



HEADQUARTERS COLORADO WING  
CIVIL AIR PATROL  
UNITED STATES AIR FORCE AUXILIARY  
325 West Hamilton Avenue, Building 133  
Peterson Air Force Base, CO 80914



19 November 2019

MEMORANDUM FOR COWG MEMBERS

FROM: COWG/CC

SUBJECT: COMMAND PHILOSOPHY

1. The purpose of this memo is to describe the Philosophy of Command under which I will operate.
2. I am honored and humbled to be given the opportunity to serve with you as the new commander of the Colorado Wing. As your new commander, there will be many things for me to learn and see in the next few months. By the same token, I'm sure you will want to learn about me and how I operate. I will discuss things that are important to me and how I conduct business as your commander. It is essential that we are all on the same page moving forward so I ask that you read this and discuss with your squadron and group commanders as well as your fellow members. There will certainly be challenges in the coming months, but I have no doubt that if we work together, we will continue to attain the high standards that Colorado Wing is known for.
3. I've divided the areas I want to cover into four categories that prioritize SAFETY and mirror our core values INTEGRITY – VOLUNTEER SERVICE – EXCELLENCE – RESPECT
  - a. Safety First and Always.
    - i. Never compromise safety, period. Nothing we do is worth the loss of our members or equipment.
    - ii. ORM will be second nature in all that we do. Always be on the lookout for risks and ways to mitigate those risks.
    - iii. Every member is a safety officer and is expected to function as one.
  - b. Integrity
    - i. Respect the chain of command.
    - ii. Honest mistakes should be viewed as training opportunities to improve the individual or the system. Intentional non-compliance will not be tolerated by any member.
    - iii. I expect leaders to lead by example. We have one standard throughout the wing that applies to everyone from the wing commander to the newest member.
  - c. Volunteer Service
    - i. Family always comes first. Take care of your house and give leadership honest estimates of time commitments.

ii. Effective two-way communication is essential. To accomplish our missions, everyone must know what is expected of them. Leaders should make subordinates feel part of the team by keeping them informed and involved.

iii. Always strive to challenge yourself to do better. Progress through the professional development program to acquire greater skills and experience.

vi. Initiative is a highly sought-after quality. If something is safe, right for our people or mission, consistent with our core values and something that you are willing to be accountable for, drive on and let us know how we can help.

d. Excellence

i. "That's the way it has always been done" is the most destructive phrase in the English language.

ii. When you volunteer for a task, give 100%

iii. Never settle for the status quo. Always strive to improve yourself and the process.

iiii. As we develop policies and procedures, they must conform to the principles of "Necessary, Safe, Simple, and Standardized."

e. Respect

i. We are all on the same team, working towards the same goals.

ii. Treat each other with the utmost respect and dignity; never humiliate them or publicly dress them down. Praise in public, correct in private when possible.

iii. Commanders should create an atmosphere where mutual respect abounds, and promotes innovation and excellence.

vi. SAY THANK YOU to each other. Acknowledge the great work your peers do every day.

4. Unacceptable and will not be tolerated: moral and ethical violations, lack of integrity, discrimination and harassment. Expect me to respond quickly and decisively in these areas.

I look forward to working with you all over the next 4 years.

JOHN RHOADES, Col, CAP  
Commander  
Colorado Wing