

COMMAND PHILOSOPHY
NAVDENCEN PARRIS ISLAND

"MAKE A DIFFERENCE!" The SIZE of that difference is not important. What IS important is that you did something everyday to accomplish our mission and to make life better for this country, this command, your family, your co-workers, and yourself.

Make a difference in yourself.

- Recognize your strengths and weaknesses; seek self-improvement to improve those weaknesses and capitalizing on your strengths. Have moral courage to do what is right. Set goals, have a personal vision of where you want to go, and what you want to accomplish in life. Incorporate that vision in how you do your job, your relationships with family, and others in your life. Remember that if you have no vision, then you are just following someone else's.

Make a difference in your family.

- Support them, because they support you; nurture them, or that relationship will wither; cherish them, for there is no greater reward in life. Never forget that family is forever! Weigh family carefully in all that you do; the example you set, the decisions you make, the success and failures you realize, and the rewards you attain. Take time to relish that special relationship. It is the foundation of who you are, and provides the bedrock on which to build your vision.

Make a difference in your co-workers.

- Mentor them; challenge them; give them the opportunity to excel; care for and about them. These are the tenants of covenant leadership. Treat them with respect just as you would want to be treated. Form a bond that transcends the pettiness of our outward biases, for those bonds are the strongest and cannot be broken.

Make a difference in your country.

- As a member of Naval Dental Center, Parris Island, you have become a part of a team; the Navy-Marine Corps team. You have the opportunity to make a difference every day; to take part in the "making of Marines." What greater calling to our nation, the Naval Service, or our Command? Always remember that special honor entrusted to us in all you do everyday.

We will be challenged. As your Commanding Officer, it is my responsibility to give you the tools to meet these challenges; to effect and respond to change, to take risks, to turn failures into successes. At the end of the day, ask yourself two questions: Did you accomplish our mission and did you make a difference? If the answers are yes, I can ask no more.

Navy Recruiting District Ohio Command Philosophy

We will accomplish the mission of providing our Navy with the next generation of Sailors by focusing on:

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Untiring Effort in the adventure of Navy Recruiting. Stay focused and disciplined.

Navy Family – Sailors, civil service, contractors and our families

Integrity – This belongs to you, don't let anyone take it away from you.

Teamwork – let's encourage each other everyday to be successful.

Excellence – let this be a touchstone in all aspects of our lives.

Dedication – Country, Navy, District, Family, Shipmates

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Shipmates – first, last and always!

Treat others with dignity and value.

Atmosphere of Professionalism – We are the Navy. Look and act like it.

Training yields success! We never quit learning.

Ethical behavior in all we say and do.

Spirit. Don't forget the spirit of adventure – have fun and enjoy!

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Never give up the ship! Honor, Courage, Commitment – our core values.

Attitude – a little thing that makes a big difference!

Victory equals satisfaction in a job well done and a bright future.

**YOU – without you and the individual talents and personality that you bring
To the NRD Ohio team, the Navy will be unable to accomplish its mission.**

**“Greatness is not in where we stand, but in what direction we are moving.
We must sail sometimes with the wind and sometimes against it – but sail
we must, and not drift, nor lie at anchor.”**

-Oliver Wendell Holmes

From: Commanding Officer, NRD San Francisco
To: All Hands

Subj: **COMMAND PHILOSOPHY**

VISION: The Nation's Finest Recruiting District Serving America's Finest Recruits.

MISSION MADE POSSIBLE. We are the world's greatest and most powerful Navy. We will keep our nation strong and our military might through the recruitment of the best qualified men and women destined to uphold democracy and freedom while serving in the United States Navy.

PEOPLE FIRST- ALWAYS. We are a people's first-always organization. Our Sailors are the Navy's most valuable asset. Therefore, let us all take care of those in our stead, first and foremost. As a leader, be faithful and caring to those who work for you. Encourage them, instruct them, set them up for success, but also hold them accountable to high standards – this is a must. Always let your expectations be known.

PERSONAL DEVELOPMENT. Don't be content and satisfied with mediocrity. I encourage and expect everyone to set personal and professional goals (ie NCO, advancement, college education, etc), display initiative, seek responsibility, and develop leadership qualities through education, study, and practice. Invest in your self for the future. Motivate-Educate-Congratulate.

PERSONAL CHARACTER. The following attributes must be taught and practiced on a daily basis in everything we do. If we live them, we will go far both as a team and as individual members of that team – I guarantee you!

(1) Our Values of Honor, Courage, Commitment must guide our every action. Self-discipline and integrity are paramount. Display and demonstrate ethical behavior and lead by example. Foster a positive working environment. Never tolerate any forms of inequality or injustice/ discrimination or harassment.

(2) Integrity: I expect you to be honest and forthright all the time. Tell me what I need to know not what you think I want to hear. I accept your word as your bond, and you should expect the same from me. In this business optimism is great and necessary, but the truth must reign...always. Live by the spirit and letter of our guidelines and instructions. Always do the right thing, and you will generally know what it is. If you truly don't know, ask.

(3) Perseverance: We will all make mistakes; admit them, learn from them, pick yourself up, and try again. Don't ever give up on what is right – endure to the end. We can all learn from mistakes...but keep in mind, mistakes are not the preferred method of learning.

(4) Initiative: Don't be afraid to think. Keep in mind process-improvement and mission accomplishment. If there is a better way to do it, then please speak up. Be proactive, and stay ahead of the job. Vision is a great thing – seek to have one, both personally and professionally.

(5) Accountability/Responsibility: Be responsible for and assume accountability for your actions. Do your duty and take pride in mission accomplishment. The success of this organization depends on the dedicated effort of each of you. You can make a difference.

(6) Pride: Take pride in your work, for it bears your name. When you do a job, do it right the first time. "Excellence in all you do" should be one of your mottoes. However, be humble in spirit – let your work do the speaking.

(7) Sense of humor: A must! Take your work seriously, but not yourself. Try to have fun. If we don't enjoy what we are doing, then we most likely are not doing it right. Keep a positive attitude – it just might be contagious.

TEAMWORK. Communicate, cooperate, and coordinate throughout the chain of command. This is the one thing that will truly make or break any relationship, including a command. The only unsolvable problem is the one we don't know about. The only unanswered question is the one not asked. Let's keep the communication lines open and work as a team.

EQUAL OPPORTUNITY. Regardless of gender, race, color, or creed, everyone deserves the highest measures of dignity and respect, and will receive such from me, and from everyone in this command.

THANK YOU for the opportunity to share with you my expectations. It is truly my honor to serve you as Commanding Officer. I expect every member of this team to be 100% accountable for the job they have been assigned. Making goal is not an option - it's our charter and our responsibility to the fleet and ourselves. If you feel that you don't have the tools necessary to accomplish your task/goal, then please let your immediate supervisor know and we will do everything possible to help you. If you have what it takes to excel beyond every expectation, then share your methods with those around you. We are forever connected by the fact that we are all part of the greatest "team" in Navy recruiting.

Proud to serve,

CDR, U.S. Navy

Level 7
CAPT Gorman

ST-8 TWO Troop Commander's Philosophy

LOYALTY:

- Take pride in the Community, Team, Troop, Platoon, and yourself
- Always be a swim buddy, but be aware of misguided loyalty
- Family: You must ensure you take time to care for and prepare your family
- Honesty: Need to tell the whole story
- Trust goes up and Down the chain
 - Trust leadership is looking out for your best interests
 - Trust things are getting done
- Always have a plan on and off the battlefield

PROFESSIONALISM:

- Tireless pursuit of knowledge: never satisfied, never settle, always improve
- Strive to become a Jack of All Trades and know where your skills can best be employed
- Challenge yourself everyday
- Make the mature decision
- Tactical and Operational Thinkers
- Silent Professional
 - Only need to prove yourself to 4 groups
 - Your Teammates
 - Your Family
 - The enemy
 - Yourself
- Military Professionalism
- Accept and Provide Constructive Criticism
- On time and prepared

"In matters of style, swim with the current.
In matters of principle, stand like a rock"

****Choose your battles and defend your principles****

Naval Special Warfare Group TWO

Training Detachment (TRADET)

Tactical Mobility

Battlefield Expectations WRT IADs and real world contacts

(Stolen from CDR Szymanski's ST2 Command Philosophy)

- + **Always seek to improve your fighting position**
 - Done on the individual and TU level. Move to improve!

- + **Push situational awareness up and down the chain of command**
 - Sled dogs get away from your tunnel vision down range
 - Increase your scope of vision - Help your leadership – Shoot & Communicate!
 - Head Shed inform your sled dogs
 - Keep them in the know - Communicate!

- + **Exploit all technical and tactical advantages**
 - Know your CAS - Use your day/night optics/VAS - Throw your smoke
 - Shoot your 40mm - Use your Comms – Use GRG's

- + **In the absence of leadership, lead!**
 - Be a good follower when required – Take charge when needed

From: Commanding Officer, Surface Combat Systems Center
To: All Hands

Subj: Command Philosophy

1. One of my favorite sayings is from the ancient Roman poet Horace who wrote back around 23 BC the following words: "Dulce et decorum est pro patria mori". Translated from the Latin: "It is sweet and fitting to die for one's country". This saying is etched above the west entrance of the Memorial Amphitheater at Arlington National Cemetery.
2. Captain Nathan Hale before being hung by the British as an American spy during the American Revolution expressed similar sentiment, saying, "I only regret that I have but one life to lose for my country". I am fascinated by the unselfishness of such a statement.
3. Personally, two very important points I take from Horace and Hale have greatly impacted my life, and I think have relevance to all of us at the Surface Combat Systems Center:
 - a) Character is determined by action.
 - b) There are choices in life, and wishes.
4. We are all products of our choices, not our wishes. Our choices drive our actions; in turn, our actions everyday—create our characters—our tapestries—the legacies of our lives.
5. Being in the Navy is hard work. Fundamentally, operations here are simple: properly maintained equipment operated by properly trained personnel in accordance with properly established procedures will produce safe, reliable, professional combat capability. That is what our Nation expects, that is what our Nation deserves. In reality, such operations are incredibly complex, requiring detailed planning and the coordinated actions of every one of hundreds of shipmates.
6. To maximize our personal potential and our collective combat capability, we all must be daily committed to making the right choice: for our Nation, for our Navy, for our shipmates, and for ourselves. For it is our choices that will determine our character, and it is our character that will determine our course.
7. In summary, I leave you with the following three rules that I've tried to use to navigate through my Navy life:
 - a) Protect your character.
 - b) Think through your choices.
 - c) Let freedom ring.

J. J. KEEGAN

VFA-86 Command Philosophy

The SIDEWINDERS of VFA-86 are America's *premier* Strike Fighter Squadron!!!

We will remain so by focusing on three primary tenets that serve as guideposts for our success:

- * **MISSION** – *Be prepared to conduct prompt and sustained combat operations at sea.*
- * **SAFETY** – *We cannot accomplish the mission without healthy people, jets and equipment.*
- * **FUN!** – *We are in a war for our people; fun (job satisfaction + quality of life + morale) is the key. We must put the fun back into our profession.*

I ask that you keep the following thoughts foremost in your mind during the coming months. I firmly believe they are the keys to success:

'S' – Stewardship of our nation's treasures—aircraft and equipment. The citizens of this great country have entrusted us with crucial, expensive and irreplaceable aircraft and the tools needed to keep them flying. Do not violate that trust.

'N' – Need for honesty up and down the chain of command. Do not tolerate dishonesty in our command.

'A' – America needs us—be proud of that! An uncertain world and unclear threats make combat-ready Strike Fighter squadrons necessary today, more than ever.

'K' – Keep trust and faith in one another. Practice the Golden Rule: do unto others, as you would have them do unto you.

'E' – Excel in combat—as America's finest Strike fighter squadron, we will! Training as we will fight and observing the keys to success above will ensure we prevail.

In this uncertain and ever-changing world, the United States of America demands combat-ready Strike Fighter squadrons on the decks of aircraft carriers *to keep the peace*—we are “the tip of the sword.” As Captain John Paul Jones said when our fledgling Navy exemplified the spirit that gave rise to our nation, “Give me a fast ship, for I intend to go in harm's way.”

The Sidewinders of VFA-86 are my fast ship... better stay out of our way!!!

COMMAND PHILOSOPHY



We are warriors. We defend freedom and democracy around the world. This assignment is an honor and privilege. If called upon, our Nation expects us to take GEORGIA into harm's way, execute our mission swiftly, and return safely home to a hero's welcome. We are guided by the following principles:

SAFETY. Be formal and execute verbatim compliance of procedures. If a procedure does not exist for an evolution or the existing procedure does not work, then don't do it! Before setting out to perform a task, know the requirements - be prepared. There are no shortcuts!

TRAINING. We train so that we can effectively and successfully employ GEORGIA in the unforgiving environment of the sea. Training is crucial to Combat Readiness. Focus on Combat Readiness. Learn something new every day; make yourselves better.

INTEGRITY. Do the right thing because it is the right thing to do and keep on doing it until the job is finished - this is integrity! Never be afraid to admit a mistake. Our lives may depend upon it.

MAINTENANCE. Keep GEORGIA clean and ready to fight! Cleanliness and Preventive Maintenance are the homework that leads to Combat Readiness.

TEAMWORK. GEORGIA is a team! Always do your best. Constantly provide forceful backup. Treat each other with respect and dignity. It's the code of the submarine warrior!

Serve proudly on GEORGIA, knowing that you are improving yourself and your shipmates. Your dedication and selfless devotion to our country are the legacy you leave behind for others to follow. Believe in what you do!

COMMAND PHILOSOPHY



NCTS Puget Sound is the premier provider of telecommunications, information technology, and data support. We enable the success of the warfighter. Our role in supporting our National Interests can never be understated.

Here are our guiding principles:

1. Think Fleet and Ashore.

MISSION – First, we provide communications and data support to the fleet and its shore infrastructure. We are a customer service team of military, civilians and contractors who provide a quality service to the great nation we serve.

COMMUNICATIONS – Communications is our business. Be open and forthright in our communications up, down, and across the chain of command. Share information to provide the best customer service possible. Frequent communications are the heartbeats of success.

2. Workplace excellence.

PEOPLE – People count! Our relationships with one another and those around us set the tone for our success. Respect, protect, develop, train, mentor and take care of our shipmates and families.

SAFETY – Accept no unnecessary risks. Integrate safety into everything we do. Always ask what can go wrong and what we can do to prevent it. Think WIN: What's Important Now!?

CORE VALUES – Honor, Courage and Commitment are our way of life. Have the courage to do the right thing, the commitment to demonstrate ethical behavior and lead by example. Never tolerate personal violence, Internet abuse, drugs, or any form of discrimination or harassment.

3. Continuous self-improvement – “Sharpen the saw.”

PROFESSIONAL DEVELOPMENT – Technology is constantly changing. Continually strive to improve our knowledge, skills and abilities and those of the people around us. Train and mentor at every opportunity. Look for better ways to accomplish our tasks and share them with others.

PERSONAL GROWTH – Enthusiasm and a positive attitude are huge! Strive for a healthy balance between our physical, mental and spiritual health. Our relationships at work are key to our teamwork. Our teamwork is key to our success. And our success enables the success of the warfighter. Believe in what you do!



NAVAL SUPPLY SYSTEMS COMMAND
FLEET & INDUSTRIAL SUPPLY CENTER NORFOLK

What is now known as the Fleet and Industrial Supply

Fleet and Industrial Supply Center Norfolk Command Philosophy

Center was first commissioned in 1919 as a Naval Supply Station. Redesignated in 1927 a Naval Supply Depot, in 1948 as a Naval Supply Center and in 1993 as a Fleet and Industrial Supply Center, the mission has remained essentially the same: to provide logistics and support services to fleet units and shore commands, as assigned, and perform other functions as may be directed by the Commander, Naval Supply Systems Command.

Our Chief of Naval Operations, Admiral Clark, has talked often of the concept of covenant leadership which is rooted in the commitments we make to one another. Each and every one of you as a member of this proud FISC Norfolk team has committed to serve... to contribute to the readiness of our fighting forces with the very best logistics and support services in the world... to be the one organization our customers think of and turn to when those needs arise.

My commitment to each of you is respect, clear communication and direction, meaningful work and the tools to do that work, recognition for a job well done and the opportunity for personal and professional growth and to make a difference.

My focus will be:

1) Mission Accomplishment - for us this means providing world class service to our customers - both internal and external. This is how we support freedom and democracy and our nation's interests around the world... by ensuring the highest possible readiness of our fighting forces. We are all here to serve - to serve our Country, our Navy, our command and each other. Our every action, regardless of our position in the command, should reflect the principle of service. We must always remember that we have a higher purpose, one larger than ourselves - and that is to defend our country and its ideals.

2) Professionalism and the Good of the Institution - be proud of who we are. Avoid rumors and speak favorably of your command and teammates. Personal fulfillment comes from the knowledge that you have done your best for a good cause and made a difference. Be

Onward and Upward!

positive, be enthusiastic, be winners. Our professional and personal conduct must be above reproach. Do the right thing and perform every task to the very best of your ability. We set and achieve high standards in all we do and we place the highest value on integrity. If we make an honest mistake, admit it quickly, learn from it and move on. Bad news does not get better with age. Communicate problems early so that appropriate actions and resources can be brought to bear to solve the problem. Likewise, communicate good news so that appropriate recognition can be provided. I expect ethical and honest behavior in dealing with our customers, with each other, and within our communities. I expect professional, helpful and courteous behavior in your interactions with all our customers... whether in person, on the telephone or in email. I expect each of you to respect and honor the human dignity and worth of every individual in every interaction. You can expect the same from me. We are a service organization... our existence and livelihood depends on it; our customers expect and deserve it.

3) Growth, development and well-being of our shipmates - every member of the FISC Norfolk team has a critical role to play in the command and every individual is important to me and to the command. Respect earns trust and trust strengthens the team. Together, everyone accomplishes more. I am committed to supporting each individual's efforts and aspirations to better themselves through personal and professional growth and development. Seek opportunities for continual self-improvement. Safety is important to the well-being of every member of this command. Nothing we do is as important as the safety of our people. We will not knowingly hazard life or limb of a single member of this command nor will we take unnecessary risks. Additionally, our families are a key part of our team. Always keep in mind the contributions and sacrifices they make for our success. Recognize the importance of setting aside quality time for friends and family. Involve them in command and other Navy events to enhance their Navy experience. Take leave to refresh and relax so you can be at your best when on the job.



Command Philosophy



PIONEER IS A WARSHIP. Our mission is “to conduct prompt and sustained combat operations at sea.” Every PIONEER crewmember is a warrior first. To maximize our combat power, we will rely on:

Combat Readiness. Every crewmember must be trained in their job, and that of the shipmate next to them. Master the basics. Capitalize on every opportunity to improve our depth on the bench, day-in and day-out. We go to sea to fight and win. When equipment or systems are not operating to design specifications – communicate! Endeavor to repair casualties, but take no short cuts. Always keep an eye on combat readiness.

Teamwork. PIONEER is one team. While there are many different positions on the team, each one is vitally important. Treat each other with dignity and respect.

Families. Sailors perform best when they know their families are being taken care of. It is every leaders responsibility to know when a problem exists and provide help.

Core Values. Honor, Courage and Commitment are our way of life. We honor the lessons learned in blood that shaped our force. We formally execute procedures, we enforce high standards, and we demand the best from our shipmates and ourselves. Operate with honor. Have the courage to do the right thing.* Have the commitment to demonstrate ethical behavior and lead by example.

Excellence. Personal fulfillment comes from knowing you have done your best for a good cause. Do your best every time. Your performance here is the legacy you leave for others to follow. Believe in what you do!

Pioneer for Freedom!

USS IWO JIMA (LHD 7) Command Philosophy

I consider commanding IWO JIMA to be the pinnacle of my career as a professional naval officer. It's an honor for me to serve in this ship. IWO JIMA has a great waterfront reputation; a reputation forged by the Sailors who have served in this ship from its commissioning until today. Let's build on this reputation. I will lead by example and give my best effort every day. Below are my thoughts on priorities, command policy, and standards in IWO JIMA:

- **Mission:** Accomplishing the mission safely for our country will be our singular and unified focus. We are warriors. Knowing how to fight and protect this ship, as well as conducting missions we are tasked with will be our core competency. We will be ready and we will answer every call. The following four pillars will support our accomplishing the mission:
 - **Training** is critical to our success. Robust training will take place at all levels. Not just tactical and damage control training, but focused training on qualifications and advancements. With training at all levels, we will become more knowledgeable about IWO JIMA as a combat system.
 - **Know our equipment, know how to maintain it.** Become the expert on your system, and know how its operation impacts the ship as a combat system. If you are unsure, read the technical manual, applicable sequencing systems or instructions. If you don't know, ask. If you know, teach. Strictly follow the preventative maintenance system; document systems and equipment that are not operating as designed or within parameters. The Navy is depending on this ship to serve in the fleet until 2040 and beyond.
 - **We will treat our shipmates with respect at all times.** We will have zero tolerance for sexual harassment, hazing, or discrimination of any kind. These behaviors tear at the very fabric of what makes IWO JIMA and the U.S. Navy great. The old adage Ship, Shipmate, Self are words to live by.
 - **Safety and Risk Management** (unsafe vs. dangerous): A shipboard environment is inherently dangerous. That makes it all the more important that we not turn dangerous work into unsafe work. If it doesn't look right, it probably isn't. Ask (and answer) three questions when assessing risk to people and equipment: What can go wrong? What will we do if it goes wrong? How can we prevent it from going wrong?

Some standards and policy that directly impact combat readiness:

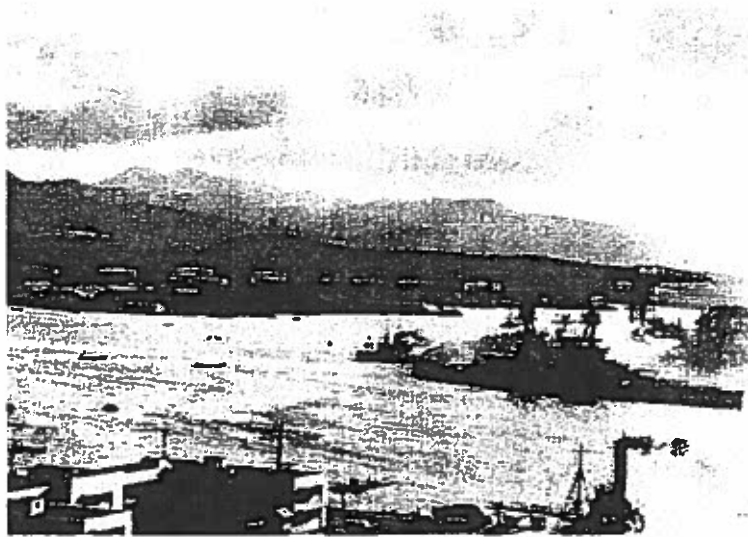
- This is a **military organization**. Uniform regulations, personal appearance and behavior are bedrocks to the maintenance of good order and discipline. You should demand only excellent military bearing, respect and courtesy from yourself and others. I will accept nothing less. Remember, common courtesy between shipmates is contagious.
- **Know your people.** Take the time to know the Sailors entrusted to your care. IWO JIMA is nothing without well-trained and dedicated Sailors who feel part of the team. Know their strengths; understand their weaknesses. **Everyone has both, including me.** Empower your people, but set them on a course for success. Remember, even auto-pilot requires supervision and occasional course corrections.
- **Communication** is the common component in every successful organization. We must communicate clearly with each other and ensure we understand and are understood. Garbled and misunderstood communication can lead to disasters small and large. Understand the message, know the impact. Not all good ideas emanate from the wardroom or CPO mess; if you have a better idea, let it be heard. If your boss is wrong, if I'm wrong, tell us...tactfully, I want to know.
- **Bad news never gets better with age.** Never be the senior person with a secret. When presenting a problem, have at least an idea of how we should solve it.
- **Relationships between IWO JIMA shipmates will be professional** at all times. Relationships will respect rank, both the formal (Department, Division, Work center) and informal (Duty Section, DIET) chains of command and will not be prejudicial to good order and discipline. If you can not abide by these rules let your chain of command know immediately.
- Don't let a problem, personal or otherwise, fester because you think it can't be solved. Leaders on this ship have hundreds, if not thousands, of years of life experience and we have seen nearly every problem you can imagine. If you need help, seek it.
- **Have fun.** Enjoy and grow in your work. If you find that you consistently dread getting up in the morning and coming to work, I want to know about it.
- **Cleanliness:** Last but not least, look at this fantastic warship each day as someone coming aboard for the first time sees her. A clean ship has a direct and positive impact on mission effectiveness, safety, morale, and increased material self-awareness. No one likes to live in a dirty house. **This ship is our home and it will be clean.**

J.E. McGOVERN
CAPT USN
Commanding Officer

USS ROSS (DDG 71) Command Vision and Philosophy

Our Heritage

ROSS is named for a **Sailor who put ship and shipmate before self**. Warrant Officer (Machinist) Ross was awarded the Medal of Honor for his heroic actions after his ship, USS NEVADA, was attacked by the Japanese in Pearl Harbor. Realizing the ship would need power to get underway and fight back, Ross took station in the forward dynamo room – one of two centers that provided power on the ship. When the space became unbearable due to heat, steam and smoke, he ordered his men to leave and performed all duties himself, transferring control to the aft dynamo room before he was blinded and became unconscious. After being rescued and resuscitated, he returned to the forward space, secured it, and headed to the aft space where he first rescued another Sailor and then worked to keep power up until he was again rendered unconscious. In large part **due to his efforts, NEVADA was the only battleship to get underway that day** and, after a brief repair period, she returned to the fight . . . at Attu . . . at Normandy . . . and finally at Iwo Jima and Okinawa.



USS NEVADA underway in the channel after the attack

Our heritage is one of valor, courage, and selflessness. Warrant Officer Ross had these traits long before December 7th 1941. They were part of his daily life. When crisis came, he acted on instinct. You will too. **One man made a difference.** You will too. **Be ready.** Ross was shaving when the attack began at 0800, 7 December, thinking about his plans to celebrate his 31st birthday with his girlfriend on 8 December. **Be ready. Anytime, anywhere.**

1 Jun 2010

MEMORANDUM

From: Commanding Officer, Naval Hospital Oak Harbor

To: Naval Hospital Oak Harbor Staff

Subj: MY EXPECTATIONS AND PHILOSOPHY

1. Purpose. To share my expectations and philosophy relative to my job and yours while working at Naval Hospital Oak Harbor. This memorandum contains what I expect from you, what you can expect from me and some important guidelines that will allow us to confidently perform our mission as assigned.
2. Mission. The primary mission of Naval Hospital Oak Harbor is operational readiness. The secondary mission is to provide quality medical care for active duty Sailors and their families in the Naval Air Station Whidbey Island area. To successfully perform these missions, we must work as a totally committed team with a single focus – One Team dedicated to optimal medical care. To do this, I ask you to focus on the following:
 - a. People. We cannot successfully complete our mission without a well respected, well led, motivated staff. Our team is diverse. We need to capitalize on this diversity to make our command stronger. I am here to support you, mentor you, and guide you in your career. Respect each other, whether military, civilian or contractor and our patients. Support each other. Maintain your personal integrity at all times, just as I will.
 - b. Communication. Communication is vital to any organization. I can take the bad news and would prefer to hear about adverse events sooner rather than later so that we can determine a mitigation strategy before it gets out of hand. While I maintain an open door policy, I expect all staff to fully understand and use their chain of command.
 - c. Pride and Professionalism. We are the Naval Hospital Oak Harbor. If we degrade the command or our mission, we degrade ourselves. Our core values – Honor, Courage, and Commitment provide a baseline for us to follow.
 - d. Job Accomplishment. In performing our job exceptionally, we accomplish a secondary role as Navy Medicine Ambassadors. If our patients are happy with the care we provide, they are less likely to go elsewhere for their medical care needs. This will keep our enrollment up, patient visits up and the bottom line where it should be. While interacting with our patients, go the extra mile, treat them respectfully, and the result will be positive for all involved in their care.
3. My standard is to seek EXCELLENCE in all that we do. Please keep this in mind on a daily basis. I fully intend to carry out the orders of Navy Medicine West and I need each of you as an essential part of that attainment. Our success depends on our people, pride and professionalism. Our mission accomplishment depends upon you and I will support you in meeting this mission.

S. E. LICHTENSTEIN

**Commander, Military Sealift Command, Atlantic
CAPT M. J. Sweeney, USN
COMMAND PHILOSOPHY
24 September 1999**

How do I do business? This is no doubt a topic for speculation after a change in top leadership. Let me start the dialogue.

It is inevitable I will do some things differently than my predecessors. Differently, not necessarily better or worse, and we'll find out which as we pursue improvements in command performance. At the start of my tour, I will listen a lot. As many wise leaders have said, "you can't listen when you're transmitting."

There are TWO THINGS you need to know about me from the get-go.

The first:

I CAN TAKE BAD NEWS.

I'm sure I'll be tested on this, but you have my word I can take the bad news. Done it before, will do it again. Even if we are the ones who've royally bungled the situation, let that info flow upward fast. Then, I will work with you to bring our solution into play. Come to me with a plan. It becomes OUR problem. I EXPECT this clear-headed, businesslike approach to flaps, flails and foul-ups to be the standard for our command. Constructive criticism to subordinates or peers, firmly delivered, focused on performance, is always acceptable. NEVER personally abusive delivery – fastest way I know of to shut off two-way communications.

The second:

**I AM HERE TO SERVE YOU BY MAKING MSCLANT A PLACE
WHERE YOU CAN DO YOUR BEST WORK FOR THE COMMAND.**

We could spend hours listing all the programs and operations that fall under me. But YOU are the ones who execute them. So, when I enforce standards, demand accountability, insist on top performance, expect accuracy and timeliness, fight for resources, improve our workspace, force paperwork through, empower you to make decisions, trust your judgment – I work to put you in a position to excel, both for the command and yourself.

Finally, I must set the tone for our time together. CLASS, QUALITY AND PROFESSIONALISM should be the hallmark of MSCLANT. Seagoing folks know what a classy ship looks like and how she operates. We all know what quality is when our customers or we don't receive it. Professionalism should permeate EVERYTHING we do, say or produce, inside or outside our lifelines. We deliver sealift – proudly. I am honored to serve as your commander. If you will, remember those "two things."