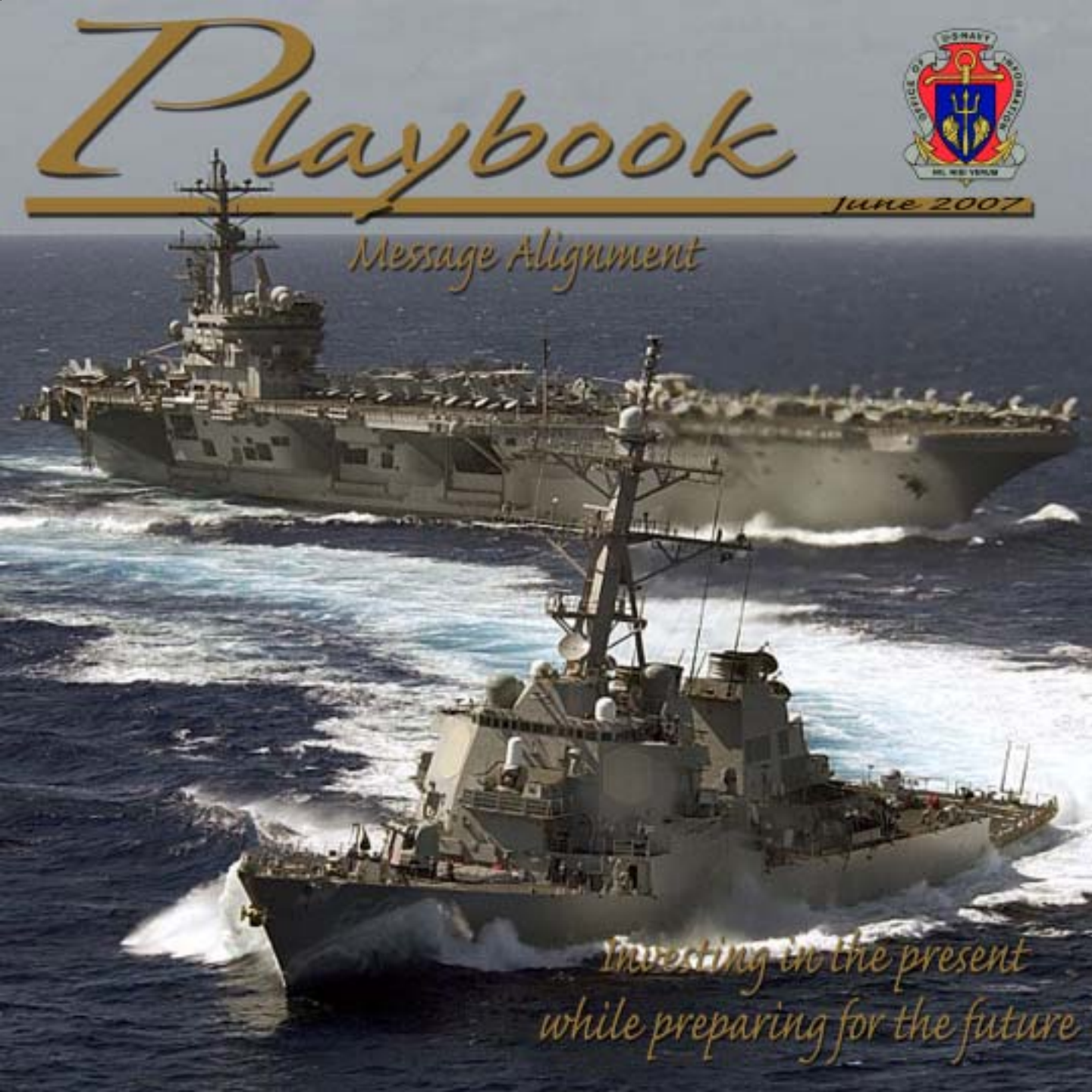
Playbook

June 2007

Message Alignment



Investing in the present
while preparing for the future

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Introduction

Direction

As Navy leaders we have a responsibility to tell the Navy story to our citizens, who, in spite of outreach efforts, are not getting our message. The Chief of Naval Operations frequently references the most recent poll data which shows erosion in both public confidence and admiration for the armed services and the Navy in particular.

When asked to rate the most prestigious service, responses were divided thus:

USA	25%
USMC	23%
USAF	23%
Navy	9%
USCG.	4%

Clearly these results are not favorable to the Navy.

The American people are not aware of what our Navy is doing or why we do it. There are many contributing factors to this trend. Fewer people are serving. The mission is also at sea and with a sparse distribution of facilities in the heartland compared to the hundreds of operational facilities of our sister services nationwide. This is the reality we face and the challenge that lies before us.

Outreach

An effective outreach program can assist the American people in understanding the value of their investment in the Navy. In turn, the Navy derives significant benefits from its outreach efforts, including: a greater understanding of the role and need for a strong Navy in support of national defense; recruitment of a qualified and representative workforce; and Congressional awareness and support of key programs and initiatives.

Public outreach is not just nice to do; it is essential. We must seek opportunities to speak about all the Navy does. And when we do speak, when we are seen, when we go to Navy Weeks, we speak with the same message.

Tools

Playbook is designed to assist leadership by providing broad message alignment and guidance under which all efforts, programs, initiatives and missions can fit. We are all stakeholders in proactive efforts to communicate the vital mission of our Navy.

A variety of outreach opportunities are available: Fleet Weeks, Navy Weeks, Air Shows, Navy visits, namesake visits, and the speakers program. The information found here can and should be used at every communication opportunity whether adressing elected officials or speaking at an All Hands call.

Support

As CHINFO, I will do all I can to energize the Public Affairs community to help tell the Navy story. I look forward to supporting your varied communication requirements.

RDML Gregory J. Smith

The United States Navy

Vision

Americans secure at home and abroad; sea and air lanes open and free for the peaceful and productive movement of international commerce; enduring national and international naval relationships that remain strong and true; steadily deepening cooperation among the maritime forces of emerging partner nations; a combat-ready Navy – forward deployed, rotational and surge capable – large enough, agile enough, and lethal enough to deter any threat and defeat any foe in support of the joint force.

Mission

Organize, train, maintain and equip combat-ready naval forces capable of:

- -Winning the Global War on Terror and any other armed conflicts
- -Deterring aggression by would-be foes
- -Preserving freedom of the seas
- -Promoting peace and security

SECNAV Guidance

- Provide a Total Naval workforce optimized to support the national defense strategy
- Aggressively prosecute the Global War on Terrorism
- Build the Navy/Marine Corps Force for tomorrow
- Emphasize safety
- Reinforce a strong ethical foundation

CNO Priorities

- Sustain combat readiness
- Build a fleet for the future
- Develop 21st century leaders

Focus areas

- Warfighting
- Enabling strong partnerships
- Diversity

Investing in the Present while Preparing for the Future

"Naval forces are uniquely balanced to address these diverse strategic challenges with the capability and capacity to rapidly project power anywhere in the world. We cannot allow ourselves to be fixated on one threat alone."

– Dr. Donald C. Winter, Secretary of the Navy

Investing in the Navy and Marine Corps is essential to the future of the Nation. We must maintain current readiness, sustain operational tempo, and support the quality of life of our Sailors and Marines and their families while preparing for a future of uncertainty. Our priorities are to fight the GWOT by investing in the present needs of our Navy and Marine Corps. We prepare for future challenges by investing in our people, facilities and capabilities.

Investing in the present

Fighting the GWOT. There are more than 50,000 Sailors and Marines serving in the CENTCOM AOR; of those, over 21,000 Marines and 12,000 Sailors are serving on the ground in Iraq and Afghanistan. Additionally, over 700 Sailors and Marines are in the Horn of Africa. At the same time, approximately 40-50 % of the fleet is at sea in support of continuing operations.

Safeguarding our forces. We are safeguarding our forces in harm's way by investing in measures to counter and protect our men and women from IEDs with such platforms as the Mine Resistant Ambush Protected vehicle (MRAP) and the Modular Tactical Vest (MTV).

P**roviding world class health care.** The Department of the Navy has strengthened its commitment to provide the best comprehensive medical care on and off the battlefield, pairing advancements in medical capabilities with continued post-deployment monitoring. This will ensure the long-term physical and psychological welfare of our Sailors and Marines.

Resetting the Force. Intense combat operations have had a significant impact on the quality, operability and service life of the Navy and Marine Corps equipment. It is imperative that we support our brave men and women by replacing our rapidly aging equipment with the next generation of weapons and gear, while refurbishing or replacing equipment damaged in combat operations. This will ensure the capability and readiness of the force for future operations.

Preparing for the future

People. The Department of the Navy is committed to taking care of its Sailors, Marines and civilian employees by sustaining our quality of service programs. To reach this goal, we are improving training, compensation and promotion opportunities, as well as health care, housing, operational schedules and personnel tempo.

Facilities. The Department of the Navy is developing Global Infrastructure Plans to ensure our Sailors, Marines and civilian employees have quality housing and facilities in which to live, work and train.

Capabilities. The Department of the Navy must continue an acquisition program which seeks to build a fleet that is affordable while meeting the security and operational challenges of the 21st Century. Our investment must cover all facets of the surface, sub-surface, aviation and special warfare requirements. At the same time our investment must strengthen expeditionary capabilities.

Focus On Execution

"The Navy, with its ability to deliver two unique attributes day to day ***– global reach and persistent presence*** *– is our nation's 'Strategic Reserve.' There is no alternative to a well balanced Fleet."*

– Adm. Mike Mullen, Chief of Naval Operations

Priorities

Sustain combat readiness: With the right combat capabilities – speed, agility, persistence, and dominance – for the right cost.

Build a fleet for the future: Balanced, rotational, forward deployed and surge capable – the proper size and mix of capabilities to empower both our enduring and our emerging partners, deter our adversaries, and defeat our enemies.

Develop 21st Century leaders: Who can better compete for the talent our country produces and creates under the conditions in which the full potential of every man and woman serving our Navy can be achieved, through transformed manpower.

Focus areas

Warfighting: With an eye "beyond Iraq," our new Maritime Strategy must strike a proper balance between the enduring requirements for traditional naval capabilities and those needed to confront and influence the dynamic security environment of the 21st Century.

Building strong partnerships: We must continue to embrace the vital contributions that out partners make in working to secure the global community. The "1000 ship Navy" concept, currently called the Global Maritime Partnership, along with the Global Fleet Station pilot are gaining international attention.

Diversity: As a stronger and more relevent armed force, we must truly represent democracy. Diversity is a strategic imperative for the U.S. Navy.

"Last year we 'threw the rudder over' and set ourselves upon three main priorities: ***sustaining combat readiness****;* ***building a fleet for the future****; and* ***developing 21st Century leaders.*** *They were the right priority then, and are the right priority now."*

– Adm. Mike Mullen, Chief of Naval Operations

"The Navy answered all bells in 2006. We met every demand by the President and the Combatant Commanders for well-trained combat-ready forces"

– Adm. Mike Mullen, Chief of Naval Operations

Global threats are proving ever more complex and unpredictable. Potential enemies will resort to whatever means available to wreak havoc and destruction – physically, economically, and psychologically – unhindered and unconstrained by moral conscience or social norms.

To counter these threats, our Navy must maintain its asymmetric advantages: superior power, precision, technology, information and people. If we are to retain the initiative today and in the future, we must continue to answer the call with **the right combat capability, at the right time, in the right place, and for the right price**.

First and foremost, we must be a fighting, seagoing service. We must defend Americans at home and abroad by combatting terrorism, deterring aggressors and winning wars. We must keep the sea-lanes open for the peaceful movement of international commerce. We must forge constructive relationships with navies around the globe. We must provide humanitarian and crisis response to natural disasters.

The nation needs an agile, adaptable, persistent, lethal and surge-ready force. Sustaining our current readiness is key to supporting our national objectives. A ready force can "surge" on demand, deterring aggression and taking the fight to the enemy while also conducting international disaster relief and humanitarian missions.

Naval Operation Concept

The Naval Operations Concept (NOC) represents a unified vision for the future and describes how, when and where the Navy and Marine Corps will contribute to the National Defense and Maritime Security strategies. In addition to fighting the nation's wars, U.S. Naval Forces must adjust the way they operate along guiding principles as outlined in the *National Strategy for Maritime Security*.

- The NOC calls for more widely distributed forces to provide increased forward presence, security cooperation with an expanding set of international partners, preemption of nontraditional threats, and global response to crises in regions around the world where access might be difficult.
- Provides an intellectual stimulus intended for evolving the Maritime Strategy and refining the Navy-Marine Corps team.
- Encourages innovation and debate on how to best leverage the services' strong historic interdependence to meet the security challenges of the 21st Century.
- Clarifies the sea-base concept of Global Fleet Stations, a persistent sea base from which to coordinate and employ adaptive packages within a regional area of interest.

Elevator Speech

The United States finds itself in a new strategic era and faces a security environment composed of numerous and diverse challenges that threaten our national interests.

The Naval Operations Concept (NOC) represents a unified vision for the future. It describes how, when and where the Navy and Marine Corps will contribute to the National Defense and Maritime Security Strategies. In addition to fighting the nation's wars, U.S. Naval forces must adjust the way they operate along guiding principles as outlined in the *National Strategy for Maritime Security*.

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Warfighting

The freedom to conduct naval operations in support of joint, allied and coalition operations – assuring joint access and projecting persistent combat power– must be preserved through enduring warfighting competencies.

- With the creation of the Navy Expeditionary Combat Command (NECC), the Navy is expanding our Nation's ability to extend combat power from the sea to the littoral regions of the world. NECC combines maritime security, expeditionary logistics, maritime civil affairs, explosive ordnance disposal, naval construction and mobile diving and salvage capabilities to quickly respond to combatant commanders.

- Through Individual Augmentee (IA) deployments, the Navy has quickly responded to the high demand for the unique skills of our Sailors in operational billets around the world. Today, more than 11,000 Sailors are deployed "boots-on-ground" within the 27 nations of the Central Command area of operations.

- U.S. Fifth Fleet leads a coalition of maritime forces in the Arabian Gulf, Gulf of Aden, Gulf of Oman, Arabian Sea and Indian Ocean. Maritime Security Operations help set the conditions for security and stability in the maritime environment, as well as complement the counter-terrorism and security efforts of regional partners.

- U.S. ships play a significant role protecting oil terminals in the Northern Arabian Gulf. These terminals provide the majority of Iraq's income.

Elevator Speech

The Navy and Marine Corps featured an impressive list of achievements in support of GWOT in the past year. Displaying unmatched flexibility, the Navy has quickly transformed to respond to the requirements of the GWOT and maintain its dominance not only in its traditional blue water role but also in the littoral, riparian and ground battle space.

From its maritime dominance to its explosive ordnance disposal efforts, the Navy plays a vital role in the GWOT. We are ashore with more than 11,000 Individual Augmentees on the ground. At sea, Navy Strike Groups patrol the seas and the skies in critical areas around the war in the Persian Gulf and Indian Ocean, denying terrorist access to the sea.

While we continue to fight the Global War on Terror, we are also focusing on the improvement of core warfighting capabilities with an eye "beyond Iraq."

Global Maritime Partnership "1,000-Ship Navy"

The "1,000-ship Navy" is a voluntary global maritime network that ties together the collective capabilities of free nations to establish and maintain a dramatically increased level of international security in the maritime domain. Working with our partner countries, our vision is to extend the peace through an interconnected community of maritime nations.

- The time has come for the Navy to look at Sea Power as a team effort, which enables us to close seams, reduce vulnerabilities and ensure security.
- Through multinational exercises, security cooperation and personnel exchanges, the U.S. Navy is building ties with nations around the globe.
- Even in places where U.S. assistance is neither required nor routinely requested, nations are expressing a desire to work together to achieve common goals. This groundswell of support is a major step forward in promoting the economic and political stability that secures for all maritime nations the benefits of globalization.
- Hundreds of successful initiatives are taking place around the world. We contributed small boats and Automated Identification System programs to Gulf of Guinea nations to support Recognized Maritime Awareness. We expanded the Naval Academy's foreign nation engagement strategy, increasing enrollment to 51 students from 25 countries.
- The **Global Fleet Stations (GFS)** pilot program will serve as a regional cornerstone for phase "0", Shaping and Stability Operations. GFS supplies an adaptive force package that supports the 1,000-ship Navy with a persistent presence.

Elevator Speech

As navies, we have successfully learned to use the advantages of the sea – mobility, access, sovereignty – to win wars and defend borders. We must now leverage the same advantages to close seams, reduce vulnerabilities and ensure security of the maritime domain.

No nation can do it alone. We require a global Maritime Security network rooted in a strong partnership of like-minded nations. The 1,000-ship Navy, under hundreds of flags but with an unified objective, will allow us to maintain an increased level of international security in the maritime domain.

A groundswell of support from military leaders around the world has allowed us move forward with this concept and make it a reality.

In 2007, USN, USMC, USCG and State Department are supporting two GFS pilot programs, one in SOUTHCOM and one in EUCOM.

"We submitted to Congress a new 30-year shipbuilding plan, christened nine new ships – including the first LCS, USS Freedom – and commissioned another two. We consolidated Mine Warfare Command with the Fleet ASW Command; stood up the Naval Expeditionary Command; and established our first Riverine Squadron."

– Adm. Mike Mullen, Chief of Naval Operations

Our forces must develop in a way that prepares us to deal decisively with conventional, asymmetric and emergent threats.

To prevail in the maritime domain, we must build the ***right fleet***, deploy the ***right aircraft*** and maintain the ***right shore infrastructure*** required to support them. Our force must be balanced, rotational, forward deployed and surge capable.

To support the Navy of the future, we must possess today the discipline and vision to allocate resources for the fleet of tomorrow.

Recapitalization of our Navy involves an appreciation of future warfighting needs and a willingness to address them, both of which are evident in ship and aircraft designs that are being pursued and developed today for the Navy of the future.

It also involves commitment to fiscal and design efficiency that streamlines and improves business practices, allowing us to build the future Navy and maintain our current readiness at lowered cost – thus making that future Navy affordable and achievable.

Maritime Strategy

Today's interconnected world and global economy depends more than ever on free and safe sea lanes. This requires a new Maritime Strategy to address current challenges and face uncertain threats.

- Where the old Maritime Strategy focused on sea control, the new one must recognize that the economic tide of all nations rises not when the seas are controlled by one, but rather when they are made free and safe for all.
- The process of creating a new Maritime Strategy focuses on creating a vision of how this country, as a maritime nation, will assume and share its commitment to free and secure maritime challenges to fuel a more prosperous future for our children.
- To develop the strategy we are seeking a competition of ideas. Through a series of forums, the Navy initiated a conversation with the country to collect input from individuals, educators and civic organizations.
- The U.S. Marine Corps, Coast Guard, combatant commanders, business and educators are part of this collaborative approach.
- The new Maritime Strategy must reflect the roles and missions we are expected to perform: in the War on Terror, in conventional campaigns, in defense of the homeland, and in shaping and stability operations.

Elevator Speech

The Navy initiated a "conversation with the country" to collect input from scholars, citizens, and civic and business leaders for the development of a new Maritime Strategy.

This strategy must reflect the roles and missions we are expected to perform in the War on Terror, conventional combat campaigns, defense of the homeland, and shaping and stability operations.

This new Maritime Strategy is required to face the threats of our interdependent societies and global economy. It must go beyond the protection of trade routes to incorporate three enduring naval strengths: to influence; to anticipate and flexibly respond; and to build friends and partners.

313-Ship Fleet

The Navy's 313-shipbuilding plan ensures that we are building today the fleet of tomorrow. This 30-year shipbuilding plan is a capability-based projection of future fleet requirements. The Navy's goal is to produce the most lethal platforms possible at the best possible military value.

- Shipbuilding is a national security issue. The 30-year shipbuilding plan ensures the Navy is able to sustain its Major Combat Operations while meeting increasing asymmetric threats.
- The future fleet must be geared to support an ever more complex set of missions, including homeland defense, Global War on Terror, irregular warfare and conventional conflicts.
- No one ship will meet the needs of the Navy; we need a "Family of Ships." CVN 21, DDG 1000, LCS, MPF (F), and the new SSN will continue to sustain the Navy's unmatched capabilities in the high seas. They enable us to defeat growing threats in coastal regions and elsewhere.
- The Navy will keep its shipbuilding plan affordable by reducing and controlling cost. The first step toward controlling cost is buying the right level of capability and preventing "requirement creep."

Elevator Speech

Shipbuilding is a national security issue. The Navy has developed a long-range plan for the construction of its next generation fleet. The plan details the construction requirements for combatant and support vessels over the next 30 fiscal years. It represents the force structure required to support the National Security Strategy.

The warfighting requirement is a minimum of 313 ships. The mix of ships includes the right balance of ship-types to ensure missions are met but not overmatched.

In order to meet the objectives of this plan, the Navy has embarked on critical initiatives to reduce and control costs. The 313-shipbuilding plan supports our mission and ensures a capable, agile, lethal and adaptable fleet at the right cost.

Navy Enterprise

Navy Enterprise will enable execution of the Navy's strategy by delivering required capabilities within budgetary constraints. The key to this approach is a deep understanding of the requirement, the cost and accountability to deliver that requirement – absolute transparency of data and processes. This framework enables the Navy to achieve its strategic vision of being able to fight and win against all adversaries, both today and in the future.

- The Navy Enterprise framework will leverage improved coordination between five TYCOM-led warfare enterprises and nine provider/enabler domains to reduce the cost of readiness while increasing the efficiency with which its delivered.
- Single process owners – Naval Aviation Enterprise, Naval Surface Enterprise, Naval Undersea Enterprise, Naval Expeditionary Combat Enterprise and Naval NETWAR/ FORCEnet Enterprise – have the primary mission of delivering Navy Components and Combatant Commanders increased productivity across their domain at reduced costs.
- Providers/enablers – MPT&E, NAVSEA, NAVAIR, NAVSUP, NAVFAC, SPAWAR, CNIC, BUMED and ONR – manage value streams to support TYCOM-led enterprises with common metrics.
- Navy Enterprise Executive Committee (NE ExComm) acts as the Navy's top-level governance body to focus, guide and enable enterprise objectives.

Elevator Speech

Delivering the right force with the right readiness is the core function of Navy Enterprise.

Navy Enterprise will ensure we generate the buying power to deliver the future Navy. It allows the Navy to develop a better understanding of our total costs of doing business and their linkage to current readiness and future capability in order to maximize buying power. The ultimate goal is to achieve global maritime dominance while fighting contemporay and future battles.

Navy Enterprise aligns requirements, providers and resources with focus on desired output: readiness at cost.

The CNO, as overarching process-owner, leads Enterprise efforts to identify optimum outputs for current and future readiness; identifies specific value-added processes to support output; and monitors performance against a single fleet-driven metric.

The men and women of the Navy's Total Force – active and reserve Sailors, civilians and contractors – ARE the United States Navy. They continue to work in traditional and nontraditional operations, sustaining core capabilities and readiness while building a Future Fleet as a Naval force that can operate, fight and lead in a variety of challenging environments.

The rapidly expanding requirements of the Nation's Maritime Strategy demand that the Navy be a more capable and versatile force. This force is, and will be, a diverse Navy Total Force, collectively possessing the wide array of knowledge, skills and abilities required to deliver critical warfighting capability to the Joint Force.

Supporting this requires a profound change in how we do business – personnel systems of the past will not deliver the force of the future. As we build the Navy of the future and prepare our people to answer the challenges of our dynamic and dangerous world, the Navy will continue to improve Total Force readiness, stabilize the force, and execute policies that enable our people to develop their personal and professional capabilities.

Our Sailors are interacting with cultures across the world in a variety of roles. The **Strategy for our People** will help us develop and sustain a Navy force for the future, providing an environment where individuals can reach their full potential.

We have moved beyond focus on number of billets to **Size, Shape and Stabilize the Navy Total Force**. This goes beyond the right number of billets to include having the right individual to fill that billet and a system to respond to changes in war fighting requirements.

Diversity

Our Navy is our people. People – and the diverse talents and skills they bring to their jobs – have been the key to Navy mission-success for well over 200 years. Our continued success requires recruiting and retaining people with the talent and skills needed for future missions. Today's leaders are responsible for sustaining a diverse Navy that includes an increasing number of leaders from all walks of our Nation.

- Diversity is all the different characteristics and attributes of individual Sailors and civilians that enhance the mission readiness of the Navy.
- It is not about head count. We need to create an environment that encourages and enables all Sailors and civilians to reach their personal and professional potential.
- The strategic imperative of diversity is clear: keep pace with the shifting distribution of workforce talent to attract and retain the people you need or risk not having that talent.
- Diversity is achieved by improving the way we recruit and retain our people. Each Sailor and civilian must reach back to those behind them and mentor them.
- Navy, other services and the corporate sector are directly competing for the top talent in our Nation's rapidly diversifying workforce. This competition will increase.

Elevator Speech

Diversity is a strategic imperative for the United States Navy. Diversity is critical to mission accomplishment. Everyone in the Navy contributes to mission success and brings to our collective effort unique capabilities and individual talent.

As the world becomes more globalized and our Nation more diverse, our ability to access, retain and employ the different talents and experiences resident in our country's population will increasingly impact mission success at home and abroad.

Diversity is a leadership issue, and everyone is a leader. Our work environments must show people they are valued and respected. The must also provide them with the opportunity to reach their personal and professional potential.

Improving diversity takes time. To keep the Navy competitive in recruiting and retaining a talented and diverse force, we must engage **now.**

Strategy for Our People

To sustain a stable Total Force, we must transform into a capability-driven, competency-based, diverse Navy that is agile, effective and cost-efficient. Our strategies inform, guide and ensure these decisions enable us to sustain the ready, stable Navy force we need in the future.

- The commitment to our people – our number one priority – has produced the best Total Force readiness to date.
- The Navy's Strategy for our people will actively promote increased diversity and a culture of inclusion as a strategic goal at every level.
- The Strategy for our people defines six strategic goals:

1. **An Effective Total Force** – Active and reserve military, civilians, and contractors – viewed as one integrated team.

2. **Capability-driven** – Navy force requirements will be based on current and future joint warfighting needs as dictated by the National Defense Strategy.

3. **Competency-based** – Navy work and workforce will be focused on the knowledge, skills, and abilities that enable performance.

4. **Competitive in the marketplace** – Continuous revision of policies and practices to deliver comprehensive pay.

5. **Diverse** – a culture of inclusion that encourages all Sailors and civilians to reach their full professional and personal potential.

6. **Agile and cost effective** – **we** will deliver additional capability from a smaller, yet increasingly talented, educated and integrated force.

Elevator Speech

Navy's Strategy for Our People will help us achieve a manpower, personnel, training and education model that targets and attracts the right talent, then retains, develops, equips and motivates them throughout a career of Navy service.

It is a model that supports the manpower needs of the warfighter and professional development needs of the individual. It fosters a spirit of teamwork that allows all members of the Navy Total Force to achieve their highest potential while defending our nation with honor, courage and commitment.

The strategy will fundamentally transform an outdated system of manpower and personnel management into a modern technologically enhanced system that improves the entire process. At the same time, it will enhance quality of service for our Sailors. It will integrate separate manpower, personnel, training, and education initiatives into a single, strategically managed plan.

Sea Warrior

The Navy's new generation of Sailors expects to be more involved in making their career and life decisions. Sea Warrior progressed from important entrepreneurial efforts – Revolution in Training, Project Sail and Improving Navy's Workforce – to get us to where we are today.

- 5VM is the face of Sea Warrior and the goal in 2016. We are resetting the vision to provide our Sailors with a clearly defined and responsive system of career management tools.
- Like other elements of Sea Power 21, Sea Warrior consists of multiple products delivering diverse capabilities.
- We are transitioning from a system based on 231 years of Navy schedules and priorities to one that is centered on Sailor involvement.
- Our policy must refocus on Sailors and their needs while addressing access and technical issues.
- Spiral 1 centerpiece is a Career Management System (CMS) with an Interactive Detailing Capability.
- CMS will empower our people to assume a more active role in the management of their professional growth, personal development and career planning. Sailors will have the ability to apply for positions online, making more informed career management decisions, analyzing options and available opportunities.
- Interactive detailing will initially be made available only to a tightly-defined control group. Full delivery is scheduled for June 2009.

Elevator Speech

The long-range vision of Sea Warrior remains unchanged: an easy to use, integrated and responsive family of career management, training and education systems for Sailors to invest in and to direct their careers, education and professional development. Sea Warrior puts the Sailor at the center of the process.

In the near term, we are focused on access and delivery, performance, and policy to support one primary product – interactive detailing. Evolving from the entrepreneurial Revolution in Training and other efforts that help us understand work we need to do and how we can best match the Sailor to that work, we are transitioning from a system based on 231 years of Navy schedules and priorities to one that is based on Sailor focus and involvement.

Size, Shape and Stabilize the Navy Total Force

For several years, the Navy's focus was on sizing the force by ensuring we had the right number of billets and filling every billet with a Sailor. Today, we are expanding our focus to include shaping and stabilizing the force to ensure we also have the right fit between the knowledge, skills and abilities required by a billet and those possessed by the Sailor filling that billet. We are also working to and ensure we can easily adjust either based on changes in war fighting requirements. In sizing the force, we must determine the right number of billets required to meet current and future requirement. To shape the force, we must ensure we have the right type of individual available in our force to fill those billets. In order to stabilize the force, we must have a personnel management system that can proactively respond to changes in war fighting requirements.

- It is not enough to be ready today. We must look forward and predict our future requirements. We must continuously assess the size of our Navy Total Force and make the necessary changes to shape and stabilize our force based on anticipated future requirements.

- The Navy has shifted from a platform-based manpower determination approach to capability-based personnel management. As we sized the force, we forecast that the manpower required to provide the necessary capabilities for a force structure of a minium of 313 ships and 3,800 aircraft is approximately 322,000 for the active component and 68,000 for the reserve component in 2013. This is based on analysis of current and future war fighting needs.

Elevator Speech

The Navy has shifted from determining manpower based on the platforms and billets required to a personnel management construct based on required capabilities.

In sizing the force, we must determine the right number of billets required to meet current and future war fighting requirement. To shape the force, we must ensure we have the individual with the right skills to fill those billets.

In order to stabilize the force, we must have a personnel management system that can proactively respond to changes in war fighting requirements. The manpower required to provide the necessary capabilities for a force structure for a minium of 313 ships and 3,800 aircraft is approximately 322,000 for active duty and 68,000 for reserves in 2013. This is based on analysis of current and future war fighting needs.

"Focused United States Government processes and efforts to understand and engage key audiences to create, strengthen or preserve conditions favorable to advance national interests and objectives through the use of coordinated information, themes, plans, programs, and actions synchronized with other elements of national power."

– Quadrennial Defense Review 2006

Strategic Communication (SC) is a "process" vice a "product"

- An integrating process driven by specified objectives and desired outcomes focused on key audiences.
- An enabler through which the Navy synchronizes its information activities with policy, plans and operations to inform the perceptions, understanding and behaviors of various audiences.
- The way a message is conveyed is as important as the message itself; for this reason, SC seeks to integrate policies and actions with messages.
- SC, as a process, will craft the Navy's "why" (desired outcome), "who" (the target audience), and "what" (the desired behavior), into an integrated amd executable plan the encompasses key issues and activities.

The desired outcome of SC

- Provide a real-time, dynamic understanding of information environments
- Ensure plans, policies, activities, operations, exercises and actions are in concert with communications.
- Produce a communication strategy that synchronizes information capabilities while ensuring integration of words and actions in support of deliberate, crisis-action and long-term planning activities
- Counter misinformation by ensuring products remain dynamic and responsive to changes in the operational and information environments. SC requires continuous assessment to determine if it is achieving desired effects.

The SC Process - Analyze, Plan, Execute and Assess

CNO Outreach Responsibility

One of the single most effective methods for delivering the Navy message and supporting the Navy Communication Strategy is through personal outreach efforts by our senior officers, civilian and enlisted leadership.

- Each senior leader should make a speech or conduct a public engagement before a "non-Navy" audience **outside** the local area at least twice quarterly. It is important that we reach diverse audiences that may have little or no understanding of the U.S. Navy.

- Three and Four-Star Admirals are asked to conduct media engagements, editorial boards, press conferences, or in-depth interviews in their local areas and wherever they travel for speaking events. The themes should be drawn from this Playbook, Rhumb Lines and speaker-support material available online.

- Our internal audiences must also hear regularly from leadership. All Four-Star Admirals and Fleet and Force Master Chiefs should arrange to participate in internal media venues. Naval Media Center can support this effort.

- All leaders should visit an educational institution (primarily a high school, college or university) in their hometowns or in the area of an alma mater at least once a year.

- Commanding officers assigned to ships named after cities, states, and individuals should arrange a "namesake" visit for representatives of their crew to their respective city or state (or applicable place related to the ship's namesake) at least once while in command.

Navy Office of Community Outreach (NAVCO)

NAVCO, a CHINFO field activity, operates to ensure the Navy meets its obligation to inform Americans of the investment they have made in their Navy. To this end, NAVCO plans and executes programs to raise public awareness of the Navy, its people, operations and capabilities throughout the nation. It focuses on locations where no significant Navy presence exists. Its area of operation includes the continental United States, fewer Fleet concentration areas and the Los Angeles and New York City markets. Services and programs coordinated by NAVCO include:

- **The Calendar for America (CFA)**. The annual CFA includes approximately 20 Navy Weeks, as well as other high-visibility public awareness events such as Fleet Weeks, diversity events, Blue Angels performances and ship commissionings. Navy Weeks are coordinated by NAVCO. They build upon local celebrations around the Nation that offer positive exposure for the Navy. NAVCO coordinates an array of outreach assets to bear on a single market by using a major pubic event such as an air show, state fair or large-scale festival as an anchor. The 2007 Navy Week schedule can be found at http://www.navy.mil/navco/display.asp?page=navy_weeks.html.

- **Speaker Support**. NAVCO operates a national Speakers' Bureau tailored to assist Navy leaders in finding resources and tracking speaking engagements. A comprehensive Speakers Resource Library is available at http://www.navy.mil/navco/display.asp?page=speakers.html.

- **Media and Civic Outreach**. NAVCO builds elationships with media, civic, business and education leaders and organizations in key American markets. NAVCO's network of more than 40 Reserve PA professionals is uniquely positioned to represent the Navy and coordinate home town media interviews, DV embarks, Navy Weeks and leadership visits.

- **Organization Liaison**. NAVCO serves as the first point of contact for organizations such as the American Legion, VFW, America Supports You and others.

- **Ship Ceremonies**. NAVCO provides liaison and coordination of speakers, bands and media outreach support for USS and USNS ceremonies.

- **Aviation Support**. NAVCO reviews for eligibility more than 1,000 requests every year for aviation-related support and further assists in coordinating schedules involving the Blue Angels and Leap Frogs. For more information, visit http://www.navy.mil/navco/display.asp?page=aviation.html.

- **Band Support**. NAVCO serves as the approval and coordination activity for 14 Navy Bands and approximately 1,000 requests for Navy music support each year. Visit http://www.navy.mil/navco/display.asp?page=band.html

- **National Capital Region COMREL**. NAVCO coordinates dozens of special projects in support of DoD, The White House, and other agencies in the National Capital Region. Among many of these programs are DoD's Joint Civilian Orientation Conference, Presidential Classroom, Senate Youth Foundation and Close Up Foundation.

- **Caps For Kids**. NAVCO coordinates the Navy's Caps for Kids program, through which Navy ball caps donated by commands Fleet-wide are delivered by Sailors to children battling serious illnesses in hospitals throughout America. For more information, visit http://www.navy.mil/navco/display.asp?page=caps.html.

Online Resources

Many resources are available online to help research, plan and prepare presentation speeches or briefs. Click the links or visit www.navy.mil or http://www.navy.mil/navco/display.asp?page=speakers.html.

Speeches

- Currents - Talking points, Briefings and fact sheets on topical Navy issues
- Archives of Speeches
- The art of Speechwriting
- Speech planning "Tip" Sheet
- Speech writing "Tip" Sheet
- Presentation/Style "Tip" Sheet
- Clearance of DoD Information for Public Release

Briefs

- Navy 101 Brief
- Maritime Strategy

Other resources

- Rhumb Lines - message alignment tool for senior leadership on Flag/SeS web
- Nacy Fact File
- Status of the Navy
- This Day in Naval History www.history.navy.mil

June

Midway

Safety Month

Flag Day

1-9 Portland Navy Week

9-16 Chattanooga Navy Week

June 20 - July 4
New England Navy Week

July

Independence Day

1-7 Pittsburgh Fleet Week

7-21 Detroit Navy Week

August

National Aviation Day

20-26 Indianapolis Navy Week

Aug. 27 - Sept. 3
Cincinnati Navy Week

Aug. 27 - Sept. 1
Milwaukee Navy Week

September

Hispanic Heritage Month
(Sept. 15 - Oct. 15)

Patriots Day

POW/MIA Day

4-9 Sioux City Navy Week

6-22 Salt Lake City Navy Week

October

Navy Birthday

National Disability Employment
Awareness Month

1-7 Dallas Navy Week

5-9 San Francisco Navy Week

7-14 Twin Cities Navy Week

14-21 Raleigh Navy Week

November

Miltary Family Month

Veterans Day

American Indian
Heritage Month

4-10 San Antonio Navy Week

December

Pearl Harbor

Army Navy Game

Holiday Message

January

Budget

Martin Luther King's Birthday

February

Presidents' Day

African American
History Month

Budget

"Navy Weeks" are perfect opportunities
for flag officers/COs to meet their speaking commitments.

March

Environmental Stewardship

Women's History Month

April

Environmental Stewardship

Earth Day

16-22 Louisville Navy Week

29 Apr. - May 5
Denver Navy Week

May

Asian Pacific Heritage Month
Physical Fitness & Sports Month
Armed Forces Day
Memorial Day

Questions on events in the calendar should be directed to NAVCO at (901) 874-5801 or e-mail
john.g.bernard2@navy.mil