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Admiral Clark has consistently reinforced five priorities throughout his tenure as CNO: manpower, current readiness, future readiness, quality of service, and alignment. His leadership guidance for 2005 lays out his annual vision for the Navy. In it, he states our most important attributes must be speed and agility so that we lead change, not simply keep pace with it.

**Manpower.** The crucial deliverable for 2005 is a comprehensive Human Capital Strategy – one that delivers the right skills at the right time for the right work. As leaders, we maintain our covenant leadership with our Sailors by providing them with meaningful, satisfying work that lets them make a difference. By integrating the Active Component (AC) and Reserve Component (RC) into a Total Force, we can reduce total manpower while accomplishing a broader mission.

Quality is up – 95 percent of new recruits will have a high school diploma; 15 percent will have college experience. Performance evaluations may be extended to include 360 degree assessment – from supervisors, peers, and subordinates. Executive education and training will expand to keep pace with enterprise needs. Expect to see alternative training delivery instead of the traditional classroom, including self-paced Web-based training and Web-based seminars.

**Current Readiness.** The key word for the future is “surge,” and the Navy will only own resources that have a surge capability. Our forces will be organized around this surge operational concept. Expanded missions include maritime interdiction operations, homeland security (HLS), force protection (FP), and counterterrorism. Our training programs will incorporate best practices from joint training systems.

We shall work to reduce rates for motor vehicle fatalities, aircraft mishaps, civilian lost days, and off-duty recreation fatalities to 50 percent or less of FY-02 numbers. We

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shall increase our antiterrorism (AT) and FP posture for all installations. Our ability to deliver HLS and FP may include the creation of a professional master-at-arms officer community.

**Future Readiness.** Speed and agility, combined with joint and coalition interoperability, will become core Navy attributes. Expect to see increased research and deployment of unmanned platforms for counterterrorism and AT/FP missions. With increased emphasis on joint operations, we shall double the number of qualified joint operational planners and implement a Joint Force Maritime Component Commander’s (JFMCC) course for flag officers. We shall implement a road map to achieve the guiding principles of the Naval Ashore Vision for 2030. The Navy will work with Congress to eliminate legislative barriers to necessary change.

***Bringing the fight to our enemies is our mission.***  
***Transforming ourselves and our great institution for the dangerous decades ahead is our imperative.***  
***Our task: Prevail today while bridging to a successful future.***

We shall explore new ASW technologies, develop strategies to defend the Sea Base from ballistic missiles, and field a new 5” gun round effective against small boats. Research will continue into alternate propulsion methods for submarines and surface combatants, as well as bio-diesel for nondeployable vehicles. We shall designate an expeditionary strike group to serve as a prototype “Global War on Terror ESG.”

Information Operations will expand, possibly to include a professional information operations cadre. We shall enhance our ability to defend against computer network attacks. A common global address directory will be accessible by all Navy network users. The Naval space strategy includes concepts such as a space cadre.

**Quality of Service.** Quality of service is the daily manifestation of our commitment to people. The foundation of the Human Capital Strategy is identifying work content for every Sailor and civilian. By more tightly fitting

educational experiences to job requirements, we can better determine undergraduate prerequisites for success. We shall eliminate inadequate housing by 2007 and achieve homeport ashore by 2008. Our goal is to reduce illegal drug use and alcohol-related incidents 25 percent or more from CY-04 levels.

**Alignment.** By firmly establishing a cultural change within our Navy, we can align our actions with our institutional values and priorities. The Navy is a world-class organization, and we shall set the standard for warfighting effectiveness and technological agility. We shall foster a culture of productivity and continuous improvement enterprise-wide and shall remove organizational impediments to change. We shall eliminate redundant activities and reduce our industrial footprint ashore by 30 percent.

Commander, Fleet Forces Command (CFFC) will take the lead in developing a plan to complete Active-Reserve integration. A new position of Assistant Chief of Naval Operations for Information Technology (ACNO-IT) will take the lead in aligning infrastructures and application resources.

**Bridges to the Future.** There are five principal bridges to the future: refined operational concepts (including sea-basing persistent combat power, delivering decisive joint capability, and multicrewed initiatives to keep our platforms operating forward-deployed), alignment (eliminating redundancies and integrating AC and RC), Sea Trial (including network-based, cross-platform systems for fusing sensor information), Sea Enterprise (rewarding innovation and efficiency while pursuing efficiency and cost containment), and Sea Warrior (empowering our people with a lifetime of learning, investing in smart ship technologies, and fundamentally changing our personnel structure.)

Our mission remains bringing the fight to our enemy. We face a new and uncertain future and face the daunting task of implementing change within a large, public institution. Leadership must drive alignment of values and behavior. With consistent standards, we can raise the bar of personal behavior and cultivate a culture of personal responsibility. Our people are what is best in our Navy. Take care of them, learn and grow as leaders, and embrace the future with a sense of confidence and excitement.

See <[www.navy.mil](http://www.navy.mil)> for the complete text of CNO Guidance for 2005. ↴