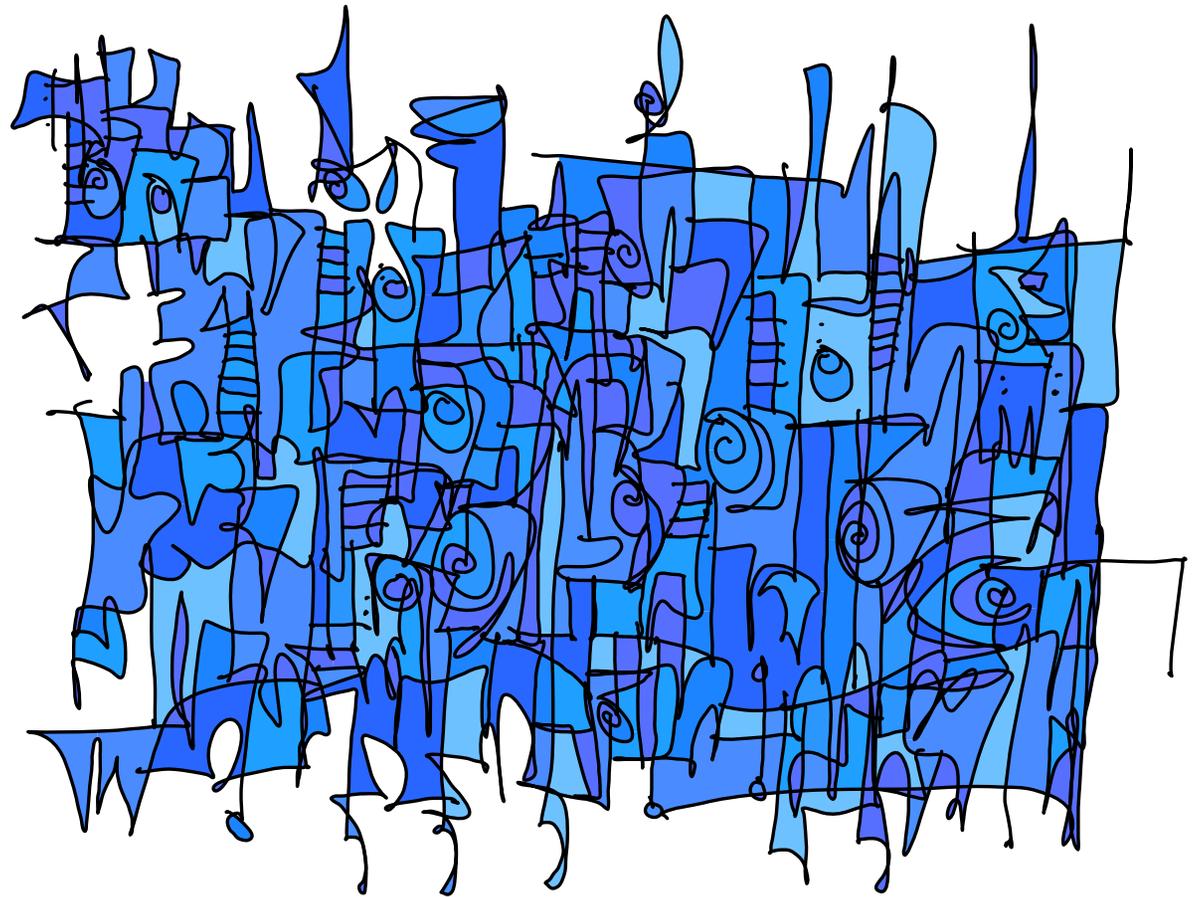


NAVY CYBER DEFENSE OPERATIONS COMMAND

NEW TEAMMATE HANDBOOK

A guide for writing your NCDOD
adventure. Developed by
current teammates with future
teammates in mind.



STOP BEING AN EMPLOYEE
START BEING A MISSION.

@gapingvoid

**“We are here to
make a dent in the
universe.”**

Steve Jobs

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“To be somebody or to do something. In life, there is often a roll call. That’s when you will have to make a decision. To be or to do. Which will you choose?”

- John Boyd

Welcome

Welcome to the Navy's only Defensive Cyberspace Operations (DCO) Task Force and Cyber Security Service provider where our task is to enable global power projection through proactive network defense. Meeting this mission requires us to be especially deliberate about who we bring onto our team and how we engage as a team. We are so pleased that you are now a part of us regardless of how you got here. As demonstrated by this handbook, we make an overt effort to shape our command culture and are visibly committed to entrepreneurship, creativity, continual improvement, accountability and shared ownership at all levels.

We value passionate people, like yourself, because together we create a workplace environment that attracts and develops teammates who are committed to realizing our collective potential and inspiring others to do the same. This handbook is an encapsulation of our overall principles and values. As we continue to grow, these principles and values will serve as the connective tissue that binds us together.

Here at NCDOC, there are numerous teams within our team. Each interdependent team enables the others to execute our

shared mission. Per our vision, we aspire to becoming a distributed team of cyber defenders; integrated through understanding, synchronized in action. We need your active involvement to get us there. YOU are important to us and we asked you to join our team for a reason. We value your ideas, talent and passion as they are what will enable us to collectively navigate a future others have yet to imagine.

We also want NCDOC to be important to you, both professionally and personally. If this is just a job or you see your teammates as mere co-workers, we are going to need more from you. Simply put, we cannot exceed our high expectations unless you are "all in". We are all committed to you and need you to be visibly committed to us. The mutual support and respect we feel for each other helps make this a great team.

We hope that while you are here helping us to write the next chapter in our adventure, you feel welcomed, valued, and supported, and you are proud to be a part of the NCDOC team. If we navigate this journey properly, you will outgrow us and the NCDOC of tomorrow will be even more amazing than we are today.

About This Handbook

This handbook will give you a fundamental understanding of who we are and what we stand for as a Navy command. We see ourselves as an integrated team of cyber defenders. Our mission requires a culture unique in and of itself. Therefore, our culture is one that embraces the entrepreneurial spirit and experiential diversity. We leverage critical thought and creative problem solving from all levels of our team to successfully complete our mission as the Navy's only DCO Task Force and Cyber Security Service Provider.

This is not a book that tells you the step-by-step processes of a specific mission, department, or check-in procedures. Don't worry, you will be provided with that important information separately. Instead, this handbook provides you with a first-glimpse of who we are and how we came to be, what we do, why we do it, and how we enable you to do what you are meant to do during your tenure here. Take the points of this handbook and use them to shape your NCDOC experience.

We believe you will find tremendous opportunities to grow and contribute. After all, if you are not doing both, why would you even be here? We simply hope to set the stage in a way that will inspire you to be the best teammate you can be and better enable you to inspire others to be the cyber defenders our Navy and our nation need us to be.

We Are A Learning Organization

We are a Naval command and we benefit from hundreds of years of Navy traditions. Yet, as technology continues to advance rapidly, the world around us evolves at an ever-quickenning pace. We know that in order to remain relevant in our mission area, we must deliberately exhibit learning organization behavior.

A learning organization is a team that:

- Has a shared vision
- Learns as a team
- Values personal mastery
- Thinks holistically

As you read our mission, vision, values on the next page, please keep the tenants of a learning organization in mind and visualize ways in which you might be able to help ensure we exhibit more learning organization behavior. Take notes throughout the onboarding process so you can let us know how we can make things even better for future teammates.

You will be asked to share your thoughts via your 100 Day Assessment of our team. Our goal is continual improvement and we have found that the newest members of our team are uniquely equipped to look at life at NCDOC through a clear lens. We need to benefit from your perspective.

“We are what we repeatedly do. Excellence, then, is not an act but a habit.”

- Aristotle

NAVY CYBER DEFENSE OPERATIONS COMMAND

CYBER WARRIORS



EVER VIGILANT



Mission

**Enable global power projection
through proactive network defense**

Vision

**Distributed team of cyber defenders;
integrated through understanding
synchronized in action**

Values

**Interdependence of PARTNERSHIPS
Application of KNOWLEDGE
Reach of IMPACT
Creative OUTCOMES**

NAVY CYBER DEFENSE OPERATIONS COMMAND

NCDOC Waypoints

A traditional Command Assessment Team is by definition reactive in nature. In keeping with our proclivity for proactiveness, we enjoy the power of our Culture Club.

This team doesn't only assess Command climate, it shapes Command culture, blending the best of our longstanding traditions with new non- traditional practices.

In an effort to help navigate our ongoing adventure, the Culture Club developed these "Waypoints" that help guide what we do and how we do it – the NCDOC Way...

Value Time and Create Opportunity, Meaning, and Purpose

Time is our most precious asset. We respect the time of each teammate and ensure we spend it creating opportunities, doing meaningful work and ensuring our actions are purposeful.

Focus on Outcomes: Strive for Significance

Busyness is not a virtue. Our value is measured by the outcomes we deliver. Outcomes that if truly significant, will not

be fully appreciated for years to come.

Take Responsibility: Embrace Accountability

We take great pride in our craft. We hold ourselves to high standards and care enough about our teammates to let them know when they might be falling short. We appreciate it when others care enough to do the same for us, for it is the only way we will realize our potential as individuals and as a team.

Willing to Rock the Boat, Creating a Wake as We Forge the Future

Some tell seniors what we think they want to hear; we tell all teammates what they need to hear, especially our seniors. We despise business as usual, question the status quo and are committed to designing our future.

As a Global Task Force, We Empathize in a 360o Array

A true team has a deep understanding of our partners, our community, and even our adversaries. We make a point to see life through the eyes of all before taking responsible action.

NCDOC Waypoints

Innovate: Take Responsible Risks

We value curiosity and foster creativity. We are not afraid to fail and we see risk as not something to minimize but something to leverage responsibly.

Stay Focused, Remain Creative, and Deliver Value

Life at NCDOC is dynamic and there are times when we may get distracted. Keep us focused on our priorities. Help to ensure creativity is a constant and make sure the value we deliver is visible.

“Creativity is thinking up new things. Innovation is doing new things.”

- Theodore Levitt

Our Continued Evolution

Every organization has a story. Some allow others to write it for them, we prefer to do the writing ourselves. Though NCDOC was formally established on 29 January 2006, our true beginning started a decade beforehand. Below are some significant milestone in our ongoing evolution:

1999

We developed PROMETHEUS as our data storage and analytics infrastructure.

2003

Operation QUIET STORM / TITAN RAIN.

2007

NCDOC's 1st operation, BUCKSHOT YANKEE under the newly formed U.S. Cyber Command.

2015

Operation ATLAS KRYPTON marks the 1st tactical use of an assigned Cyber Protection Team (CPT) for a cyber operation.

1995

Fleet Information Warfare Center (FIWC) established the Navy's Computer Incident Response Team (NAVCIRT) division.

2000

NAVCIRT become a 24 / 7 operation.

2006

NAVCIRT becomes NCDOC.

2013-14

Operation ROLLING TIDE served as our 1st major operation specifically to counter cyber activity directed against Navy networks and C2 capabilities.

2017

Integrate Navy Red Team and 552 CPT into our Command and TF.

Sailors and Civilians of the Year / Hall of Fame

Sailors of the Year

2005	CTN1 Arnel Oribello
2006	CTA1 Kristen Dickinson
2007	IT1 Kenyell Brown
2008	CTN1 Christopher Crabtree YN2 Victoria Scott

As our command began expanding to include more civilians, we began including Civilians of the Year.

2009	CTR1 Matthew Stone CTN2 Mark Montgomery
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Civilians of the Year

2010	IT1 Kelley Skees IT2 Brian Virgili IT3 Crisogono Zavalapena
------	---

Mr. Anthony Brown

2011	IT1 Kelley Skees CTN2 Joshua Wyatt IT3 Jamie DeLong
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Mr. Neil Lumagui

2012	CTN1 Clifford Stout IT2 Narcisco Cruz ITSN Justin Johnson
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Ms. Tammy Fletcher

2013	IT1 Damien Williams CTN2 Heather Hulquist CTN2 Simone Seay
------	--

Ms. Karen Williams

2014	CTN1 Melissa Wong CTN2 Alex Ogaldes
------	--

Mr. Mike Luther

2015	IT1 Ryan Hill IT2 Nicole Bastian IT3 Matthew Nelson
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Mr. Daniel Jones

After a Decade of Defense we inducted Cyber Warriors into our Hall of Fame to formally acknowledge those who have contributed to the ongoing legacy of TF1020 and NCDOC in areas of: Excellence in Cyberspace Defense, and Cyber Security Innovation.

Hall of Fame

2016	IT1 William Luke CTN2 Danielle Mullaney IT2 Luke Richardson
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Mr. Brian Harris
Ms. Gabriela Steinlicht

Mr. Jim Granger
Mr. Jason Tant

Mr. Shayne Covert
CTN1 Jeffrey "Lefty" Letzerich

We are grateful to those who came before us, those who boldly developed capabilities that many did not know we needed, and those who worked so hard creating the wake that we currently enjoy riding.

The Navy is built upon strong traditions. As important as it is to celebrate our history and acknowledge the significant progress made over the years, it is equally important to chart our future and create new traditions as we do our part ensuring this mission area evolves at a pace consistent with the ever-changing world around us.

Cyber missions will continue growing in importance. The future of NCDOC will certainly continue playing a critical role in the defense of Navy networks.



“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

- John Quincy Adams

Culture Shaping Initiatives

We chose you to join our team and we want to help you grow into an even better team player. We know that you are at your best when you bring your whole self to work each day and we are committed to giving you every reason to do just that. We want you to be excited when your alarm goes off, signaling another opportunity for you to bring your best to our team. Therefore, we are deliberate in creating opportunities for you to grow, to discover new interests and to pursue your passion for learning throughout your tenure here. Here are just a few opportunities:

Makerspace

We have our very own playground! Our Makerspace is where you can develop, prototype and test your brilliant ideas. This space will be equipped with “toys” (i.e. tools like 3D printing, raspberry pi, etc.) and provide all with the opportunity to play – another demonstration of our commitment to creativity and critical thought.

Thinkshop

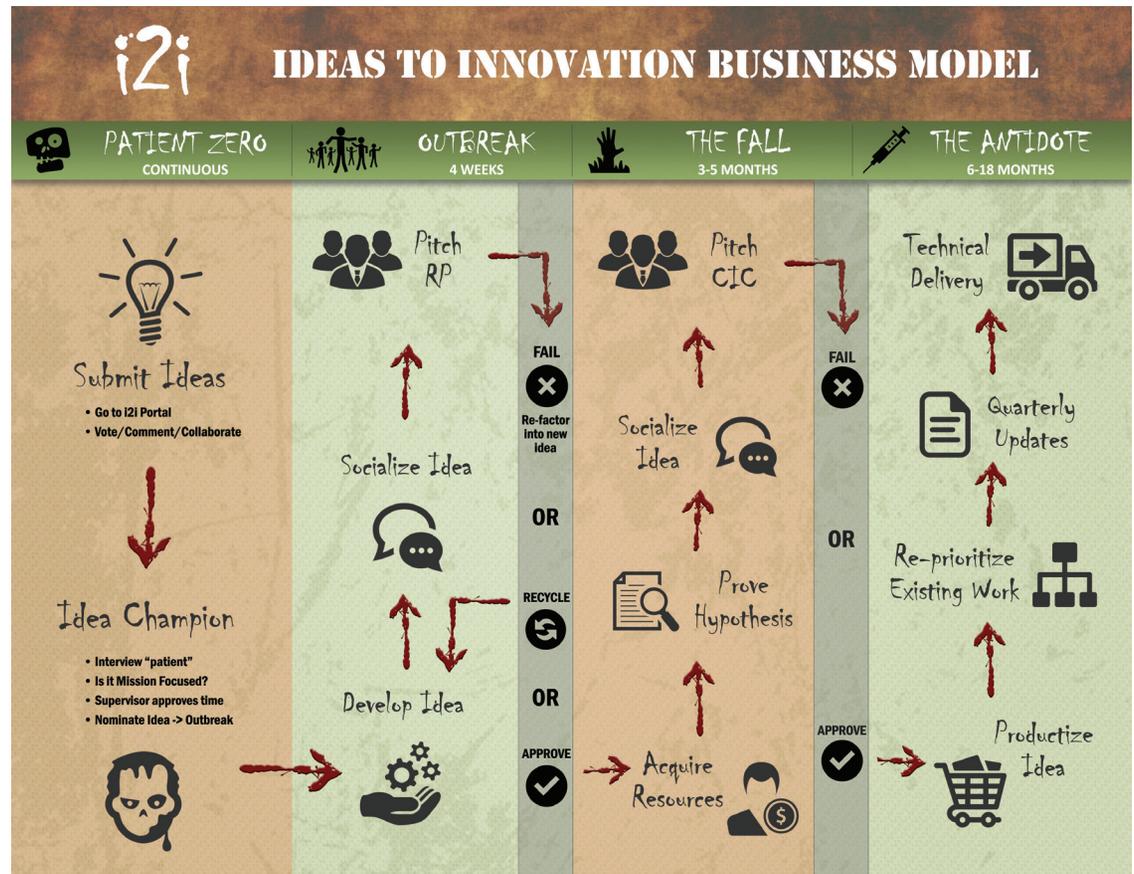
The Thinkshop is a 2-day course taught by our own facilitators who are passionate about helping other teammates think more critically, creatively solve problems, develop collaborative environments, and shift paradigms of thought. You will find that we will help you unlearn things you may have been taught at other organizations and throughout your Navy indoctrination. We believe part of our mission is helping leaders and teams learn to challenge norms, learn faster, and improve daily. This course is designed to do just that. In fact, this course was incubated in our very own Makerspace and continues to be delivered across the Fleet.

Innovation Cross-Functional Team (ICFT)

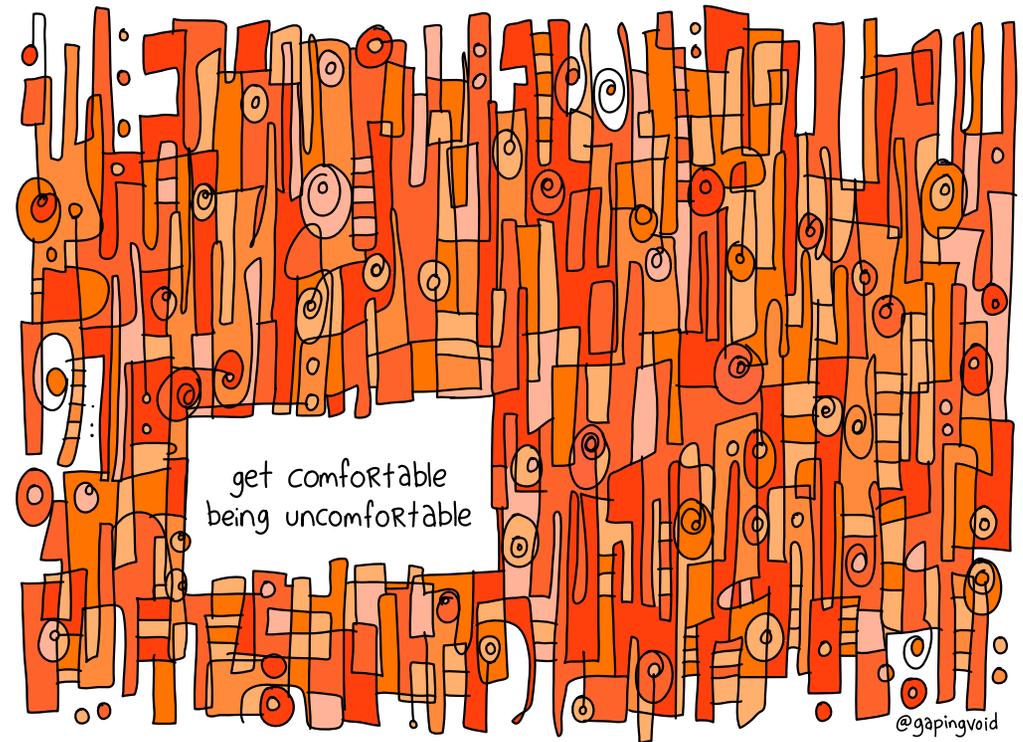
Our ICFT is made up of SMEs from across the command who connect idea champions with the right resources and coach you as you pitch your idea to executive leadership. We believe that anyone who has an idea and is passionate enough to do the work necessary to develop and test it should be heard at all levels. We are committed to making good ideas happen!

Success is born through iteration, experimentation, and learning from things that don't work out quite as envisioned.

We create a safe environment where you are encouraged to do all of that. Bring us your ideas to innovation and we may fail fast so that we can improve them and try again! You are a valued and supported Idea Champion!



Leadership Agility



Every single member of our team improvises their way through each day. Sure, some rules and guidelines are clearly articulated, but most of what we do and say each day is improvised because no two situations or interactions are exactly the same. What if we could design training that could help us communicate more effectively as teammates, creatively solve more problems, and collaborate within and across teams in new and exciting ways? We can... and we did!

Leadership Agility is a 3-hour team building course based on the principles of improvisational theater, or improv. This interactive

and exciting class is taught by a team of comedic actors and is designed to train each attendee in 3 principle areas: always making your partner look good; starting each sentence with, “Yes, and...;” and listening—really listening—before reacting. Leadership Agility helps remove “No” and “No, but...” from our vocabulary, break down barriers, and reduces fears related to public speaking and failure. Indeed, traits of a good improviser are traits of a good human and teammate. So, be prepared to unleash your inner improviser through this unique opportunity. Rolling on the floor, being silly, and laughing until you cry is encouraged!

DCO Tube

We are committed to leading well beyond our command and creating partnerships with DCO teammates across the Fleet. One of many ways we do this is through our DCO Tube initiative. In the spirit of YouTube and Khan Academy, we continue to develop videos that afford teammates the opportunity to learn at their leisure and outside of the classroom environment. We remain committed to using 21st century practices to both strengthen and grow capability across our team. We invite you to benefit from our existing library and ask that you consider contributing to the cause by adding a video of your own.

Fun is a Visible Priority

It should be obvious by now that we believe that fun at work is a priority. In addition to the opportunities previously mentioned and getting to use industry leading tools and technologies on a daily basis, we also play games that help us study for qualifications and learn about our capabilities, as well as engage in “fun days” that help support charities and have game tournaments.

**“Great spirits have always
encountered violent
opposition from mediocre
minds.”**

- Albert Einstein

Hiring

We make a deliberate effort to give passionate, creative team players reason to join our team. And we leverage a 360 degree hiring panel to ensure we select new teammates. That's right, we have juniors, peers, and seniors inform our decision whether or not to make you part of our team. We don't hire new employees, we welcome new teammates. So please know, we chose you and will look to you to help us recruit, select, and retain true team players. We know all too well that poor hiring decisions can undo many things and we aren't willing to accept risk in that department. We firmly believe you are a good fit for us and are confident that our team is a good fit for you.

Advertising

Although we cannot change the USAJOBS process of applying for a government civilian position, we leverage social media sites to advertise opportunities and allow the outside world to occasionally benefit from a glimpse inside ours. We value experiential and thought diversity and do our best to connect with people who value the same. We have found it best to communicate opportunity through a variance of channels

beyond the traditional. We look forward to learning how you found out about us and what gave you reason to want to join our team.

Interview Panel

If you are a government civilian, your hiring panel was made up of: A direct supervisor, a peer, a subordinate (if applicable), and a member of our ICFT or Culture Club team. In our interviews, we are looking for highly collaborative people who are skilled in all things that are integral to high-bandwidth collaboration – deconstructing problems while simultaneously being inventive, iterative, creative, and bold.

We also look for people stronger than ourselves. We don't hire those who are simply useful, we hire those who are even more capable than the incumbent so that we raise the bar of our entire team with each new addition.

That is the value you bring to our team, and we will support you in meeting your full potential.

Roles & Responsibilities

We all have our official job titles/billets that state our specific duties and responsibilities. However, we also expect to wear different hats and play various roles throughout the day, depending on what we are doing at the time. In addition to what your billet or position description specifies, we expect you to:

Be a Critical Thinker – think critically about current processes or programs; think of how we can make them better.

Be a Creative Innovator – think creatively about how to advance our technical capabilities and the talents of our teammates.

Be a Problem Solver – identify problems and create solutions.

Be a Culture Shaper – proactively shape the command culture into a place that excites us about coming to work every day.

Be “T-shaped” – be “highly skilled” at a broad set of valuable things (horizontal top), and also an “expert” or among the best in your field within your discipline (the vertical leg).

Be an Influential Leader – inspire others to reach their potential and personally influence priorities not directly within your control.

Be an Effective Communicator – present ideas, intentions, expectations and challenges in a way that enhances shared awareness and synchronize action.

Be a Doer!

Allowed To List

Many employees provide a set of rules meant to guide how they want their employees to behave. Many of these rules tell us what NOT to do. We, too, offer our own set of rules, but ours is an “Allowed To” list which is meant to help lower the center of gravity of our team in every respect, primarily when it comes to decision-making.

You are allowed to:

1. Make the decision you know to be right
2. Start something that needs to be started to help advance the cause
3. Participate and take a seat at the table while in a meeting
(don't stand in the back of the room)
4. Ask for help whenever you want or need it
5. Mentor others whenever you can (even if they don't ask for it)
6. Acknowledge your teammates for making a difference
7. Take time off to do something that inspires, excites and energizes you

As teammates, we are all expected to follow these rules and we are expected to hold each other accountable to them. After all, if we didn't follow the rules... there would be mad chaos!

“Many of life’s failures are people who did not realize how close they were to success when they gave up.”

- Thomas Edison

Reflections

As a learning organization, we need to know how we are doing so that we may learn how to improve and be better. We have our traditional evaluations, mid/annual performance reviews, and rating exams. We also have a 360° Feedback program.

360° Feedback

We all know about that office “suck-up” who seems to act one way to the boss, yet, very differently towards their peers, or even more different to their subordinates. The 360° program is an assessment from someone your senior, junior, and peer groups in order to get a 360° perspective of your development as a teammate and a leader on our team. Remember your hiring panel? It’s a similar concept.

To be a leader here at NCDIOC, you don’t have to be in a position of authority. Simply choose to be a person of influence and lead others on our team. The purpose of this assessment is to gain a better understanding of how you are developing based on inputs from a cross-section of your teammates. It also affords us the opportunity to tailor our investment in you and help you to grow as a teammate.

**“The difficulty lies not so much
in developing new ideas
as in escaping from old ones”**

- John Maynard Keynes

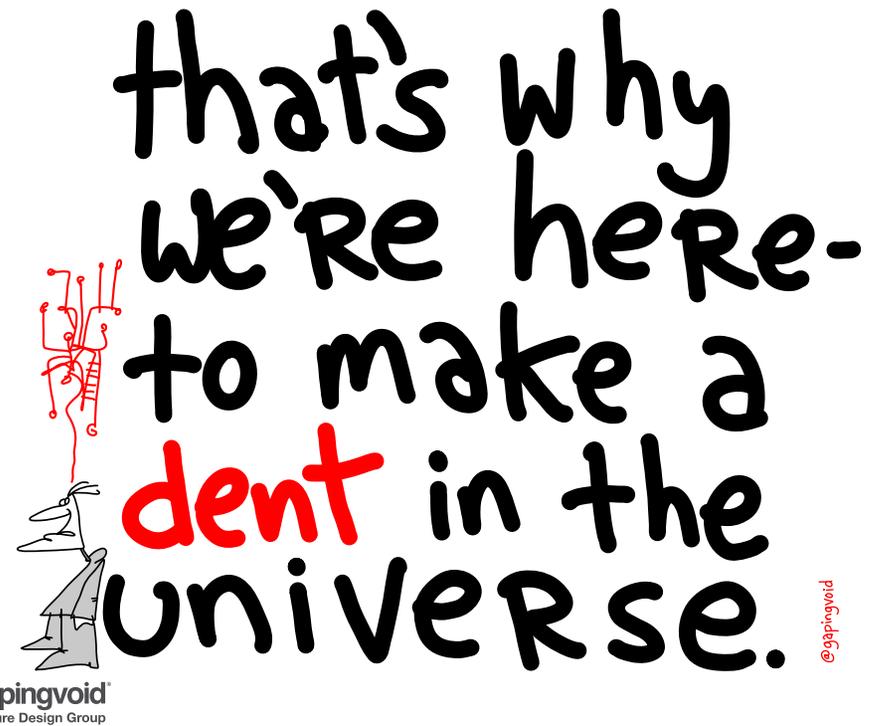
Continual Feedback

We thrive on continual feedback. We don't need to wait until mid-year or annual evaluations/surveys. We encourage you to provide feedback throughout the year, no matter how long or short your tenure is with us.

There are multiple ways we can receive that feedback: the 100-day Onboarding Survey, suggestion boxes, and Command Quarters. Additionally, leverage the various associations throughout the Command such as Junior Sailor Association, First Class Petty Officers Association, Chief Petty Officer Association, Wardroom and NCDOC's Civilian Association. Each and all of these mechanisms will get your concerns to the appropriate team or to leadership.

We May Not Always Get It Right

We recognize that we may not always get it right. Heck, we may even be downright wrong! But we seek every opportunity to learn from our mistakes and identify ways to improve. We also recognize that the philosophy and methods outlined in this handbook may not match perfectly with how things are going day to day. But we are confident that even when problems persist, we will root them out...with your help!

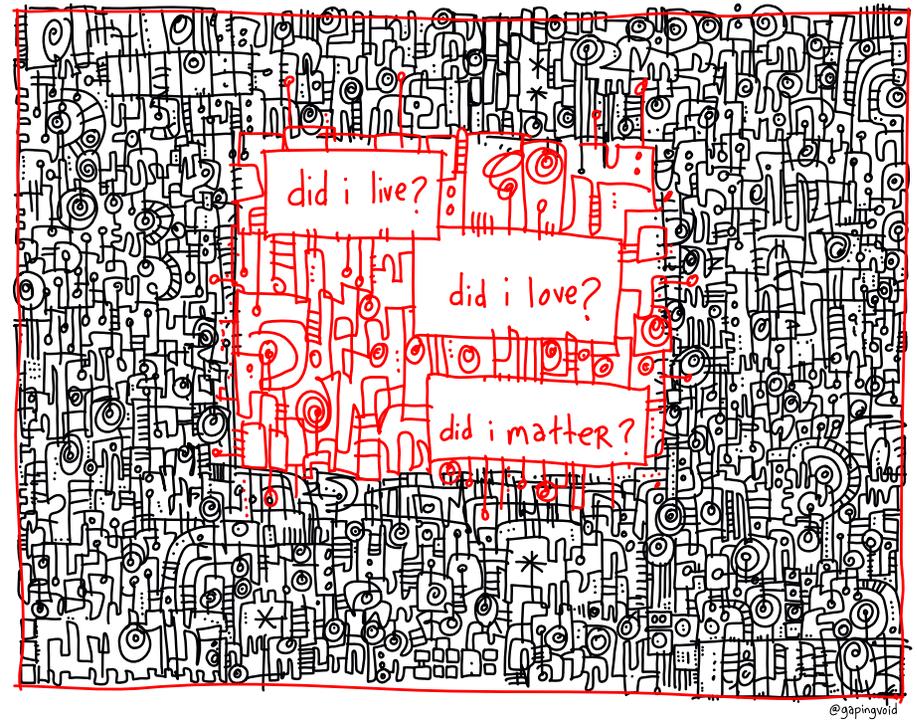


Make Your “Dent”

As you get acclimated to our team, you will notice that there are teams within our team that exhibit the values expressed in this handbook to varying degrees. If you find yourself on a team that isn't quite meeting these goals, be an agent of change. Help influence the team and bring them around. It is only when teammates like yourself stand up, are visibly engaged and commit to the process of improvement that we will realize our potential as a team.

If we execute our responsibilities properly, NCDOC will be a very different organization a few years from now because of YOU. We cannot wait to see where you will take us and what kind of future you choose to build during your tenure with us. We are great, YOU will make us even better!

We do our best to be successful in meeting our vision, completing our mission and exhibiting learning organization behavior. We will also do our part to enable you to be successful as you attempt to make your dent. Consider using the following questions as a means of measuring your progress. We hope that at the end of the day, you are able to answer “Yes” to each of them.



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This is a product of the NCDOC Culture of Learning Initiatives and the 2017 Thinkshop Series.

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