



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY OPERATIONAL SUPPORT AIRLIFT AGENCY
6970 BRITTEN DRIVE, SUITE 201
FORT BELVOIR VA 22060-5133

ARNG-OSA-CD

28 February 2011

MEMORANDUM FOR ALL OSAA PERSONNEL

SUBJECT: Command Philosophy

1. I am deeply honored to be commanding this outstanding agency and leading its fine professionals, and consider it a great responsibility to ensure our units are prepared for combat employment. This document spells out my focus and beliefs for maintaining and exceeding the highest of standards, my expectations of you, and what you can expect of me.
2. Our people-- Soldiers, Civilians, and Contractors-- are the first and most important component of a winning team. Regardless of one's rank, specialty, or Army component, each member of this command is important in ensuring combat readiness. Putting the mission first and people always, we will improve this command by tirelessly seeking to improve individually and collectively. We must always be prepared for local and worldwide deployment in defense of our Constitution, our homeland, and our nation's interests abroad.
3. During this time of war, it is more important than ever to live by the Army Values, the foundation of my philosophy and an important guide. We must teach and exemplify these values in all that we do and say.
 - a. **Loyalty.** We will always maintain true faith and allegiance to the Constitution, the Army, the Army National Guard, OSAA, and your unit. Support your leaders, and expect my support and theirs in return.
 - b. **Duty.** Fulfill your obligations to the utmost of your abilities, and be ready and eager to help teammates and others. We all have a duty to maintain safety in all operations and actions, and ensure that our passengers and cargo make it where they are going safely and efficiently.
 - c. **Respect.** Follow a simple rule—treat people as you would like to be treated. Every member of the team is integral to safe operations, and we value their contributions. Appreciate our cultural differences, and be cognizant of the cultures in which we may find ourselves operating. Communication is key to resolving issues at the lowest level. All Soldiers, Civilians, and Contractors will be ensured equality of opportunity, and we must always remember the services available through the EO office.
 - d. **Selfless service.** Put the welfare of the Nation, the Army, and your subordinates before your own. If you take care of others, they will take care of you. Always take care of the Soldiers and Civilians entrusted to you.
 - e. **Honor.** Live up to the Army Values and like what you see in the mirror each day. Always honor your God, your family, your colleagues, and your friends in all that you do and say. Be a role model at all times, and lead by example.
 - f. **Integrity.** Do what's right, legally and morally. Expect support for your good judgment. Be disciplined and professional even when you are tired, angry, or frustrated.
 - g. **Personal Courage.** Face fear, danger, and adversity (both physical and moral) with confidence in yourself. Admit when you're wrong, and accept blame when things don't go the way you planned. Stand up for what you know is right, but be sure to consider others' perspectives.

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4. Below are focus areas that I strongly emphasize and promote. Work hard every day to make this the best command in the Army.

a. **Lead by example.** Lead from the front and share your people's sacrifices. Mentor your subordinates and those around you, and give back to your people as other leaders have given to you. Commanders' and leaders' actions and policies set the environment and climate for the unit. You can expect of me, as I will expect of you, professionalism, ethics, and morals in all actions and decisions. Always maintain your military bearing, and expect it from your Soldiers. Everyone is a leader, whether formally or informally, so when in charge, take charge. Giving 100 percent is my minimum standard. Track progress and celebrate success.

b. **Take the initiative.** Lean forward, plan, and anticipate your next mission. Do contingency planning to be prepared for the "unexpected", but don't wear your people out and run them into the ground. Be creative, and be passionate about things you enjoy doing.

c. **Maintain total fitness.** Maintain physical, mental, emotional, and spiritual health. Take care of your whole body and lead a balanced life. Make physical fitness a routine part of your day, and you will think clearer and have more energy. Maximum is my personal minimum standard for the APFT. Working long hours routinely will not only lead to chronic fatigue, but will also decrease your productivity in the long run, and make you less efficient. Remember the four F's—Faith, Family, Friends, and Fun.

d. **Set high standards.** Inspect what you expect. If you pass by a deficiency, you just accepted it as your new standard. Challenge yourself and your subordinates with realistic goals, and don't accept substandard work or performance. Ensure proper discipline, and maintain accountability up and down the chain of command. Always do your best. Expect a swift response to violations that compromise safety, health, morale, discipline, and equality of opportunity.

e. **Train, maintain, and plan** every chance you get. The more you sweat in training, the less you bleed in war, so make training time count. Focus on the most important tasks first, and ensure maximum focus on mission essential task training and proficiency. Develop your subordinates as leaders, and be proud of your people. Plan and rehearse for every mission, and integrate safety/risk reduction into all operations.

5. **Additional beliefs and what to expect of me.** I love my job and the U.S. military, and am centered on faith, family, Soldiers, and the team. I will work tirelessly to lead this great agency to the best of my ability. Communication is key-- I will do my utmost to keep you informed, so do the same— keep your bosses informed. I will use the chain of command and expect you to do the same, all the while keeping an open door. I want to know your honest opinion, so tell me when asked. Whining people see only problems; leaders find solutions, so be a leader! Have humility, don't take yourself too seriously, and enjoy our profession of arms and service to our great Nation.


LAURENCE W. HOWL
Colonel, Aviation
Commanding