



REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
US ARMY INSTALLATION MANAGEMENT COMMAND  
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT HOOD  
FORT HOOD, TEXAS 76544-5000

IMWE-HOD-ZA

AUG 30 2010

MEMORANDUM FOR THE GARRISON WORKFORCE

SUBJECT: Command Philosophy

1. As I begin my command of US Army Garrison (USAG) Fort Hood, I want to communicate my command philosophy to you. The paragraphs below are not all inclusive, but they should give you an idea of who I am and what I think is important.
2. Command is more than just management. It is privileged leadership, grounded in example and forged in responsibility. I am honored to serve as your Commander. Our garrison is not only huge in size, but also complex in mission. As such, I will operate using mission command; that is, I will communicate my intent, and you will transfer that intent into execution. I will set expectations; I expect you to produce results.
3. With so much going on, you need to determine what your priorities are in life and then balance them to be happy. My priorities are my faith, my Family, and my function. I have not always been good about balancing the three, but I have learned over the years, and am now satisfied that I've found the right mix. I encourage you to do the same.
4. I believe in and am absolutely committed to the Army Values (leadership, duty, respect, selfless-service, honor, integrity, and personal courage). They apply to both Soldiers and Army civilians; do everything in your power to ensure you and your co-workers adhere to the Army Values.
5. At present, the Garrison civilian and military workforce has over 3,300 members. We must work together as a team to accomplish our assigned missions. Teamwork in the office, at the loading docks, on the ranges, and across the garrison will allow us to see the most difficult missions through. Equally, I am convinced that through teamwork we will have fun and enjoy a sense of accomplishment.
6. In the USAG, our core function is providing service and support to the Soldiers, Families, and civilians within the Fort Hood community. We must provide the best that we can, in all that we do. As General Casey says, "Under promise and over deliver." Likewise, we must live and work by the Golden Rule. Treat others the way that you would like to be treated. Finally, we must focus on effectiveness; once we produce the results that our customers demand of us, we can then focus on gaining efficiencies in our processes.

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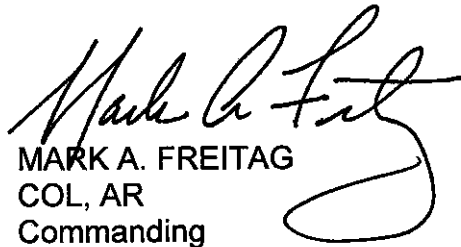
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7. We must be a learning organization. We must adapt to our surroundings and the conditions in which we operate. Process innovation and continuous improvement should drive the organization; we must decrease our costs while increasing perceived value. Finally, we must improve ourselves and our subordinates through personal and professional education and development programs. Take time to develop your subordinates and allow them to seek self improvement.

8. Communication is paramount in any relationship. I am always available to discuss issues or to listen to new ideas. There are no dumb questions. Kindly seek me out and ask your question. I will make every effort to keep you informed of my priorities and any concerns that I have.

9. I look forward to seeing you in your work areas as I make my way across the garrison. Again, I am honored to serve as your Garrison Commander. Thank you in advance for your support.

HOOAH!

  
MARK A. FREITAG  
COL, AR  
Commanding