



DEPARTMENT OF THE ARMY
BATTERY A, 3D BN 197TH FIELD ARTILLERY REGIMENT
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MEMORANDUM FOR the Soldiers of Alpha Battery 3-197th Field Artillery Regiment

SUBJECT: CPT Daniel S. Curtis' Revised Command Philosophy

1. To the Soldiers of Alpha Battery 3rd Battalion 197th Field Artillery Regiment. It is my honor and privilege to have been assigned as your commanding officer for the last 17 months. The purpose of this document is to communicate to all of you my revised command & leadership philosophy.

2. Vision: *My vision for A Battery is to build a legacy of being a well disciplined, maintained, trained, and accomplished Battery led by proactive and adaptive leaders that work as a team, take care of Soldiers and always strive for the success of the Battery.* I'm proud to say, so far, the Battery is fulfilling this vision! Let's keep it going.

3. Keys to success for A Battery have not changed: Safe operations, well maintained equipment, training, teamwork and discipline.

a. Safety: All leaders must incorporate safety into planning and operations. That plan must be known to the lowest level. Part of showing **Loyalty** and taking care of each other is safety. Do not take unnecessary risks, and it is everyone's **Duty** not let fellow Soldiers take any either. If you see something unsafe, use **Personal Courage** and do something about it.

b. Maintenance: this is not just something we must do in order to train. Maintenance **is** training. It is critical that we learn from experience and place equipment maintenance as a top priority for our battery. Pull out the manuals and do it by the numbers. I expect NCOs in the battery to strive be masters of maintaining all of their assigned equipment, and teach your junior Soldiers to care for our equipment. If something is broken or missing document it!

1. Mandatory 10% Policy: It is my policy that each and every drill that we conduct Preventative Maintenance Checks & Services (PMCS) on a minimum 10% of our critical equipment which includes vehicles, arms & communications gear. The Battery maintenance officer is responsible for establishing & tracking the PMCS rotation. Vehicle PMCS will include the Field Maintenance Team Soldiers and a 5 mile road test. Any equipment missed during drill will be made up the following drill, and if the PMCS is not properly documented, it did not happen. Section leaders are expected to have the **Integrity** for implementing the same policy by conducting PMCS on section equipment and checking their subordinates OCIE.

c. Training: A Battery is consistently one of the best HIMARS Batterys in the Army National Guard. We were fortunate to be recognized as the best Battery for 2015 with the Alexander Hamilton Award, but it's now been a long time since we have been able to train hard. In order to continue our legacy of success we must work twice as hard as everyone else to stay the best.

Unfortunately, the fiscal aspect of our training future does not look to be as abundant as it has in the past. Resources across the Army are stretched. The best way for us to maximize our limited resources is to conduct well organized and documented training using the principles of Unit Training Management (UTM) and the 8-Step Training Model. This responsibility will be pushed down to section leaders in the coming months following formal training on UTM. Basically, this means conducting training to standard and documenting it by using Training & Evaluation Outlines (T&EO) and After Action Reviews (AAR) so that we get proper credit for our efforts. This is the only way to ensure that higher echelons will continue to fight for A Battery to receive those valuable resources.

d. Teamwork: Be part of the solution, not part of the problem! We all share the same goal, mission success. Be a team player, take initiative and take care of things that need to be done in your lane, don't wait to be told! Take advantage of every opportunity you can to collaborate with your peers throughout the Battalion (you'll be surprised what you'll learn). Success of the Battalion equals success of A Battery.

e. Discipline: Professional courtesy and military bearing are important, and should be to you too, as it shows **Respect**. However, this is not the type of discipline I am focusing on here. Discipline feeds safety, maintenance, training and teamwork. We all need to have the discipline to follow through, do what is right and to **Honor** each other with our **Selfless Service**.

4. Leaders, work to tell your subordinates the "what" not the "how". Encourage them to come up with their own solutions whenever possible. In order to achieve this, you must trust them to make sound decisions using disciplined initiative. Disciplined initiative is being proactive but taking the time and effort to do things the right way. Cutting corners is counter-productive.

5. We are finally at a point where we can start training as a HIMARS Battery again. We have a lot of hard work ahead of us between now and Annual Training, and even more when we get there. Let's do it safely and be the best. Happy Holidays and I look forward to seeing all of you in 2017!

DANIEL S. CURTIS
CPT, FA, NHARNG
Commanding