



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
CHARLIE COMPANY, TRAINING SUPPORT BATTALION
SOLDIER SUPPORT INSTITUTE
FORT JACKSON, SOUTH CAROLINA 29207-5000

ATSG-SB-C

14 April 2011

MEMORANDUM FOR Soldier Assigned to Charlie Company, Training Support Battalion, Ft. Jackson, South Carolina 29207.

SUBJECT: Command Philosophy

1. Purpose. The purpose of this memorandum is to communicate my vision for the company, my philosophy and guidance, some things I feel are important, and some specific dislikes.
2. Vision. The reputation throughout the Soldier Support Institute will equal the following. Charlie Company, TSB is an exceptionally professional, disciplined, physically fit, and well-trained company led by adaptable & selfless leaders. All C Co Soldiers lead by example, train safely, and execute to high standards consistently. The company produces students who return to their operational units prepared to deploy, contribute their technical expertise, fight, and win America's wars. Charlie Company always upholds the honor of the Army's lineage.
3. Philosophy. I am privileged and deeply honored to be in command of this company. I must emphasize that this is our company, not my company; as the commander, I will lead, not run it. I openly accept responsibility for mission accomplishment and the welfare of this company's Soldiers.
 - a. Dealing with each other: Our company must function as a team. The basic rule is to **treat others like you want to be treated**. I believe in being up-front with people and telling them what is on my mind, both good and bad. I don't believe in hidden agendas. I expect people to be upfront with me as well. Avoid talking behind people's backs. Discuss differences face-to-face. Avoid gossip; it can tear an organization apart. Attack problems, not each other. Concentrate on fixing problems, not blame. Do not talk down to anyone, especially your subordinates.
 - b. Integrity: Integrity is non-negotiable. When I ask a question, give me your honest answer. Tell me what you know or think. **Do not tell me what you think I want to hear.**
 - c. Work ethic: I expend whatever effort necessary to accomplish the mission, and I will expect you to do the same. I am not a clock watcher. Do not hesitate to work when there is work to be done, but do not waste time with "make-work" type activities. Have a plan and execute against it.

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d. Decision making: **When a decision is made, everyone will give it 100% support, including myself.** We make recommendations up until the time of the decision, then we execute just like the idea was our own. When in charge, take charge. I will support your decision made in the pursuit of excellence.

e. Bad News/Good News: Bad news does not get better with age; tell me immediately. I can wait for the good news.

f. Discipline: Discipline is the glue that holds any unit together. We will set the standards in this area and ensure that the standards of discipline are maintained, both on and off duty. Do not choose to break regulations or laws, even if no one is watching. **Do the right thing** in the absence of orders.

g. Initiative: Be a self-starter. You will not be beaten up because you show initiative and make a mistake.

h. Excuses: Do not make excuses. **Accept responsibility for your actions** and those of your subordinates.

i. Mistakes: You should **learn from your mistakes** and not repeat them; learn from the mistakes of others. I can accept honest mistakes but I will not tolerate lazy mistakes; i.e., mistakes that are made because an individual is not willing to expend the time or the effort necessary to do a first class job.

j. Physical Fitness: Physical fitness is important. Do not schedule things that conflict with PT time. **PT must be tough and geared to the task we expect to do in combat.** PT must be balanced and include training for cardio-vascular fitness, muscular strength/endurance and flexibility. PT should be the best part of your day.

k. Egos: Big egos are often detrimental to the smooth functioning of a unit. **I prefer the quiet, competent professional who does his job and contributes his part to the organization** versus the individual who desires to be the center of attention.

l. Delegating: Assign tasks to the person who has the skills, knowledge, and rank necessary to do the job. Learn your subordinates strengths and weaknesses and assign tasks accordingly. Once you assign a task to an individual, hold that person's feet to the fire and make him do it.

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m. Standard Operating Procedures: SOP's must work in a driving rain, in the middle of the night, when everyone is cold, wet, tired, hungry and thirsty. Like Battle Drills, SOP's ensure that we can operate effectively in the midst of chaos with minimal direction. Systems reduce the unit's over dependence on any single individual.

n. Counseling: Tell your subordinates where they stand. Do not wait to tell somebody when they are not meeting the standard. Likewise, commend your soldiers when they've completed a task above standard. Performance counseling allows for individual growth and promotes professionalism. Counseling will be done each quarter at a minimum; we will strive to give every student written counseling before the start of technical training classes.

o. Basics: **Great units do basic things to a very high degree of proficiency.** We will emphasize basic soldier skills and apply simple, time tested methods as we execute operations (TLPs).

p. Training to Standard: Soldiers must know what the standard is for the task to be accomplished. Standards must be well-thought-out, measurable, and take into consideration the conditions under which the task must be conducted. **Soldiers must know if they achieved the standard or failed to achieve it;** i.e., "train to standard not to time". Use After Action Reviews to the maximum extent feasible to provide the necessary feedback to the Soldiers. If the pace is too fast, you may need to slow down and do fewer tasks to higher standards.

q. Maintenance: Maintenance of our equipment is important to overall mission readiness. We will maintain all of our equipment and resources to a high standard.

r. Safety: **Safety is everyone's business.** Always conduct a risk analysis and never cut corners. Be safe on and off duty. Keep yourself and your buddy safe during all activities. Take action to reduce risks and hazards.

s. Loyalty: Loyalty to your fellow Soldiers, company and battalion is a must. Generate enthusiasm; motivate your Soldiers, each other, and me. Care for your soldiers and family and in return they will care for you.

t. Communication: Open communication is the basis for a fully functioning chain of command and NCO support channel. In all we do, whether it's planning, backbriefs, AAR's, evaluations, and training meetings, communication is key.

4. Specific dislikes.

a. Inconsideration towards others/Soldier abuse: Follow the Golden Rule. Treat others as you would have them treat you. We cannot build a team while abusing its members.

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b. Talking behind a person's back on professional or personal issues: I recommend face-to-face discussions regarding issues or problems. Avoid gossip and rumors.

c. Integrity violations: Be honest at all times. Do not lie, cheat or steal.

d. Adultery and/or domestic violence: Zero tolerance, non-negotiable.

e. Drugs. Zero tolerance, non-negotiable.

f. Driving under the influence. Zero tolerance, non-negotiable.

g. Laziness. Do not malingering. I cannot emphasize this enough; it will not be tolerated.

5. I am extremely proud to be your Commander and a part of the Charlie Company, Training Support Battalion Team. We are a part of a Profession of Arms; we are committed to serve our nation, go anywhere, and fight to win with unequivocal success. Everything we do should support this way of thinking. We should always be prepared to fight, regardless of if we are executing training support on Ft. Jackson or preparing for deployment downrange in the operational Army. Live by the Army Values, Warrior Ethos, Soldiers Creed, and the NCO Creed.

STEPHEN A. BARAN
CPT, FC
Commanding