DEPARTMENT OF THE ARMY
TOBYHANNA ARMY DEPOT
11 HAP ARNOLD BOULEVARD
TOBYHANNA PA 18466-5000

AMSEL-TY-CO 20 July 2006

MEMORANDUM FOR Tobyhanna Army Depot Employees

SUBJECT: Command Philosophy

As Commander of the Tobyhanna Army Depot, I want to take the opportunity to share my command philosophy with you. It consists of both my vision for the depot and my leadership philosophy. My vision is the "mark on the wall" which we hope to attain as a professional U.S. Army command and as partners with our customers, our contractors, and our community. My leadership philosophy will provide you with some simple guidelines about how I operate as a leader and my expectations. I'll also provide a little background about me so that you get a sense of "what makes me tick". I ask that you to use this memorandum as your guiding document when called upon to make daily decisions that affect the Depot, the Communications and Electronics Life Cycle Management Command (CE LCMC), the Army Materiel Command (AMC), and the U.S. Army.

VISION: To maintain and improve the Tobyhanna Army Depot as the command, control, communication, computer, intelligence, surveillance, and reconnaissance (C4ISR) systems logistics support center of choice for joint warfighter readiness and transformation.

The way to make this Vision a reality:

- We must never forget that our primary customers are the Soldiers, sailors, airmen and Marines charged with defending U.S. national interests around the globe. They depend upon us to produce a quality product, on time, and at cost. We should accept no less from ourselves and demand no less from our contractors.
- Safety and environmental protection are principal responsibilities. There is nothing we do that warrants injury to our government or contractor personnel. We all have as our principle duty to protect everyone on the team and to ensure that we deliver a safe and reliable product to its users. Likewise, we are the custodians of our environment. We must do everything possible to protect our environment from damage and to preserve it for our children's children.
- Security and force protection are fundamental duties. The nature of our business coupled with being a U.S. Army installation makes us a potential target and mandates strict adherence to established procedures. Vigilance is the key, and I charge each of you to be alert to your surroundings and to ensure that we remain safe and secure from all threats.
- I expect each of you to be responsible and honest stewards of the taxpayers' resources. The Army has given us tremendous authority; with authority comes responsibility – we must not take ours lightly.

Printed on Recycled Paper

- I expect us to work "hand-in-hand" with our industry partners to meet or exceed all of the tasks from our customers and our higher headquarters.

➢ In three years, I will leave command and will pass stewardship of the Depot to you and another commander. I am confident we'll realize this vision by applying sound business, management, and leadership principles. You are a championship team – I know that we can be repeat winners in the years to come.

LEADERSHIP PHILOSOPHY: I have three basic tenets to my leadership philosophy – empowerment, teamwork, and chain of command.

Empowerment:

- I believe that having a vision without providing the necessary support and resources for success is merely illusion. It has been my experience that given the support of leadership and necessary resources, people will execute their mission successfully and professionally. Therefore, I pledge to do my best to support you 100 percent and to provide you the necessary resources to execute the mission successfully. In turn, I am confident you and our partners will validate my experience. When one is successful, we are all successful.
- You are the experts on C4ISR maintenance and depot operations. I will rely on your expertise. As such, I will ask many questions in hopes of learning a small portion of what you have mastered through the years. Likewise, you should not be afraid to ask questions of me or to question the system, especially if we are to be successful in our dynamic work environment.
- I am not a "zero-defect" leader. You will make mistakes and so will I. We would not be doing the things necessary to improve the Depot if we do not challenge the system and, on occasion, make mistakes. Of course, we must learn from our mistakes and make appropriate corrections to ensure that we do not repeat them.

Teamwork:

- Teamwork is my motto. We must appreciate and optimize the skills and experience of all of our team members – government, contractor, and higher headquarters.
- Our union and its members are essential elements of our team. We will build on the existing partnership to ensure that the team – management and labor – is always heading in the same direction and on the same path. We will always negotiate openly, sincerely, and in good faith. I expect all parties to share in the risks and rewards of the partnership and to accept responsibility for setbacks and failures as well as successes.
- I will hold you accountable for doing your jobs in a professional and competent manner. When you come to me with issues, I expect you to recommend logical, thought-out, and coordinated courses of action which, together, we can consider and act upon.

AMSEL-TY-CO
SUBJECT: Command Philosophy

Chain of Command:

- I expect you to use your supervisory chain of command. When problems reach my desk, every person in the chain should be aware first and should have already made his or her best effort at a resolution.
- Remember that problems raised to higher levels of command are normally returned to me to resolve. Give me the opportunity to resolve them first. If I cannot resolve a problem at my level, I commit to you that I will engage all of the resources and talent of the CE LCMC to assist me in reaching a proper solution.

➢ You are the life of this command and you are the experts in C4ISR maintenance and depot operations. Without you, I would not be here, and without you, this Depot would not have the excellent reputation it has earned across the Department of Defense.

MY BACKGROUND: I am a high-energy leader with a variety of experiences leading and managing at many levels and under many circumstances.

- I am a decision-maker.
- I am very organized – sometimes to the extreme. I use precise organization as a tool to optimize my effectiveness as a leader.
- I am demanding of those who work with me, for me and above me. I will give you credit when we succeed, and I will bear responsibility when we don't.

➢ You should have fun because I will! A sense of humor is invaluable in our business, and I have a good one. I hope that I will be able to pass that on to all of you, and that we will not be afraid to laugh at ourselves from time to time.

BOTTOMLINE: I am humbled and pleased to have this opportunity to command the Tobyhanna Army Depot. I will do everything in my power to help you maintain and improve the Depot as the C4ISR systems logistics support center of choice for joint warfighter readiness and transformation. As Tobyhanna Army Depot team members, I want you to be proud of your individual and collective contributions to our achievements as a premier professional organization. I am confident that we can realize my vision while enjoying our jobs. As long as we remember that we are a team that is integral to preparing our servicemen and women to do their duty to execute our national security policy, we will be hugely successful.

RONALD P. ALBERTO
COL, OD
Commanding