

**Chief of Naval Operations  
Adm. Jonathan Greenert**

**National Press Club Remarks**

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**Adm. Greenert:** Ladies and gentlemen, I can assure you you won't find all of those words in my biography. I really do not know where -- oh I know, she must have got it -- I thought all that was embargoed. But thank you very much.

I'm very honored and privileged to be here today, ladies and gentlemen, and I would like to give a big shout out to the pastry chef who made these cupcakes. I'm about to burst into tears because the logo on my cupcake was my last lead command, until I became a bureaucrat. This is [inaudible] in a strange way, but also very inspiring. I want to thank you very much.

It's been 14 months in the job here. It's everything thing they promised me as I've been in this job. An amazing group of sailors, civilians and their families that always impress me. Always wanting to do more and work for something bigger than themselves. I've been honored to serve them.

Again, thank you for the invitation. I'd like to talk about two things today and then take some questions. One, our position, what I call our position report of the Navy since my time as the Chief of Naval Operations, and our rebalance to the Asia Pacific, a very important initiative as we work to comply with our Defense Strategic Guidance.

Our position. When I started the job 14 months ago and I looked out there, what is this going to be like here in the future? What's the sea out there? What's the channel look like? I saw the Budget Control Act, I saw the Arab Spring all around us, Operation Enduring Freedom, Afghanistan, and the changes taking place there, and a new defense strategy probably on the horizon. I said you know, I want to make sure that our folks in the Navy from the ward room to the board room to the ready room, for our aviators, are focusing on the things that are really important. I broke it down into kind of three tenets or a lens, the way to look through things. I brought these up and they're still applicable today.

Number one, warfighting has to be first. It has to be in our mind all the time. That is what we are put together to do, that's why this nation created a Navy, to be sure that we can assure security, and if necessary win the war. Everybody, all of our folks are essential in that regard. Warfighting is our primary responsibility.

Number two, we need to operate forward. Our Navy is at its best when it is out and about, and that has been our heritage, it's been our legacy, our tradition through the years. As we celebrated the 200<sup>th</sup> commemoration of the War of 1812 during this past year and are still doing it today.

Operating forward means using innovative ways to make sure that the ships that we have are where we need them to be. It's not just necessarily how many ships we have, but how many ships we have forward.

Third, be ready. Be ready means more than just parts, more than maintenance, more than fuel. It also means we have competent and proficient crews that are ready to do the job and get that job done.

So those tenets that I just laid out for you, those six words remain applicable today and are key to how we do things in our leadership in the Navy.

Our force today, I passed out the chart list there for you to help you follow along as I make some points here. We have about 50,000 sailors out today, deployed on about 110 ships that are deployed around the world, and on the chart here where it says Today's Navy, you'll see where in the world they are. You'll notice that about half the ships we deploy forward are in the Asia Pacific region and it's been that way for about ten years. We've had somewhere between 45 and 50 ships forward deployed today in the Pacific.

About half of those ships deployed in the Asia Pacific are there all the time. I call it the forward deployed naval force. We get great leverage having a forward deployed naval force. Number one, they're there all the time; two, they build relationships and assure allies; and three, a little factoid, to keep one ship forward from the continental United States requires four total ships. One is there, forward deployed, one has just come back, one is about ready to go forward, and in the process, and one is in deep maintenance. So if we can leverage to operate our ships forward, keep them forward, then we get a good return on investment.

You'll notice about a third of our deployed ships are in the Middle East, in the Arabian Gulf; and about a dozen plus are in, actually today about 18 ships are in the Mediterranean due to the issues that we have in the Mediterranean.

The key here for me, as you look here you'll see little kind of valve signs if you will, what I call the maritime crossroads. The Straits of Malacca, the Strait of Hormuz, the Suez Canal, the Straits of Gibraltar, and of course the Panama Canal. We have to have access, be at or have access in those places. The maritime crossroads. That's where the life blood of the world economy travels through and that's what we need to be able to maintain and sustain the world. That's one of our primary jobs.

So we develop also and nurture places. You'll notice the little squares. Places like Diego Garcia; like Singapore; Yokosuka, Japan; Atsugi, Japan; Djibouti, and Camp Lemonny at Djibouti; Rota, Spain. These are places. They're not our bases, they are places where allies allow us to go and to refresh, to resupply, to increase our logistics. And if you look around there, these are important places for us to continue our vision as we look out there in the future. In my view they are very important to our ability to continue to execute the Defense Strategic Guidance.

You'll notice lastly that there's a little box on the lower left, and it lays out how long it takes to get from the East Coast or the West Coast to say the Suez Canal, to the Strait of Hormuz, and it's several days. In fact in some cases it's two or three weeks. If we're not forward and ready to get the job done then it's going to take some time. So again, operating forward is important.

I mentioned that recently I published a position report and in the Navy when you are out at sea you prepare for the captain what we call the 8:00 o'clock report done in the morning or the 12:00 o'clock report if you do it at noon. It's the position report. It's a fix and it says here is our [inaudible] today, captain, here's where we are, and some things may have occurred. We may have been set off of our course due to wind, due to the current. I published this position report to kind of lay out for the Navy where we are after my first year on the job. We've been set a little bit, if you will, on some emerging challenges since I've taken the job and we have to adjust our course a little bit.

Some things that have emerged since I've taken the watch that we have to focus on right now in the near term. One, sexual assaults. I'm troubled that we haven't moved forward to limit and really reverse the trend on these events during my time here. For me, sexual assault is a safety issue. Our sailors, as they serve, of all genders, everybody deserves a safe place to work and it's a safety and readiness issue for me. We need to focus on it. We have a strategy. We are moving out on it and it will receive my full attention over this next year. We have to treat it as a crime because that's what it is.

Next, suicides. We've had concern, and a creeping kind of increase in the number of suicides we've had in the Navy. We measure it by number of suicides per 100,000 so that we have a consistent measure. Regrettably, a few years ago we had about 13 suicides per 100,000; now it's 15 per 100,000 so we're creeping up. We have to address it. We have to empower our sailors to be able to deal with stress. We have to look out for each other and we have to imbue, embed that in all of our ship mates to make sure that if somebody's reaching out we're ready to take care of them.

Third, OpTempo has been a little higher than I expected at this time a year ago. We are operating higher than planned and we need to reconcile how we continue to support that.

Right now we are committed to providing two carrier strike groups in the Arabian Gulf through March. We've been doing this since 2010 and we're committed to that, as I said, through this March. We need to take a look at that and we will be with the Joint Staff and the service to see if we need to continue this, what do we need to do to adjust our training if necessary, our industrial base and our maintenance processes to be sure that we can respond as necessary.

We need to look at our OpTempo from the perspective of our people. We call that individual tempo, ITempo, which is a measurement of what each sailor's requirements are going to sea, coming back, and then rotating out as opposed to the unit. I think it's important for the health of our force that we continue to do that.

Lastly, manning at sea. Our manning overall is acceptable. I'm satisfied with that. But the leadership skills in certain billets, on certain positions on certain ships has to be adjusted to make

sure we get that right. So that as we respond to the increased OpTempo we've got the right leadership in the right place at the right time. We'll pursue that.

During this past year I've done some studies and found a few initiatives that I may not have thought about a year ago but they're important. We want to make the electronic magnetic spectrum in cyber a primary warfighting domain. We'll be accelerating our effort in this regard. It goes something like this.

I had some folks take a look and say what frequencies are we using in the electronic magnetic spectrum? How much energy are we putting out there? Are people measuring it? And do we know what we need to know about that? The answer was, you know, we did a pretty good job at least at one time. During the Cold War. Some of you may remember a mission control, and that was a consistent effort that we had. But not so much now because frankly, we haven't had to do that.

So we need to do what I guess I would call take care of our electromagnetic hygiene, to know how much energy we're putting out there that is being picked up, if you will. How much, what frequency band? Why do we use the frequency we do? Can we hop frequency as we build new systems? Because it will be important. Because a lot of our potential adversaries and a lot of new systems are coming in that measure exactly that for our missions. So electronic magnetic spectrum is important.

We need to sustain our dominance in the undersea domain. That's continuing a network approach. It's important to have submarines, they are a main part of dominance in the undersea domain. But it's also a matter of having systems. It's EA aircraft with sonar buoys. It's surface ships with appropriate sonars and towed arrays. It's fixed systems on the bottom. And it's unmanned underwater vehicles that are going to be in front of us. And we're not far from being able to deploy all those systems.

We'll continue to develop and field an integrated, unmanned aerial system to operate from a carrier. This next year, here in fiscal year '13, we'll do a demonstration of an unmanned vehicle from a carrier and recover it, that we'll be able to use that system. That will lead us to building a system that we can operate within our air wings and provide that persistence, support, logistics. Because if you don't have all the systems to support the pilots that have to wait. Extra payload, extra system, extra capability. That will be an important part of our future.

A few words about our rebalance to the Asia Pacific. In our Defense Strategic Guidance which we released just about a year ago, it was clear to us that we needed to rebalance, if you will. We were directed to rebalance in the Asia Pacific while sustaining appropriate capability in the Middle East.

The Asia Pacific has been a long time focus for the U.S. Navy. Five of our seven treaty allies are in the Pacific. Six of the top G20 economies and the largest armies in the world are in the Asia Pacific. So it makes sense that we would do that.

As I mentioned on our graphic there about 50 ships, about half of what we deploy annually are in the Asia Pacific and about half of those are homeported there. So it's an important area.

Typically we measure when we make changes and we rebalance, we measure the [inaudible]. But I'll tell you, ladies and gentlemen, it's more than ships. It's really about capability. There's much more to this rebalance than ships.

How will we rebalance? Four ways.

One, it will be force structure, it will be ships. If you look on your chart you'll see the tomorrow picture, if you will, the Navy Tomorrow, and you'll see a listing from fiscal year '13, '17, '20, how we will migrate, how we will evolve our ship count to the Asia Pacific and to the Arabian Gulf and other areas around the world.

How do we, if you will, stop creating ships? Again, it's operating forward in innovative ways that make sense. We'll have new ships coming in, the Littoral Combat Ship, which will deploy and operate forward. We'll rotate the crews. That will free up some of our larger surface combatants, our destroyers to be able to deploy elsewhere. We'll bring on what's called the Joint High Speed Vessel, a catamaran. High speed, 30 plus knots, 35 plus knots, with a helo deck to take care of some of the missions that we have amphibious ships doing today, say in Southern Command, African Command, and the European Command. Again, freeing up amphibious ships to deploy elsewhere.

We'll bring on what's called the Afloat Forward Staging Base, an auxiliary like ship. Actually built from the basics of a tanker and the centerpiece put in where they can balance up and down, and with that fuel, a flight deck, and an opportunity to deploy a lot of [inaudible]. Great comfort, [inaudible], do perhaps Special Operating Forces, and we'll bring in an Afloat Forward Staging Base and again, that will free up amphibious ships to do other jobs in other parts of the world.

So as we bring on perhaps ships that more likely resonate with some of the missions we need around the world, we'll be able to redeploy and redistribute our forces around the world, our ships, and rebalance to the Asia Pacific.

I'll tell you, key to this is a recent initiative where the government of Spain offered us the opportunity to forward deploy, put ships and families in Rota, Spain, four of our Aegis Class DDGs. Top notch ballistic missile defense capability for the defense of Europe.

As I mentioned before, they will be there in theater, and remember what it takes, four to one. We have four there all the time. So we'll effectively free up six ships to redeploy elsewhere that we would normally send [there].

So more presence to the Asia Pacific through force structure. That's number one.

Two, we will base more ships and aircraft on the West Coast. As our ships retire through the remainder portion of this decade, we will replace them on the West Coast such that by 2020 we will have 60 percent of our ships on the West Coast or the Pacific, homeported, and 40 percent

on the East Coast. Today it's 55 percent West Coast, 45 percent East Coast. So that's number two.

Number three, we're fielding new capabilities in our rebalance to the Asia Pacific, guided by the AirSea Battle concept of operations, we'll increase capabilities in the undersea. As I mentioned before, the [inaudible] system, a timeless underwater vehicle. We will also bring on a network undersea capability, and make that cover larger, broader areas. We'll bring in the P8 which is a replacement for our P3 maritime patrol aircraft, vastly increasing ASW coverage in the undersea domain. The surface area capability wise will bring improvements in our anti-ship cruise missile capability. We'll be able to detect further out cruise missiles and be able to therefore engage them further out. Anti-ship ballistic missiles to counter that capability, we'll have that in our surface capability there in the Western Pacific. And in the air we'll have improved air-to-air. We're bringing in the Joint Strike Fighter. She will deploy to the Western Pacific first. The [inaudible] improved weaponry and improved radar to extend our range.

Lastly, number four in our rebalance, we'll be developing partnerships. What I call a rebalance of intellectual capital. We'll expand and mature our alliances in the Western Pacific, and we've got a foot up on that today.

As we speak, [inaudible] our folks, our operations folks at the 7<sup>th</sup> Fleet and at the Commander , Chief Self Defense Fleet for Japan are collocated in their operations there for certain operations. In Korea, the same exists. We are collocated with our brothers and sisters in the Republic of Korea Navy. In Singapore, the Singapore government and military have offered us a site where we can operate joint task exercises, doing humanitarian assistance, disaster relief operations there in Changi in Singapore, using a facility there.

So our partnerships are maturing. Our partnerships are growing in the Western Pacific.

There will be 600 events from staff talks to major exercises in the Western Pacific and we do 170 ship-to-ship exercises a year. We will continue to mature those and work those up.

Intellectually and strategically at our War College as we bring our students on, we'll be focusing more on the Western Pacific as a benchmark. We have to, again, retain our capability and stay in the Arabian Gulf, what is needed there, but our focus, our benchmark, will remain and will be the Western Pacific.

We'll sharpen our focus and the capability that's needed in the Western Pacific. Looking at doctrine, looking at what is needed in the future for systems, for R&D, for science and technology. The benchmark. What is needed in the Western Pacific.

So there's really a whole panoply of means by which we will be rebalance. Ships are important and they are a good measure, but there's so much more as we look toward the future and we meet the requirements of our Defense Strategic Guidance in this regard.

Having laid that out, I commend that to you as our future, how we see things today as we prepare our budget for fiscal year '14. It's to support just this very effort that I mentioned to you.

I think we're on track and prepared to meet our national security commitments in this regard.  
And the Defense Strategic Guidance.

Thank you very much, and I look forward to your questions.

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