

NOT FOR PUBLICATION
UNTIL RELEASED BY THE
HOUSE ARMED SERVICES COMMITTEE

STATEMENT OF
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AND
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(MANPOWER, PERSONNEL, TRAINING & EDUCATION)
BEFORE THE
SUBCOMMITTEE ON PERSONNEL
OF THE
HOUSE ARMED SERVICES COMMITTEE
ON
PERSONNEL POSTURE
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I. INTRODUCTION

Chairman Coffman, Ranking Member Speier, and distinguished members of the Committee, I am honored to appear before you to discuss Navy manpower, personnel, training, education, and family support programs.

II. A READY AND CAPABLE GLOBAL NAVY

For more than 240 years, the U.S. Navy has been a cornerstone of American security and prosperity. Just look at the news – from the Sea of Japan and the South China Sea to the Arabian Gulf and beyond, the Navy is there. In our increasingly globalized world, America’s success is ever more dependent on the U.S. Navy.

However, the security environment in which we operate has fundamentally changed within the past several years. America’s competition in the security environment adapted their approach to our strengths and weaknesses, and they have done so at an exponential pace. Our competition is ready to exploit our weaknesses, and America’s success in this competition depends on our actions today. We cannot be bystanders in this rapidly changing environment. We must act with a sense of urgency in shoring our weaknesses if we are to retain our place in the world. We must have outcomes that achieve advantage faster than our competition, and then stay faster. If we do not change the way we approach everything from procurement to training, from personnel policies to engagement, we will lose the influence and maritime superiority we have enjoyed for decades

As Chief of Naval Personnel, I am responsible for ensuring ships, squadrons, submarines, and stations are fully manned with Sailors ready to undertake the many jobs and tasks we require of them. This responsibility includes finding and recruiting talented individuals as well as executing training pipelines that transform Sailors into highly skilled maritime warriors. Here too, in this arena, the Navy faces competition in recruiting America’s top talent, training them with cutting edge technology and techniques, and retaining their expertise on our team of talented people so the U.S. can keep our competitive advantage in the security environment.

III. TODAY’S NAVY – FORCE READINESS AND MANNING

Navy continues efforts to maintain required manning and readiness levels by attracting highly qualified men and women to serve in the most effective and technologically-advanced naval force in history. We will develop, train and educate a ready force to deliver the right person with the right skills in the right job at the right time - a metric we call “fit.” We are also taking deliberate steps to forecast future operating environments and ensure we are prepared to meet emerging challenges. These plans support our goals of retaining our most talented Sailors and maintaining readiness to meet fleet requirements.

Increased accessions in FY2012 and FY2013 continue to contribute to high levels of fleet manning and warfighting readiness. In early FY2017, 98 percent of enlisted sea duty billets are filled. Of these billets, over 90 percent are filled by Sailors with the proper seniority and

appropriate skill level. As Sailors who entered the Navy in FY2012 and FY2013 reach the end of their enlistments, we expect to see a temporary downward turn in sea duty manning levels, as these Sailors transition to shore duty or elect to separate. The FY2016 implementation of the Billet-Based Distribution capability improved our ability to more accurately meet enlisted manning requirements by providing a more detailed enlisted demand signal. The Optimized Fleet Response Plan (O-FRP) framework will continue to drive increased at-sea requirements, and we will be focused on maintaining high levels of fleet manning to ensure deploying units are fully manned and capable of meeting mission requirements, but not at the expense of manning levels elsewhere.

We continue to monitor retention behavior closely across the Navy and remain focused on retaining Sailors in the right mix of ratings and pay grades to position us to meet future mission requirements. The Navy met enlisted retention goals in FY2016, and anticipates meeting aggregate enlisted retention goals in FY2017. However, we continue to experience retention challenges and inventory shortfalls in some critical communities, such as Information Warfare, Nuclear Field, Special Warfare, and Advanced Electronics. Targeting junior enlisted personnel possessing these unique skills with increased incentives will be a critical element of achieving required retention and sustaining a healthy force into the future. After experiencing strong retention from FY2014 to FY2016, current economic indicators suggest a greater pull from the civilian workforce for our top talent over the next couple of years. Getting ahead of this impending change requires focused targeting of bonus programs among high-demand critical skill sets that an improving economy may adversely affect.

Officer continuation remains at historically high levels due, in large part, to targeted incentive pays and bonuses, improved mentoring, recent efforts to add flexible career options, and increased emphasis on life-work integration initiatives. However, specific active duty control-grade officer inventory shortfalls remain in the Unrestricted Line, Restricted Line and Staff Corps communities. Challenges exist in Aviation, Special Warfare, nuclear-trained Surface Warfare Officer and Submarine Department Head retention. In the case of fighter pilots, we have seen a particular impact on retention, due primarily to quality of service factors, but also due to increased airline hiring. We are actively attacking these shortfalls through targeted incentives and other non-monetary retention tools.

Navy met aggregate enlisted recruiting goals throughout FY2016, although some recruiting areas missed individual goals at a greater rate than previously, perhaps an indicator of increased competition within a limited talent market. By any measure, Sailors in today's Navy are the best we have ever seen. Our success is largely due to inclusive diversity recruiting practices, in-service education and credentialing opportunities, and Science, Technology, Engineering, and Mathematics (STEM) outreach. Strategic partnerships with STEM-related affinity groups, and engagements with high school and college students, have heightened awareness of Navy service as a highly desirable career option, inspired the next generation of technically capable Sailors, developed centers of influence that contribute to recruiting efforts, and further diversified the Navy. We remain vigilant as the unemployment rate generally remains below five percent over the past year, mindful of our limited marketing and advertising resources, and with an eye toward ensuring our ability to continue meeting recruiting goals in an improving economy.

In FY2016, we achieved all active component general and medical officer-recruiting goals, except for Direct Accession Chaplains. We surpassed historical attainment for most reserve component general and medical officer programs. However, high active duty retention in some communities presents challenges for meeting reserve officer recruiting goals, since we rely on the prior active service pool as the predominant source for many reserve officer affiliations.

We continue to see significant interest in opportunities for commissions through the United States Naval Academy and Naval Reserve Officer Training Corps, with the number of highly qualified applicants vastly exceeding the number of available appointments. All officer accession sources continue to attract the finest applicants and graduate well-rounded, technically competent leaders for commissioned naval service.

We demand much of our Sailors, and we strive to provide appropriate compensation. While well-deserved pay raises are appreciated and necessary to keep pace with today's cost of living, our Sailors and their families have also benefited from previously low out-of-pocket housing and healthcare expenses. Additionally, our Sailors and their families benefit greatly from robust civilian equivalent credentialing opportunities, such as apprenticeships, and educational benefits under Tuition Assistance, the post-9/11 GI Bill, and post-9/11 GI Bill Transferability. Combined with continued judicious application of targeted special and incentive pays, we anticipate meeting recruiting and retention requirements in the short term. These financial incentives provide a total military compensation package, which competes favorably with the private sector, and has empowered the Navy to successfully recruit and retain a high quality, All-Volunteer Force, despite 16 years at war. Thus, we will monitor out-of-pocket housing, healthcare, and education expenses to ensure a proper compensation package.

IV. THE CHALLENGES AHEAD

The *Design for Maintaining Maritime Superiority* challenges us to think about how we will adjust to a rapidly changing world. That means our workforce must be poised to adapt quickly to new and evolving threats, while continuing to attract and retain the very best Sailors in a competitive talent market. While the Navy is in a good position today with respect to recruiting, retention and fit/fill, we are at a strategic crossroads where we need to think about how we will recruit and retain the force of tomorrow.

Today, there are two fundamental challenges facing the Navy's personnel domain. First is increased competition for talent. We have seen a decline in the number young people with the requisite academic and physical aptitude choosing to serve. Additionally, we are unsure how an improved economy will affect recruiting and retention. Many Sailors leaving the Navy feel stymied by industrial-age personnel systems and processes, which do not provide the choices, flexibility and transparency they want and need. Many personnel processes and infrastructure are complex, outdated, and inefficient. While we have been able to meet mission requirements with these systems and processes, it comes at a high cost of resources and level of effort.

Second, in today's constrained fiscal and operational environment, continuing to do business the way we have always done it is not sustainable. We are finding more efficient and cost-effective ways to train our new Sailors, incentivize, retain, and harness the talented people,

in which we heavily invest. Each year, we recruit, train, and send to the fleet nearly 35,000 new enlisted Sailors. This process imposes substantial and unsustainable replacement costs financially, but also in lost corporate knowledge, warfighting expertise, experience and leadership.

Just as the scope and complexity of the warfighting challenges we face on the battlefield demand a different approach, so too does our approach to recruiting, building and retaining the kind of talented force we need to compete and win in this warfighting landscape. In the FY2017 National Defense Authorization Act, Congress began the important process of enacting comprehensive personnel reforms, a number of which are important to our modernization efforts. Navy appreciates those personnel reform actions, which provide greater flexibility for personnel management, and increased opportunities and options for our Sailors in their career management. Our modern, talented force demands a flexible, dynamic and modern personnel system.

While the Navy has healthy recruiting, retention and manning today, it is vital we update our policies to be able to deal with challenges before we are confronted with a crisis. As with the weapons systems we use, we must continue to refresh our personnel system to keep pace with a rapidly changing world. Our workforce must be poised to adapt quickly to new and evolving threats, as we continue to attract and retain the very best Sailors in an increasingly competitive talent market. Thus, we will continue to evaluate our systems, policies, and practices, and when appropriate, pursue further modernizations to ensure flexibility and opportunities for choice, which desired and valued by the talented cadre of people we seek to recruit and retain.

V. THE CASE FOR TRANSFORMATION

The Navy's Manpower Personnel Training and Education (MPTE) enterprise successfully meets today's Fleet personnel readiness requirements, but will need to materially evolve to meet the future needs of the Fleet and our Sailors. Today, success greatly depends upon the extraordinary efforts of Sailors working tirelessly to overcome an aging business model, its non-coherent and manually intensive IT systems, and the inherent friction in the system.

Further, the MPTE enterprise faces many challenges in competitively attracting new talent, and providing accurate, efficient, and sailor friendly processes to develop, manage, distribute, and retain Sailors - the most vital component of every naval weapon system. Left unresolved, these challenges constitute a significant threat to the Navy's ability to execute future missions vital to national security because, as the naval hero John Paul Jones said, "[people] mean more than guns in the rating of a ship."

Our manpower, personnel, training, and education systems cannot keep pace with a rapidly changing world without an end-to-end holistic modernization of the Navy's personnel business and supporting IT infrastructure. The administrative organization and IT infrastructure as it exists today costs increasingly more for limited value. We are undertaking a significant effort to improve the efficiency of the Navy's personnel business and quality of service to our Sailors, Fleet Commanders and Senior Leadership through the transformation of the technological infrastructure and organization, and put the ways in which the Navy manages our talent on par with today's best corporations.

Within the next few years, we will transform the way our organization operates using modern commercial IT capabilities and practices to streamline and optimize processes. This transformation is intended to holistically improve the way we manage Sailors' careers and transform our labor intensive, antiquated processes into standardized, automated ones. Transforming the way we operate will help us provide an authoritative data environment to improve budget decisions, better manage our organization and programs with a focus on increasing warfighting capability while reducing operating costs and lowering total ownership cost. Through this transformation, we will be able to improve Fleet readiness, customer service to our Sailors, reduce operating costs, effectively recruit, train, and retain the force of tomorrow as well as strengthen and prepare the Navy for the future.

Our goals with this transformation are to:

- Improve Fleet Readiness - predictive analytics will enable better Sailor fit, talent matching, improved retention, and agile responses to meet dynamic Fleet needs
- Dramatically improve the way we support Sailors and their families
- Create call centers and mobile/online self-service portals for Sailors to access their personnel information, and provide 24/7 customer service where the majority of personnel transactions can be done online or via mobile devices like many banks and companies today.
- Reduce cost without loss of output via a new operating model and modern IT system
- Transform labor intensive, antiquated processes into standardized, automated ones that require less management oversight
- Provide accurate, auditable and timely personnel and pay actions
- Have a seamless data environment accessible throughout the enterprise
- Enable predictive analytics supported by Big Data

Incremental change will not occur fast enough – we simply cannot afford to wait that long. This transformation will clearly enable an innovative, agile, and responsive team greatly advancing our support to the Fleet, our Sailors, and their families.

VI. SAILOR 2025

To attract and retain the very best Sailors in an increasingly competitive talent market will require continued flexibility and opportunity in our policies, and practices. Sailor 2025 is a dynamic set of approximately 45 initiatives designed to help us do just that. Built on a framework of three pillars – a modern personnel system; ready, relevant learning; and career readiness - Sailor 2025 is a roadmap designed to change our approach to personnel programs by providing Sailors with choice and flexibility. These initiatives target modernizing personnel management and training systems to recruit, recognize, and train talented people more effectively, and manage the force of tomorrow while improving the Navy's warfighting readiness. Our modern IT infrastructure will help us improve the long term health of the way we recruit, train and retain talent, more accurately and efficiently assign talent across the force, better design and account for compensation packages, and generate a system that allows for greater flexibility and permeability.

Modern Personnel System. The first pillar of Sailor 2025 is a wholesale modernization of our entire personnel system. We are working to create flexible policies and additional career choices, as well as empower commanding officers with tools to retain the best and brightest Sailors. As part of this pillar, we have already implemented several initiatives including the Meritorious Advancement Program, increased credentialing and graduate education opportunities and tours with industry. In the coming years, we are working to implement a “Detailing Marketplace” fleet-wide, which will allow Sailors to negotiate job assignments directly with gaining commands. We are also in the early stages of several other initiatives, including overhaul of the performance evaluation system, comprehensive review of how we tailor and administer advancement examinations coincident with the rating modernization effort, and examining how we might enable ease-of-movement between the Active and Reserve Components.

So far, we have:

- Created the Fleet Scholar Education Program
- Expanded funding industry-recognized credentials to at least one for every rating
- Begun the Tours with Industry Program
- Launched the Meritorious Advancement Program for Enlisted Sailors
- Made statutory promotion board convening language independent of zone and timing
- Removed zone stamps from statutory promotion board view
- Delegated enlisted non-punitive separations authority following Court Martial

There are several initiatives in progress, including:

- Officer Detailing Marketplace pilot
- Active / Reserve Component permeability
- Improving accession talent matching through the Job Interest in the Navy
- Overhauling the performance evaluation system
- Targeted re-entry into the Active Component

We are continuing to evaluate closely the potential benefits associated with initiatives such as:

- Creating targeted and flexible compensation policies
- Merit-based reordering of lineal numbers for the top selectees at statutory promotion boards
- Allowing officer promotion deferment in selected cases
- Expanding officer frocking opportunities
- Enhancing the Navy’s ability to selectively direct the retirement of senior officers prior to statutory limits

Ready, Relevant Learning. The second pillar of Sailor 2025 is focused on providing the right training at the right time in the right manner. We call this effort “Ready, Relevant Learning.” Today, after Sailors graduate from boot camp, they attend formal schooling where they typically receive most of their career rating-specific training. Right out of Recruit Training, Sailors are in rate training that can last up to two years. They have little context and experience, and by the time they reach their assignments, Sailors’ skills may have atrophied or the technology on which they trained might be outdated. Furthermore, as Sailors progress through

their career path, their knowledge is not always refreshed or renewed via formal schools so they are not up-to-date about changing platforms or technologies.

Therefore, we are developing a series of career-long learning continuum in which training will be delivered by modern methods that enable faster learning and better knowledge-retention tailored to “fit” at multiple points throughout a career, similarly to many civilian industry models. We believe this training approach will enable greater immersion across a career using the Science of Learning to identify modern training solutions delivered at the point of need, deliver better trained Sailors to the Fleet sooner, and reduce long-term costs by reducing reliance on “brick and mortar” schoolhouses. The training model is being transformed so content is refreshed for changing technologies, better preparing Sailors to operate and maintain their equipment at its technological limits, and meet rapidly evolving warfighting requirements. Creating an integrated training environment is a long-term investment in the future readiness of our Fleet, with the collaboration of many stakeholders and in multiple phases.

Initially, we have begun:

- Block Learning, a modular approach to the delivery of current training content that links delivery of the training to specific points of need in a Sailor’s career to minimize atrophy of knowledge and skills. The first group of ratings will transition into Block Learning delivery during FY2017 and continue for several years.
- Modernized Delivery, re-engineering training content to leverage new technology. Although this will be realized through multiple training advances, we have begun to see value of some modern delivery methods through programs such as:
 - Mobile Multi-purpose Reconfigurable Training System (MRTS) for the Virginia Class Submarine and Littoral Combat Ship, Emergency Diesel Generator and Torpedo Room Trainer, and Electromagnetic Aircraft Launch System
 - Littoral Combat Ship Conning Officer Virtual Environment
 - eSailor tablet initiative at Recruit Training Command, Great Lakes

While our end state is Integrated Training Development that fully aligns policies and processes for training content development with delivery methodologies, we will continue:

- Adopting and introducing improved and proven training techniques to the Fleet
- Replacing one-and-done classroom training events with career continuums supported by a mix of in-classroom instruction and modern training methods and technology tailored to the unique requirements of each career path
- Increasing access to training for Sailors outside the classroom with mobile training delivery platforms, workplace-embedded job aids, and enduring reach-back/refresher capabilities
- Leveraging cloud-hosted training content to increase the speed of updates to training to match the pace of technological change in the Fleet

Career Readiness. We continue to help Sailors improve their career readiness through enhanced leader development, building a team that looks like the nation we serve and removing obstacles that negatively influence a Sailor’s decision to stay Navy when they are looking to start or raise a family – pillar three.

To accomplish this, we have:

- Extended maternity leave to 12 weeks, with your help
- Changed our dual Navy co-location policy
- Expanded the Career Intermission Program, again with Congressional assistance
- Strengthened our resilience, health and fitness programs across the force
- Improved nutrition awareness
- Expanded Fitness Center hours, and piloted 24/7 Fitness Centers
- Expanded Child Development Center hours and capacity
- Created a Leader Development Framework that recognizes we can no longer take character for granted
- Established a Navy Civilian Workforce Framework designed to provide our Navy civilian teammates the same career management opportunities as our uniformed Sailors

We recognize that leveraging our diversity is crucial to reaching our potential. Leaders generate success and achieve unparalleled performance when they tap into the energy and capability of an actively inclusive team. Toward that end, the ONE NAVY TEAM concept is incorporated into leader development efforts.

VII. TODAY’S NAVY – SAILOR TOUGHNESS

We continue to focus efforts on improving Sailor “toughness” (or resilience) while promoting a culture of respect and preventing destructive behaviors. Our 21st Century Sailor initiatives make clear the value we place on the well-being, safety, and health of Sailors. We will create and maintain a positive command climate in which Sailors treat each other as teammates and have access to the services they need from the Navy. Most importantly, we will continue to care for Sailors and their families – the foundation on which our Navy is built.

Combating suicide is an all hands evolution, all the time. Suicide prevention efforts empower Sailors to be psychologically healthy, adaptive, and mission ready by providing education, training, resources, tools, and policies to reduce suicide risk. A comprehensive four-prong approach envelopes training, intervention, response and reporting, to ensure Sailors have a proactive support network and the proper skills needed to thrive, not just survive. Navy Operational Stress Control is the foundation of our suicide prevention initiatives, supporting the Fleet with resources to navigate the stressors and challenges commonly associated with Navy life, helping Sailors and their families build resilience to maintain personal readiness. We employ six Operational Stress Control mobile training teams, which deliver resilience lessons to all operational units before deployment. We embed resilience counselors to deploy with our largest concentration of Sailors aboard ‘large deck’ ships. These counselors are civilian, credentialed, clinical professionals who go to sea alongside extant teams of chaplains, clinical psychologists and other medical professionals who proactively assist Sailors each day. We have a team of credentialed, clinical, civilian counselors who make up the Psychological Health Outreach Program (PHOP) that ensures Navy Reserve Sailors have full access to appropriate psychological health care services, to increase resilience and to facilitate recovery, which is essential to maintaining a ready military force. Similarly, for our active component, we are accelerating the deployment of mental health counselors to meet their care needs, to reduce the stigma of seeking help, and facilitating reintegration. We are creating a Navy culture of

interpersonal trust that promotes productive stress navigation actions, encourages early peer intervention, advocates help-seeking as a sign of strength, and supports effective reintegration of those treated for stress-related issues.

We recently launched the Sailor Assistance and Intercept for Life (SAIL) program, a research-based non-clinical intervention strategy that provides rapid assistance, on-going risk assessment and support for Sailors who have exhibited suicide-related behaviors. SAIL case managers from Fleet and Family Support Centers will initiate and provide continuous caring contacts with Sailors as well as maintain collaborative relationships with healthcare providers, and command leadership, throughout the critical 90 days following a suicide related behavior. SAIL participation is voluntary for the Sailor, will not replace psychological health services, and is not a form of treatment, but will enhance our suicide prevention efforts, and assist in reintegrating Sailors.

Navy has felt the sting of disappointment from multiple reports of unprofessional, inappropriate, and sometimes criminal behavior by some of our Sailors such as cyber bullying, harassment, and sexual harassment and assault. We remain committed to eliminating this behavior and similar destructive behaviors from our ranks. There is no room in our Navy for this toxic behavior and we are aggressively going after it. We are committed to eradicating this behavior and mindset from our force, and have recently done so in the following ways:

- Conducted Navy-wide, small-team discussions about “No Bystanders,” and our expectations for online conduct
- Reviewed and re-issued online policies and guidelines for Sailors to ensure expectations for online behavior is well established, and is consistent with our high standards and expectations for all other means of treating each other with respect and dignity
- Expanding the extent to which we address online behavior in our continuing sexual assault / sexual harassment campaign plan
- Reviewing and expanding initial recruit and officer accession training
- Executing a Leader Development Framework that outlines how the Navy will develop leaders who demonstrate both operational excellence and strong character

In the beginning of FY2016, we continued our Fleet-wide training series with *Chart the Course* focused on creating culturally aware and educated Sailors and an environment intolerant of sexual assault and other destructive behaviors. This year, we launched *Full Speed Ahead*, training that continues our efforts to combat all types of destructive behaviors across the Fleet, while reinforcing core attributes of the Navy, and signature behaviors, as the foundation of a resilient and professional force. Continuing on our training efforts, *Full Speed Ahead* blends scenario-based videos with facilitator-led discussions to focus on all Sailors, with a unique emphasis on the critical role of mid-level leaders in addressing and preventing destructive behaviors and their associated effects on individuals, work centers (micro-climates) and commands.

We are reviewing and evaluating our Sexual Assault Prevention and Response prevention strategy, program training content, dosage and periodicity, to ensure the training is having the desired impact, such as knowledge transfer, issue awareness and intervention skills. Understanding that changing behavior is an evolving science, we continue collaboration with

academia and other organizations, such as the Centers for Disease Control, to investigate research-informed and evidence-based prevention strategies to reduce and ultimately eliminate destructive behaviors. We are pursuing expertise in the field of behavioral science, which will allow us to address the complex societal issues that affect Sailors and impact readiness levels. We are maturing our capability to use data analytics to understand more fully the nature of incidents that result from destructive decisions and allow more targeted prevention efforts.

Prevention strategies must exist with a strong response capability, with investigations into suspected misbehavior, and accountability for individuals who violate the standards both criminally and administratively. We remain committed to ensuring victims are treated with compassion and receive quality care, conducting investigations with a high-level of competence and timeliness, and providing a fair and equitable system of appropriate accountability to promote justice and assist in maintaining good order and discipline in the Navy. Consequently, all Navy websites have been updated to provide the NCIS text and tip line, and we are reviewing the Uniform Code of Military Justice and Navy policy governing administrative separation. Additionally, through Navy's partnership with the Office of the Secretary of Defense and other Services, we are executing a strategy to prevent and respond to retaliation, by better-understanding the prevalence of retaliatory behavior, which includes reprisal, ostracism and maltreatment.

Fleet and Family Support programs are a critical component in enhancing mission readiness and Navy's 21st Century Sailor initiative. Family support programs assist commanding officers, Sailors and their families in managing the unique demands of the military lifestyle, balancing military commitment with family life. Navy Fleet and Family Support Centers ensure military families are informed, healthy, and resilient through robust programs to include relocation assistance, non-medical and family counseling, personal and family life education, personal financial management services, information and referral services, deployment assistance, domestic violence prevention and response services, exceptional family member liaison, emergency family assistance and transition assistance. Navy child and youth programs provide the highest quality childcare. Navy morale, welfare, and recreation programs provide core fitness and recreation for Sailors and their families to enhance quality of life and encourage life-long positive and healthy leisure pursuits. We extended hours of operation at fitness centers and child development centers in response to the demand signal from Sailors and their families, which positively influences decisions to remain in the Navy and improves our ability to meet fleet readiness requirements.

Navy education programs including credentialing remain in high demand. In FY2016, Navy executed 100 percent of tuition assistance and funded every credentialing request by eligible sailors. Navy Credentialing Program continues to evolve with a recently launched Navy COOL app. Navy is constantly exploring and adding to the over 1,875 funded credentialing opportunities currently available for enlisted, active and reserve. Navy Credentialing Program catalogs and defines information on occupational credentials correlating to every applicable Navy rating, job, designator, and collateral duty/out of rate assignment.

To support implementation of the Blended Retirement System, Navy is implementing the DoD opt-in training to assist current Sailors in their decision-making, and developing new

accession training for those entering the Navy after the transition to the new retirement system. To support Financial Literacy Education, we developed financial readiness programs using a military lifecycle approach that begin at the entry level, are reinforced at the first duty station, and progress throughout a Sailor's military career lifecycle, to assist them in identifying their individual financial training needs at required touch points.

Navy Alcohol and Drug Abuse Prevention programs support enhanced Fleet, Family, and Personal Readiness through aggressive alcohol abuse and drug abuse prevention. Substance abuse places lives and missions at risk, undercuts unit readiness and morale, is often involved in other destructive behaviors, and is inconsistent with Navy's ethos and core values of *Honor, Courage and Commitment*.

The *Keep What You've Earned* campaign seeks to foster improved decision making to protect a Sailor's career investment by creating an environment that encourages the responsible consumption of alcohol in the Navy. This campaign teaches Sailors practical methods to drink responsibly, educates about the consequences of poor decisions regarding alcohol use, promotes and encourages alternatives to drinking alcohol, enables leadership to assist with Sailor education, and creates partnerships between Navy and civilian programs focused on Sailor well-being.

Navy's policy on drug abuse is zero tolerance. Detection, deterrence, and prevention are key elements in combating drug abuse. Our expanded urinalysis program detects prescription drugs and synthetic drugs. As a result, detections of wrongful prescription drug use have climbed, while positive synthetic drug results have declined. We continue our "Prescription for Discharge" campaign to educate Sailors on the proper use of prescription drugs. Our goal is to provide Sailors with the support network, health care, and skills, needed to overcome adversity and make responsible decisions.

VIII. CONCLUSION

We must continue to attract, recruit, develop, assign, and retain a highly skilled Navy workforce. The Navy's manpower, personnel, training and education, and support programs are postured to bolster Sailors and their families and increase their resilience. I look forward to working with you as we continue to shape the Navy to meet current and emerging requirements. On behalf of the men and women of the United States Navy and their families, thank you for your sustained commitment and unwavering support.