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FM COMNAVSURFOR SAN DIEGO CA  
TO ALNAVSURFOR  
INFO CNO WASHINGTON DC  
COMUSFLTFORCOM NORFOLK VA  
COMPACFLT PEARL HARBOR HI  
COMNAVPERSCOM MILLINGTON TN  
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BT

UNCLAS PASS TO OFFICE CODES: TO CNO WASHINGTON DC //N00/N1//  
PERSONAL FOR ALL SURFACE FORCES COMMANDERS AND COMMANDING OFFICERS  
INFO ADM RICHARDSON, ADM DAVIDSON, ADM SWIFT, VADM BURKE, RDML  
STEINDL AND RDML KILBY

MSGID/GENADMIN/COMNAVSURFOR SAN DIEGO CA/-/JUL//

SUBJ/PROSPECTIVE COMMANDING OFFICER PIPELINE (18-3-18)//

GENTEXT/REMARKS/1. WHEN I ASSUMED COMMAND OF SURFACE FORCES I TOOK A  
VERY CLOSE LOOK AT THE CURRENT XO/CO FLEET UP MODEL. THE EXECUTIVE  
OFFICER JOB IS HARD. COMMAND IS EVEN MORE DEMANDING. LINKING THESE  
TWO ASSIGNMENTS BACK TO BACK MAKES FOR AN EXTREMELY CHALLENGING AND  
POTENTIALLY EXHAUSTING THREE YEARS. MOREOVER, THE PREPARATION AND  
EFFORT EXPENDED IN BOTH ROLES IS DISTINCTLY DIFFERENT. WE ARE AT A  
PIVOTAL TIME IN OUR NAVY AND IN THE SURFACE FORCES AND MUST ENSURE  
OUR XOS AND COS ARE PREPARED AND COMPETENT TO EXECUTE IN A BROAD  
SPECTRUM OF OPERATIONS - TO INCLUDE COMBAT - WITH A FOCUS ON OUR  
CORE NAVAL FUNCTIONS OF SEA CONTROL AND POWER PROJECTION IN THE FACE  
OF GROWING COMPETITION. WE NEED OFFICERS IN BOTH ROLES WHO ARE  
FOCUSED, MENTALLY AND PHYSICALLY, AND WHO ARE READY TO TACKLE THE  
CHALLENGES THAT COMMAND PRESENTS WITH ALL THE ENERGY THEY CAN  
MUSTER. WE OWE IT TO OUR NATION, OUR SHIPS AND MOST IMPORTANTLY,  
THE CENTER OF THE UNIVERSE - OUR SAILORS. EARLY LAST YEAR, I DIRECTED  
SWOS, PERS 41, NSMWDC AND CSCS TO WORK COLLABORATIVELY TO ADJUST THE  
SURFACE XO/CO FLEET UP MODEL. MY GUIDANCE WAS TO PROVIDE AN  
OPPORTUNITY FOR THE INCOMING PCO TO REST AND TO PREPARE FOR COMMAND,  
AND TO ALLOW THE NEW XO TIME TO GET ESTABLISHED UNDER A SEASONED CO.  
THE PROJECTED END STATE OF AN 18 MONTH XO TOUR, FOLLOWED BY A THREE  
MONTH RESET AND TRAINING PERIOD, FOLLOWED BY AN 18 MONTH COMMAND  
TOUR, WAS TERMED "18-3-18" DURING CONCEPT DEVELOPMENT. IN  
IMPLEMENTATION, WE WILL USE THE TERM "PCO PIPELINE."

2. I APPROVED PHASED IMPLEMENTATION OF THE PCO PIPELINE PLAN. PHASE  
ONE (ALREADY IN RUN) AFFORDS OFFICERS UP TO 30 DAYS OF LEAVE (IF  
DESIRED AND IF OPERATIONS AND SCHEDULE PERMIT) AFTER THEY ARE  
RELIEVED AS XO IN ORDER TO GET A MENTAL AND PHYSICAL RESET. IF LEAVE  
IS NOT DESIRED, OFFICERS GO TDY WITH THEIR ISIC OR TYCOM AGENT (I.E.  
MIDPAC, RSO PACNORWEST OR CNSS-14 IF ISIC IS NOT CO-LOCATED IN  
HOMEPORT). WE ARE ABOUT TO IMPLEMENT PHASE TWO, WHICH WILL NOMINALLY  
ADD A THREE WEEK PCO COURSE AND A SHORT PCO-FOCUSED TYCOM INDOC TO  
THE 30 DAYS OF LEAVE/TDY PERIOD. THE PCO CURRICULUM IS HIGHLY  
FOCUSED AND INDIVIDUALLY TAILORED FOR EACH PCO STUDENT BASED ON

ADVANCE INPUT FROM THE OFFICER, OUTGOING CO AND ISIC. THE FIRST PART OF THE COURSE IS AT SWOS NEWPORT AND COMMENCES WITH WARFIGHTING COMMAND - A JOINT NSMWDC, SWOS, NWC LEADERSHIP MODULE. THE REMAINDER OF THE CURRICULUM FOCUSES ON ADVANCED MANAGEMENT AND LEADERSHIP, TO INCLUDE MAINTENANCE AVAILABILITY MANAGEMENT FOR THOSE COMMANDS WITH EXTENSIVE REFIT PERIODS, AND SHIP SPECIFIC EMPLOYMENT PLANNING FOR COMMANDS WITH A SCHEDULED DEPLOYMENT. THE TRAINING IN NEWPORT "SETS THE TABLE" FOR FOLLOW ON ADVANCED WARFIGHTING TRAINING, WHICH IS CONDUCTED WITH CSCS AND NSMWDC OVERSIGHT. IDEALLY AT THE END OF THIS TRAINING, THE PCO WILL RETURN TO CNSP OR CNSL FOR A SHORT TYCOM INDOC.

3. AS WE LOOK TO THE FUTURE, I INTEND TO ADD A THIRD PHASE TO FURTHER EXPAND WARFIGHTING TRAINING AS WE DRIVE TOWARD INCREASING THE PROFESSIONAL EXPERTISE OF OUR COMMANDING OFFICERS. THIS STEP IS RESOURCE DEPENDENT, AND I WILL NEED FLEET FEEDBACK ON PHASE TWO TO ENSURE WE MEET THE MARK.

4. PCO PIPELINE POLICY. BY THIS MESSAGE I ESTABLISH 1 OCTOBER 2016 FOR FULL IMPLEMENTATION OF THE SECOND PHASE OF THE PLAN. THIS CONSTRUCT APPLIES TO ALL O-5 SHIP COMMANDS (DDG, LCS, LSD) WITH THE EXCEPTION OF SPECIAL MISSION. NOTE: IN 2017 MCM COMMANDS WILL IMPLEMENT THE SAME CONSTRUCT. THIS POLICY WILL BE INCORPORATED IN THE NEXT REVISION OF CNSP/CNSL INSTRUCTION 1412.2B. FAQs WILL BE PROMULGATED WHICH ADDRESS SPECIFICS ON DEPLOYED AND NON-DEPLOYED SHIPS, HOW AND WHO COORDINATES THE PIPELINE SCHEDULE; FUNDING AND THE PROCESS BY WHICH WAIVERS MAY BE REQUESTED FOR TYCOM REVIEW, AND APPROVAL.

5. BOTTOM LINE. I WANT TO ENSURE COMMANDING OFFICERS AND EXECUTIVE OFFICERS ARE PROPERLY PREPARED AND MENTALLY READY FOR THEIR CHALLENGING AND REWARDING ASSIGNMENTS; PCO PIPELINE AFFORDS US THE MEANS TO BETTER ATTAIN THIS GOAL. I SEE THIS AS A SIGNIFICANT INVESTMENT IN THE FUTURE PROFESSIONAL DEVELOPMENT, EXPERTISE AND READINESS OF OUR LEADERS AT SEA. MY INTENT IS TO PROVIDE THE TOOLS, RESOURCES AND TIME NEEDED TO MANAGE AND LEAD WITH ENERGY, COMPETENCE AND CONFIDENCE. VADM ROWDEN SENDS.//

BT

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