

U.S. NAVY



FIGHTING INSTRUCTIONS

FOREWORD

Sailors FIRST

The lifeblood of our Navy is the Sailor: well-trained, connected, supported, and fit to fight. In every ocean around the world, increasingly complex threats challenge our national security interests. Underpinned by our warrior ethos, we will rise to those challenges. For 250 years, we have been a world-class fighting Navy, and our strength lies in our Sailors. Our teamwork and esprit de corps are strengthened by our core values and devotion to our mission.

Foundry

The Foundry is the engine that drives our warfighting advantage. It transforms raw inputs and forges them into lethal outputs: warfighters, platforms, and sustained readiness at the speed and scale necessary to win. The Foundry builds, generates, sustains, and modernizes naval power through three critical components: people (our total force, civilians and Sailors), infrastructure, and materiel. It is where we design the competencies, technologies, and decision systems that empower our Fleet to operate with greater autonomy, precision, and advantage in combat.

Fleet

The Fleet is our most decisive instrument of national power and serves as the differentiated value our Navy brings to the Joint Force: expeditionary reach, unmatched mobility, and persistent presence that promotes our vital interests, protects the global commons, and wins our Nation's wars. Comprised of people, platforms, and payloads, the Fleet spans across all domains. To our Allies, it serves to reassure. To our adversaries, it deters and shapes behavior. To all, it is a signal that freedom of the seas is non-negotiable and will never be surrendered.

Fight

The United States Navy provides the combat credibility and persistent global presence that secure U.S. vital interests, deter adversaries, and guarantee freedom of the seas for our Nation's prosperity and domestic tranquility. Simply put, our naval power is our Nation's power. In peacetime and crisis, our forward posture preserves sea lines of communication, blunts adversary initiative, and strengthens the economic and diplomatic levers of national power. In conflict, the Fleet employs its warfighters, delivers decisive effects, and accelerates decisions. It maneuvers, strikes, and sustains operations across all domains to impose costs on our adversaries, seize initiatives on key maritime terrain, and create dilemmas that enemies cannot resolve.

These Fighting Instructions are built on those four foundations. There is no Navy without Sailors. Sailors have no platforms without the Foundry. Platforms and Sailors are wielded as a Fleet. That Fleet executes combat power through the Fight. While my detailed plans in these Fighting Instructions necessarily employ more fine-grained categories and concepts, those core four foundations remain the bedrock that guide my tenure as Chief of Naval Operations.

To the Sailors of the U.S. Navy standing the watch, on deployment, and deterring America's adversaries around the world, this document is designed for one purpose: to ensure the Navy's way of business guarantees your victory. The language contained here is different from that of the tactical memos, operational concepts, and doctrines that build and enhance your lethality. I understand some of it may seem theoretical or hard to connect to the deckplate. But know, my strategic vision is designed to complement and fortify the hard work you do every day. The business of our Navy is only possible with your continued sacrifice, commitment, and mastery, for which I am eternally grateful.

A handwritten signature in black ink, reading "D Caudle", with a long horizontal line extending to the right.

ADM Daryl Caudle, USN
34th Chief of Naval Operations

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THE NAVY'S DIFFERENTIATED VALUE

Winners set themselves apart by excelling in difficult endeavors. It is what separates successful businesses or world-class athletes from the competition. Doing difficult things well means identifying and delivering *differentiated value*. For the United States Navy, prioritizing what the Navy does better than anyone

else—any other Service, any other Nation—is central to ensuring that the Chief of Naval Operations designs and resources a strategy that ruthlessly prioritizes the Sailors, Foundry, Fleet, and Fight needed to execute our essential global missions. We provide differentiated value to two primary stakeholders: the Nation and the Joint Force.

The Navy's Differentiated Value to the Nation

We assure homeland defense from the sea

The United States shares more than 12,000 miles of maritime boundaries with 18 countries and hosts a 4.5 million square mile exclusive economic zone, where the U.S. has sovereign rights to resources in the water and seabed. Beyond that area, the U.S. enjoys exclusive rights to seabed resources on a further 381,000 square miles of extended continental shelf. In these frontiers, the U.S. Navy assures our lawful sovereignty over national resources, defends the maritime approaches to the homeland against adversary encroachment, and enables defense in depth against all domain threats. Alongside the U.S. Coast Guard and U.S. Marine Corps, the U.S. Navy also provides critical surveillance, reach, and endurance to support a range of national sovereignty missions, including counter-narcotics, counter-illegal migration, and counter-smuggling.

We deliver global stability and deterrence

Every day, Navy Sailors helm platforms and networks that assure the continued security of our country. Most visible is the carrier battle group that provides deterrence and crisis response. Less visible, but key to strategic global stability, is the most survivable leg of the Nation's nuclear arsenal, the ballistic missile submarine force. This is the capability that most contributes to deterring strategic attack. Supported by a command and control architecture that includes Navy assets like our global fixed transmitter sites

and the E-6B airborne communications relay, ballistic missile submarines patrol the oceans minute by minute, without fail, to raise the barrier to entry for war with the United States and our Allies. This is general deterrence in action. As other domains become increasingly transparent, the relative weight of the Navy's strategic deterrent force will only continue to grow.

We create national prosperity

Roughly 40 percent of all U.S. international trade by value—and 70 percent by volume—moves by sea. The food in our grocery stores, the cell phone in your hand, the car in your garage, and the clothes we wear do not exist without American sea power. Core American industries, from agriculture and energy to heavy machinery and automobiles, all rely on access to the maritime commons to bring U.S. goods to foreign markets. If maritime arteries were blocked or threatened, prices would soar, shelves would empty, and America's digital and economic lifelines could be severed. The U.S. Navy's constant presence on the world's oceans keeps those arteries open. In peacetime, the wealth and welfare of the American people and American industry rest on the free and open maritime system preserved by the U.S. Navy. We provide the hard backstop that underpins American soft diplomatic and economic power. In war, defending our sea lanes and our essential U.S. Merchant Marine vessels becomes existential to the wartime survival of our economy.

The Navy's Differentiated Value to the Joint Force

Six Core Attributes Define The U.S. NAVY

*We are **lethal** from the sea.*

No one carries more organic firepower to the fight faster than we do.

*We are **mobile in mass**.*

No one has the global reach, persistence, and agility to counter adversary encroachment on our vital interests like we do.

*We are **expeditionary**.*

No one operates with the organic, sustainable self-sufficiency and scale that we do.

*We are **sustainable**.*

No one has the capacity to resupply, reconstitute, and regenerate in the fight like we do.

*We are **versatile**.*

No one offers more flexible options to commanders than we do.

*We are **sovereign**.*

No one else can fight on or above the global commons like we do, off sovereign platforms operated and sustained forward every day.



Those attributes enable seven irreplaceable missions for the Joint Force.

We deliver **sea control**. When the Joint Force needs to fight, we pave the way. We deliver **sea denial**. When the adversary intends to use the seas for their advantage, we impose costs to deny freedom of maneuver for the enemy fleet. We deliver **maritime security**. When national sovereignty and prosperity are threatened, we respond, including in support of law enforcement. We deliver **tailored deterrence**. When the Joint Force needs credibility to raise the cost of action to an adversary, our global posture provides the ideal mix of lethality, mobility, and independence. We deliver **logistics** in contested environments. When war demands protraction, we resupply, rearm, refuel, repair, and revive in service of the Joint fight. We deliver **maneuver** across the spectrum. When adversaries impose prolific sensing, we provide agile mobile forces to confound detection and targeting. We deliver independent **power projection**. When the Joint Force needs sovereign, sustained over the horizon fires, we provide precision mass from the surface, undersea, and air.



Assessing the Delivery of Our Differentiated Value



In simplest form, the Navy's Fighting Instructions are designed to deliver homeland defense, global deterrence, and national prosperity. We do so with and for the Joint Force through sea control and sea denial, upon which our other essential missions rest. To control the seas, or deny others their use, the Navy must be able to deter, respond, and win from seabed to space, in cyberspace and across the electromagnetic spectrum.

Our naval forces underpin the effectiveness of all instruments of national power. In peacetime, we provide a credible, forward presence that deters adversaries, assures Allies, and guarantees the free flow of commerce. In crisis, that forward posture protects sea lines of communication, counters adversary initiative, and pressures

9 malign actors in concert with economic and

diplomatic efforts. In conflict, the Fleet provides immediate combat power—maneuvering, striking, and sustaining operations at sea to impose costs, seize initiatives, and create dilemmas the adversary cannot resolve. Our value proposition to the Nation and the Joint Force is manifest throughout all three phases. By implementing these Fighting Instructions, we affirm the Navy's ability to always deliver on that value.

The Chief of Naval Operations sustains the Navy's differentiated value by designing, resourcing, delivering, and managing a ready and lethal Fleet. That Fleet—people, platforms, and payloads—is what creates our differentiated value in deterrence and war. We must be ruthless in assessing and delivering such value, and these Fighting Instructions are structured to do so in three parts.

“The bottom line is this: No other Navy, no other Joint or Combined Force in the world can do what we do.”

**- Adm. Daryl Caudle,
Chief of Naval Operations**



What the Navy delivers today

This is our lagging indicator. If we analogize the Navy to a business, our proximate customers are the Fleet commanders operating forces in service of Combatant Commanders. We must measure the work of the Navy against the products we deliver to those customers to determine if we achieved the necessary results. If the current, high demand signal for naval forces indicates value, then the Combatant Commanders are certainly getting extremely high return on investment. Nevertheless, there are always areas for improvement.

What the Nation needs of its Navy tomorrow

This is our leading indicator. Even if the Navy delivers exceptional products to Fleet customers today, any business that hopes to thrive must invest in the knowledge and capital to anticipate

future markets. Tomorrow's Fleet commanders need a larger, more survivable high-low mix of forces capable of hedging against risks in all domains to sustainably and iteratively outpace any adversary. This is essential work for us to sustain our differentiated value.

A path to the Fleet that deters and dominates always

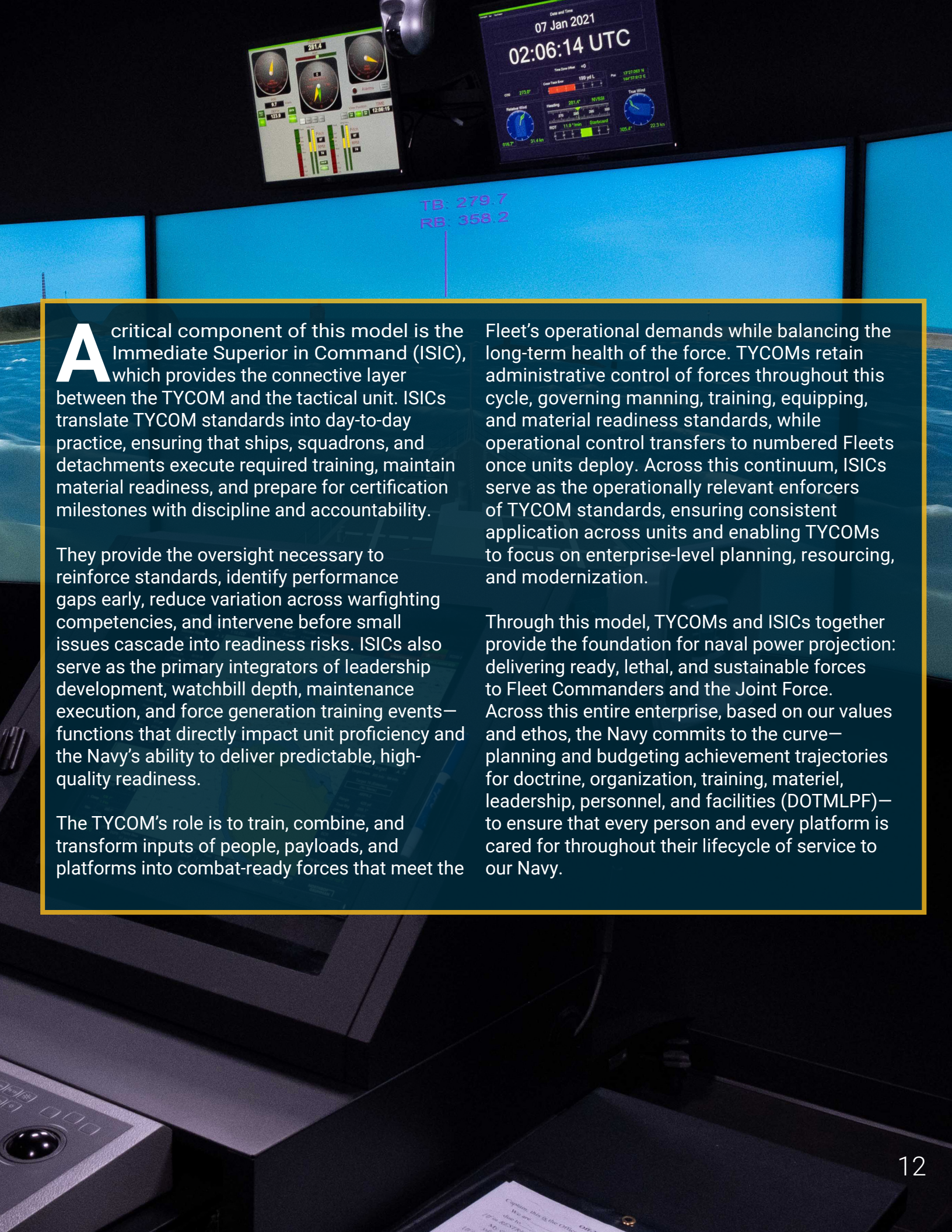
If we know the quality of our product today, and the needs of the customer tomorrow, then what is left is to craft a strategy to get from here to there. These features together create a plan—a recognition of where we are, where we are going, and a roadmap for navigating forward. The Navy's personnel, equipment, supply, training, ordnance, networks and infrastructure investments must all match that plan. To ensure we remain on plan, we must also sustain a strong culture of critical self-assessment that empowers our continuous improvement goals and fast learning cycles.

WHAT THE NAVY DELIVERS TODAY



The Standard Model

The Navy excels in delivering ready forces that align with our standard model of command and control. The standard model follows a deliberate cycle of maintenance, basic training, integrated training, certification, deployment, and sustainment, delivering continuous readiness of the Fleet over time. This model, managed by our Type Commanders (TYCOMs) in partnership with the Fleets, ensures that ships, squadrons, submarines, and all other units are properly manned, trained, equipped, and certified to deploy when ordered. Each TYCOM is responsible for a specific warfare community—surface, air, undersea, expeditionary, information, installations, military sealift, special operations—and each sets readiness standards, oversees platform maintenance and modernization, and manages personnel pipelines. Fleet Forces Command and Pacific Fleet hold the responsibility for certifying units for operational employment.



A critical component of this model is the Immediate Superior in Command (ISIC), which provides the connective layer between the TYCOM and the tactical unit. ISICs translate TYCOM standards into day-to-day practice, ensuring that ships, squadrons, and detachments execute required training, maintain material readiness, and prepare for certification milestones with discipline and accountability.

They provide the oversight necessary to reinforce standards, identify performance gaps early, reduce variation across warfighting competencies, and intervene before small issues cascade into readiness risks. ISICs also serve as the primary integrators of leadership development, watchbill depth, maintenance execution, and force generation training events—functions that directly impact unit proficiency and the Navy's ability to deliver predictable, high-quality readiness.

The TYCOM's role is to train, combine, and transform inputs of people, payloads, and platforms into combat-ready forces that meet the

Fleet's operational demands while balancing the long-term health of the force. TYCOMs retain administrative control of forces throughout this cycle, governing manning, training, equipping, and material readiness standards, while operational control transfers to numbered Fleets once units deploy. Across this continuum, ISICs serve as the operationally relevant enforcers of TYCOM standards, ensuring consistent application across units and enabling TYCOMs to focus on enterprise-level planning, resourcing, and modernization.

Through this model, TYCOMs and ISICs together provide the foundation for naval power projection: delivering ready, lethal, and sustainable forces to Fleet Commanders and the Joint Force. Across this entire enterprise, based on our values and ethos, the Navy commits to the curve—planning and budgeting achievement trajectories for doctrine, organization, training, materiel, leadership, personnel, and facilities (DOTMLPF)—to ensure that every person and every platform is cared for throughout their lifecycle of service to our Navy.

Standard Deviations

We must actively assess processes and structures that do not meet the standard model, resolving ambiguous or overlapping command and control to promote clear accountability and delineation of responsibility. Where the Navy faces significant challenges today, it is often where we have ignored the standard model, where we could apply the standard model more effectively, or where external factors hamper the performance of the standard model.

Delayed maintenance, shore infrastructure erosion, or challenges innovating at speed can all be attributed to deviations from the standard model. Deviations fall into two general categories: those we must overcome to gain advantage, and those necessary to enhance readiness (often in response to external constraints).

Gaining Advantage

C-C5ISR

The immediate goal of naval forces in conflict is to seek out the enemy, hold them at risk, and destroy them when ordered. This begins with a scouting and counter-scouting battle—whoever sees the enemy fleet first, and strikes effectively as a result, holds a critical advantage in war at sea. The Navy excels at striking, and through new investments like robotic and autonomous systems (RAS) and high-end precision munitions, we are fielding more new and novel long-range strike capabilities. Where we must redouble our investments is in how the Fleet evades detection (counter-command, control, communications, computers, cyber, intelligence, surveillance, reconnaissance, and targeting, or C-C5ISR). C-C5ISR is a whole of Navy (and whole of Joint Force) cross-domain challenge, from seabed to cyber to space.



Confusing, obfuscating, or eluding the adversary is an absolute necessity in modern warfare, and C-C5ISR is how we enable expanded maneuver to ensure we strike first and effectively against the adversary. We must develop a standard model for C-C5ISR to build a general operating system with common interfaces, a resilient command and control architecture, and a responsive industrial base to deliver and integrate these advanced capabilities at pace.

Robotic and autonomous systems

RAS are an important feature of the current and future force. Yet by treating these systems as novel, we carve them out of the standard model and reduce options and fungibility in fielding them at scale. The Navy must clarify how Fleet Commanders and the Joint Force can express demands for RAS capabilities and effects. If a commander has a need for anti-submarine warfare effects, the standard model has a time-tested process to identify the right mix of people and platforms (operations centers, submarines, destroyers, maritime patrol aircraft, tankers, etc.) to meet the need. No such mechanism exists to fully incorporate RAS into a similar process. The Navy must address the associated doctrinal shortfalls, organizational seams, and process gaps, including determining how we will allocate RAS in service decisions like strategic laydown, dispersal, and global force management. For us to integrate RAS into our standard force delivery model, RAS capabilities must be describable in standard terms, interfaces, and outcomes.



Artificial intelligence and advanced manufacturing

Artificial intelligence and advanced manufacturing are rapidly becoming essential components of naval competitiveness, yet today they sit outside the Navy's standard model in ways that limit scale, speed, and operational impact. The Navy continues to pilot promising AI-enabled tools for maintenance forecasting, decision support, maritime domain awareness, and kill-web management, but we have not fully integrated these systems into Fleet training cycles, certification assessments, destructive behavior trend analysis, or material readiness processes. Similarly, advanced manufacturing—whether additive production of repair parts, on-demand fabrication in contested logistics environments, or digital design tools for modernization—remains fragmented across commands and programs. Treating AI and advanced manufacturing as experimental rather than foundational has constrained their value and slowed adoption. To meet the demands of future conflict, the Navy and the accompanying industrial base must embed AI into core naval functions and normalize advanced manufacturing as a scalable operational capability. This includes establishing Fleet-wide data standards, integrating AI into readiness and training pipelines, expanding deployable manufacturing capacity, and ensuring commanders can reliably request and employ these capabilities as part of routine force generation and sustained underway operations.

Directed energy for terminal defense

Fielding directed energy (DE) for line of sight applications such as air and missile defense would usher in a paradigm shift in war at sea. Currently, ships must reserve significant portions of dual-use missiles and magazine space for defense, reducing available fires for offense and increasing the cost and complexity of missiles that must optimize to both tasks. DE systems that can assume the terminal defense mission currently dominated by kinetic interceptors would dramatically expand offensive magazine depth. This shift will fundamentally alter the cost and logistics equation, providing deep, low-cost shots per engagement while freeing surface combatants to carry more long-range strike and theater defense weapons. The Navy will develop a comprehensive DE strategy that clearly defines priorities, capability thresholds, and timelines, ensuring investments are aligned across platforms, mission areas, and Future Years Defense Programs (FYDPs). Such a strategy will enable deliberate, sustained investment in the power, thermal, and integration upgrades necessary to transition DE from experimentation to Fleet capability. A coherent DE strategy will also accelerate industrial base maturation, reduce fielding risk, and establish common standards for sensors, command and control, targeting, and supply chains. Doing so must start with a DE champion that leverages the standard model.

Standard Deviations

Building Readiness

Platform maintenance and modernization

Delayed depot-level maintenance and modernization are the most significant limiters of current Fleet readiness. Timely completion depends on a range of constraints that are only partially controlled by the standard model, including: fully funded maintenance accounts, optimized class maintenance plans, available drydock space, improved work package planning, resilient supply chains, and a robust shipyard workforce able to service three full shifts in our public yards. Many of these challenges are larger than the remit of the TYCOMs to address—yet we must aggressively fix them. If we cannot satisfactorily execute ship repair and maintenance in peacetime, we cannot do so in wartime. This includes working with the Marine Corps to improve the Navy's performance to field ready amphibious forces. We are committed to righting readiness levels for the amphibious vessels we maintain and deploy as a naval integrated team.

Shore infrastructure

The Navy's ability to sustain readiness and generate combat power begins ashore. Yet our shore infrastructure—piers and power grids, depots and drydocks—has not kept pace with the operational demands of the Fleet. Decades of deferred investment have created systemic fragility, degraded quality of work and quality of life for civilians and Sailors, and have limited the Navy's ability to support surge mobilization readiness generation. A deliberate and sustained investment strategy is essential to restoring this foundational pillar of the foundry—and it will take commitment across multiple FYDPs to right the ship.

Munitions backlog

A ready force must be both present and lethal, yet the Navy continues to face a persistent backlog in critical munitions production and replenishment. Conflicts cannot be won without magazine depth. Industrial capacity constraints, fragmented acquisition strategies, and unpredictable funding have slowed the delivery of precision-guided munitions, undersea weapons, and missile inventories needed for high-end conflict. TYCOMs and Fleets can only certify units as combat-ready if they are equipped with sufficient and modern ordnance. Closing this gap requires concerted action: multi-year procurement authorities, deeper integration with Joint munitions planning, co-production with Allies, optimized production prioritization across customers, and strategic partnerships with industry to scale production lines. Without credible stockpiles and the ability to replenish them at speed, deterrence falters and sustained operations become increasingly risky.

Contested logistics

We must improve our ability to sustain ourselves in a more globally contested battlespace; in future conflicts, supply lines, ports, and communications will all be targeted and disrupted from the outset. For decades, the Navy has enjoyed a permissive environment and uncontested sea lanes resulting in a just-in-time Navy logistics enterprise. As exhibited by operations in the Red Sea, those conditions no longer hold. Sustaining forward-deployed forces will require resilient, distributed, AI-enabled, just-in-case logistics networks and concepts that can adapt under fire. This means investing in smaller, mobile replenishment platforms; leveraging autonomous vessels and unmanned systems for resupply; expanding pre-positioned stockpiles and dispersed fuel storage; leveraging the C-C5ISR umbrella that supports combat ships; improving organic self-sufficiency at sea; and hardening logistics command and control systems to operate through electronic warfare and cyber disruption.



A note on risk

Addressing these standard deviations—and those like them—will take time and resources. And yet we must also take action to address pressing issues of readiness and force flow today. There is no quick fix or magic bullet. To balance investments across time, we must do a better job of understanding risk. Risk, the combination of consequence and occurrence probability as a function of time, is a fact of nature. It does not disappear; it transfers among operational and administrative echelons. Leaders must decide when to communicate, mitigate, transfer, or accept risk. Every decision either shifts risk to another organization, holds it in place, or redistributes it across people, platforms, and time.

Transparency, technology, and teamwork remain essential tools for managing risk, but risk is truly mitigated only when we improve efficiency, innovation, competency, and timing—

the elements that change the actual probability and consequence of failure. Efficiency reduces waste and friction in processes and resources, innovation creates new options for action, competency improves the quality and speed of decisions, and timing ensures we act in an optimized manner. These factors do not remove risk completely, but they meaningfully reshape its contours.

These Fighting Instructions embrace risk—buying some down now, shifting some to the future, pulling some closer to the present. Only by thinking about risk honestly and systematically can we develop a plan that survives contact with reality. **The challenges above are magnified and defined by their deviations from a model the Navy has honed to manage and illuminate risk to leaders.** The first step in addressing such obstacles in order to reduce unacceptable variation must be bending them back into a standard model we know, understand and can replicate.

WHAT THE NATION NEEDS OF ITS NAVY TOMORROW


America's national security relies on a series of deliberate hedges—investments in people, platforms, posture, and concepts that reduce the risk of higher-cost outcomes such as coercion, crisis, or war. Some of these hedges are physical: ballistic missile submarines that deter strategic attack, special operations forces that counter gray-zone coercion, or carrier and expeditionary battle groups that offset adversary first-mover advantage. Others are institutional: our alliances, forward posture, and the global reach that only naval power can provide. Together, these hedges generate time, space, and combat credibility for the Joint Force, Allies, and partners to mass, maneuver, and win.

But as the security environment accelerates in complexity, the Navy

must adopt a more deliberate strategy for how we design, generate, and command forces in a world where sensing, decision, and weapon timelines continue to compress. What the Nation requires is a Navy that not only hedges risk for others but manages its own risk through a coherent system of tailored readiness, certifications to high standards, warfighter-focused innovation, scalable partner integration, and modernized command and control.

Achieving this system requires more than new platforms or technologies—it requires a new operating logic for how authority, initiative, and decision-making are distributed across the Fleet. The Navy's answer is a full-spectrum Hedge Strategy enabled by an Enhanced Mission Command Framework (EMCF).





“We must bring back our American maritime industrial might... As Secretary of the Navy, it is my job to equip our Sailors to win the fight at sea with the finest ships in our history.”

**- The Honorable John Phelan,
Secretary of the Navy**

The Hedge Strategy defines what we must be able to deliver: a main battle force capable of deterring and winning, complemented by tailored offsets that solve specific operational problems and impose costs on the adversary. EMCF defines how we command and control tailored forces: aligning delegated autonomy to demonstrated situational competency through clear roles, domains, accountabilities, and repeatable governance mechanisms.

This integration of strategy and command architecture allows the Fleet to disperse in space while concentrating effects in time—executing Distributed Maritime Operations (DMO) through expanded maneuver

at scale, even under degraded communications. It provides the foundation for the tiered readiness, adaptive force packages, and Allied integration that the future operating environment demands. And it ensures that decentralized execution is not aspirational, but structured, risk-informed, and aligned to commander’s intent.

In short, the Nation needs a Navy that can hedge aggressively, innovate continuously, fight distributively, delegate autonomy confidently, and command with clarity within complex battlespaces. The combined Hedge Strategy and associated Enhanced Mission Command Framework provide the means to achieve that Navy.

The Hedge Strategy

The Navy provides flexible deterrence and response options through routine forward employment of the main battle force—aircraft, ships, submarines, and the Sailors and Marines who enable them. These forces are more than suitable for most challenges in most places most of the time, from competition to conflict. Much of the job of the CNO is to continue defining, resourcing, and building these forces in service of the Navy's enduring global missions—delivering our differentiated value.

Nevertheless, it is cost and risk prohibitive to assume the main battle force can be affordably designed for uniform application against all eventualities. Scenarios that may stress the force—such as with peer adversaries or against significant asymmetric threats—occupy defense planning and force design for that reason. To be clear, the main battle force is applicable even in these most extreme contingencies. Yet that force requires C-C5ISR and additional hedge capabilities to ensure resilience and guarantee we prevail at acceptable levels of risk and cost.

To deliver a force that is capable of deterring and winning in any scenario, at any point in time, the Navy will pursue a Hedge Strategy with five core attributes:

1. Posture the main battle force to deter and win.
2. Innovate at speed to deliver tailored offsets to manage risk.
3. Leverage the Joint Force, Allies, partners, and industry to force multiply effects.
4. Integrate capability development with concepts of operation.
5. Command and control a distributed and integrated battle force.

The result of synchronizing these five components is to deliver and sustain purpose-built, mission-certified tailored forces designed to augment the main battle force.

The Hedge Strategy is not a point solution to a specific crisis in time and space. Supported by both policy and operational concepts, the Hedge Strategy prescribes what capabilities we buy and field, how we posture and ready them, when we employ them, and how we command and control them most effectively.



Defining the Hedge Strategy

The Hedge Strategy is a theory of investment, force design, and concepts of employment that reduces operational risk across the spectrum of conflict by deliberately combining:

1. Ready Main Battle Forces
2. Modular, Scalable Tailored Offsets
3. Joint, Allied, Partner, And Industry Capabilities
4. Enabling Concepts Of Operation
5. Command And Control For Distributed Decision-Making And Effects



Glossary of Terms

The **general-purpose force** is the Navy's integrated, scaled, conventionally equipped, all-domain Fleet designed for wide-spectrum operations. A subset of this force is the **main battle force**: multi-mission platforms capable of combined or independent offensive combat operations. The main battle force is expeditionary, mobile, precise, and persistent — able to deliver massed, sustainable fires and organically execute all joint warfare functions. It is an industrial-model force designed to provide diverse adversary-agnostic capabilities.

Tailored offsets are hedge capabilities that are modular, scalable, rapidly deployable, adaptable, and cost-effective. They augment the main battle force by solving specific operational shortfalls, improving lethality, and enhancing resiliency. These capabilities are designed to be attritable, defined as acceptable loss rates given cost and production pace. They are "offsets" because they are asymmetric means or novel technologies designed and fielded to balance against specific risks, geographies, or adversary capabilities.

Tailored forces are groupings of tailored offsets and/or conventional forces certified to specific missions — combined with personnel, doctrine, and enablers. These forces are threat and geography-specific formations with defined CONOPs, designed to augment the main battle force and solve key operational problems. These forces are "full-up rounds" that require no additional training or adaptation by the Fleet. They are mission-aligned, pre-certified when possible, and postured to surge into specific contingencies with clear rules of employment and mission success criteria.

An **Enhanced Mission Command Framework** assigns Delegated Autonomy Levels (DALs) to ensure authority and initiative are matched to a unit's demonstrated ability to sense, assess, and synthesize the operational environment. DALs provide a scalable, risk-informed method to empower distributed forces while preserving commander's intent and operational coherence in contested environments. DALs are a function of the Tactical Situation (TACSIT) Level and the Acceptable Level of Risk (ALR) to execute the mission.

The products of this strategy are purpose-built, mission-certified tailored forces postured to deliver and sustain calibrated naval forces at the time and scale of need.

Ready Main Battle Force

Every part of the Navy plays an essential role in deterring or defeating our adversaries. The Joint Force relies on the Navy to deliver the whole package, from the submarines and carrier battle groups that raise the barrier of entry for our adversaries, to littoral and expeditionary formations, special operators, assured networks, and civilian mariners that raise the cost of specific acts of aggression. Yet when we approach the scale of major combat operations, our regular deployment cycles risk being unable to buy the Joint Force, Allies, and partners the time they need to get to the fight in mass. To prevail in protraction, we must field a main battle force at higher states of readiness and deployability when the need arises.

“Our Navy’s Response Plans must be designed, ready, and practiced to flow overwhelming naval combat power forward to the point of conflict or crisis. Mass will matter in high end conflict.”

**- Adm. Daryl Caudle,
Chief of Naval Operations**

General-Purpose Forces

Surface combatants,
submarines, and
naval aviation

Combat logistics force ships

Hospital ships

Information warfare forces

Construction battalions

Medical, dental, legal, supply,
and chaplain staff corps

Main Battle Forces

Carrier battle groups
or integrated
battle groups certified
to execute major
combat operations
across domains

Routine SSN/SSGN forward
deployments providing undersea
advantage and persistent strike

Certified independent deployers
(surface ships or strike
packages assigned
to extended,
autonomous operations)



Ready Main Battle Force

Global Maritime Response Plan

We will achieve our readiness and posture goals through the Global Maritime Response Plan (GMRP). If the Navy is truly the Joint Force's global hedge, then we must be capable of massing with little notice anywhere and anytime. Today, our model for force generation (the Optimized Fleet Response Plan, OFRP) operates like a 36-month conveyor belt to provide a steady state flow of global forces that are certified for major combat operations. OFRP serves a purpose, but we need a plan to hedge against our adversaries betting they can overwhelm our readiness timelines, seize the initiative during scheduled deployment gaps, and impose a fait accompli against the Joint Force.

Our Navy has around 300 ships made ready on OFRP's "three to make one" cycle of thirds. Every day, around a third are deployed, and another third are in deep maintenance. The last third are neither deployed nor in maintenance. In theory, this group is either in the workup phase (training, readying to deploy) or the sustainment phase

(post-deployment, maintaining a ready state). In practice, these forces highlight the overhead and inefficiency associated with how the OFRP generates combat power, which has resulted in decades of unacceptable low readiness levels across personnel, equipment, supply, training, and ordnance (PESTO) metrics.

OFRP has become too economized in the name of financial efficiency. In some cases, we can only deliver outgoing units for deployments by borrowing people, payloads, and even platforms from returning units. We have trimmed the force too closely to the 36-month cycle, with no margin for contingency. Deployed units often face operational extensions, which increase wear on the force and produce growth work in the maintenance phase—eroding the depth of the force in sustainment, when they should be in a ready status. Lengthened maintenance phases, extended deployments, and shortened sustainment windows then all compress the time available for training if forces are to make their next scheduled deployments.



GMRP aims to do more with the third of ships in the workup and sustainment phases to make them ready to flow into combat. This is not a simple effort; the needs of these ships vary depending on their stage in the cycle. Returning units from deployment are typically at their peak levels of proficiency, while their overall material readiness has degraded. They need greater emphasis on maintenance relative to training. The inverse is true for units in workups. Across returned deployers, basic phase units just beginning workups, or those deep in the integrated phase approaching deployment, the Fleet needs all of those forces certified to an acceptable level of risk and ready to fight. GMRP provides the plan and the risk matrix to certify and deploy those units when called to action. The plan ties force generation to indications and warnings of adversary behavior, defined in Response Conditions (RESCONs) that signal changes in generating, prioritizing, and sustaining combat ready forces—an initial hedge against deterrence shortfalls or adversary opportunism.

A key feature of GMRP is the **Combat Surge Ready** (CSR) certification. Combat Surge Readiness is not a substitute for OFRP, nor is it an “out-of-cycle” force generation process. It is a time-phased force deployment data (TPFDD) based certification achieved within the existing constraints of OFRP to maximize the readiness of our non-deployed, non-maintenance units.

CSR is a formal designation for certified tailored force offerings by the respective TYCOM that a platform and crew are ready to fight for a specific mission, that the unit has proven it can shoot, maneuver, communicate, and defend as conditions and risk levels dictate.

The work to sustain GMRP will cover the waterfront and tackle many of the long-term challenges outlined in the section on Standard Deviations, including: shorter, more frequent maintenance availabilities; better designed, phased, and executed modernization periods; aggressive material management; higher basic phase training density; and more stable manning levels. When these actions are combined with intrusive ISIC oversight and expanded Live, Virtual, Constructive (LVC) training and integration, the Navy will achieve its Combat Surge Readiness goals for all platforms.

When embers flash to conflict, we cannot just “do OFRP faster.” The break-glass-in-case-of-emergency answer to surge readiness must be a deliberate plan that is in constant execution and is resourced and robustly managed across PESTO lines. The Global Maritime Response Plan, with its Combat Surge Ready certifications, is the main battle force’s hedge against surprise and a necessary precondition to affirming the Navy’s differentiated value to the Nation and the Joint Force.



Tailored Offsets

We will prioritize a warfighter-centric approach to technology development and Fleet introduction. To outthink, outmaneuver, and outfight any opponent, we must be capable of identifying an operational problem, prototyping a solution, and rapidly adopting new systems throughout the Fleet in service of deterrence or victory. Our adversaries must know that the Navy, with the Joint Force and our Allies and partners, can achieve battlefield surprise and respond in kind by producing and integrating innovations that solve defined key operational problems. Adaptability is a central feature of modern, software-defined conflict. Our Navy will maintain deterrence and achieve battlefield surprise through a coherent strategy for rapid innovation and Fleet introduction across DOTMLPF.

The Navy must pursue tailored offsets to enhance Fleet lethality and resilience, reducing risks associated with stressing scenarios where adversaries attempt to deny our access to the sea. Tailored offsets are the part of the Navy most easily adaptable to change, and are therefore the center of the Navy's rapid innovation efforts. These capabilities will amplify and complement the main battle force by adhering to the following attributes:

- Scalable. Produced and reproduced in relevant timelines and capacities.
- Deployable. Sustainable and employable at appropriate levels of risk.
- Adaptable. Modular platforms capable of optimizing tailored effects related to scouting, screening, deceiving, denying, striking, or sustaining.
- Cost effective attritable, and/or expendable. Provides asymmetric cost benefit relative to loss and production rates.

Examples of Tailored Offsets

One way attack USVs (augmenting naval long-range fires) | Low-cost, high-volume interceptors for counter-drone defense (designed to be attritable with high production replaceability) | UUVs for decoy or area denial (e.g., one-way attack, subsea and seabed effects, mining, etc.) | Medium USVs for C2-denied environments (designed for persistent ISR, targeting, and striking)

Generating and scaling tailored offsets requires a Navy-wide approach to innovation and adoption, with three components.

Pick the right problems to field the right hedges

To do this, we will establish a hedge investment strategy to address high-impact, Fleet-defined key operational problems at speed. We will invest through a variety of engines, including the Naval Rapid Capabilities Office, but oversee all efforts through this single strategy. Examples of problems we are already addressing include:

- RAS for non-traditional sea denial and global seabed control.
- Decision advantage for Maritime Operations Centers.
- Force resilience through asymmetric capabilities (C-C5ISR and directed energy).
- Low-cost munitions inventory diversification for asymmetric self-defense.
- Advanced manufacturing processes to improve supply chain resiliency.

Convert innovation into lethality

We will decrease risk in operationalizing new technology by accepting risks in rapid acquisitions, with the goal of empowering Sailors to field warfighting systems on the deckplate. To do so, in accordance with the standard model, we will create dedicated adoption task forces to ensure that tailored offsets land in the hands of Sailors who understand how to use them. As we scale, adoption task forces will leverage the tactical acumen of our Type Commanders and Warfare Development Centers to train the Fleet, ensuring that we harness the standard model of force development to capitalize on new capabilities. Tailored offsets must also be interchangeable with Allied and Joint Force capabilities. Therefore, our Fleet adoption processes must include them as essential partners during development and integration.

Scale solutions across the force

If initial hedge efforts begin with small “angel investments,” we will need means to push “venture capital” into the innovations that show greatest promise. In partnership with Congress, we will pursue agile bridge funding

for worthy hedges to drive scaling resources as a path to long-term budget disposition—the latter of which must include a robust, up-front understanding of DOTMLPF costs for new capabilities. Scaling these hedges requires us to develop complete capability packages that include the personnel, training, infrastructure and critical enablers necessary to deploy a Navy system from storage to effect. Further, we must not focus solely on concepts of operations or employment, but on concepts of deployment to ensure our tailored forces and offsets can close the “last tactical mile” and deliver their designed effects with confidence.

Examples of Tailored Forces

RAS force for non-traditional sea denial | Navy-Marine Corps littoral groups for SLOC control | Special operations packages tailored for covert cross-domain missions with high strategic consequence | SSBN posture and operations addressing strategic deterrence requirement | Surface Action Groups (CGs, DDGs, USVs) generated through GMRP certified and available as Combat Surge Ready assets to execute specific missions.



Joint Force, Allies, Partners, and Industry

The Navy is uniquely agile, mobile, and flexible, but there is no scenario where we unilaterally compete with all potential adversaries. Bottom Line: we never fight alone. Just as the Navy will invest in readiness and tailored offsets to guard against the most extreme contingencies, we must also capitalize on force multiplying attributes from others to build our strategic depth. This coalition includes the Joint Force, Allies, partners, and industry. By partnering with others, we enable the Navy to focus our limited resources on sustaining the Navy's differentiated value while collectively enhancing global security.

Joint Force

In peace and in war, the Navy operates as a mutually supporting element of an integrated global fighting force—particularly through our close and historical relationship with the Marine Corps. The Navy enables elements of the Joint Force by establishing and exploiting sea

control, imposing sea denial, securing sea lines of communication, ensuring the global flow of forces and logistics, projecting combat power from the maritime domain deep into contested areas, enhancing global maneuver through C-5ISRT, and providing flexible, survivable platforms for Joint fires and command and control—all to ensure concurrent or follow on action by the Joint Force, Allies, or partners.

The Joint Force, meanwhile, enables the Navy by providing critical capabilities in intelligence, surveillance, reconnaissance, cyber, space-based targeting, deception, expeditionary basing, and long-range fires that extend the Navy's battlespace, enabling sea control and power projection ashore. Together, this synergistic partnership allows the Joint and coalition force to fight as a cohesive team, leveraging the Navy's global expeditionary reach and ability to sustain operations, deter aggression, and prevail in conflict.





Allies and partners

We need our Allies and partners through all phases of competition, from peacetime to conflict. In peace, our friends help share the load, reducing strain on U.S. forces and enabling us to focus on the readiness generation and deterrence that serve global stability. In war, Allied navies are force multipliers that increase our collective advantage by imposing tactical dilemmas on the adversary. Allies and partners that develop capabilities to amplify local specializations and geographic advantages help ensure U.S. forces are applied to the most pressing challenges, bolstering our extended deterrent value by increasing the combat credibility of our coalition forces.

Forward posture is also a hedge, one that reduces time to reaction and deters opportunism. Our friends enable critical global posturing through access, basing, and overflight, attributes that are not strictly essential to U.S. Navy operations, but which are invaluable and consequential enablers. Our network of global friends is an unrivaled strategic advantage, one that we must continuously invest in maintaining. One essential contribution Allies and partners provide in support of the Hedge Strategy is forward deployment of tailored forces. To manage cost and complexity of design, and to deliver capability to the Fleet quickly, some tailored forces are best postured in the theaters of intended use. Allies and partners provide staging for these assets, while many Allies have also become early adopters fielding non-traditional sea denial capabilities themselves.

Industry

The Navy cannot independently achieve the rapid creation and scaling of tailored offsets. We need industry and private capital. But industry also needs the Navy. There is no American technology dominance without seapower. The processor chips that drive America's sector-leading technology firms are manufactured on complex equipment assembled from seaborne parts gathered from hundreds of subsidiary globalized supply chains. Those chips circumnavigate the world in their assembly, eventually resulting in a server rack shipped to a data center in northern Virginia or Nebraska or Colorado where they leverage a global network of undersea cables linking your laptop to your favorite website or large language model. The U.S. Navy creates the economic conditions for America's innovation dominance. Now we seek to leverage that dominance by asking our innovators to invest in naval capabilities that assure the continuation of a maritime order that has delivered more prosperity and security than at any time in history.

We need industry that is adaptable to the needs of a dynamic, software driven defense technology nexus, and a Navy that understands how to be a more flexible partner in response. We expect industry partners to invest in internal research and development, and we expect the Navy to reward promising solutions with capital to scale.

We must also include our Allies and partners in this innovation ecosystem, many of which possess battle-tested intellectual property and untapped industrial capacity in shipyards and defense manufacturing. Shared development and distributed production—including through levers like AUKUS Pillar Two—can help us deliver tailored offsets at speed. We must be forward leaning in taking best of breed, wherever capabilities can be found.

Enabling Concepts

The Hedge Strategy takes advantage of cost-effective, scalable, and risk-worthy mass, integrated with our most technically advanced multi-mission platforms. To deliver on that promise and ensure unity of effort at all levels, implementation of the Hedge Strategy must be guided by authoritative Navy concepts, starting with the Navy Warfighting Concept, the Navy Deterrence Concept, and Force Design 2045.

The Navy's ability to maneuver globally, mass fires quickly, and bring prompt, sustained combat power at sea makes it the Nation's ultimate hedge against adversary action. As the classified Navy Warfighting Concept conveys, this is the essence of Expanded Maritime Maneuver: early target development, asymmetric options, and leveraging both traditional and non-traditional attack vectors to impose costs and deny adversary objectives.

The **Navy Warfighting Concept** provides an overarching warfighting approach to our Hedge Strategy, supporting the Joint Warfighting Concept and creating a framework for continued development of Service concepts. It describes a proactive approach that uses the global maritime maneuver space to gain and exploit sea control or impose sea denial. At an unclassified level, key elements of the Navy Warfighting Concept include:

- Global maritime unity of effort, which necessitates synchronizing and coordinating effects across a global maritime battlespace that transcends theater boundaries.
- Seizing and maintaining the initiative, which induces adversary missteps and reactions across the spectrum of conflict.
- Asymmetric maritime operations, which generate disproportionate effects and exploit adversary vulnerabilities.
- Prevailing in protracted conflict, which requires Fleet persistence and endurance to maintain combat effective forces while continuing to place pressure on an adversary.



The Navy, as the most flexible and responsive forward-deployed component of the U.S. military, also underpins U.S. deterrence strategy by providing credible deterrence and response options to the President. The **Navy Deterrence Concept** provides a comprehensive deterrence approach to our Hedge Strategy that integrates Navy day-to-day activities with the totality of Joint, interagency, and combined efforts aimed at general and tailored deterrence, backstopped by strategic capabilities. For the first time, the Navy Deterrence Concept will provide a comprehensive methodology for evaluating return on investment for deterrence and campaigning activities, understanding the value proposition for posture decisions, and determining our adversaries' cognitive centers of gravity in order to best shape behavior and achieve escalation dominance.

The Navy's **Force Design 2045** is the working, long-term structural implementation of the Deterrence and Warfighting Concepts, shaping the Navy's capabilities, platforms, and technologies toward achieving a generalizable theory of victory as new threats emerge. It emphasizes the integration and advancement of scouting, screening, deceiving, denying, striking, and sustainment forces to provide a flexible, agile, adaptable, all-domain Fleet capable of deterring aggression and responding adaptively over time.

The Navy Warfighting Concept, the Navy Deterrence Concept, and Force Design 2045 work in concert to create the intellectual underpinnings that ensure that Hedge Strategy investments, force design, and concepts produce a balanced mix of forces that Fleet commanders can optimize to achieve their military objectives.



Enhanced Mission Command Framework



To fully realize Distributed Maritime Operations as part of Expanded Maritime Maneuver warfare, and in order to accelerate, control, and synchronize the effective employment of tailored forces under the Hedge Strategy, the Navy will adopt an Enhanced Mission Command Framework (EMCF) as a formal governance model based on holacracy concepts. Organizational structures built on holacratic principles empower distributed and decentralized command that capitalizes on localized autonomy and expertise without sacrificing overall direction and accountability. Therefore, the EMCF will formally define and strengthen mission command by distributing authority through clearly defined roles, domains, and accountabilities, ensuring that delegated autonomy is matched to demonstrated situational competency across the assigned battlespace. This framework connects the Navy's operational concepts with the organizational mechanisms required to execute them under speed, pressure, and contested conditions.

Modern naval operations demand the ability to disperse geographically while concentrating effects through networks, data, and decision advantage. Mission command provides the philosophy while the Naval Operational Architecture provides the technical backbone required to execute distributed operations. The

system that meshes mission command and the network architecture, making DMO actionable at scale across all platforms, from an AI-enabled unmanned drone to the Carrier Strike Group. It does so by codifying how decision rights are delegated, how they adapt during a campaign, and how units are empowered to act under degraded or denied communications in order to achieve the mission tasking.

At its core, the EMCF ties the level of delegated autonomy to a unit's ability to sense, assess, and synthesize the operational environment. This linkage is formalized through **Delegated Autonomy Levels** (DALs)—ranging from conditional execution to full tactical autonomy—assigned by mission area and informed by training, readiness, and demonstrated proficiency. DALs will enable commanders to scale decentralization intelligently, rather than uniformly, ensuring that autonomy is tailored, risk-informed and competency-backed. DALs are a function of the expected level of the Tactical Situation (TACSIT) and the Acceptable Level of Risk (ALR) required for mission success based on the urgency and necessity of the operational objectives. The EMCF gives structure to commander's intent in a consistent and scalable methodology in order to effectively command and control all forces across a complex battlespace, from tailored offsets to our Navy's main battle group formations.

The EMCF reinforces the Hedge Strategy through six major contributions:

Precision in delegated autonomy. Roles aligned to commander's intent clarify who owns which decisions, under what conditions, and within what boundaries—translating philosophical mission command into a transparent system of accountability.

Faster adaptation to operational realities.

Short, disciplined governance cycles allow commanders and staffs to adjust roles, decision rights, and constraints in real time as tensions emerge in the battlespace.

Resilience during C2 degradation. Units assigned higher DALs can continue executing the last known intent even when communications are contested—maintaining tempo and coherence in distributed fights. Units without such approval lack the battlespace awareness to independently press the fight within ALR.

Integration with the Naval Operational Architecture. The EMCF leverages the Navy's technical backbone—its data standards, networks, decision tools, and kill-web pathways—to ensure that distributed forces remain connected, informed, and synchronized with optimized autonomy.

Integration across Foundry–Fleet–Fight.

The EMCF informs concept development and capability design (Foundry); shapes readiness and certification standards, including DAL assessments (Fleet); and governs distributed execution and authority in real-world operations (Fight).

Support to GMRP. To accelerate the force generation processes needed to execute GMRP, we must embrace an approach to authorities and permissions that flow clearly from Echelon I down through to the waterfront. GMRP rests on the delegated mission command and autonomy made possible by EMCF, which promotes speed of action without sacrificing accountability.

By adopting EMCF, the Navy strengthens its ability to fight as a widely dispersed but tightly integrated Fleet (main battle forces and tailored forces alike), one that uses human and machine cognition to out-think, out-pace, and out-fight any adversary. This framework ensures that autonomy is not aspirational—it is structured, measurable, scalable, and aligned with the Navy's overarching strategy to deter and win across all domains.



A Vision of Hedge Strategy Success

The result of the Hedge Strategy is the continued, steady state deployment of naval forces in support of national and Joint Force objectives, paired with **a coherent and durable plan to surge tailored forces to deter and win when needed.** A successful Hedge Strategy incorporates an Enhanced Mission Command Framework, ensuring the Fleet distributes authority intelligently, synchronizes effects across domains, and executes with the autonomy and tempo required in modern conflict.

Successful implementation of the Hedge Strategy enables wartime transformation of the Fleet into main battle forces augmented by tailored formations to bolster scouting, screening, deceiving, denying, striking, or sustainment. These functions must be integrated and synchronized across all warfighting domains to support Joint objectives.

Scouting forces, operating in the most highly contested areas, take advantage of multi-domain tailored forces to find, fix, track, target, and

engage adversary forces through opportunistic attacks. These forces set the conditions for later, decisive action by the main battle force. Screening and deception forces, comprised of multi-domain tailored forces integrated with the main battle force, protect and hide striking and sustainment forces from detection and attack. Denial and striking forces are the offensive body of the Fleet, enabled by the lethal combination of RAS, distributed long-range fires, naval aviation, undersea dominance, and large-magazine vessels. A maneuver force leveraging drones, aircraft, and large multi-mission warships can impose sea denial on the adversary or enable sea control for striking and sustainment forces—the latter of which resupply, rearm, refuel, repair, and revive the Fleet.

Integrated through the EMCF, these forces fight as a coherent whole—each empowered with the right level of autonomy, awareness of the battlespace, decision authority, and mission clarity to generate tempo and create dilemmas the adversary cannot resolve.





**A PATH TO THE FLEET
THAT DETERS AND
DOMINATES ALWAYS**



We must deliver a Navy suitable to the demands of today and tomorrow's Fleet Commanders, guided by the Navy Warfighting and Deterrence Concepts, capable of hedging against uncertainty at all levels of risk. We will do so in detail through a classified Navy Campaign Plan. The Campaign Plan will define enduring outcomes in service of these Fighting Instructions, establish supporting actions, and commit to the curve by allocating our resources to sustain progress. Success will be measured by tangible targets, and execution will be driven through four Campaign Areas: (1) Battle Ready Sailors, (2) Battle Ready Force, (3) Battle Force of Today and Tomorrow, and (4) Global Battle Integration.



The Navy Campaign Plan

Battle Ready Sailors

We will deliver Battle Ready Sailors by focusing on recruitment, training, education, distribution, and retention. We will do so through world-class learning, health, and wholeness programs to deliver our main weapon system: a skilled, prepared, and combat-ready Sailor, supported by an essential workforce of civilian artisans.

Single Accountable Official: Chief of Naval Personnel

Battle Ready Force

We will deliver a Battle Ready Force, a Fleet that is resilient, agile, globally present, and combat credible to support deterrence, crisis response, and sustained combat operations. The Global Maritime Response Plan—as a core pillar of the Hedge Strategy—is a central tenet of this ready force, one that will help us achieve enduring, higher states of readiness even as we continue to invest in the foundational resources needed to repair and redeploy a combat credible Fleet. This Campaign Area is also central to resolving the standard deviations from

the standard model that impact force readiness—platform maintenance and modernization, shore infrastructure, munitions backlogs, and contested logistics.

Single Accountable Official: Deputy Chief of Naval Operations for Installations and Logistics

Battle Force of Today and Tomorrow

We will deliver the requirements, resources, and investment strategies for the Battle Force of Today and Tomorrow to produce a Navy with maximum lethality, adaptability, and resilience. Guided by the Hedge Strategy, Navy Warfighting Concept, Navy Deterrence Concept, and Force Design 2045, this force ensures enduring warfighting advantage no matter the scenario. This Campaign Area must accelerate the integration and sustainment of asymmetric capabilities—tailored offsets—that expand our reach and impose costs on the adversary across every domain.

Single Accountable Official: Deputy Chief of Naval Operations for Integration of Capabilities and Resources

Global Battle Integration

We will deliver Global Battle Integration with the Joint Force, Allies, and partners to strengthen deterrence and operational effectiveness, producing forces that are exceptional in integrated warfighting. Partnerships force multiply each Campaign Plan area in order to synergize and amplify the effectiveness of the associated lines of effort. Through a commitment to the Hedge Strategy, Navy Warfighting Concept, Navy Deterrence Concept, and the Enhanced Mission Command Framework, we will leverage and integrate the best that the Joint Force, Allies, and partners have to offer, and ruthlessly prioritize the capabilities needed to field a Navy optimized to realizing our differentiated value.

Single Accountable Official: Deputy Chief of Naval Operations for Operations, Plans, Strategy and Warfighting Development

WAY AHEAD



The Navy's most proximate customers—the Fleet Commanders charged with force employment for Combatant Commanders—demand ready forces today and a force capable of adapting to tomorrow's threats. In response, the Navy must deliver a plan that produces a Fleet that is insulated from known and suspected risks, laser focused on bolstering the Navy's unique contributions to the Nation and Joint Force. These Fighting Instructions frame that plan's objectives and outcomes.

Based on these Fighting Instructions and subordinate Campaign Plan, the Navy will organize, train, and equip to meet the Fleet Commanders' needs of tomorrow without sacrificing our commitments today. This is no easy task, but it is not impossible. There is no secret to success—just resources, attention, and hard work. To that end, we have already refocused the Navy Staff to drive at, and answer for, our four Campaign Areas. Further changes are coming, and Single Accountable Officials are directed to take their own action to meet the intent of these Fighting Instructions.

Our Navy holds a place of prominence given our differentiated value to the Nation and the Joint Force. That prominence does not come without costs, but what it buys in a safe homeland, strategic deterrence, and national prosperity is well worth the price. Sustaining that differentiated value is the Navy's only job, and there is much to be done—but we are ready for the task.



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