DEPARTMENT OF THE ARMY
HEADQUARTERS, 1ST BATTALION, 4TH INFANTRY REGIMENT
JOINT MULTINATIONAL READINESS CENTER
UNIT 28211
APO AE 09173

AETT-OF-CDR 7 Aug 2011

MEMORANDUM FOR 1-4 Infantry Company Commanders

SUBJECT: BN CDR Expectations

References: 1-4 Infantry Command Philosophy (21 JUL 11), 1-4 Infantry Commander Letter to NCOs (27 JUL 11), LTG Hertling, "What Right Looks Like" emails.

1. **Implement my Command Philosophy.** You will implement my command philosophy and hold NCOs accountable to the standards in my Letter to NCOs. Ensure every new Warrior receives a copy of my command philosophy during reception and integration and new NCOs receive both the command philosophy and the letter to NCOs.

2. **Live the Army Values (Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage (LDRSHIP)).** Placing command emphasis on the Army Values contributes to better individual and unit discipline. Demonstrate Army Values through personal behavior. Promote the Army values during training and strongly and swiftly discipline those who fail to uphold these values. Understand that when your Soldiers go out and act against the Army Values, they are bringing down the majority of Soldiers who honor the profession. As an example, a DUI is a violation of duty. A sexual assault violates loyalty to fellow Soldiers and respect for the individual (victim). Hold the line when it comes to the Army Values. Remember LDRSHIP. Live it.

3. **Grow our Future Leaders.** You and I share the responsibility for the development of the lieutenants. You see them more often which means that you will mentor them the most. Hold your lieutenants to a high standard. Start with the Army Values then focus on technical and tactical proficiency. Give your lieutenants clear Commander's Intent and task and purpose but allow them to be creative in how they accomplish missions. Underwrite honest mistakes. Counsel your subordinate officers on paper (both initially and quarterly). Train and counsel your NCOs as well but focus primarily on the development of the officers and retention and promotion of the good ones.

4. **Good Stewardship and Accountability of Property.** Inspect your Command Supply Discipline Program. Ensure your Soldiers are properly accounting for and maintaining equipment. Look two levels down to ensure efficiency in processes and procedures for taking care of our resources. Stop fraud, waste and abuse of our limited military resources. Focus on needs not wants and hold your subordinates accountable for doing the same.

5. **Preserve the Force.** Only our best deserve the privilege of serving and leading our Soldiers. Promote the career concept to our stellar Soldiers. Ensure they are awarded for excellent performance, schooled, promoted through the ranks and retained. When performance fails to meet the standard, use the Bar to re-enlistment. For those who fail to adhere to the Army Values: Process legal actions quickly. In terms of protecting combat power: ensure Soldiers are not on leave (baring emergency) during major training events. Carefully screen DA 4187s for re-assignment and emergency leaves to ensure the regulation is being met. Track profiles and implement ways to limit them. Process malingerers out. Push medical boards along so that our ranks are filed with Soldiers who are fit to fight. Promote the strong and independent Families concept.

6. **Self Development.** Be a good husband, a good father, or a good significant other. In other words, maintain your personal relationships to a high morale standard and do your duties in this regard. Understand the benefits of spiritual and physical wellness. Study your profession. Be prepared to discuss your career goals (with me).

7. It is going to be a great two years, thanks to you guys. Now go command your units!!

It is my honor to command with you!

Mitchell O. Watkins
MITCHELL O. WATKINS
LTC, IN
Commander 1- 4 IN **"Warriors"!**