



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY

HEADQUARTERS, U.S. ARMY OPERATIONAL SUPPORT AIRLIFT (OSA) AGENCY
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FORT BELVOIR, VIRGINIA 22060-5133

OSAA-CDR

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Philosophy

1. As the OSAA Commander, I will rely on four overarching principle concepts to guide me in execution of my duties, responsibilities, and the organization's mission: **Lead by Example, Take Care of Soldiers, Develop Safety as a Value, and ensure Good Stewardship**. These four concepts will be the foundation of my command philosophy, our unit's way of doing business and should provide insight to our people on how we will conduct business.

2. **Lead-by-Example:** Above all else a commander must **Lead-by-Example**. As the keystone of any organization, the commander's actions, policies, demeanor, and military bearing sets the environment and command climate for the unit. The commander must establish and maintain the highest of professional, moral, and ethical standards. The example the commander sets and standards they establish must be readily evident in both their professional and personal lives. The basis of their leadership style and behavior must be rooted in the core Army values. By living and adhering to these values, the commander or any soldier, by default, leads by example. I expect no less from you as members of this organization.

3. **Taking Care of Soldiers:** In today's Army this statement is generic in terms of its application and when referring to all personnel under the commander's responsibility; soldiers, families and civilians alike. With that said, commanders must never forget that they are entrusted with the care and wellbeing of all their personnel and that although there are subtle differences between civilians and soldiers, we must treat everyone fairly and objectively. The commander can only accomplish this by ensuring the whole individual is cared for, to include family members. A soldier or civilian tasked with meaningful and fulfilling activities, supporting the organization's mission, will be satisfied, but they will only be truly happy when the needs of his/her family member(s) are also cared for as well. Commanders must continually strive for a balance between mission requirements and the total needs of all of their personnel.

4. **Safety as a Value:** There are few events that are more demoralizing and devastating to an organization than a serious accident, especially one that was preventable. This is especially true of those of us who operate on more than one dimension—land and air. The concept of "**Safety as a Value**" attacks accidents/incidents by elevating personal awareness. Much like the Army Values, once "safety" is ingrained as part of an

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individual's make-up, risk assessment, threat identification and risk management become second nature. Once safety becomes an inherent characteristic, personnel will unconsciously evaluate activities, in both their professional and personal lives, for their potential risk(s) and automatically implement preventative measures to mitigate the risk(s).

5. **Good Stewardship** is a must in today's resourced constrained environment. Commanders, at all levels, must ensure that money, time, and personnel are utilized in the most efficient and effective manner possible. It is only through proper resource management that we will accomplish all that is required of us. If you believe there is a more efficient way to use our limited resources and improve our quality of life, I want to hear about it.

6. Although there are many other concepts and principles critical to the overall success of any organization, I believe that by concentrating on these four concepts: **Lead by Example, Take Care of Soldiers, Safety as a Value, and Good Stewardship** this organization will be successful. I charge all of you with being an active participant in this philosophy and ensuring these principles are acted upon and are not just words on a page.

7. With your support and as a team effort we can continue to ensure that OSAA remains an exceptional organization and workplace.


MICHAEL P. BISHOP
Colonel, Aviation
Commanding