



CNO's Sailing Directions

MISSION

Our core responsibilities

Deter aggression and, if deterrence fails, win our Nation's wars. Employ the global reach and persistent presence of forward-stationed and rotational forces to secure the Nation from direct attack, assure Joint operational access and retain global freedom of action. With global partners, protect the maritime freedom that is the basis for global prosperity. Foster and sustain cooperative relationships with an expanding set of allies and international partners to enhance global security.

PRIORITIES

The enduring responsibilities of each CNO

- ◆ Remain ready to meet current challenges, today
- ◆ Build a relevant and capable future force
- ◆ Enable and support our Sailors, Navy Civilians and their Families

VISION

Navy's contribution and characteristics over the next 10-15 years

The U.S. Navy will remain critical to our national security and our economic prosperity.

- ◆ The Navy will continue to be at the front line of our nation's efforts in war and peace with a proud heritage of success in battle on, above, and below the sea.
- ◆ The Navy will continue protecting the interconnected systems of trade, information, and security that underpin American prosperity.



Operating forward across the globe, the Navy will provide the nation offshore options to win today and advance our interests in an era of uncertainty.

- ◆ We will deliver credible capability for deterrence, sea control, and power projection to deter or contain conflict and fight and win wars.
- ◆ As ground forces draw down in the Middle East, the Navy will continue to deter aggression and reassure our partners – we will have the watch.

Ready Sailors and Civilians will remain the source of the Navy's warfighting capability.

- ◆ Our people will be diverse in experience, background and ideas; personally and professionally ready; and proficient in the operation of their weapons and systems.
- ◆ Our Sailors and Civilians will continue a two-century tradition of warfighting excellence, adaptation, and resilience.
- ◆ Our character and our actions will remain guided by our commitment to the nation and to each other as part of one Navy team.

We will address economic change by being effective and efficient. We will innovate to:

- ◆ Use new technologies and operating concepts to sharpen our warfighting advantage against evolving threats;
- ◆ Operate forward at strategic maritime crossroads;
- ◆ Sustain our fleet capability through effective maintenance, timely modernization, and sustained production of proven ships and aircraft;
- ◆ Provide our Sailors confidence in their equipment and in their own skills.

Over the next 10 to 15 years, the Navy will evolve and remain the preeminent maritime force.

- ◆ The reach and effectiveness of ships and aircraft will be greatly expanded through new and updated weapons, unmanned systems, sensors, and increased power.
- ◆ The Air-Sea Battle concept will be implemented to sustain U.S. freedom of action and Joint Assured Access.
- ◆ Unmanned systems in the air and water will employ greater autonomy and be fully integrated with their manned counterparts.
- ◆ The Navy will continue to dominate the undersea domain using a network of sensors and platforms - with expanded reach and persistence from unmanned autonomous systems.
- ◆ Cyberspace will be operationalized with capabilities that span the electromagnetic spectrum – providing superior awareness and control when and where we need it.

TENETS

Warfighting First

Operate Forward

Be Ready

GUIDING PRINCIPLES

Our forces will operate forward in new and flexible ways with access to strategic maritime crossroads.

- ◇ Our posture will be focused and improved using a combination of rotational deployments, forward bases, temporary and austere facilities and partner nation ports.
- ◇ Our forward presence will build on and strengthen our partnerships and alliances where sea lanes, resources, and vital U.S. interests intersect.

The key considerations we should apply to every decision

Be ready to fight and win today, while building the ability to win tomorrow

Provide offshore options to deter, influence and win in an era of uncertainty

Harness the teamwork, talent and imagination of our diverse force to be ready to fight and responsibly employ our resources

The starting point for developing and executing our plans

- ◇ Our primary mission is warfighting. All our efforts to improve capabilities, develop people, and structure our organizations should be grounded in this fundamental responsibility.
- ◇ People are the Navy's foundation. We have a professional and moral obligation to uphold a covenant with Sailors, Civilians and their families – to ably lead, equip, train and motivate.
- ◇ Our approach should be Joint and combined when possible. However, we own the sea, and must also be able to operate independently when necessary.
- ◇ Our primary Joint partner is the U.S. Marine Corps. We must continue to evolve how we will operate and fight as expeditionary warfare partners.
- ◇ At sea and ashore, we must be ready to part with Navy roles, programs and traditions if they are not integral to our future vision or a core element of our mission.
- ◇ We must ensure today's force is ready for its assigned missions. Maintaining ships and aircraft to their expected service lives is an essential contribution to fleet capacity.
- ◇ Our Navy Ethos defines us and describes the standard for character and behavior.
- ◇ We must clearly and directly communicate our intent and expectations both within and outside the Navy.
- ◇ I believe in the "Charge of Command." We will train and empower our leaders with authorities commensurate with their responsibilities.