

Marine Light Attack Helicopter Squadron 267

Command Philosophy

Since the activation of HMLA-267 in 1944, the distinguished history of this squadron has been marked by a pronounced legacy. Regardless of clime or place, the Marines, Sailors, and families of HMLA-267 have endured demanding periods with unwavering resolve. Many years of resiliency have cultivated an unrelenting drive for excellence that defines our Stinger culture. Although this last decade has tested our foundation, the members of this squadron have answered our nation's call with honor.



Vision

The pursuit for perfection will be an organizational mindset and practice applied daily and shared amongst all Stingers. We will elevate our combat readiness, professional reputation, and family spirit by setting the standard in the way we fight, train, communicate, and interact. Our success will be dependent on each member taking ownership in making this squadron the model that others strive to emulate. To direct our daily efforts, each member of the squadron will focus on "MP3".

Mission Accomplishment

- The Commandant's planning guidance directs the Marine Corps be prepared for today's crisis, with today's forces, today. To effect this, we will be physically, cognitively, morally, and family ready to execute responsive tasking. To ensure we are always "mission ready", the preservation of people and equipment will be a common focus and practice exercised by all squadron members. Sound preparation, critical thinking, and strict adherence to all safety policies and procedures will be the catalysts for maintaining this posture.

People

- All squadron members shall strive to earn the respect and trust of peers, subordinates, and seniors, recognizing that "earned respect" endures. A team approach focused on unit growth will take precedence over individual achievement or recognition. Regardless of rank or achievement, all members will display humility.
- We will be a resilient group, remembering that how we respond when confronted with a crisis will be the mark of our leadership.
- The strength of this unit will be defined by the strength of our families. We must not permit personal stressors carrying over into our professional lives. We will invest in the welfare of each other and our families to ensure we maintain a healthy and balanced family dynamic.

Precision

- Every task and action contributes to our ability to precisely execute our wartime mission. We will plan, brief, execute, and maintain aircraft with precision. All flight operations will have a tactical application regardless of mission scope. All members will strive to become technical and tactical experts. Punctuality will be a common practice re-enforced at all levels. Attention to detail will be the staple of all operations.

Professionalism

- Every member of this squadron is a direct representative of this squadron. Our conduct in combat and in garrison will shape our professional reputation. We will take pride in the ownership of our mission, profession, and equipment. Meet and strive to exceed standards of appearance and physical fitness.
- Never dishonor yourself, your family, or the Corps. Adhere to our customs and courtesies. Exceed the public's expectation of a Marine when seen by outsiders. There is no "off duty" in our profession of arms...being a Marine does not end when you leave the squadron spaces.

As the current custodians of the Stinger legacy, we will embrace this responsibility and ensure our future actions preserve and elevate the standards of excellence passed onto us by previous Stinger generations. Every Marine, Sailor, and family member plays an integral role in the advancement of this squadron. Regardless of rank, experience, or position, it is essential for each member of this organization to demonstrate an unwavering commitment toward excellence.

A handwritten signature in black ink, appearing to read "Brian Dryzga".

LtCol Brian S. Dryzga

Commanding Officer, HMLA-267

"Today's mission...Be better than yesterday"

Leadership Words of Wisdom

“Organizations that can’t separate hard work from good work get in trouble.”

“We are now in positions to lead families, not just Marines.”

“Each of your Marines is a story...demonstrate the interest to get to know that story.”

“How we respond to a crisis or major change will be the mark of our leadership.”

“Achievement shouldn’t be viewed as individual marks...view them as organizational achievements.”

“Counseling and mentoring should be continuous...this is an obligation of leadership.”

“To achieve buy-in, it’s not all about the message...Marines have to believe in the messenger.”

“Every Marine has value and purpose regardless of rank, position, or experience.”

“All of us do not have equal talent, but all of us shall have an equal opportunity to develop our talents.”

“You report to your seniors, you serve those under your charge.”

“Relationships count...you need to work at them.”

“Remember how you got here and repay the debt.”

“People will forget what you said...people will forget what you do...but they will never forget how you make them feel.”

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Safety Policy



The Marines and Sailors of this squadron must embrace safety as a value. Treating safety in this regard drives our decisions in properly identifying risk controls and assessing hazards. It makes us rethink the perceived urgency which tempts us to break established procedures for expediency. It reminds us to execute the plan, and it inspires us to act on our shared responsibility to stop observed violations. Safety as a value then becomes an integral part of daily on and off-duty lifestyles, rather than a priority that can be shifted depending on the competing tasks of the day.

Safe practices, habits, and procedures take time. Time that our most natural inclinations would cut when under stress or in the spotlight to perform. Leadership can address the daily struggle against a propensity to cut corners through existing programs and inspiring others to embrace safety as a value. When safety becomes a value, it becomes part of our daily routine and not just another thing that can be reprioritized.

Reducing unnecessary risks never happens by simply willing it to be so. It requires robust practice, dedicated people and buy-in from every member of the squadron. Every squadron member is empowered and obligated to ensure that safety is an integral part of our mission accomplishment efforts. Be assertive in challenging the actions of others if unsafe practices become apparent. Anyone can stop an evolution. Every Stinger is charged with making our squadron mishap free.

Our goal is zero flight, flight related, and aviation ground mishaps. My commitment to you is to foster and support a pro-active safety culture that praises all members who identify risks before they become injuries, accidents, or incidents. There is no training mission critical enough to injure our people or damage the assets entrusted unto us. There is nothing we do that cannot be scheduled for another day if safety precludes us from conducting an event. Operational Risk Management is the central pillar of our Safety Program and shall be applied in all that we do on a daily basis, both at work and at home.

Every day we will ask three questions:

1. Is this mission and calculated risks necessary?
2. Is the crew ready for the mission?
3. Is the aircraft ready for the mission?

If the answer to any of these questions is "NO", **THE FLIGHT WILL NOT GO.**

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Hazing Policy

Hazing is contrary to our Core Values of Honor, Courage, and Commitment and is prejudicial to good order and discipline. It is a willful and demeaning act that degrades and diminishes the ability of victims, and in some cases witnesses, to function effectively within their units. At its core, hazing exploits and creates an environment of fear and reprisal, destroying the confidence and trust that is central to unit cohesion, teamwork, and combat readiness – the very lifeblood of our Corps. Hazing is contrary to our ethos of “taking care of our own” and will absolutely not be tolerated in HMLA-267.



Hazing Defined

Hazing is defined as any conduct whereby a military member or members, regardless of Service or rank, without proper authority causes another military member or members, regardless of Service or rank, to suffer or be exposed to any activity which is cruel, abusive, humiliating, oppressive, demeaning, or harmful. Hazing need not involve physical contact among or between military members; it can be verbal or psychological in nature. Actual or implied consent to acts of hazing does not eliminate culpability of the perpetrator.

Hazing Activities

Hazing can include, but is not limited to, the following: any form of initiation or congratulatory act that involves physically striking another to inflict pain; piercing another’s skin in any manner; verbally berating another; encouraging another to excessively consume alcohol or encouraging another to engage in illegal, harmful, demeaning or dangerous acts; playing abusive or ridiculous tricks; threatening or offering violence or bodily harm to another; striking; branding; taping; tattooing; shaving; greasing; painting; requiring excessive physical exercise beyond what is required to meet standards; “pinning”; “tacking on”; “blood wing(ing)”; or the forced consumption of food, alcohol, drugs, or any other substance.

Policy

- Hazing is prohibited and will not be tolerated
- No Marine or Service member attached to HMLA-267 may engage in hazing or consent to acts of hazing being committed upon them.
- No individuals in supervisory positions may, by act, word, deed, or omission, condone or ignore hazing if they know or reasonably should have known
- It is the responsibility of every Marine to ensure that hazing does not occur in any form at any level. Every Service member has the responsibility to make the appropriate authorities aware of each violation of this policy.
- Any violation, attempted violation, or solicitation of another to violate this Order, will subject involved members to potential administrative or disciplinary action.
- Reprisal actions against any victim(s) or witness(es) of hazing incidents are strictly prohibited.




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Commanding Officer, HMLA-267

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Unit, Personnel, and Family Readiness Program (UPFRP)



Every Marine, Sailor, and family member plays an integral role in the advancement of this squadron. To ensure each member of this unit comes to work with a mission focus absent of life's daily distracters, it's essential the family component remains healthy and balanced. The staple of our Stinger Culture has been a family spirit resident at all levels within the Stingers. As your Commanding Officer, my focus remains on building upon our resilient and cohesive family dynamic.

While I recognize today's environment poses many challenges to you and your families, my efforts and the efforts of my Family Readiness Command Team are centered on addressing your needs and the needs of your family. The Family Readiness Command Team is comprised of my wife, the SgtMaj and his wife, the XO, the FRO, the squadron Family Readiness Advisors and Assistants, and the MAG-39 Chaplain. These members represent a wealth of knowledge with the primary objective to serve you and your family's needs. Considering the nature of our mission, we must not permit personal stressors carrying over into our professional lives.

The UPFRP aims to assist by providing education about the myriad of family readiness programs offered by the Marine Corps and by putting us in contact with the right person to assist us at the time we need it. The UPFRP also ensures that we are ready to deploy, that our families and friends stay informed and connected to us when we are deployed, and that we have information on how to both access or become involved in any of the volunteer organizations supporting the Marine Corps. However, the UPFRP does not remove our responsibility to seek help when needed. The UPFRP is also not designed nor intended to be a replacement of small unit leadership, but rather an enhancement and support function to assist Marine leaders at all levels in their pursuit of readiness.

As leaders, we have a responsibility to know our Marines, know their family, and invest in the welfare of those we serve. With the assistance of the UPFRP and the Family Readiness Command Team, you now have an additional resource to ensure your Marines and their families are equipped with the skills and resources to mitigate life challenges prior to these issues becoming unmanageable.

As the Stinger Commanding Officer, my leadership responsibility expands beyond the Marines and Sailors under my charge. I have an equally important duty to lead the Stinger families. However, I cannot do this alone. Family Readiness requires a team effort. Engaged leadership, pride in the unit, and a genuine investment in the welfare of all Stingers is required to achieve a healthy and balanced family environment.

Although Marines often choose not to help themselves, their families, or their peers based on a perception of weakness, it needs to be clear to all Stingers that this perception counters the values and principles that define our Corps and Stinger Family. I encourage all members of this squadron to exercise the courage to request assistance. The strength of this unit will be defined by the strength of our families. It's essential each of us allows the team to assist with finding solutions to family readiness concerns. No family problem is too small...when it comes to the families of this squadron, all family concerns are relevant and of equal importance.

A handwritten signature in black ink, appearing to read "Brian Dryzga".

LtCol Brian S. Dryzga
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Marine Light Attack Helicopter Squadron 267

Equal Opportunity and Sexual Harassment Policy



An individual's gender, color, race, religion, background or interests shall have no affect on how that individual is viewed or treated. Regardless of differences, we all share a common bond in that we have proven our mettle, earned the right to wear the Eagle, Globe and Anchor, and sworn our allegiance to our country and each other.

As Marines, we have a responsibility to treat each other with respect and earn the respect of our subordinates, peers, and seniors through our professional conduct. The history of HMLA-267 exemplifies this standard. As your Commanding Officer, I will not tolerate deviations from this established standard on any of the following:

Discrimination. Each member of this squadron has an equal opportunity to succeed and advance. Performance will be the metric by which you will be evaluated. Every member of this squadron has value and purpose regardless of rank, position, or experience. Any activity that detracts from the personal and professional worth of an individual is absolutely unacceptable.

Sexual Harassment. Harassment and intimidation of a fellow Marine destroys the human spirit. Each of you is too important to allow this to occur. Conduct that positively shapes the spirit of an individual will be a common focus shared amongst all Stingers.

Fraternization. Know the rules and adhere to them. Personal relationships between officers and enlisted Marines that are prejudicial to good order and discipline or bring discredit to the Marine Corps are prohibited. Marines of senior grade must always guard against unprofessional relationships with those of lesser grade. Be especially mindful of personal relationships between NCOs and non-NCOs within the same chain of command.

As leaders, we must demonstrate an unwavering commitment toward ensuring the Marines and Sailors under our charge are treated with respect. Regardless of the operating environment, there can be zero compromise. Each member of this squadron must take ownership in shaping a command climate defined by honor and respect. If a member of this family has knowledge or witnesses any deviation from this established standard of treatment, it's essential the chain of command is immediately notified. Do not jeopardize the title you have earned, do not tolerate violations, and do not minimize your responsibility to protect your brothers and sisters in arms. We must continue to honor and represent the Marine Corps, our families, and our fellow Stingers with dignity.

"People will forget what you said...people will forget what you do...but they will never forget how you make them feel"

A handwritten signature in black ink, appearing to read "B. Dryzga".

LtCol Brian S. Dryzga

Commanding Officer, HMLA-267

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