that accrue to a fighting force with advanced technology and the professionals to use that technology effectively. Combined, our technology and our people give us asymmetric advantages we can use to deter and defeat our enemies. Therefore, we must recapitalize for the future now. Upgrading and modernizing our combat platforms and systems to add new capabilities will help us meet future warfighting needs. New acquisitions must provide us greater reach, more speed, improved interoperability, and enhanced lethality. Our goals for 2005 are to expand on our asymmetric advantages—readiness, advanced technology, dominance of the maritime domain, and the genius of our people—to speed the process of innovation that is the bridge to our future.

Today's Navy is laying a foundation that will align, organize, integrate, and transform our naval forces for the 21st century battlespace. That foundation is global in scope. We will change the way we fight to face a broader range of threats than this



nation has faced in the past. Our Navy's future cannot focus only on past concepts of major combat operations. Our new strategic environment, illustrated in Figure 1, demands not only major combat operations capabilities, including strategic deterrence, but also the capabilities to support stability operations, homeland security and homeland defense, and to win the Global War on Terrorism. We will match our force capability to emerging requirements. This will be an ongoing process of positive change that bridges to a future force shaped and balanced for the 21st century's complex environment.



Figure 1 - The Evolving Strategic Environment

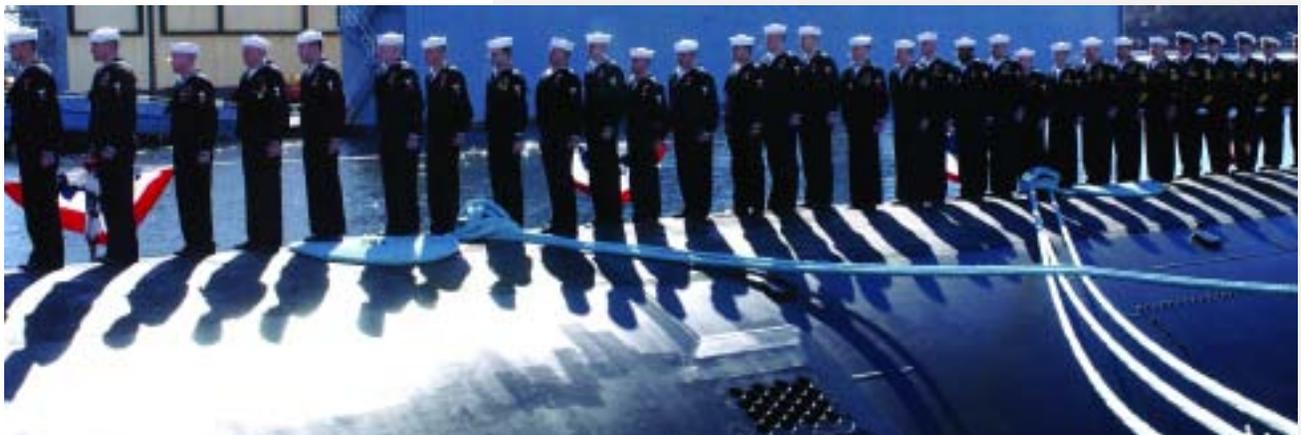
We have to get to the fight faster, and we have to seize and retain the initiative once there.

EXCELLENCE IN WARFIGHTING

Operations Enduring Freedom and Iraqi Freedom prove the importance of warfighting excellence and readiness. Our investments during the 1990s paid big dividends for the nation when we were able to respond to the president's call with six aircraft carrier strike groups and a force of 75,000 Marines.

Capitalizing on the innovations that led to our recent successes, we must continue to evolve our approach to warfighting. Today's unpredictable strategic environment demands naval forces that can deliver persistent, credible, and lethal combat power on a moment's notice. Predictability is a liability to national security in the 21st century. Terrorism is never predictable. Therefore, the Navy must continually advance to counter such unpredictability, and our responses to terror must themselves be unpredictable to our enemies in the Global War on Terrorism.

When the need arises, our naval forces must be postured to move swiftly to defeat any enemy. Speed requires both asset availability



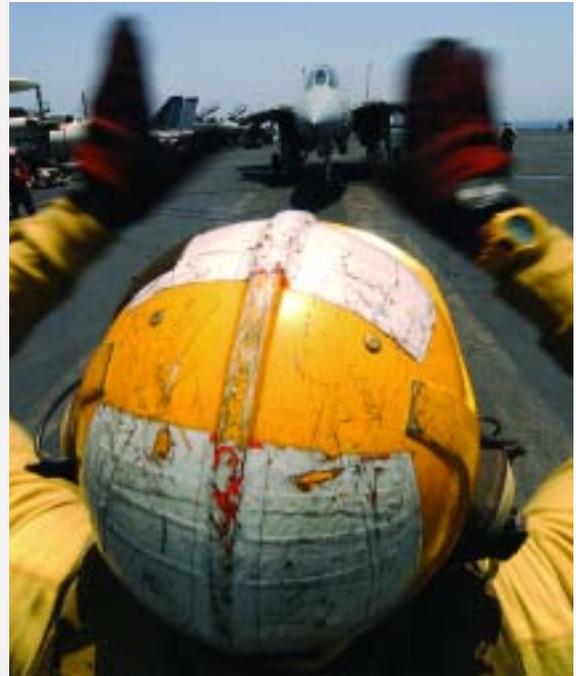
and assured readiness. The U.S. Navy is maintaining an enhanced surge capability for naval forces by tailoring our training, maintenance, and employment processes to attain maximum efficiency. Our surge capability will both shorten response times to contingencies and allow for increased worldwide military presence to fight the Global War on Terrorism. We will supply more employable, capability-focused assets that provide “Presence with a Purpose” worldwide to deter potential enemies.

Our implementation of the Fleet Response Plan (FRP) will provide the president with ready force anytime and anywhere. We will position innovative force group combinations rather than focusing on traditional carrier battle groups. By transforming our industrial base, streamlining maintenance practices, developing new operational concepts, and training and shaping our workforce, the Navy can respond globally with persistent, credible striking power using flexible, agile forces. We will meet the challenges of the 21st century with joint-capable operating forces, the best technology, and the most professional Sailors.

MANPOWER

We have put in place many positive changes needed to compete for talented Americans to serve our nation. We are attracting, developing, and retaining a talented cadre of professionals who have chosen a life of service because we have tackled the fundamentals: recruiting the right people, increasing retention, and attacking attrition. We have built a mentoring culture, emphasized our commitment to diversity, and piloted personnel programs that revolutionize the training and distribution of our people. Since 2000, we have generally met or exceeded our recruiting goals and have experienced extraordinary retention in our Navy because of a new culture of choice and a focus on professional development for our Sailors. To continue such success, we must consistently improve our policies to give our Sailors that power of choice. To that end, we are in the process of developing a Human Capital Strategy that fits the 21st century. This strategy is a revolutionary endeavor that will improve the way we recruit, assess, train, and retain our most important resource—our people.

The battle for people is continuous. We must compete with industry for our talented Sailors by ensuring them a rewarding and challenging Quality of Service—a balanced combination of quality of life and quality of work. Providing our Sailors and their families the support they need for a healthy and stable personal life, we ensure our people can focus on combat readiness. Throughout the past year, we have funded the technologies and programs that enable our Sailors to do their jobs more effectively and with greater satisfaction. We have improved compensation, family housing, family medical care benefits, and we have joined with industry to enhance spousal employment. We have





also created a system to accelerate the implementation of training and education improvements, a system that has become a model for the entire Department of Defense (DoD). Enhanced education opportunities include partnerships with civilian colleges that provide rating-related associate and bachelor degrees via distance learning. These programs are essential to building a future Navy that is smaller, smarter, and shaped to deal with tomorrow's strategic environment.

In the coming years, we must continue these programs if we are to compete successfully for the talented cadre of people we need. We will invest in the growth and development of our Sailors, refining the ways we blend educational experiences with job requirements, evolving our executive education curriculum, designing alternative training mechanisms, and reviewing lifetime learning requirements for officer and enlisted personnel. We will emphasize pride and professionalism in our Navy and make still further progress in issues such as housing, and attrition. We will only achieve the Navy we need for the 21st century if we insist on a process of constant positive change in our organizational structures and policies that provide our people an opportunity to make a difference through service.

CURRENT READINESS

Today's unpredictable environment requires naval forces that can deliver persistent, credible combat power in a moment's notice. We have invested heavily in training, maintenance, spare parts, ordnance, flying hours, and steaming days so that the current force is prepared to deliver combat power whenever and wherever needed. This investment has paid off with unsurpassed readiness.

The FRP allows us to surge more combat power on short notice to deal with global contingencies. We maintain this surge capability across the fleet 365 days per year.

This past year, we maintained the FRP's "6+2" readiness to deliver six forward-deployed or ready-to-surge Carrier Strike Groups (CSG) almost immediately, plus two additional CSGs in 90 days or less. We demonstrated "Presence with a Purpose" in Exercise *Summer Pulse '04*—a multi-CSG surge exercise—and surged the USS *Bataan* (LHD-5), USS *Boxer* (LHD-4), and USS *Kearsarge* (LHD-3) to enable Marine Corps deployments to ongoing operations in Iraq. During 2004, Navy sea-based tactical aircraft flew more than 3,000 sorties and dropped more than 100,000 pounds of ordnance in close-support missions in Operation Iraqi Freedom. In addition, sea-based and shore-based Navy aircraft flew more than 5,000 hours of surveillance and reconnaissance missions. In multiple theaters in the Global War on Terrorism, we have conducted 2,200 interdictions in the Extended Maritime Interdiction Operations to deter, delay, and disrupt the movement of terrorists and terrorist-related materials at sea. We have also demonstrated technological agility in the Global War on Terrorism, establishing innovative processes for pushing cutting edge technologies, such as advanced sensors and biometrics to the fleet, to increase our force protection and maritime interdiction capabilities.

To further protect the nation and our allies, we are participating in a series of Proliferation Security Initiative (PSI) exercises to prevent the flow of weapons of mass destruction, their delivery





systems, and related materials. We have been working closely with the Coast Guard to develop an operational concept called Maritime Domain Awareness (MDA), which will help identify threats early and at a greater distance from our borders.

Our transformation has extended to the way we support the fleet. We improved our maintenance processes and organizations to support the FRP's "6+2" criteria. Through process improvements generated by Sea Enterprise, we greatly improved parts availability, consolidated regional maintenance, and moved management of fleet training and range programs under a single office.

The key to our readiness is the ability to surge forces to sustain operations and to be able to rapidly reconstitute itself. We will continue to refine and test the FRP to increase the operational availability of our forces. Fleet operations are now organized around naval strike groups rather than the traditional carrier battle group focus. These naval strike groups include CSGs, expeditionary strike groups (ESGs), and surface action groups (SAGs) that provide a capability-based force package tailored to the combatant commanders' operational requirements.

FUTURE READINESS

Our recent successes are a prelude to the future. Speed, agility, lethality, and a commitment to joint and coalition interoperability are the requisite attributes of our evolving Navy. It is with innovation, experimentation, and rapid technology insertion that these attributes are ensured. Today's battlespace is a joint, combined, and information-rich environment. Our naval transformation process supports the development of defense capabilities that are jointly integrated from inception to handle emerging crises. *Sea Power 21* keeps us on course for our successful transformation to the Navy of tomorrow.

Sea Strike introduced capabilities that have extended the Navy's reach and precision, providing force commanders with a potent mix of weaponry. The F/A-18E/F Super Hornet squadrons deployed in Operation Iraqi Freedom greatly enhanced our range, payload, and refueling capability. Tactical Tomahawk, now in service, allows in-flight target re-programming and increases our time-sensitive strike capabilities. The Shared Reconnaissance Pod (SHARP), the Advanced Targeting Forward-Looking Infrared (AT-FLIR), the Joint Helmet-Mounted Cueing System and the Multi-Functional Information Distribution System (MIDS) have arrived in the fleet and demonstrated the power of these new knowledge-dominant technologies. The Advanced SEAL Delivery System made its first deployment with the USS *Greeneville* (SSN-772) this year, and we began conversion of the third of four Fleet Ballistic Missile Submarines (SSBNs) for conventional strike and special operation forces insertion.



Sea Shield extended the defensive umbrella over joint forces ashore during Operation Iraqi Freedom. The USS *Curtis Wilbur* (DDG-54) conducted the nation's first ballistic missile defense patrol, and, in the next four years a total of 18 warships will be fitted with a transformational ballistic missile surveillance, tracking, and engagement capability. The Navy also published an Anti-Submarine Warfare Concept of Operations (ASW CONOPs), describing ASW force attributes, warfighting principles and development priorities, and the ASW Master Plan that lays out our future course in this critical warfare area. Results from at-sea experiments have yielded insights into revolutionary distributed ASW sensor technologies and communications that demonstrate the potential of the CONOPs. Additionally, we refined our Mine Warfare Roadmap to expedite the fielding of new technologies and capabilities into the fleet, demonstrated the defensive capabilities of anti-torpedo torpedoes, and awarded a contract to design and develop the Multi-mission Maritime Aircraft (MMA) for maritime surveillance to replace the aging P-3 Orions.

Sea Basing continues to study the optimal ship mix for future ESGs and Maritime Pre-positioning Force (Future)—MPF(F)—squadrons alongside the Marine Corps. Our relief efforts for South Asian tsunami victims in Operation Unified Assistance demonstrated the effectiveness of this concept by sea-basing the USS *Abraham Lincoln* (CVN-72) CSG and the USS *Bonhomme Richard* (LHD 6) ESG (including Marines from the 15th Marine Expeditionary Unit). This enabled us to deliver more than six million pounds of relief supplies and equipment quickly and with more political acceptance than might have been possible with only land-based relief efforts. We commissioned the USS *Virginia* (SSN-774), our first submarine designed for littoral missions, and accepted delivery of the USS *Jimmy Carter* (SSN-23) with significantly improved payload capability. We also approved baseline designs for the Littoral Combat Ship (LCS) and began construction on the first ship of that class during 2005.

FORCEnet will integrate the power of a seamless, networked combat force. We have established an enterprise-wide architecture that sets standards for both infrastructure management and the networking of combat systems. We have also developed a plan for increased use of unmanned systems in tactical intelligence, surveillance and reconnaissance (ISR) and collaborated with the U.S. Air Force to develop an Airborne Networking Strategy for tactical as well as command and control aircraft. Concurrently, we have begun to align the command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) concepts of all the Services: FORCEnet (Navy and Marine Corps), C2 Constellation (Air Force), and LandWarNet (Army). We have also enhanced joint and coalition interoperability by deploying ships installed with CENTRIXS.





Sea Trial, the initiative to streamline and formalize our experimentation process, is up and running with the fleet in charge. This past year, we conducted 43 different experiments, ranging from LCS concept of operations development to missile defense surface action groups. We tested Guided Missile Submarine effectiveness in a joint scenario with networked forces at sea, in the air, and on land. We conducted a complex and challenging ASW experiment in Exercise *Undersea Dominance 04*, and tested dynamic bandwidth management and “reach-back” in Exercise *Trident Warrior 04*. We sponsored leading-edge technologies for future naval warfare, including: X-Craft, an innovative ship to be used as a test platform for the Navy’s LCS and the Coast Guard’s Deepwater Maritime Security Cutter; an operational-scale electromagnetic rail gun; new concepts for persistent littoral undersea warfare; programs to enhance the joint tactical use of space; and Seabasing enablers. We also focused the Future Naval Capability program to close warfighting gaps and overcome technical barriers.



Sea Enterprise is transforming Navy business processes and driving efficiencies and effectiveness; essentially balancing “Right Force, Right Readiness, and Right Cost.” It is changing the culture, improving productivity, streamlining processes, and harvesting savings to support the Navy’s priorities. Its Board of Directors employs a disciplined review process to help ensure the maximum effectiveness of investment. We have also established a Corporate Business Council to aid in business process transformation and to foster a culture of productivity and continuous improvement. Initiatives generated by Sea Enterprise are improving ship and aircraft support processes while sustaining readiness and operational availability.

Our challenge is to build a naval force that can deter or win the wars of the future. If we are to ensure dominance and the ability to project power ashore as well as influence the land campaign in the near- and long-term future, we must adopt innovative, and perhaps even radical, concepts. The fleet and operating forces must be capable of projecting credible combat power to the far corners of the globe, across the oceans, and into the littorals. With the Naval Transformation Roadmap as a guide, we will use force development methods that maximize the core competencies we bring to the joint force. New systems and platforms must provide increased speed, persistence, precision, and the “reach” to project our capabilities over longer distances. The advances we have already made in readiness and manpower are but stepping stones to our future. The same determination and professionalism that has made us a highly successful force in the past will serve us well as we adapt to this future strategic environment.



QUALITY OF SERVICE

Quality of Service is a balanced combination of quality of life and quality of work. The Navy of the 21st century needs people who are fit, motivated, ready to fight at a moment's notice, and have the right tools to do the job. The Navy is working hard to provide a challenging, exciting environment with meaningful work that enables our people to make a difference and to know that they have made that difference. This past year has seen continued advances in compensation, technologies, and programs.

As part of the Revolution in Training, the Naval Personnel Development Command has established dynamic occupational, leadership, and personal development continuums that create a lifelong learning environment. These ensure that all of the Navy's people have the knowledge and skills to perform to their maximum potential and that each can experience a high quality of service. We accelerated the Sea Warrior revolutions in training and assignment of our people. Through the development of advanced simulators, we are enhancing operational readiness and training efficiency. We awarded a contract for the construction of "Battle Stations 21" at the Recruit Training Center, which will immerse recruits in realistic combat and operational scenarios. We have also made great strides in aligning our training and education process to target needed skill sets better through the use of graduate education vouchers and on-line certificate programs.

We expanded the number of officers enrolled in the Naval War College's intermediate level, Chairman, Joint Chief Staff (CJCS)-accredited Professional Military Education (PME) program at the Naval Postgraduate School by 16 percent and stayed within existing resources. To create opportunities for officers unable to attend a service college in residence, we developed and fielded a CJCS-accredited, CD-ROM-based, intermediate-level PME program. We also established a PME continuum of learning to provide career-long educational opportunities for the professional and personal growth of all Sailors, which will be a key factor in job assignment and career progression. To give Sailors the ability to map progress toward skill and educational goals—including professional and college-level objectives—we instituted Navy-wide, web-based counseling and professional development tools on the web-based Navy Knowledge Online.

We are investing in world-class housing and services for our Sailors and their families. We continue on a path to achieve the "1+1" Bachelor Housing Standard by 2013, a program that provides each single junior Sailor his or her own sleeping area and shared bathroom and common area with another member. The goal is to provide sea duty Sailors a bachelor's quarters off the ship by 2008 and to eliminate community bathrooms in bachelor





housing ashore by 2007. We continued our program to eliminate all inadequate family housing by 2007 through privatization, military construction, or divestiture. We enhanced our partnerships with local schools in an effort to improve the scholastic performance of family members and reduce the impact of Permanent Change of Station (PCS) moves on our children. And we implemented “Navy One Source” customer service to provide expert help for Sailors and their families on service and community topics.

Our fight for improved pay and compensation for our people paid off with 3.5 percent military pay raise this year in addition to special pays and bonuses. We reduced average out-of-pocket housing costs to zero, thus allowing Sailors and their families more of an opportunity to own their own homes and have a stake in their communities.



Quality of service is the daily manifestation of our commitment to our people. By continuing to improve compensation, educational initiatives, and support for our families, we stand ready for mission accomplishment. In 2005, we will further invest in the growth and development of our Sailors by discovering ways to employ educational experiences in real life scenarios of officers and enlisted personnel. In addition, we will continue our resolve to eliminate the isolated instances of inadequate housing, and drug and alcohol abuse, that inhibit future progress.

ALIGNMENT

The goal of our alignment initiatives is unifying the entire Navy and deepening cultural change in our institution. “Alignment” within our Navy refers to two fundamental goals: (1) it ensures our organizations, systems, and processes are constructed effectively and efficiently to produce and sustain a combat-ready fleet geared to fight as part of the joint force; and (2) it ensures we share a common understanding of our missions and objectives through effective communications across the entire organization. Throughout the last five years, we have launched numerous initiatives to better align our organization and we are beginning to see the fruits of that labor. The past year has produced a continuous stream of initiatives that has enhanced our alignment, making us a more efficient and effective fighting force through joint and coalition operations.



Matching our Sailors with superior technology will allow us to set precedence in the future battlespace. The establishment of the Human Performance Center provides our Sailors better growth and development opportunities, eliminates performance and training deficiencies, saves money, and improves readiness. We have designated the Commander, Naval Education and

Training Command as the service's Chief Learning Officer and the single authority for individual training, strategy, and policy. The establishment of the Commander, Navy Installations (CNI) Command improves our capability to manage dispersed facility operations, thereby conserving resources, setting standards, and improving our infrastructure. We further improved the integration of our total force, streamlining Reserve headquarters and increasing Reserve access to active platforms and equipment.

To integrate policies and requirements for manning, equipping, and training all fleet units, we created the Commander, Fleet Forces Command (CFFC) in 2001. This year, we put in place a fleet requirements-generation process with CFFC as the lead fleet integrator. We also aligned the Navy Warfare Development Command (NWDC) and warfare centers of excellence under CFFC to stimulate concept development and technology insertion to the fleet. We created fleet type commanders to lead their communities with one voice from the waterfront—an effort that is now helping us design our Human Capital Strategy and refine our training and maintenance processes—and most importantly, to give the fleet a stronger voice in Navy headquarters in Washington.

VICTORY... OUR HERITAGE AND OUR FUTURE

The Navy is a proud service. It has a 229-year history of honor and courage and greatness. Our mission remains to bring the fight to our enemies and win. We will not fail. We stand ready for present demands as we transform for the future challenges. We have set in motion this transformation, and although demanding, it is the bridge to our future. Our task is to prevail today while bridging to a successful future.

We will continue to pursue refined operational concepts to deliver the kind of dominant military power from the sea envisioned in *Sea Power 21*. We will continue to pursue operational concepts for sea basing persistent combat power—moving beyond the requirement of securing military access—to deliver decisive joint capability.

We will align ourselves to best organize our personnel and resources across the Navy to support the fleet, the training and education of our personnel, and the synergies of the various levels of our organization. We will eliminate redundant activities within and across our organizational boundaries.

Through Sea Trial, we will increase our operational, organizational, and technological agility, investing in technology and systems that enable naval vessels to fight above their weight and enhances the survivability of the joint force against anti-access threats and the dangers of the littoral environment.





Through Sea Enterprise we will increase innovation throughout our Navy and create an environment that supports rapid implementation of improved processes. We will reward innovation and efficiency, while leveraging technology to improve performance, facilitate process improvement, and minimize manpower costs.

We will continue the evolution of Sea Warrior to empower our people with a lifetime of learning, advanced technology, and more choices and incentives establishing a competitive career environment. We will invest in “smart ship” technologies and condition-based systems that indicate when maintenance is necessary. Because the nature of the work will change, we will reassess and modify our personnel structure to maximize the benefits that change will yield.

While the Navy of the 21st century may be dissimilar to the Navy of the past, the business of the Navy will always be combat and victory, our mission and our heritage. The positive changes we have undertaken and those yet to emerge will bridge our present to our future. Winning the Global War on Terrorism and deterring aggression while ensuring maritime dominance are facets of the most challenging operating environment we have encountered.

Your Navy is transforming to provide sustainable, immediately employable U.S. power as part of a joint force to meet any challenge, anywhere, anytime.

