



**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 for the 2nd Quarter of 2011**

1. Introduction:

My first 100 days as your FOIC, PN proved very productive because of the unwavering commitment, support and involvement the whole Fleet-Marine Team has given me. I commend all Officers, Enlisted Personnel and Civilian Employees of TEAM NAVY for a job well done. The milestones that we, as a Team, achieved so far showcased the level of unity and focus the Command has developed through the years of its existence. These milestones will now become the building blocks to reach higher goals that we have outlined since I took Command, until the end of my term. Now that we have attained an increasing momentum in shifting and strengthening our strategies at the different levels of command, we must therefore work double time in pursuing all that we have started and seeing it to fruition.

The challenges that we are currently facing as an institution, with the rest of the AFP, are also giving us opportunities to revisit, improve or rectify practices or systems that fall short of the expectations and standards of our stakeholders. With the DSOM, PDR and the PN Strategic Sail Plan 2020 as our constant guide, and complemented by the new IPSP “Bayanihan” and the CSAFP Command Guidance, I am confident that our Navy has been and will always be on the right path towards good governance.

With that, I now would like to give my Command Guidance for the 2nd Quarter of 2011 anchored on the guidance that I issued last 05 January 2011.

2. General Guidance:

The accomplishment of the mission and welfare of our personnel – with renewed focus on enhancing our human resource capacities vis-a-vis our current and future capabilities – remain to be the primary focus of my watch. We should, however, distance ourselves more from the “usual” way of doing things. I am encouraging everyone, most especially my Unit Commanders, to be more innovative, discerning and responsible in making sure that we achieve these end states.

Moreover, I would like everyone in the organization to have a more conscious effort in instilling the principles of fairness, accountability and transparency in the discharge of your duties and responsibilities, in the management and utilization of our limited financial resources and in the way we engage our stakeholders. This is to ensure that we regain the trust and confidence of the people we have sworn to serve, and at the same time win the peace for them.

This Command Guidance will complement the priorities that the CSAFP has emphasized – genuine reforms, implementation of the IPSP, pursuit of AFP modernization and morale and welfare of personnel.

3. Specific Guidance

As always, I expect everyone to be guided by our Sail Plan with the FOIC, PN's Balanced Scorecard as my monitoring tool. Hence, our thrusts and priorities will continue to be framed in accordance with its perspectives and strategic objectives. In addition to what I stated in my 1st Guidance, the following action items are added:

a) Highly Competent and Motivated Professionals

For us to effectively bolster our human resource capacities, we need not look far, as these are well provided in the Sail Plan's first strategic objective. Hence, all concerned Staff should be guided by the following:

- N8 to facilitate the formulation and implementation of a dynamic Training Management System and the development of future curriculum to equip our personnel with the essential competencies and skills; and N1 to identify the specialized ratings needed to keep abreast of a modernizing Navy. Related to this, is the need to design a framework for a dynamic Competency-Based Faculty Development Program before the end of this year.

- DNPMC to facilitate for the immediate classification of all officers by the Officer Classification Board according to their FOS, which is to be completed by the end of the 3rd quarter. DNPMC is likewise directed to formulate a classification system in the procurement of personnel.

- N1 to strengthen and make more responsive the existing PN Grievance System in order for our personnel to make it as the avenue to express their grievances.

- N1 to formulate the PN Human Resource Strategy as a functional strategy in support of the Sail Plan, incorporating among others, the Comprehensive Human Resource Management System Plan.

- C, OESPA, and all PN unit OESPA officers to come up with innovative and more responsive programs that will elevate the level of ethical standards and public accountability in the Command by 30 June 2011.

- TNIG, TNPM and TNJA to come up with an enhanced mechanism to identify and swiftly execute the appropriate actions to violators of policies and regulations that relate to ethical standards and public accountability, also by 30 June 2011.

- CPNFC, in collaboration with N1, DNPMC, DNRMO and DNMFO should exercise due diligence in the accounting of actual troop strength based on the required ATS and TO and ensure that disbursement of PS funds are judiciously programmed and implemented ASAP.

- N1 to expedite the implementation of the following morale and welfare activities – PN Assistance System for better financial assistance coverage to the families of deceased active personnel; and free executive medical check-up for senior Officers and EP.

b) Sound and Appropriate Maritime Doctrines

All PN personnel should be abreast with the current operational doctrines. In this regard, DNDO is directed to provide doctrines inventory and evaluation of all existing doctrines of the PN before the end of 3rd Quarter this year. In addition, DNDO will come up with a PN Doctrines Development Strategy to institutionalize doctrine support to PN units.

c) Responsive Naval Reservists Program

All operational units are encouraged to conduct interoperability exercises with our Reserve Forces. We may also look into the viability of a program granting scholarships to prospective NROTC cadet officers who may opt to join the Navy. In line with this, N9 will

formulate the PN concept for the reservist base of expansion as the core concept to drive PN Reservists Development.

d) Dynamic and Responsive Naval Organization

In reference to the study conducted by CNLE on the civilianization of certain military positions, N3, in coordination with N1, to spearhead the conduct of an organizational audit to determine the level of responsiveness of the current PN organizational set-up for an effective command and control by 31 July 2011, incorporating therein, mid to high level non-combat positions that can be filled by our civilian personnel. Also related to this are the following guidelines:

- DNDO and DCNLE to ensure that all PN units and HPN Staff organizations are abreast with the PN Basic Doctrine by 31 July 2011.
- N5 to come up with a Force Structure by 31 July 2011 to prepare the Navy to be more responsive as soon as the AFP shifts its priority operation from Internal Security to Territorial Defense.
- All PN units, the OPB, N3 and N4 are reminded in the establishment of a new TOE. This document is a vital input in our Operational Readiness and in the multi-year budget programming.

e) Adequate Financial Resources

The Aquino government, through the Department of Energy, has given significant financial contributions to the Philippine Navy, which in effect, pump-primed our capability build-up and upgrade. The purchase of the Hamilton Class vessel is courtesy of the DOE funds and we are expecting subsequent capability upgrades, also courtesy of these funds.

As part of our continuing effort to generate resources outside of the General Appropriations Act, the PPP Office is directed to explore all possibilities and opportunities relating to generation of non-traditional sources of funds to finance the PN capability enhancement programs and projects.

To back up the PPPO in terms of stakeholders support in generating funds, the PN Board of Advisers will launch the "Support the Navy Foundation" in time for the PN Day Anniversary this May. Once established, the Foundation may now receive donations, fundraising proceeds and the like for use in future equipment acquisition and for the morale and welfare of PN personnel. I am directing N7 and DNPAO to draft and implement a Communications Plan in support to this PN BoA initiative.

To generate more funds for the PN, all Unit Commanders are required to furnish a monthly report to this Headquarters through DNRMO and NASO, on all other source of funds generated by your respective units, to include PNTR collections, donations, etc. I am therefore directing DNMFO, N4, DNRMO and NASO to review and update the PN Trust Receipt Policy by 31 July 2011.

Commanders of all PN units are directed to assess properties, facilities and/or services within their cognizance and propose for possible inclusion in the PPP efforts of the Command. To ensure unity of effort, all units are further directed to submit their proposals to my office through the D, PPPO and the A, PNREMO.

f) Balanced Financial Programs

With the early issuance of the budget call by the DBM, all Unit Commanders and HPN Staff are encouraged to start planning for their proposed APB for 2012. I am directing DCNLE to closely coordinate with the HPN Budget Working Group chaired by

DNRMO in evaluating the proposed Programs, Actions and Plans of PN units and HPN offices and ensure that it is in accordance with the Sail Plan.

All Unit Commanders are reminded to make sure that all monthly PBPR Reports are submitted on time to ensure proper monitoring and evaluation by concerned HPN Staff. I am directing TNIG and TNIA to monitor and assess the budget execution of all PN units and conduct quarterly PBPR.

g) Responsive Naval Support System

To pursue our initiative to have a modernized PN Logistics System, I am directing N4 to establish the PN Logistics System and to customize the Supply Afloat and Supply Ashore Manuals, taking into account current advances in technology.

h) Reliable Naval Facilities

In order to establish the level of customer satisfaction on the use of PN facilities, I am directing Base and Station Commanders to institute a customer satisfaction survey system which will be conducted at random and will form part of the inputs during the conduct of AGIs.

In preparation for the arrival of our Hamilton Class vessels, N4, in coordination with CNFNL, CNFC AND CNFW, will come up with sound and comprehensive plans of three identified Base Support Systems – SBMA, NOB Mactan and NS Ulugan.

i) Up-to-date Naval Capability

All Unit Commanders are directed to come up with a comprehensive capability assessment and proposal covering the parameters of Doctrine, Organization, Training, Materiel, People, Leadership, and Facilities (DOTMPLF) and will be consolidated by N5 for further evaluation and consideration in the DCAPS by 31 July 2011. It is time for the PN to transition to scenario planning for a more precise PN Capability Development Plan.

j) Optimal Level of Operational Readiness

In order for the PN to build up on its past successes and improve on the management of our operational readiness program, I would like N3 to establish a consolidated monitoring infrastructure for all OPREVAL results and N6 to enhance the WCEIS inventory system

k) Secured Maritime Environment

The operationalization of the CWS Project shall be the prototype for the Philippine 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. Let us leverage on the members of the PN Board of Advisers to fast track the approval of the EO for the creation of a Coast Watch Council.

l) Highly Satisfied Stakeholders

The cascading of FOIC, PN Balanced Scorecard to all PN units and the alignment of second-level objectives with the PN Sail Plan is in its finishing stages. These are the keys in institutionalizing all our efforts towards good governance. To ensure that HPN is also aligned with the Objectives and Initiatives of the Sail Plan, all Staff Offices are to craft their respective Balanced Scorecard to be completed before the end of this semester.

With the recent establishment of the PN Human Rights Office, I am directing DHRO to formulate action plans on how to advocate human rights in the organization by 30


June 2011. I call on all units to take the initiative of increasing the level of awareness of our officers and personnel with regard to human rights.

I am also directing N7 to submit a comprehensive implementing plan to the Strategic Communications Plan by 30 June 2011. The said action plan should include the active participation of external stakeholders in helping the PN build its capacity to generate non-traditional sources of funds, increase awareness of the PN, and improve its image to the populace, in light of the recent controversies that hound the AFP.

4. Conclusion

With the guidance that I articulated earlier, I am confident that our Team will continue to surpass the challenges that come our way with increased resilience and determination. I expect all of you to not limit your actions based on what I just enumerated. Therefore, I rely on your sound judgment to add and improve on to what was earlier mentioned as long as it is aligned with the general direction where my leadership is charted to; and that is, to get us closer to the attainment of our vision, that by 2020, we shall be a strong and credible Navy that our maritime nation can be proud of.

My profound gratitude to all of you for your commitment to our Navy.


ALEXANDER P PAMA
Vice Admiral, AFP