

Dear Rear Admirals,

As I've read the various CO reports sent to you on a monthly basis, it occurred to me that it might be useful for someone on your staff to assemble "Commanding Officer Best Practices" and put together a "Commanding Officer's Notebook" or some similar vehicle to be used by our NIOC COs and OICs. I imagine you must be surprised by some of the reportedly "innovative" leadership methods reported by the COs and OICs in their monthly summaries. Most are seemingly basic leadership skills that simply may just not be taught anywhere anymore.

Perhaps the IG office could be responsible for this "best practices" notebook. I am not sure where that office falls in the new organizational dynamic between NSG and NNWC.

Some reportedly "innovative" practices which have caught my eye in recent reports seem *de rigueur* and should be a part of every CO/OIC toolkit:

- Interviewing the crew
- Holding meritorious mast; recognizing deserving Sailors
- CO holding training sessions with their JOs
- Re-energizing CPO mess (how many times can this be done?)
- Getting career info out to all hands
- Establishing command PT program
- Holding personnel accountable
- Reinforcing standards
- Providing feedback on performance; debriefing evaluations/fitness Reports

My fourteen months serving the Secretary of Defense as the Staff Director of the Detainee Task Force have reinforced for me that, more than any other single factor, basic leadership failures (from E4 to O8) put this country's values, the reputation of a superb American military force and our moral compass at great risk. Reinforcing basic leadership skills will go a long way towards keeping that from happening again. No one may be in a better position to help us than our Commanding Officers and Officers in Charge.