**DEPARTMENT OF THE NAVY**
NAVAL MINE AND ANTI-SUBMARINE WARFARE COMMAND
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MEMORANDUM

From: Commander, Naval Mine and Anti-Submarine Warfare Command
To: All Hands

Subj: COMMAND PHILOSOPHY

1. **Purpose**. Clarify my command philosophy and provide the **enduring cornerstones** of everything we do at Naval Mine and Anti-Submarine Warfare Command (NMAWC). I want to ensure that from day one onboard, everyone knows what to expect and what I expect.

2. **Mission.** NMAWC's mission is twofold:

1) On order, deploy worldwide as the Mine Warfare Commander (MIWC) in support of Joint Force Maritime Component Commander (JFMCC) requirements;

2) As the Mine and Anti-Submarine Warfare (MIW/ASW) center of excellence (WCOE), prepare Naval MIW and ASW Forces to defeat adversary mine or submarine threats.

3. **Vision.** NMAWC shall be **ready for combat** as the operational commander for all U.S. Naval Mine and Mine Countermeasure Forces **and** be **the driving force** behind effective execution of integrated MIW and ASW tactics, techniques and procedures (TTPs). We will achieve this vision through timely, relevant training to fleet forces in support of Numbered Fleet Commanders, comprehensive assessments of Fleet performance, and detailed recommendations to address Mine and Anti-Submarine Warfare capability requirements.

4. **Principles**. Ours is a profession of arms which demands the highest standards of personal **HONOR, COURAGE and COMMITMENT**, on and off duty, twenty-four hours a day. The following fundamental principles are not all-inclusive but should serve as the standard for excellence -- **bring them with you to work every day**:

a. *People ARE our most vital asset* - Mutual respect, trust, and support are essential. Stimulate achievement, pride and professionalism, and a sense of purpose. Everyone should look forward to coming to work every day.

b. *Communication is the key to success* - Two way communications is critical to all levels in the chain-of-command; don't assume, and both talk to and listen to each other (if you're formulating a response while someone is still talking you're NOT LISTENING). Tell it like it is; **don't start or encourage rumors**.

c. *Foster disciplined professionalism* - Once a decision is made, support the decision and give it a chance to succeed; half-hearted compliance almost guarantees failure. Set achievable standards. **Praise in public, admonish in private**.

d. *Attitude is everything* - Desire to succeed. Believe in yourself and your Shipmates -- **BE POSITIVE**. Wishing, complaining, and simply 'hoping' waste time and accomplish nothing.

e. *Treat others with respect* -Never publicly degrade or damage a shipmate's dignity or **HONOR**. There is no place for racial, sexual, religious or ANY other type of discrimination. **I am absolutely intolerant of any discrimination or harassment -- actual or implied**.

5. **Summary**. This memorandum--required reading for All Hands while I'm your Commander--articulates the Command's fundamental purpose and provides a summary of how I expect Command personnel to conduct themselves as they work together. A follow-on memorandum, updated annually, will provide specific goals, priorities, and tasks that enable us to accomplish the Command's mission.

E. S. HEBNER