



DEPARTMENT OF THE ARMY
HEADQUARTERS, HENRY CARO NONCOMMISSIONED OFFICER ACADEMY
UNITED STATES ARMY MANEUVER CENTER OF EXCELLENCE
FORT BENNING, GEORGIA 31905-3022

REPLY TO
ATTENTION OF:

ATZB-NC

19 August 2015

MEMORANDUM FOR RECORD

SUBJECT: Henry Caro NCOA Commandant's Command Philosophy

1. The Henry Caro Noncommissioned Officer Academy is a Team of Soldiers, Civilians, and Families Training the Best NCO Corps in the World!

2. My vision for this organization is to develop the Army's senior and junior leaders to become the future of the fighting force. I want our Cadre and Staff to be the best trainers and supporters in the Army at the best Academy in the Army. We serve as the back-bone in development of our future leaders. I see our Cadre and Staff as committed professionals, creative, adaptive, and ready to serve as the standard bearers for all Soldiers attending the Henry Caro Noncommissioned Officer Academy. All Students should be treated as team members, challenged mentally and physically, and treated with dignity and respect. We will accept the challenge in academic and performance oriented excellence and graduate students who meet performance and academic standards. We will accept personal responsibility to efficiently use organizational resources, improve our systems, and help others achieve leadership excellence. Students will leave here having the educational experience of their life ready to reenergize their units with the knowledge gained at this institution.

3. Our mission dictates everything that we do. We will provide excellent academic and performance based evaluations in an institutional training environment to develop smart, fast, lethal, and precise small unit leaders.

4. As an Army organization, we live by the Army Values as well as our own set of values. Our **values** are: (a) Meet the mission, (b) Trust each other, (c) Take care of people, and (d) Take care of yourself.

a. Meet the mission: My first expectation is that each person in the Academy will do what is expected to meet the mission requirements. Therefore, it is of primary importance every person within the Academy knows, understands, and is dedicated to carrying out the mission. It is this knowledge, understanding, and dedication that will make the difference between success and failure.

b. Trust each other: Successful teams are built on a foundation of trust. Each member of the team must establish trust, cultivate trust through his actions and words, and work to maintain it. Each member also needs to be able to trust his team members to make a commitment to the team and its goals, work competently with those goals in mind, and communicate consistently about any issues that affect the team. If I have learned anything about trust over the years it's that between levels of leadership, you must trust your subordinates to the point you feel uncomfortable and then trust them just a little bit more. You can always count on me to trust you and believe in you.

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c. Take care of people: We have a wide variety of leadership responsibilities here at the Academy. NCOs supervising NCOs, Civilian Supervisors leading civilians, and our responsibilities to set the right example for our students. We even have responsibilities to our Families. People are how we are able to accomplish our mission so effectively and knowing they are a priority will foster the best possible command climate for all. We get this done by: putting the welfare of our subordinates above our own and being approachable. Treating everyone fairly; especially when it comes to rewards. Keeping subordinates informed and when possible, explaining why tasks need to be done. We must listen to others and provide opportunities for feedback. Be the standard bearer by setting an example both in words and deeds. Take responsibility but delegate authority and trust our people. Thoroughly train and develop those under their authority. Praise in public and chastise in private but definitely hold folks accountable.

d. Take care of yourself: This does not imply selfishness. This is about taking responsibility for your actions and attitudes. Know your strengths and weaknesses and continuously seek self-improvement. Set realistic professional goals and work to achieve them. Work on technical and tactical proficiencies and always seek to learn more than is necessary. Prepare yourself for the job of the leader in the next higher rank or position. Learn to make sound and timely decisions by developing orderly thought processes and considering all the effects of those choices. Seek opportunities for personal, professional, and spiritual growth. This includes finding the balance between work and family. Take time to develop your relationship with your family by making the most of your time with them. We are responsible for all our families do and fail to do so it remains imperative to stay involved in their lives to coach, teach, and mentor them just like a subordinate.

5. At the NCO Academy, we have three major priorities. Our **priorities** are: (a) training, (b) communication, and (c) safety.

a. Training: Everything we do is about training. From managing the POIs to maintaining our own training requirements, it will always be what drives our daily duties. The most important aspect of training is to constantly look for ways to evolve it. We must collaborate to develop the future of how maneuver is trained here at the Academy by integrating warfighting functions, incorporate our officers in training across the MCoE, and develop new concepts through experimentation. We will always look for ways to improve our courses through feedback, testing new concepts, and sharing ideas.

b. Communication: One key to effectiveness in any organization is frequent and open communication. Don't be afraid to over communicate. Level communications will ensure everyone who needs to know will. When you have a piece of information, always ask yourself; who else needs to know? Never hide information, especially if it's bad. Bad news does not get better with age. No one should ever be concerned to deliver bad news to a supervisor, least of all me. Sometimes bad things happen to good units; how we respond using a careful and considered approach is the most important thing. Tell our story...If we are doing something wrong tell us...if we are doing something right...tell everyone!

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c. Safety: Nothing that we do is worth an injury or a fatality. That includes our off duty time. We will make risk decisions at the lowest possible level. Think through ways to mitigate risk with students as well as in our personal lives. Safety of students is paramount. We can always go back and retrain any task but we can't undo an injury or a fatality.

6. My commitment to you is to set and maintain a positive command climate, build and strengthen our team to keep the organization excellent, and clear obstacles so you can remain focused to accomplish your mission.

7. Our motto is "Standards and Discipline". Standards will keep us grounded in our **values** and discipline will keep us focused on our **priorities**.

8. POC for this memorandum is the undersigned at (706) 545-2233.



MICHAEL J. AMES
CSM, USA
Commandant