



## DEPARTMENT OF THE ARMY

HEADQUARTERS, U.S. ARMY OPERATIONAL SUPPORT AIRLIFT (OSA) AGENCY  
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REPLY TO  
ATTENTION OF

OSAA-CDR

10 November 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Philosophy

1. This philosophy guides what we do in the Operational Support Airlift Agency. It outlines the Commander's outlook, goals, concerns and it states what is important. It serves as a guide for all our actions. In the absence of other guidance, always fall back on the Command Philosophy for direction and you will not be wrong.
2. We have to keep in mind that our mission should guide all our actions: be prepared to deploy across the nation and the world to support our States, conduct civil defense operations successfully which protects the property and lives of fellow Americans while caring for guardsmen and families. We must also train for our combat mission and be prepared for worldwide deployment in defense of our country. In all things, conduct your missions in a professional manner.
3. The cornerstone of my command philosophy is that **Leaders lead from the front**. This is not just a slogan and I do not believe it is only important because Soldiers like to see that their leaders share their experiences and hardships, (which they do!). I feel that it is supremely important because a leader that sees what is going on at the Soldier level is able to make the best decisions. No report from a staff member or subordinate commander will adequately replace first hand experience. I expect to make every effort to lead from the front and I want every leader, Officer, DAC and NCO, at OSAA and OSACOM to do the same.
4. Regarding commanders and their staffs; I think the most effective organizations are those in which the roles of commanders and staffs are clearly defined and understood. Whenever these roles become blurred, trouble is likely to ensue. Commanders do three things only; they **give guidance, make decisions, and oversee execution**. Staffs also do three things only; they **develop courses of action, make recommendations, and monitor execution**. This is the relationship I intend to have with OSAA/OSACOM Staff and I strongly encourage all subordinate commanders to follow this methodology as well.
5. Our Army has an extremely effective program of leader development. The pattern on consistently assigning leaders to positions of increasing responsibility and the Army Education System are tremendously successful in preparing leaders for difficult missions and assignments. No other army and very few organizations in the whole world rival it. My experience has been that the single most important variable in leader development is **mentorship**. I, like all other senior leaders in the army, am a product of good mentorship. Navigating the waters of the army career is a difficult endeavor and the advice and encouragement of a senior leader can often mean the difference of one or two pay grades for the mentored leader. While bad mentors can also provide an example of what not to do, nothing compares to the effect that a good mentor can make in the career of a leader. I want all leaders to remember this point of view when dealing with subordinate leaders. The future of our Army depends on it!

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6. Being a Soldier and a leader of Soldiers is a position of great responsibility. The people of our nation have placed a special trust in each of us. We are expected to defend our country, its people and the Constitution. This means that we must be ready to take the lives of our enemies if necessary. At the same time America has entrusted the lives of its young men and women with the understanding that we may place those lives at risk when we perform our missions. I believe that none of us can walk along that razor's edge without some type of moral code or value system to guide us. **The Army Values – Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage** proved the requisite guidance to everyone that puts on the uniform. I expect all leaders to internalize the Army Values and to display them in all of our actions and decisions.

7. Here are my goals for my time in command:

Support the Warfighters in all theaters.

- Recruiting and maintaining highly trained and professional Aviation Soldiers, Department of the Army Civilians, and Staff personnel capable of deployment worldwide providing superb fixed wing aviation support to commanders in the War Fight.
- Work with DA/NGB staff to develop/convert ARNG FW TDA to BN and Company MTOE. Develop and field an ARNG FW ISR Company MTOE.
- Define the roles and missions of OSAA/OSACOM and ARNG Fixed Wing Capability out to 2020.
- Develop future FW Utility aircraft to replace the C23, C12 and C26 aircraft in line with the roles and mission of ARNG Fixed Wing Aircraft.

Improve the Support of Operational CONUS Missions.

- Provide better oversight and assistance to SFDs, RFCs, and TACs during the development, planning, and execution of JOSAC missions.
- Assisting in mobilizing TACs and SFDs with pre-mobilization tasks training and related mobilization issues.
- Leveraging the relationships across the DA/NGB/States to recruit and maintain personnel strength at or above 100%.
- Stabilizing the force in order to minimize the turbulence caused by the Mobilization cycle.
- Maintain and improve the relationship that OSAA/OSACOM has with the states and territories.

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- We provide outstanding support to senior leaders, units, and organizations of all services throughout our county and the world, often without publicity. That had led many to not know or understand who we are and what we do for our Army National Guard, the Army and our nation. We must correct this lack of understanding by a concerted campaign of information to our leaders in all the services and to the public that highlight the superb soldiers in OSAA and OSACOM and the missions that they perform.

8. Finally, here are the things that get my attention and you can expect me to respond quickly and decisively in these areas.

- The violation of published directive of AR 190-11 dealing with weapons and sensitive items.
- Safety violations. Our soldiers and equipment are too valuable.
- Neglect that result in the loss of government property.
- Drug or alcohol abuse. Expect consequences when leaders do not police the activities of our soldiers.
- Leaders fraternizing with subordinates in their units.
- Displays of disrespect toward female Soldiers.
- Any and all violations of the EEO policy.

9. Make these things part of your personal philosophy and you will be successful. Don't let your fellow Soldiers, your unit or your family down. I am extremely proud to be your commander and I pledge to support you and to lead you to the best of my ability.



MICHAEL E. BOBECK  
Colonel, Aviation  
Commanding