

Senate Armed Services Committee
Subcommittee on Seapower and Subcommittee on Readiness
12 December 2018

Chairman Wicker, Chairman Sullivan, Ranking Member Hirono, Ranking Member Kaine, distinguished committee members. On behalf of our Sailors, Marines and civilian teammates serving around the world, thank you for your bipartisan efforts to restore funding stability to the Department of the Navy.

The foundation for restoring readiness and increasing lethality has been set. Now we must build on that foundation with a sense of urgency, with a focus on our people, capabilities, and processes. While we have much to do, we are well underway, and during this testimony we will highlight some of our progress.

The National Defense Strategy identifies three lines of effort to counter the increasingly complex security environment we face. The first is to build a more lethal and ready force. The second is to strengthen alliances. And the third is to reform the way we do business. Let me highlight the major muscle movements we are making:

We're increasing lethality and readiness through targeted investments in weapons platforms and munitions, while enhancing our partnerships with the private sector. As an example, alongside our private sector partners, we are gleaning commercial best practices to increase efficiency and flow in our maintenance facilities to turn the platforms back to the fleet as quickly as possible.

The Navy Marine Corps Team is strengthening our network of allies and attracting new partners through joint exercises such as RIMPAC, Trident Juncture, Malabar and Bold Alligator, and increasing opportunities for our personnel and their allied counterparts to study together, serve together and operate as a single unit. Teaching, learning and exercising together seals a long term bond with those that will be part of the fight. Aligned and trained allies and friends are our force multiplier in both manpower and capital assets.

And we've made business process reform a top priority. At every level we must become a continual learning enterprise, identifying best practices from the private sector, promoting a culture of problem solving, and achieving efficiency at the speed of relevance.

Recent examples of this include the newly revised Surface Force Training and Readiness Manual which places more focus on training and changes the delivery strategy of Basic Phase Training to ensure ships are able to continuously train during the Optimized Fleet Replacement Plan cycle.

This, coupled with the establishment of the Maritime Skills Training Centers in Norfolk and San Diego, which enables Surface Warfare Officers to develop their mariner skills throughout their career, are increasing our capabilities by investing in our people.

The American taxpayers provide us with their treasure, and in return they trust us to protect them from the risks associated with an ever changing world. We owe it to them to ensure that every single dollar is invested in the most effective manner possible to fulfill our sacred oath.

We have more examples of our efforts put forth to increase readiness and lethality. While we have been focused on addressing root causes of issues we face, you should be aware that we are making systematic changes that will take time to meaningfully move the needle. In order to affect our goals, we must have consistent funding, any break in that consistency will have dire effect on our progress.

We appreciate the support and oversight of the Senate Armed Services Committee on behalf of the world's finest Marines and Sailors, and look forward to your questions.