

## Commanding Officer, Headquarters and Service Battalion

### Philosophy of Command



HQSVC Battalion will continue to provide *unwavering and timely support to the Depot's core mission of "Making Marines" as our priority*, enabling the creation of high quality, trained Marines, while concurrently ensuring that our people sustain the necessary skills to prepare them for future challenges. To meet these demands, *we will exercise aggressive, disciplined leadership at every level, supplemented with a focus on individual readiness and training.*

*Decisively engaged leadership every day, at every level* will underpin our success. Our leaders at every level are expected to think critically and make decisions based on sound judgment and experience. Fostering initiative is critical to our success. *We are in the people business*; develop and mentor your subordinates into fine leaders themselves and show genuine compassion for the people under your charge. Knowing your people...their goals, plans, issues, strengths and weaknesses...is paramount. Recognize, reward, and care for them.

Effective *communication* is paramount. HQSVC Battalion is a unique animal possessing both centralized authorities and decentralized operations; fostering solid relationships and maintaining effective communication throughout the command will underpin our success. I am a firm believer in the concept of open and honest dialogue. This concept should be fostered throughout the command; it will only improve the organization.

We will be a *learning organization* that is constantly refining and improving how we conduct business; one that is tolerant of honest mistakes, using them as an opportunity to develop and grow. The environment that we will foster will be *positive based on mutual respect, discipline, integrity, uniform standards, and concern for the development and well-being of our people and their families*. As Marines and Sailors, we will recognize that we are a part of a *proud culture* of warriors that emphasizes professionalism, esprit, tradition, discipline, high standards and morals, and understand that each of us carry the weight of our Services' traditions and reputations on our backs; you are a Marine and Sailor 24/7, conduct yourselves as such.

We will consistently emphasize the concept of *accountability* in every action that we take. Marines and Sailors will be held accountable to defined Service standards. They should be given responsibility and expected to perform at their best. Mistakes will happen...that's okay. Often they provide valuable lessons and enable personal growth. However, ethical and moral violations (lying, cheating, stealing, abuse) fall into an entirely different category; they are a reflection of a deeper character flaw, and are unacceptable. I will not tolerate these incidents and will rapidly stamp them out protect the broader institution.

*The state of our people, equipment, and facilities directly affects our readiness.* Medical and administrative readiness must be constantly assessed and maintained in a high state. Emphasis must be placed on the concept of a strong body and mind. Physical training should be frequent and challenging; education must be a constant in all forms and should be reinforced and supported for uniformed and civilian alike. Asset and equipment accountability should be regularly emphasized. The facilities that have been entrusted to us should be maintained and inspected regularly. Bottom line, each of us, as stewards of taxpayer dollars, is responsible to use and maintain the resources provided to us ethically and responsibly.

Without question, HQSVC Battalion's number one priority is support to "Making Marines;" however, we must not lose sight of the fact that the Marines and Sailors providing this critical support to the recruit training will eventually transition back to the Fleet and may be placed in harm's way. We, as leaders at all levels, have an obligation to *ensure that our people maintain the cutting edge as warfighters and leaders*. I charge the Battalion's leadership to ensure that our Marines and Sailors maintain those leadership and warfighting skills that will allow continued growth and prepare them for future challenges.

What I've articulated above reflects the approach that I will take as we move our Battalion forward. I charge every member of this command to take a leadership role and ownership in our development and ultimately, our success. To ask yourselves, "Have I done everything in my power to take care of and prepare the people and things under my charge to achieve the mission safely and efficiently?" I have every faith and confidence in each of you, and look forward to the road ahead.

Semper fidelis,

S. C. KILLEEN  
Commanding