



NEW JERSEY ARMY NATIONAL GUARD  
Headquarters, 5<sup>th</sup> Squadron 117<sup>th</sup> Cavalry  
2560 South Delsea Drive  
Vineland, New Jersey 08360

1 February 2004

COMMAND PHILOSOPHY

1. As your new commander I am publishing a series of policy letters as commander of the Stn Squadron, 117 Cavalry. This document is my basic philosophy of command and my expectations I have for the leaders of this outstanding organization. I inherited an excellent unit, the performance of the Cavalry since September 11, 2001 has been exemplary. My challenge, as well as yours, is to maintain our readiness while meeting manpower requirements for those units that are slated for deployment over the next one to two years. We must create or maintain an atmosphere in which we provide our soldiers an opportunity to excel. My goal is to have that climate and provide those resources, which enables us to take this Squadron to the next level. I arrive at a unique time in the Squadron's history. We are mobilizing our Troopers and they are performing Title 10 security duties here in the United States and in hostile countries during this war on terror. The Squadron will focus on preparing all assigned Troopers for deployment, training those Troopers that remain and supporting the families of those Troopers who are serving on active duty.

2. The foundation of this command is based on five cornerstones:

- \* Opportunity
- \* Soldier Welfare/Strength Maintenance
- \* Effective leadership
- \* Safety
- \* Forward Planning

3. Opportunity. If we are to make our soldiers successful, we must care about them...not just as a statistic on a roster, but as people worthy of our respect. I believe in the infinite worth and dignity of each individual, and strive to treat each soldier, as we ourselves would like to be treated. We will eliminate personnel problems that prevent readiness. If a Trooper does not report for drill, we will find out why and deal with his issue. If a Trooper is not MOSQ, he will be prepared to attend school by meeting the weight control, APFT and school prerequisites. We will aggressively seek to fill vacancies and promote soldiers who meet the STPA requirements. I see many opportunities for our Troopers to accept increased responsibility and move up the chain of command. The Squadron leadership must be focused on preparing our junior leaders by mentoring and planning early military education completion.

4. Soldier welfare and strength maintenance. Our current strength maintenance processes will be used aggressively by me to follow up on the strength metrics. Combat leaders will be expected to know their metrics and to be aggressive in meeting the goals. I am taking a strong stand right

from the beginning since we all know that retention is critical to maintaining the trained force we will need for future operations. This will be the corner stone on which we will build our strength maintenance plan. I expect that leaders at all levels will refer to the basics of leadership, review their interpersonal skills and execute the strength maintenance mission. If we fail to do this, we will continue to lose fully trained and qualified soldiers from our force. I will not accept the loss of even one soldier because of neglect or an uncaring attitude by a leader in this command

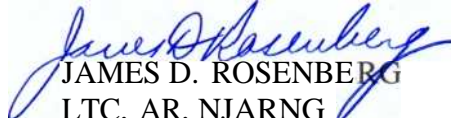
5. Effective leadership. It is incumbent upon each of us as leaders to set the example for others to follow. This principle is engrained in the very fabric of our purpose, as the Squadron motto "Show Em the Way" clearly demonstrates. "Setting the Example" includes such things as making clear, ethical decisions, meeting weight standards, taking and passing the APFT in the presence of your subordinates. Remaining competitive by meeting civilian and military educational requirements, striving to achieve that technical and tactical proficiency commensurate with your rank and position, seeking and accepting responsibility, being accountable for your actions, and caring for the people (and their families) for whom you have been given responsibility. I intend to see responsibility placed at the level where it belongs. NCOs for example, will be empowered to ensure that their primary responsibility, that of individual training, is accomplished. Officers will focus on collective training at the level set forth in the Squadron Yearly Training Guidance (YTG). Responsible leadership allows soldiers to do their job to which they have been assigned. Responsible leadership is compromised when leaders do the jobs of their subordinates. Mentoring your junior leaders is not something that can wait for when time becomes available. It is something that must be part of each duty day and allows no opportunity to be missed. These are the leaders that will be performing missions in 2007 and taking on the responsibility of senior leadership at the turn of the decade, a mere six years away.

6. Safety. Protecting the force is a critical leader responsibility. There is no peacetime mission that can possibly justify the injury of one of our Troopers. Safety is the cornerstone of force protection and therefore, a facet of leadership that is basic to every act of command for the Officers, Warrant Officers and NCOs. We train with weapons of war; we train with doctrine that executes violent tasks. We will manage the risk of our training with risk assessments. They will be done prior to any movement or training event. Risk management will be addressed in every AAR. Before doing anything, think about the safety of the individual soldier and the ramifications a disabling injury might have on his/her family.

7. Forward planning. To be a successful unit we must establish future goals. We must plan for success or we will be unsuccessful. We will plan for the most likely future. We will plan and resource success. We will fight for information to make the planning effective. We will fight for resources to execute our plan. We will look to the future so that we leave this Squadron better than we found it. Supply operations are conducted at the Troop level. Forward planning will insure we have the proper equipment for our Troopers. Troop leaders will aggressively order and stay in contact with the requests for that equipment that is MTOE and CTA required for their mission. If questioned, an unsuccessful unit will reply that equipment has been due out for over a year, a successful unit will reply with a delivery date. Forward planning has a maintenance portion. We are a mounted force, our past 117<sup>1</sup> Cavalry Troopers fought their way through North Africa, France, Germany and Austria in vehicles that had the same requirements for

maintenance and they won a world war. To do less is to shirk our responsibility to our future and our past. We will keep our vehicles running and training. There is little we can do concerning the situation of our MTOE required major weapons systems, the early series of M1 tank and lack of attack helicopters. We will train to maintain what we have and that means training plans that put the iron on the road or aluminum in the air when troops are scheduled to be using it. Successful units will plan, resource and execute. I will not accept the retention of old, moldy tentage or wheeled vehicles that are never operational

8. Soldiers are our most valuable resource, and they are certainly the life's blood of this organization. A satisfied soldier is one who is productive and cares about his unit. I fully expect that the needs of our soldiers will be addressed in an expedient manner. This is to include the completion of Officer Efficiency Reports (OERs) and Non-Commissioned Officer Efficiency Reports (NCOERs). Overdue efficiency reports send a clear message to the rated individual that his/her superior doesn't care. Soldiers are the sole reason why we are here. Whether you are a traditionally drilling guardsman, or a full-time support soldier, each of us has the responsibility for improving the readiness levels of our unit. That task will never be accomplished without trained and motivated people who respect their leaders. I am a firm believer that "Excellence is Contagious." and it starts from the top, down.

  
JAMES D. ROSENBERG  
LTC, AR, NJARNG  
Commanding

DISTRIBUTION:

A