



**DEPARTMENT OF THE ARMY**  
US ARMY INSTALLATION MANAGEMENT COMMAND  
HEADQUARTERS, US ARMY GARRISON FORT A.P. HILL  
18436 4TH STREET  
FORT A.P. HILL, VIRGINIA 22427-3114

REPLY TO  
ATTENTION OF

IMPH-ZA

17 July 2012

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Commander's Policy Letter #1: Leadership Philosophy

1. Command is privileged leadership, grounded in example and forged in responsibility. I am honored to serve as your Commander and continue to serve with you in the service of our Nation. Although not all inclusive, the paragraphs below provide an insight to who I am and what I believe is important.

2. Fort A.P. Hill's diverse and complex mission supports both training Warriors for our Nation's Call as well as ensuring a wide range of organizations are able to continue performance of essential functions under a broad set of circumstances. Due to the nexus of Fort A.P. Hill's unique mission and sheer size, I will operate using Mission Command; that is, I will communicate my intent, and you will transfer that into execution. I will set expectations; I expect you to produce results.

3. I believe in and am committed to the Army Values (Leadership, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage). These values apply equally to Soldiers, Civilians, and Contractors alike; do everything in your power to adhere to these values...they will manifest themselves in all we say and do. They allow us to establish a positive environment that we want to be an active member in and produce our best efforts for.

4. I believe in and trust you implicitly. I intend to prioritize efforts focused on achieving strategic objectives while delegating responsibility, as appropriate, to speed our decision making. Your individual skills and talents directly support the accomplishment of our collective mission. Likewise, building and executing as a Team enables us to embrace opportunities, overcome challenges, and accomplish the mission. Teamwork allows us to mass capabilities at the critical time and place to ensure mission success.

5. Our core function is providing service to the Joint Force, Families, and Civilians within the Fort A.P. Hill community. Our community begins with the Garrison, extends to our Installation partners, and reaches out in partnership to our local, regional, state, and national level leaders, organizations, and citizens. As such, we provide the best that we can, in all that we do and treat others the way we would want to be treated. To this end, we remain committed to providing the structure necessary to achieve the ultimate goal of a discrimination free work environment characterized by an atmosphere of inclusion and free and open competition for opportunities.

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We focus on effectiveness and outcomes. We remain mission-focused, people-oriented, and provide pro-active solutions while simultaneously creating opportunities.

6. We are a learning organization. We learn through experience as well as professional education programs. Innovation and continuous improvement should drive our organization; we must always seek ways to increase our value and relevance despite resource constraints. Supported by experience and education, we can rapidly adapt to the conditions and environment in which we operate.

7. Communication is paramount. Our ability to coordinate, anticipate, and validate actions, vertically and horizontally, depends on our ability to communicate effectively. I will make every effort to provide clear guidance and intent allowing you maximum maneuver space to accomplish the mission. Within the guidance and intent, I will seek prioritization of efforts allowing us to focus on critical missions in the near term and developing plans the support future development. Candid and professional communication supports generation of options and allows effective decision making. Present issues and challenges as soon as identified with a recommendation to resolve them. Promote new ideas and perspectives that improve our organization. These thoughts will logically tie into an established Commander's Open Door Policy that promotes an environment for the entire Fort A.P. Hill Community to engage with me on any item they feel necessary without prejudice.

8. Again, I am honored to serve as your Commander. Thank you for your service and all you do every day to ensure our mission success.



PETER E. DARGLE  
LTC, AR  
Commanding

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