

CLASSIFICATION: UNCLASSIFIED/
ROUTINE
R 051711Z AUG 26 MID320018855559U
FM SECNAV WASHINGTON DC
TO ALNAV
INFO SECNAV WASHINGTON DC
CNO WASHINGTON DC
CMC WASHINGTON DC
BT
UNCLAS

ALNAV 047/26

MSGID/GENADMIN/SECNAV WASHINGTON DC/-/AUG//

SUBJ/WARRIOR ETHOS//

RMKS/1. The bedrock of the Navy and Marine Corps is our Warrior Ethos, and its direct relationship to good order and discipline forge these principles into the foundation of our lethality as a naval force. We must recognize the urgency for an immediate re-evaluation of our attention to basic military standards, appearance, and professionalism across the Department.

The Services must prioritize warfighters remaining physically and mentally fit and shall do so by allotting the time and resources for them to train accordingly. Navy and Marine Corps culture will drive the success of this outcome - because it is the essence of how we fight, win, and accomplish impossible tasks. To build culture, it starts with physical appearance and personal comportment - every single day. A squared away Marine exudes discipline, preparedness, and lethality. A squared away Sailor displays confidence, focus, and precision. Service culture is where it starts. This includes how we act online or on social media.

Effective immediately, every Sailor and Marine shall ensure their every action aligns towards these behaviors. We are in the business of warfighting - and we must get at this with urgency.

2. Our Nation relies on the Department of War to accomplish its mission of projecting power and deterring aggression. Our ability as the Department of the Navy to execute the tasks associated with these sometimes challenging and arduous endeavors, requires us to be the best of the best, at all times. During my time serving as your Under Secretary and now as Acting Secretary, I periodically observe departures from the expected high standards for our force or a lack of persistent vigilance. We must take a round turn in areas such as military bearing, physical fitness and appearance, deportment, haircuts, and wear of the uniform. Atrophy of the little things erodes our heritage and undermines the trust of the American people. Compromising on the basics threatens our combat readiness.

3. Warrior Ethos is not just the act of preparing for combat. It is an ever persistent mindset from the day we swore our oath, a "can do" and "never quit" attitude, with technical proficiency and acumen. Warrior Ethos demands discipline in how we maintain our physical fitness when we are tired, how we wear our uniform even when no one is around, and how we exercise customs and courtesies at all times.

4. We must get back to the basics of professionalism. As iron sharpens iron, we need to hold each other accountable. Our allies, adversaries, and the public can gauge our readiness within the first 10 seconds of an interaction. We must strive to not only be the most lethal when preparing for combat, but also look the part every single day. That also means we must comport ourselves with discernment and discretion, whether online or offline. Be ever mindful the views and thoughts we express can be attributed not just to you, but to the entire Department.

5. I charge the Chief of Naval Operations, Commandant of the Marine Corps, and commanders at all echelons to enforce existing policies and where possible, exceed the minimum standard. Strict and uncompromising enforcement of all uniform, grooming, and physical fitness standards is expected and commanders at every level are fully empowered without exception. Our senior enlisted leaders are the standard bearers and should instill zeal throughout the ranks as we get at this, ensuring those not meeting standards are held accountable and course corrected.

6. Preparing our Sailors and Marines to fight and win our Nation's battles demands stewardship that starts the moment we put on the uniform. These issues will be addressed immediately, and I expect a noticeable shift by the end of the year. At the core of this is culture, so we must fully restore our fighting spirit and ensure it endures for generations.

7. I will never ask you to do anything I have not done, nor am willing to do myself. I am never above you, never below you, always beside you.

8. Released by the Honorable Hung Cao, Acting Secretary of the Navy.//

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