

MEMORANDUM FOR RECORD

SUBJECT: Philosophy of Command

1. It is the greatest honor of my professional career to be commanding this outstanding unit. This document will let you learn about me and the standards this team will maintain. Our predecessors established high standards for us, and we will meet and exceed them. This team's reputation is already the best. Together, we will continue to improve and become a team that can accomplish any mission.
2. Soldiers and the profession of arms will be the focus of this command. A "mission first" perspective will allow us to evaluate every action's impact on Soldiers and their readiness. From self improvement to honing our Warrior skills, we will work tirelessly to improve both individually and collectively. Our strength lies in our willingness to always strive for perfection and our assurance that we can depend on the other members of the team in difficult situations.
3. This team is very diverse, consisting of military and civilian members. All civilians, whether Department of the Army Civilians or Contractors, are valued members of the team. We will ensure that our civilian team members fully integrate into all facets of our operations. They are critical to ensuring mission success.
4. The Army Values will guide us along the way. Although all of them are vitally important and no one value can stand alone, I want to stress these values specifically.
 - a. Loyalty is expected at all levels. We all must maintain loyalty to our Crew, our Section, the OSACOM team, and our higher headquarters.
 - b. We have a Duty to complete our mission, and also protect the Soldiers and equipment assigned to us. To ensure our completion of this duty, this team will have a proactive safety program. We will never violate our own safety procedures. Our Soldiers are too valuable a resource to waste in a senseless act. Conduct all missions in a safe manner and correct unsafe conditions immediately.
 - c. We will Respect each other, and any cultures in which we may find ourselves operating. We will conduct ourselves professionally at all times. Use the Army Equal Opportunity Program to its fullest extent. Talk to each other to resolve any issues before involving higher authorities. Our team can depend on each other to make resolving these issues easy.
 - d. Integrity is nonnegotiable. It means more than just honesty, it is a constant commitment to do what is right. It is the basis of mutual trust, both within our team and with our customers and superiors. We cannot function effectively at any level if we cannot rely completely on one another.

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5. To achieve our goals and accomplish our mission, there are several attributes I expect every member of the team to exhibit. There are physical, mental, and emotional aspects to consider.

a. We must all maintain an appropriate level of physical fitness to ensure mission accomplishment. Institute a rigorous physical training program. This helps in stress relief as well as building the physical toughness required by our duties. Our team cannot tolerate the use of any illegal substances. Ensure that alcohol does not become a detractor from mission accomplishment.

b. We must all maintain our mental toughness to ensure mission accomplishment. Our team will be proactive, aggressive, and responsible. We will fix issues before they become crises without transferring blame, either within the team or outside. Accept responsibility for substandard issues, develop a plan and correct them.

c. We must all maintain our emotional fitness to ensure mission accomplishment. Every Soldier has a God given right to complain, but our team will not allow petty grievances to affect the mission.

6. As Warriors, our skills will allow us to accomplish our mission. We will constantly train to maintain and improve our interpersonal, technical, and conceptual skills.

a. Our team will communicate effectively. We will ensure information sharing with everyone who needs it to accomplish their mission and protect information from those who wish us harm. Our team will be comfortable with communicating up, down, and across chains of responsibility to keep everyone informed.

b. Our team will maintain our technical proficiency. We will improve our individual skills daily. We will take every opportunity to train seriously and ensure that we learn something from each training opportunity. Once we learn it, we will share it with others on the team. We will always give a fair day's work for a fair day's pay. We will not quit until completing the mission.

c. Our team will constantly evaluate our strengths and weaknesses and work at improving the team. We will all provide constructive input, whether solicited or not. As a team, we will be comfortable sharing our opinion, no matter our rank or position on the team and regardless of what the receiver wants to hear. We will learn to accept short-term risk to achieve long-range benefits.

7. The leaders on our team share special responsibilities. The members of our team rely on the leaders for guidance, and also expect a tactically and technically proficient, caring, responsible leader. Our leaders will lead from the front and will ensure mission success by adopting the following actions.

a. Our leaders will ensure that everyone on the team knows the overall mission and how they personally impact on that mission.

b. Our leaders will not surface a problem without at least one possible solution. Our leaders will be problem solvers, not problem makers or merely messengers.

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8. Families are a vital part of the team. We will have strong family support groups and involve our families in unit functions and events.

9. Prior to every mission, our team will ensure we are ready to accomplish that mission. We will thoroughly plan, prepare, and rehearse every mission, no matter how trivial we may think it is. Great units do the routine functions without error due to detailed preparation. When we execute missions, we will maintain accountability both up and down the chain of command. We will remain accountable to our superiors and ensure we meet their intent. We will allow subordinates to grow through remaining accountable for personnel status, equipment status, and ultimately overall mission accomplishment. We will use the After Action Review to effectively assess each mission to ensure we don't repeat mistakes and recognize superior achievement by others on the team.

10. I will be very straightforward with our team in my assessment and evaluation, but I will be honest and professional in my dealings with the team members. Our team will succeed because we devote ourselves to improvement and mission accomplishment. In everything that we do, I accept responsibility for our team's actions.

11. We should all take our responsibility and duty to this nation seriously. This document outlines what our team needs to value in order to fulfill that commitment. This great team will continue to excel because of its outstanding members, whether Soldiers or civilians. If you have any questions or comments, I want to hear them. My door is always open.

12. The point of contact for this memo is the undersigned at DSN 656-7585, commercial (703) 806-7585, or email address: patrick-weber@osaa-arng.belvoir.army.mil.

/s/

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Commanding