DEPARTMENT OF THE AIR FORCE

AIR FORCE RESERVE COMMAND

9 May 2010

MEMORANDUM FOR ALL MEMBERS OF THE 94 AW

FROM: 94 AW/CC

SUBJECT: Commander's Philosophy

1. I would like to share my beliefs and philosophy with you on several issues I feel are important to the continued success of this unit. I want to make sure all of you have a thorough understanding of my position on the Mission, Air Force Core Values, discipline, people, safety, and what I expect from each of you.

2. ***The Mission***. I want to start with the Mission. Everything we do here supports the Mission. In today's Air Force with everything getting pushed down to the squadron level I have seen where the Mission has not been the #1 focus. I strived as the commander at my last two wings to keep everyone focused on the Mission. I will continue to do so here. My professional priorities are: #1 is **THE MISSION**, #2 is YOU and #3 is EVERYTHING ELSE. In that order. Period. Everything we do, every decision we make needs to be centered on the Mission.

3. ***The Air Force Core Values***. I've come to understand that the basic tenants of those values are important and very applicable to all of us. **Integrity First.** This is the basis for everything we do. If we don't have integrity, if we are not honest with each other, then we will fail in every mission, every task we attempt. I guarantee I will be honest with you and expect the same from all of you. Also, since it is so critical to our operation, I will not tolerate any breech of integrity. Next, **Service Before Self.** All of us must put the needs of the unit and others before the needs of ourselves. However, I know we all have priorities, which will sometimes come before our duty here. Our family, our "real job", our church, or something else will sometimes take priority over Reserve duty. What I expect though is 100% effort when you are here. This leads into the next value, **Excellence in All We Do.** We all know we are the best at what we do. However, there will be times when we will have to remind ourselves of this last core value.

4. Hopefully, all of us believe and follow the Air Force Core Values and this will be the only time we'll have to address the next subject, discipline. Unfortunately, with an organization this big, there will be some discipline problems. When they occur I want you to know that I will be fair, firm and consistent. I expect all of you who are in a position of leadership to do the same. Don't forget to consult the JAG before taking any action, and keep me informed.

5. Commanders and supervisors, I expect you to take care of your people. What do I mean by that? First, get to know them. What is their civilian job?....how about their family situation, when are they up for promotion?..how are the new people progressing in training and upgrade?...you get the idea. In addition to knowing them, make sure you reward and recognize them. I'll be glad to present any award you want me to when my schedule permits. Finally, let me know if there are any personnel problems I can help with. If there are any administrative

roadblocks I can get through or other people issues that need addressed, I'll be glad to step in and do all I can. Remember, people don't care how much you know until they know how much you care.

6. I've said that getting the mission done is important, however, if we don't do it safely we're not only putting mission accomplishment at risk, we are jeopardizing the health and welfare of our people. I hold each of you personally responsible for each others safety and I expect all sections to have a very active safety program, not just a monthly safety meeting. Commanders and supervisors, get out there and see how your folks are doing their jobs from time to time and continually stress both on and off the job. I will consider my tour as your commander successful if no one is hurt and no equipment damaged while I'm here.

7. Safe mission accomplishment is just one example of what I expect from you. I'll touch on a few other important expectations. First, **Air Force Standards**. I feel very strongly that as Reservists we have to meet or be better than the standards, including dress and personal appearance, personal fitness, and conduct. This is especially true when we are TDY to other bases or when we have an inspection. Next is **my support**. You can expect me to support you 100%, as long as you are in the right or had every reason to believe you were. There is a big difference between a crime and a mistake. Another important expectation is **credibility**. I won't last long and neither will you if we are not credible in what we do. Maybe you aren't the best flyer in the squadron or the best maintainer in your unit, that's ok. However, don't pretend you are, and keep trying and learning until you are at least close to the top. Next, is the ability to make a decision. By this I mean an informed, timely decision checking all the facts, and getting both sides of the story when necessary. The final thing I expect from all of you is **communication.** ***In my 32+ years of military service I can honestly state that the #1 reason units succeed or fail, second only to leadership, is the unit's ability to effectively communicate both up and down the chain.*** Commanders and supervisors, let your people know what's going on as much as you possibly can. Also, while I've already touched on it, I want to emphasize keeping me informed. **Always assume I want to know about it and I'll let you know if I don't need to.**

8. One final note, to use an old phrase, my door is always open, and I mean it. If there are any questions on my beliefs, policies, or what my expectations are for this unit, please come talk to me. It is an honor to serve as your commander. I will do it to the very best of my ability and I look forward to working with each of you. Thank you.

TIMOTHY E. TARCHICK, Colonel, USAFR
Commander