



## AOC POST-EVENT REPORT AOC Discussions | EMSO Leadership Vice Admiral Jeffrey Trussler

*“Two decades into the 21<sup>st</sup> century, the most important weapon systems are those that are hard to see in the RF spectrum and in the cyber domain. They will set the stage for anything done by visible platforms.”*

On February 24, AOC hosted the penultimate session of its AOC Discussion series featuring Vice Admiral Jeffery Trussler, Deputy Chief of Naval Operations for Information Warfare, N2/N6, and the Director of Naval Intelligence in the Office of the Chief of Naval Operations. VADM Trussler provided a unique perspective from a senior leadership position responsible for resourcing all aspects of the Navy Information Warfare (IW) mission and blending that role with direct intelligence management and exposure to emerging threats. He briefly discussed the evolution of Navy IW (see below) and how his office is enabling the execution of strategies emanating from the Chief of Naval Operations (CNO), the Joint Staff, and the Office of the Secretary of Defense.

### ***On the synergies between the Submarine and IW communities***

There are many aspects to submarine operations and IW that make them “close cousins.” They both need and use each other to enable a range of naval operations. VADM Trussler noted that his appreciation for electromagnetic spectrum operations (EMSO) continues to grow, especially when considering the myriad complications of integrated Strike Group training and operational planning in a denied or contested environments.

### **History of Navy Information Warfare**

- 2009** – Establishes Information Warfare Command
- 2010** – Creates 10th Fleet / Fleet Cyber Command
- 2014** – Designates IWC Type Commander responsible personnel, training, logistics, maintenance, and other support functions.
- 2017** – Establishes Information Warfare Development Command
- 2018** – Embeds IW Commander with Naval Strike Group to manage spectrum operations and intelligence, and integrate information into the operational plan.

### ***On the partnership with the Royal Navy (U.K.) leadership and the preparation for a naval Electronic Order of Battle***

The U.S. Navy and Royal Navy have a very close partnership in capability development. Both countries want to be not only interoperable but also interchangeable. The U.S. and U.K.

are taking steps together to link tactics, techniques, and procedures (TTPs) in support of coalition operations. The Naval intelligence community is also in close communication with their counterparts in the U.K. to share lessons learned and experiences from deployments worldwide and how coalition naval forces might need to operate in the future. VADM Trussler said, “As allies, we are going to fight and sail together.” Interoperability is essential. We cannot develop capabilities independent of each other and expect success.

### ***On Joint All-Domain Command and Control (JADC2) and the Navy’s Project Overmatch***

According to the Navy, the goal of Project Overmatch “is to enable a Navy and Marine Corps that swarms the sea, delivering synchronized lethal and non-lethal effects from near-and-far, every axis and every domain. Critical to Project Overmatch is the development of networks, infrastructure, data architecture, tools, and analytics that support the operational and developmental environment that will enable sustained maritime dominance.” VADM Trussler mentioned one of his goals is to bring the U.S. Coast Guard into Project Overmatch to be a tri-service effort aligned with the December 2020 Maritime Strategy. Furthermore, in recent years, the Service Chiefs and the Joint Staff have come to understand that U.S. forces no longer enjoy the freedom of maneuver in the electromagnetic spectrum. We realize today that we excel in developing platforms and systems with tremendously capable sensors. Still, we need to improve how we share data between sensors on disparate systems to ensure the fidelity of our targeting and fire control capabilities. “If we started with a clean slate, we would design our entire fleet around C4I systems,” posited VADM Trussler.

### ***On what it takes to lead in the information warfare (IW) community***

VADM Trussler expressed that to lead a composite warfare command effectively, including the IWC, a leader must represent, integrate, and manage multiple disciplines. He shared a book that has informed his perspective, titled *Range: Why Generalists Triumph in a Specialized World* by David Epstein. The book examines how generalists succeed, often more than those who specialize early in complex and unpredictable fields. VADM Trussler paralleled this study to the Navy IW community, where there is an ongoing push for cross-training and cross-detailing to gain a wide variety of experience and build better leaders at the O-6 level and above. The goal of being interoperable and interchangeable, especially in the IW community, requires leaders who can see across a range of disciplines.

### ***On the confusion surrounding the current lexicon in EW and IW community and its impact on resourcing***

VADM Trussler recognizes the challenges that the lexicon presents but does not believe it is limiting or holding the Navy back. At the end of the day, the Navy and other service leaders responsible for resourcing are required to be detailed in their decision-making. They likely do not get distracted by inconsistent terminology. However, from a broad communications perspective, the confusing lexicon can slow down progress in certain areas. He did note the importance of being precise in terminology when making requests for information, especially from Congress and non-Navy departments within the DOD and other non-DOD federal agencies. A lack of precision can lead to miscommunication or the misapplication of expertise to a specific field.

In closing, VADM Trussler emphasized the Navy is in line with every strategy document throughout DOD, and he drew particular attention to the need for international partnerships. Interoperability and interchangeability, as mentioned previously, is a fundamental goal across U.S. military services and coalition partners. It requires deliberate effort to stay aligned in all endeavors, including training, workforce, capability development, resourcing, and policy. We can be better, but we are all focused on improving in this area.

## **Key Documents Guiding Navy IWC Resourcing**

**October 2020 – DOD EMS Superiority Strategy**

**December 2020 – Advantage at Sea: Prevailing with Integrated All-Domain Naval Power  
(Tri-Service Maritime Strategy)**

**January 2021 – CNO Navigation Plan**