6 JULY 04

Memorandum for, Leaders of the 28th Transportation Battalion team

Subject: **Philosophy**

1. As a leader in the 28th Transportation Battalion I feel it is important that you understand my philosophy. As soldiers serving together in the EN TEMPS Battalion, it is paramount that we set and adhere to high standards of professionalism throughout our Battalion. The soldiers of this Battalion and the warfighter in the field deserves the very best from this Battalion and we must be ready and relevant at all times to ensure we sustain the capability to provide whatever support is required – as symbolized by our unit crest – with "Strength and Vigilance, as Masters over Time, On Time." To do this we must be able to function cohesively as a team. By working together and adhering to prescribed standards we can provide warfighters throughout the theater, and globally, the best support capabilities possible. Our ability to achieve mission accomplishment on all fronts, rests on our ability to abide by certain principles of excellence. To do this, we must agree to meet, and exceed, certain standards on a daily basis. These standards are what I call the 12 principles of excellence (*in no particular order*) and must be **balanced** consistently by all of us, in order for us to achieve our objectives/goals and attain success.

2. The **principles of excellence** are:

1. **Discipline**: In order to be effective we must do the "routine things routinely well". Strict discipline is omnipotent and encompasses our entire livelihood as a soldier. In training or in your personal life, in character and judgment, on duty or off, we represent our Battalion and the US Army, thus we must always conduct ourselves in a professional manner. Being a soldier is a profession, just like a Doctor is a medical profession. Therefore, be a professional, be proud, be loyal, and when in doubt "do the right thing". "Standards lead to habits, habits lead to discipline, and with discipline all things are possible"…

2. **Training**: Though mission is a priority, tough, realistic training will always be our forte' and is the key ingredient towards taking care of soldiers. By forcing ourselves to train to standard and accept nothing less we enhance the proficiency and livelihood of our soldiers. I expect all leaders to set conditions and climate for this premise. We must emphasize training, yet understand we must maintain a balance between missions and training to standard. Leaders at all levels are the gatekeepers for ensuring we stay synchronized so that both mission and training standards are achieved. We must know our requirements and what it takes to achieve the standard. It is up to us as leaders to facilitate the process so all units within this command can achieve standards in both areas, transparent to the warfighter. The end result is confidence in individuals, leaders, and the unit as a whole. We will abide by the "Warrior Ethos" at all times, with the foundation that every soldier is a rifleman first. We will make a conscious effort to employ a "train the trainer" philosophy, to ensure leaders in our Battalion have the capability to develop into competent, proficient, and articulate - communicators and teachers…that soldiers respect and trust.

3. **Maintaining**: This involves the maintenance and PMCS of our equipment, and supply accountability. By taking care of what belongs to our Battalion, our equipment will take care of us. We must take pride in all equipment assigned to our Battalion and display a genuine concern for its ownership and responsibility. So lets care for, and secure, our property because it's all we have - this is everyone's responsibility! Without maintenance excellence and supply discipline we will lose readiness and relevance in a hurry. This cannot happen. This also translates into office equipment, tentage, computers, printers, communication equipment, general office appearance and anything else we need to do our job thoroughly and effectively. Our equipment must be maintained at a high state of readiness at all times.

4. **Teamwork**: T.E.A.M. = Together Everyone Achieves More…The Battalion is a team of soldiers working towards a common goal = supporting our soldiers and the warfighter across the theater and globe. By working together we can achieve uncommon results and everyone benefits… The mindset that no one benefits at another's expense must permeate all soldiers and leaders across this Battalion. In order to be the best we can be, we must work in unison. Not one soldier in our Battalion is more important than the other…we must work as one cohesive unit in our quest for excellence. Espirit de Corps is not inherited, given, or a solo credential, rather, it is the combination of pride and confidence in the beliefs of the team. This kind of attitude is contagious…

5. **Family**: We are not just a Battalion we are family. We all must care about each other. I care about you and your families. I support family time and encourage you to take it and use it for what it was intended. Strong, stable families are the key ingredient and backbone to a stable, effective work environment. I encourage your family's to get involved, participate in Battalion events, and be active, positive forces throughout our communities'…families are part of our team!

6. **Don't lie, tell the truth**: I am here to support you. However, in order to provide you and the warfighter support we must establish a common bond of trust. Thus, do not lie! Always tell the truth! I will strive to make myself accessible and I charge you to never sit on bad news. Lets get it out in the open so we can fix it. However, we must also strive to learn from our mistakes, and try to never make the same mistake twice. <u>My door is always open</u>.

7. **The Basics**: The foundation from where excellence will always begin, and from where we will build and expand. We will get back to basics, in terms of how our Battalion should function and be maintained on a daily basis. I plan to keep things simple; but be strict, professional and fair. When in doubt, always go back to the basics…and restart.

8. **Communication**: This must occur throughout our Battalion at all times. Always think = WHO ELSE NEEDS TO KNOW! Not just in our units or sections, but across Battalion. Communication must be fluid and precise throughout the chain of

command. By ensuring this happens, it will enable us to do the routine things routinely well. A well-informed Battalion can accomplish any task. It also affords soldiers across the battalion to step in and perform other tasks, or have answers, in the place of another - when called upon to do so. The end result is mission accomplishment. We want to work hard to eliminate unknowns, avoid surprises, and give clear, precise guidance to all units within our Battalion.

9. **Safety**: I take personal responsibility for ensuring safety in our Battalion, and I expect soldiers and leaders in this battalion to take responsibility for instilling an attitude of safety conscious troopers on-the-road, pulling missions or training. Safety is, and always will be a combat multiplier. There is no excuse for loss of life, or avoidable injury outside of combat. We must make a conscious effort to safeguard the lives of our Battalion. Sound discipline and good judgment must reign in our thoughts, both on and off duty. Remember when in doubt, "do the right thing". As we go about our business we must realize, mission and training take no precedent over safety. Enforcing and applying proper risk assessments is the key.

10. **Mission Support**: Providing multiple support capabilities to the warfighter is our business! We will maintain a "Support First, Argue Later" attitude with regard to missions and taskings. As we go about our business of supporting the warfighter we must always convey a proper attitude and warrior spirit, since our actions will reflect directly on our Battalion as a whole. In most cases, how we provide and execute efficient, effective support is the warfighter's first and lasting impression of our Battalion so we must be consistent in our effectiveness. Thus, we must always maintain our military bearing in the face of adversity, be proficient, professional, tactful, mission-oriented/focused, and see each task through to completion. In the end, our ability to provide EN TEMPS support will be how we are judged as a unit. Remember - be proactive versus reactive with regard to support…we must be able to forecast well and anticipate requirements/missions/events in advance. This helps us internally and allows us to provide better support as well. Remember, leaders must be vigilant as the gatekeepers for balancing mission and training in order to fulfill our obligations/charter in support of the Battalion's mission and for the good of all soldiers throughout our Battalion. Understand, that mission requirements will not always be timely, or clear-cut. When this occurs, remember this = "in the absence of requirements- <u>think</u> - how do we build capability to continue supporting the warfighter."

11. **Leadership**: Be steadfast and true, and exude the Warrior Ethos! I expect all leaders to set this example and lead from the front. Officers will set standards, provide vision and guidance, and make their presence known, while our Non-commissioned Officers will be the standard bearers, enforcing standards and discipline across the battalion and executing daily operations. Together we will remain on azimuth with our primary focus to be ready to deploy anywhere, anytime in support of global operations. Our method is to balance mission and training in the process. Make rehearse – execute – review our mindset in this process. Soldiers will look to us for leadership and we must provide it. We must set the right battle rhythm upfront. We must keep our lines of

communication open and lead by example. We must work to institutionalize systems that work. We must work to establish continuity and make ourselves dispensable in our duties. We can do this by setting the standard and habitually doing the routine things routinely well. By doing this, we can adjust properly to change (*which will be the order of the day*), and maintain the discipline to stay the course in our daily mission, responsibilities, and focus. Once again, be proactive versus reactive…and remember, when in doubt, the hard way is the right way to go.

12. **Have fun**! By all means! We can work hard and have fun too. I want that type of atmosphere in our battalion. Therefore, enjoy the daily challenges and those ahead. You get out of your job what you put into it. So have a good attitude, relish the challenge and be all you can be...for yourself, our team, and your family. Be proud!

OUR CHARTER: Is to conduct daily operations in a synchronized manner, producing trained and ready soldiers and units, who provide EN TEMPS support safely, efficiently, and effectively to all units/communities throughout this theater and globally.

OUR CLIMATE: Is to harvest mutually supportive commander and staff relationships (higher HQs too); not command versus staff!!!! Common bonds of trust and respect between leaders and soldiers across the battalion that empowers people to perform and grow within our established band of excellence. We must work together and be user friendly…

*** When all is said and done, our legacy will be founded on what we did to improve our foxhole and make the Battalion a better place to work, train, and conduct daily operations in support of the warfighter, whenever called upon with an expeditionary mindset. To do this we must maintain a positive attitude and share ideas. If you can leave your current duty and turn it over to the next person taking your place, knowing that you have left your job in better shape than it was when you got there…not only have you done well, but you have laid the foundation for the future, by setting those that follow - up for success. This is essential for sustaining the EN TEMPS tradition and spirit!!! *Now lets get out there and*…

MAKE A DIFFERENCE!!!

We are the Spearhead of Logistics! Our future depends on what you do now…

EN TEMPS!!!
(Strength & Vigilance)

STEPHEN E. FARMEN
LTC, TC
Commanding

OUR FOCUS!

EN TEMPS

READINESS!!!

Relevance

Agility

Innovation

Deployability

Adaptability

Warrior Ethos…

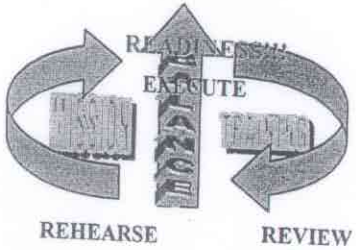
Expeditionary

Creativity

Predictability

Jointness

Build/enhance our capability to support the warfighter…



Are we…

TRACKING ?!

T = Training
R = Readiness
A = Attitude
C = Command and Control (who is in charge!)
K = Knowledge
I = Innovation, Information, Ingenuity
N = No Fear
G = Go4it

MAKE A DIFFERENCE !!!

Soldier's Creed

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

WARRIOR ETHOS

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.