



**FLAG OFFICER IN COMMAND
PHILIPPINE NAVY**
Naval Station Jose Andrada
2335 Pres. M. Roxas Boulevard, Manila

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From: Flag Officer in Command, PN
To: All PN Units

Subj: **Command Guidance**

1. Introduction:

A renewed vigor for our sailors and marines has marked my assumption of command as the 32nd Flag Officer in Command of the Philippine Navy. For years, we have been clamoring for a modern navy that brings forth pride and stakeholder satisfaction. With explicit support coming from HEPBSAIII during his remarks, our vision is not farfetched.

It is indeed a great privilege on my part to lead the Command in sailing our charted course to reach our destination, our vision. My policy and strategic direction will build on the accomplishments of our previous Flag Officers in Command, and shall remain consistent with the Defense System of Management (DSOM), the Philippine Defense Reform, the PN Strategic Sail Plan 2020, and the AFP Internal Peace and Security Plan (IPSP) "BAYANIHAN".

Security scenarios are constantly unpredictable due to uncertainties brought about by the shifting landscape of armed conflicts, terrorism, and even climate change, specifically in our maritime domain. In this regard, let me now shape the salient points of our way ahead during my watch.

2. General Guidance:

Defining the Vision of Leadership

My watch will remain steadfast to the principal focus of any military organization: the accomplishment of the mission and welfare of our personnel. However, I want these concerns to be tempered by a strong sense of institutional and personal discipline. This discipline will be the anchor for other values which I want emphasized during my watch, to wit:

a. **Trustworthy Organization.** Sailors and marines shall aspire to be model citizens worthy of the trust and confidence of the Filipino people. I desire our Navy to be a viable model for Security Sector Reform that will reach out to our various stakeholders for continued guidance and inspiration.

b. **Empowered Leaders.** I want to empower our leadership so that those on the ground will have enough leeway to decide on operational matters but fully aware of the strategic implications of their decisions. We shall promote creativity and provide our

operating units with the wherewithal to get jobs done. However, I will expect no less than excellence in the performance of duties and responsibilities among our unit commanders. Performance shall be its own reward.

c. **Action-Oriented.** We shall all deliver. When we are made to account for the results of our actions, we must be prepared to provide definite answers and concrete examples of accomplishments. Our operational paradigm shall be based on synergy of the Fleet-Marine Team with other stakeholders. It is the partnership that evolved out of this synergy that shall serve as the catalyst for peace and development in our country. In my experience in the South, I have come to the conclusion that we have to endeavor to reach out and optimize rapport with our civilian counterparts, the LGUs, NGOs and NGAs to maximize synergy with all, in the spirit of cooperation and collaboration, if only to bring to the fullest our important role to bring peace and progress to all.

d. **Competent Resource Managers.** We shall break the old habit of implementing programs without a definite blueprint for action. We shall review and update all our plans in a concerted, inclusive, and deliberate manner. We shall have these plans approved not only within our Command but also within the Executive Department consistent with the DSOM. We shall reach out to our legislators to gain their support for our strategic direction. We shall consult and engage our stakeholders in making sure that we develop, maintain, and sustain a strong and credible Philippine Navy that they can truly be proud of.

e. **Humane and Disciplined Personnel.** We shall be guided by the AFPs non-negotiable actions in the accomplishment of our mission by abiding to the rule of law; ensuring compliance with the provisions of human rights; adherence to international humanitarian law; and observance of the rules of engagement and the use of force in our conduct of Fleet-Marine operations. We shall apply the full force of the law and military justice system to our erring members.

3. Specific Guidance:

In the conduct of activities and operations, all PN units and offices shall be guided by the PN Sail Plan with the FOIC, PN's Balanced Scorecard as monitoring tool. Hence, our thrusts and priorities shall be based on the strategic perspectives and objectives of the PN Sail Plan, as follows:

a. Organization Perspective

The thrust of the new AFP IPSP "BAYANIHAN" is the enhancement of non-military operations and other inter-agency activities. Hence, the need to strengthen the capability of the PN to conduct CMO is prevalent and to instill among us the respect for human rights is indispensable. In this regard, the PN OPB, together with N3 and N7, is directed to work together in facilitating the transformation of Philippine Marine Corps' Civil-Military Operations Group into a PN-Wide support unit and in the establishment of a Human Rights Office within the 1st quarter of this year.

The Philippine Coast Watch System is critical for maritime domain awareness and the operationalization of the Coast Watch South (CWS) Project shall be the prototype for this national coast watch system. In this regard, I am directing N2 and N6 with CNISF and CNCEISC to work together in ensuring that the CWS project achieves its purpose.

The role of our PN Reserve Force shall be strengthened. As force multipliers, their nature and character as an organization, complementing the capabilities of the Regular Force, shall be sustained. Moreover, we shall optimize their employment in our inter-agency and CMO activities as well as in our disaster response and humanitarian assistance operations. In this regard, N9 is directed to review and/or formulate policies for this purpose.

b. Personnel Perspective

On the basis of our fundamental responsibility as Force Provider, it is our moral and official obligation that as we send our sailors and marines to harms' way at sea and on land, they must be well equipped, properly trained and organized, and exceptionally motivated; and in the best position to live up to our reputation of being the cutting edge of the AFP in our traditional areas of operations.

The perennial problem of personnel shortage must be appropriately addressed. N1 is hereby directed to finalize the formulation of a comprehensive Competency-Based Human Resource Management Systems Plan that encompasses the recruitment, retention, attrition, promotion, training, and retirement of PN officers and personnel. As part of the plan, innovative wage and non-wage benefits system must be identified and incorporated. The plan must be completed by 30 Jun 2011. Relative to this, the implementation of the PN Officers Field of Specialization had gone underway. I want N1 and NPMC to ensure that the assignment and designation of our Officers is in adherence to their respective field of specialty.

c. Resources Perspective

We cannot overemphasize the need for the Navy to generate funds to support its capability enhancement efforts. Though non-traditional and non-appropriated fund sources are available at higher headquarters, appropriate requests and other means to tap them are necessary. On the other hand non-appropriated and non-traditional fund sources within the Command are managed by different offices and units. As such, development of Program of Expenditures for these funds, most often than not, are not aligned with the overall programming of the Command.

In this regard, DNRMO is directed to identify the availability of all non-PN appropriated funds at higher headquarters such as, if applicable, Philippine Defense Reform (PDR) Funds, and non-traditional fund sources, among others.

Moreover, DNRMO is further directed to develop a PN Comprehensive Resource Management System for all identified PN non-appropriated and non-traditional fund sources by 31 Mar 2011.

d. Capability Perspective

We are an archipelagic country with vast maritime domain to protect but with very limited utilizable naval assets; hence, we must be proactive. We shall find ways to optimize all resources available for our disposal.

In our capability development strategies, we must focus our attention on the facilities that we actually need, where they should be established, and what structures to be built. We shall seek professional advice on the task of identifying and developing real estate properties that can ably support the conduct of our operations; that can be

devoted for housing for our personnel, and those that we can dispose of under the private-public partnerships (PPP). We must make key decisions now so as to avoid spending resources on properties that we ought not to maintain. Thus, the completion of the PN Rational Land Use Plan and the PN Basing Strategy that my predecessors tasked to be formulated must be completed within the next six months.

We shall pursue PPP to generate needed funds for our capability enhancements. However, the primordial consideration for this undertaking must be the interest of the country and the service. We should not be blinded by the promise of profit to circumvent our own needs and requirements.

While we recognize the need to enhance our capabilities through the acquisition of various naval assets, equipment, and facilities, as proposed, we must not lose sight of the significance of reviewing capacity-development activities to be in-sync with our capability upgrade, to wit:

1) **Doctrines.** For years, we saw our navy veering away from its core competencies. Our operations are dominated by extraneous activities that made us perform lead roles in tasks that we just ought to provide support. We have lost our focus on our core mission of providing prompt and sustained naval operations. We need to go back to the basics of our fighting philosophy and re-indoctrinate our officers and personnel on the way our navy should do its business and fight its war. We shall prioritize the review, updating and/or formulation of doctrines that will guide our future development and the conduct of naval operations in support of the AFP IPSP “BAYANIHAN”. Within the next six months, I want N8, together with DNDO to facilitate and complete the review, updating and/or development of these doctrines.

2) **Organization.** Our organizational structure must flow from our mission and function as an organization. This must be contained in a carefully studied Force Restructuring Plan. With a Defense System of Management (DSOM) that is firmly in place, we shall endeavor to come up with a definite Force Restructuring Plan and a Table of Organization and Equipment for the Philippine Navy by the end of this year. In this regard, I want the PN OPB and its sub-committees to facilitate the development of an appropriate force structure, organization, manning and equipage for the PN.

3) **Training.** Continuing training and education for our officers and personnel must be provided with due priority. We need to take a more proactive stance in the conduct of training activities. In this regard, I want N8 to develop a system for the establishment of Mobile Training Teams, Subject-Matter Exchange Programs with private institutions, and other similar training methods to deliver the required training and/or skill to our personnel, especially those assigned in the frontline units within the next six months. On the other hand, there is a need to identify foreign training/courses which are contributory to the enhancement of our organization. In this regard, N8 is further directed to facilitate the review, validation and development of program of instructions (POIs) and other training requirements in the conduct of operations in the different mission areas to be completed within the 1st quarter of this year and ensure that foreign training/courses are rationalized.

4) **Personnel.** Personnel Services comprises the biggest investment in terms of resource allocation for the armed forces. A highly motivated and professional corps of officers and personnel is indicative of a well-managed organization. In this regard, N1, together with DNPMC, is directed to complete the development of a Competency-Based Human Resource Management System Plan within the year.

5) **Leadership.** We shall further strengthen the Center for Naval Leadership and Excellence (CNLE) to develop strategies for leadership development. We shall equip it with tools to allow the office to conduct research and studies of systems in the private sector that are relevant and can be adopted within the organization.

The Performance Governance System, having been the framework to which our PN Sail Plan is anchored, shall be adhered to under my leadership.

We should not close our organization to the counsel and wisdom of our stakeholders and our PN Board of Advisers. We shall continue our open dialogue with them and through the conduct of the PN Leadership Forum. In this regard, DCNLE is directed to ensure the sustained conduct of leadership fora and related activities. Moreover, DCNLE is further directed to facilitate the cascading of FOIC, PN Balanced Scorecard to all PN units to be completed by 30 June 2011.

e. Accomplishment Perspective

The Command fully supports the new AFP IPSP. The dictates in the paradigm shift in the campaign plan require the PN to actively engage a wider range of audience and stakeholders. In this regard, all units are encouraged to engage local government units, non-government organizations and other personalities of influence to enhance their awareness about their Navy.

Moreover, we shall continue to enhance our partnerships and existing security engagements with allied and Southeast Asian navies. Our international defense and security engagements through combined exercises/trainings and other cooperative schemes, will surely improve the readiness condition level of our units and personnel. Further, interoperability will be enhanced; mutual interest shall be protected; and shared values of progress, freedom and democracy shall be preserved.

4. Conclusion:

This is the direction that I have set for my watch. Through the concerted efforts and cooperation from all the members of the Fleet-Marine Team will these endeavors be realized. The tasks ahead may be challenging but let us all work together in accomplishing these tasks not for ourselves but for the people we have sworn to serve and protect and for the country we love! God bless the Navy! God bless our country!


ALEXANDER P PAMA
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