



Collaborative leadership is a powerful tool and in that spirit, we offer the attached document for your consideration. It was written by a group of passionate junior officers and senior enlisted Sailors and is fully endorsed across the IW/CT Community Flag Deck. The words did not originate with us, but our commitment to them will be unambiguous:

- Cultivate Specialized Expertise
- Take Collective Ownership
- Invest in Core Competencies
- Foster External Partnership

We expect that our collective actions as a community will be aligned with these guiding principles, as well as the overall culture outlined in the document, and we ask you to hold each of us accountable for the same. The perception of our actions being misaligned with these words would be counter-productive, so we ask for honest, constructive, and regular feedback. Tell us what we need to hear, not what you think we want to hear, and we ask that you make the same philosophy clear to those under your charge.

Please make time to read this document and discuss it with your peers, seniors, and subordinates. Don't let this document be a piece of "shelf-ware". We must each do our part to turn these words into meaningful action.

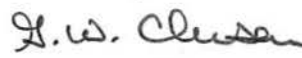
  
M. S. ROGERS

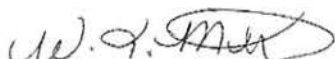
  
M. A. BROWN


  
W. E. LEIGHER

  
S. R. FILIPOWSKI

  
J. E. TIGHE

  
G. W. CLUSEN

  
W. L. METTS

  
J. P. RAPIN

  
M. D. NEIGHBORS



**Cryptologic  
Community  
Foundational Principles**

## Purpose:

The intent of this document is to unify the efforts of the Cryptologic Community. Our aim is to deliver value by deliberately developing deep, specialized expertise across our core skills, taking collective ownership of the same and overtly demonstrating commitment to our stated values. Our actions will ensure this document is more than “shelf-ware”, as we build a culture focused on teamwork and execution. We are more than individuals sharing like designators and rating badges independently steaming. We are members of a community charged with collectively leading across, shaping requirements for, and operationally contributing to our core competencies of Signals Intelligence (SIGINT), Computer Network Operations (CNO), and Electronic Warfare (EW). We plan and operate across the Navy, Joint, and National environment.

This document is a tool to guide our efforts, focus our strong initiative, and serve as a precursor to more specific action plans. It is important that we each do our part and work together to both capitalize on our most significant opportunities and mitigate our most concerning challenges. In doing so, we must remain committed to challenging the status quo; valuing competence and personal initiative over passiveness, and boldness over silence. It is incumbent upon each of us to ensure we, as both individuals and a community, demonstrate significance through relevance – this is the true measure of success.

## Community Membership:

- Officers
  - o Information Warfare Officers - 181X, 644X, 744X
  - o Cyber Warfare Engineers – 184X
  - o Cyber Warrant Officers – 743X
- Enlisted
  - o Cryptologic Technician Interpretive (CTI)
  - o Cryptologic Technician Maintenance (CTM)
  - o Cryptologic Technician Networks (CTN)
  - o Cryptologic Technician Collection (CTR)
  - o Cryptologic Technician Technical (CTT)
- Civilians
  - o Intelligence Specialist (IA 0132), Information Technology Specialist (IA or GS 2210), Computer Scientist (GS 1550), and Computer Engineer Analysts (GS 0854) and assigned to any one of our Navy commands directly supporting SIGINT, EW or CNO.

More important than the ratings and designators that comprise our team, is the acknowledgement that we are a team. We serve across the globe, demonstrating operational expertise, and share a common expectation of excellence.

***We share much more than  
a rating badge, warfare pin, designator, job series, and rank designation...  
We are a team of **Sailors** and **Civilians** with a shared responsibility.***



***Time is a precious resource.  
We will **MAKE** time for what is most  
important and we will **CREATE** both  
time and effects for and as  
Operational Commanders.***

**Beliefs:**

- We must invest in our reliefs by committing to a deliberate training and experience continuum that delivers a community of professionals who are prepared for a career dedicated to shaping the information environment.
- The electromagnetic spectrum (EMS) and cyberspace domain have converged.
- We see beyond a perceived RF-to-IP gap; there is only a continuum of protocol and spectrum. Our adversary and high-value assets reside there.
- Threats, consequence, and vulnerability across the cyberspace domain and the information market are increasing in complexity, frequency, urgency and potency.
- SIGINT, CNO, and EW comprise a “main battery” in the future of warfare.
- Computer Network Exploitation (CNE) and SIGINT are not separate and distinct - They require similar tools, processes, procedures, and skill-sets.
- We are a leading partner within the Information Dominance Corps (IDC), uniquely contributing to the achievement of information superiority, where time and preemptive action are metrics of choice.

- Increased relevance is realized through a continual demonstration of specialized technical expertise that uniquely contributes to the expansion of the Navy’s non-kinetic advantage and continued kinetic superiority.
- Our core skills and approach to contributing across them cannot be constrained by regional boundaries - we are a globally oriented team leveraging expertise across Areas of Responsibility (AOR).
- We have a shared responsibility to integrate disparate information to contribute to a shared awareness.

**Mission:**

Our expertise is knowledge of the electro-magnetic spectrum and network, which we apply to our core missions of SIGINT, CNO, and EW to create time and deliver effects to optimize military solutions in support of commanders’ objectives.

**Values:**

In addition to clearly defined Navy values, we place special emphasis on these values below and will do our part to demonstrate our commitment to the same on a daily basis:

- Specialized Expertise
- Leadership wherever we are, whatever we do
- Critical Thinking
- Collaboration

***OUR priority is understanding **WHY** we  
are doing ‘it’ and ensuring **THAT** ‘it’ gets  
done...***

**Emphasize Specialized Expertise!**

**Take Collective Ownership!**

**Exploit. Analyze. Inform. ACT!**

**Invest in Core Missions!**

**Foster Partnerships!**

## **Emphasize Specialized Expertise!**

As the Information Age drove the Cryptologic Community's evolution into the Information Warfare and Cryptologic Community, our expanded portfolio of responsibilities often left the community wondering what our true priorities were. As we simultaneously "go forward" to our roots and both leverage and mitigate future uses for the EMS beyond RF, we will focus on professionalization within SIGINT, CNO, and EW skill-sets. A renewed emphasis on training and readiness serve to demonstrate our commitment to delivering operational expertise. Therefore, we will each do our part to achieve the following shared objectives:

- Develop premier Total Force training, education, and experiential continuums
  - Update/Create officer, enlisted and civilian standards
  - Incentivize tours of duty in a training environment (i.e. CID, CSFTP, CSFTL, ATG, etc.)
  - Ensure assigned personnel meet all billet attributes (i.e. rank, rate, designator, NEC, AQD, P-code)
  - Formalize and incentivize completion of required/desired technical certifications and qualifications
- Employ readiness measures that allow rapid enhancement of unit-level readiness
  - Review readiness metrics and incorporate "lead" measures
  - Review manpower mix at training sites to ensure appropriate level of presence
  - Create meaningful and standardized unit-level training requirements
  - Incorporate more realism into applicable exercises

**EXPERTISE** in...

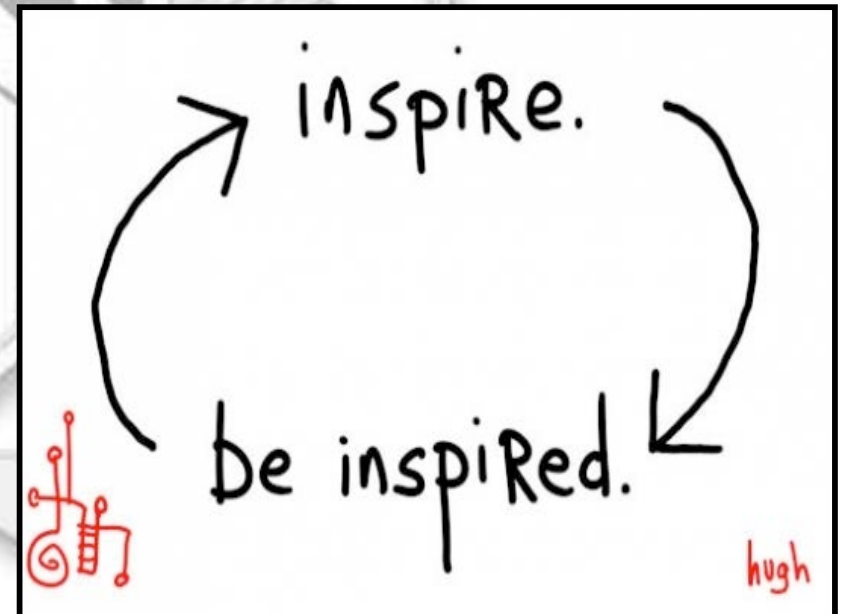
**...EMS and Networks**

**COMPETENCY** in...

**...Operational Planning**

**UNDERSTANDING** of...

**...MISO, MILDEC, and OPSEC**



## ***Take Collective Ownership!***

One of the many things that drew us to the Cryptologic Community is the sense of belonging to a group that had unique and highly sought-after skills. Today, we continue to honor Captain Joseph Rochefort and his celebration of the fact that “we can accomplish anything provided no one cares who gets the credit.” In an effort to share expectations across the community, the following general responsibilities are recognized:

The Community Leader is committed to the following...

- Pushing regular updates directly to all interested community members (i.e. record message, blog, RSS subscriptions, social networking, etc.)
- Biannual updates to Community Vision and Strategic Plan
- Creating opportunities to engage and celebrate traditions as a community
- Championing cryptologic contributions and capabilities to other warfighters
- Delegating and empowering as much as possible

### ***Community management is a TEAM Sport...***

As we acknowledge our military and civilian billets are deliberately placed throughout the force, we must embrace the implied tasks that come with being a member of a community so dependent on our members being integrated into disparate command and staff structures. Those of us representing our community as embeds within a staff or command will...

- Ensure those of us satisfying requirements are part of the feedback process...share successes, be constructively critical, and demand continual improvement!
- Educate operational leaders about the unique contributions we make and how we can leverage the system to support larger efforts
- Fully leverage the requirements process ISO operational efforts

### ***Share, network, COMMUNICATE in a 360 degree array!***

Those of us fighting alongside and contributing to larger efforts from within the FCC Domain will anticipate needs, exceed expectations, and hone our skills each time we are directly satisfying the information needs and operational tasks assigned by other operational commanders. Regardless of employment, we will acknowledge that operational relevance has less to do with where we are assigned (i.e. air, ship, submarine, SPECWAR, NIOC, NSA) than what (i.e. SIGINT, CNO, EW) we are doing from our vantage point, and recognize we share the following responsibilities as independent decision makers executing a synchronized vision:

- Recruit and retain only those with the personal and professional attributes we truly value
- Mentorship of peers, seniors and juniors
- Understand, grow, and employ Total Force capabilities



## **Invest in Core Missions**

It is one thing to state our core missions; it is another to truly commit to them in the form of deliberate and public investment. Investment in training, investment in systems, investment in billet placement and investment in organizational alignment are critical to our success. As a community, our actions will clearly demonstrate ownership of SIGINT, CNO, and EW. We will continue to support the military's need for Military Deception, Operations Security, and Military Information Support Operations (MISO), while strengthening the unique and valuable skill-sets that our core competencies bring to the Navy and to the Joint fight.

We will invest in SIGINT, CNO, and EW in order to provide:

- Timely and accurate I&W
  - Provide life saving information rapidly to evade imminent danger
  - Maximize time to make critical decisions
- Targeting
  - Continue to contribute directly to the non-kinetic and kinetic fight
  - Provide fusion analysis to ensure leaders have a clearer picture of the battlefield
- Effects Delivery
  - Use SIGINT, CNO, and EW across the spectrum of military operations in support of national and operational commanders' objectives
  - Provide non-kinetic battlefield options that disrupt, degrade, deny or destroy adversaries' critical information infrastructures and their will to wage aggression

- Integration of our National and Tactical resources
  - Bridge the gap and address boundaries between National and tactical mission designation providing manpower and forward exploitation capabilities while gaining the assistance of our agency partners in the prosecution of tactical information needs
  - Keep pace with dynamic changes in analysis and dissemination tactics, techniques, and procedures through a coalition approach to production

***Our relevance is based solely on our ability to deliver VALUE!***

We will develop specific action plans that will ensure we...

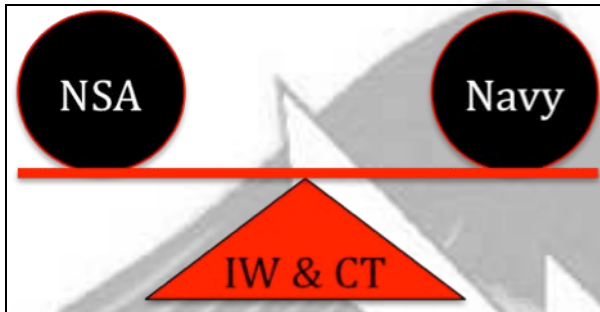
- Appropriately invest in personnel, training, processes, and equipment to truly deliver the requisite knowledge, skills, and abilities needed to achieve these goals.
- Keep IWOs, CTs, and DoN Civilians, strong in our core competencies.
- Truly assess readiness of our forces at all times and be prepared to fight when needed.

In return, we will deliver the Navy's strongest and most critical thinking cryptologic force to date. We will protect our ability to conduct SIGINT, CNO, and EW operations while disrupting or denying the enemy's, giving senior leaders advanced non-kinetic solutions to complement and/or replace kinetic options.



## **Foster Partnerships!**

### ***The NSA-Navy Fulcrum***



### ***The Authority Fulcrum***



As we balance our warfighting responsibilities and our intelligence collection authorities, it is important to recognize our unique positioning as the Navy – National, Title 10 - Title 50 and Information Dominance Corps fulcrum. It is paramount that we leverage our specialized skills, unique relationships, and resulting authorities to provide value across the Navy, Joint and National Operational and Intelligence arenas, as well as to academia, the private sector and our allies. Through teamwork, best practice convergence, and collective ownership, we will ensure we do our part to champion mutually beneficial solutions to the most challenging joint opportunities; lead the charge to Information Dominance Corps barrier removal while preserving our proud traditions; and celebrate our roles as community ambassadors by preserving strong service and allied relationships with other SIGINT/CNO/EW experts proudly serving our country outside the Navy. The means of achieving all of this is through a culture of synchronized awareness and decentralized, yet coordinated, execution. Our mandate is to not necessarily ask for permission, but to communicate intent, demonstrate progress and share successes.

***WE are members of the  
Information Dominance Corps...***

***WE are part of the  
Cryptologic Enterprise...***

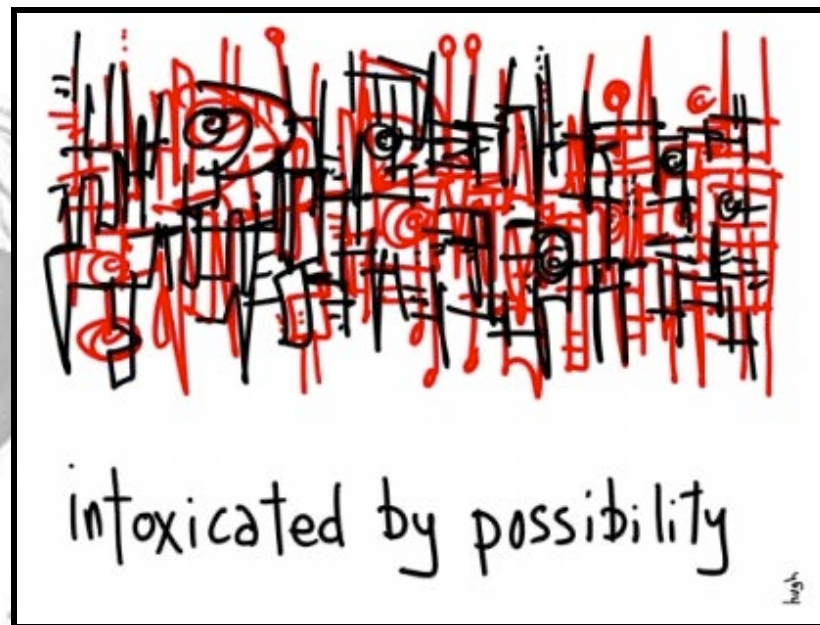
***WE must be THE  
Intersection of Ideas...***

### Summary:

This document is the foundation on which we will collectively build and execute the plans that will transform our future. Those closest to the implementation have a meaningful role in developing strategies that will lead us to the future. We must continue to inform, execute, act and create value; err on the side of action, demonstrate personal initiative, do not be afraid to fail and work together! We must not blindly execute tasking, nor should we feel compelled to defer all decision making to our seniors (i.e. not everything requires Flag attention). We each have a responsibility to build our future, change the order of things and deliberately build a legacy that ensures our community is postured to contribute in meaningful ways within our core skills of SIGINT, CNO, and EW. Our nation needs us and our Navy demands our commitment to these foundational principles!

Now, get back out there and...

**Exploit. Analyze. Inform. *ACT!***



Through **EXPERIMENTATION**, a willingness to learn from **FAILURE** down our path to **SUCCESS**, and demonstrated **PASSION** for OUR core skills, we will continually explore and realize the art of the possible!