



# COMMANDING OFFICER'S PHILOSOPHY



**HMH-465 Mission:** *Support the MAGTF Commander by providing assault support transport of heavy equipment, combat troops, and supplies, day or night, under all weather conditions during expeditionary, joint, or combined operations.*

**My expectation:** We are an organization tasked to accomplish one thing; win our nation's battles. We must maintain a winning mindset in all that we do. It should reflect in the culture of our squadron, the character of our people, and the competency of our efforts. Winning is a learned habit and to ensure it is part of our squadron ethos we must prioritize and focus on the following:

## **Taking Care of Our People**

- The Warhorse legacy is defined by excellence. Excellence is achieved by the people that wear our patch.
- Make it your daily goal to find victories in your personal and professional life. We owe it to one another to show up every day seeking to improve through the pursuit of our goals. Teamwork and taking care of one another will be the backbone of our winning culture.
- Strive to be a leader, mentor, and coach to the Marines under your charge. Be the leader people remember for the right reasons; it's not what people think of you, rather how you make them feel. Empower them to be their best.

**"Your seat makes you a manager, your people make you a leader." – Bill Campbell**

## **Taking Care of Our Machines**

- While people are our most precious resource, our aircraft, tools, and support equipment play a vital role in our ability to accomplish the mission.
- We will not pursue material condition readiness solely for the sake of readiness. We will pursue material condition readiness to ensure we are always prepared to fight. We will hold the material condition of our equipment to the highest standards to maximize our warfighting capabilities.
- Strict adherence to policies and procedures will ensure we are doing business the right way. Winners take the right path to victory; we do not cut corners.

## **Depth in Planning**

- Operations does not drive maintenance, nor does maintenance drive operations. I expect both teams, along with all functional areas of the squadron to work together to reach our goals. Communication is vital to our success.
- Only through collaborative long-term planning can we ensure that everyone has a common understanding of the operational picture.
- We will be adaptive and responsive to change through our ability to forecast and conduct long term planning.

## **Maximization of Combat Readiness**

-We will ultimately be judged on our ability to be ready to fight at a moment's notice. Our ability to do so effectively will derive from:

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|--------------------------------|--|
| -MOS Training and Proficiency  | -Execution of the Sortie Based Training Plan |
| -Maintenance Readiness         | -Upholding the Standard                      |
| -Personal and Family Readiness | -Administrative Excellence                   |

In addition to holding myself to these standards, you can expect energy, decisiveness, and communication from me on a daily basis. I am humbled and honored to be your Commanding Officer and look forward to winning alongside the Marines and Sailors of HMH-465. TAKE THE REINS!

**Lieutenant Colonel Andrew M. Baxter**  
**Commanding Officer, Marine Heavy Helicopter Squadron 465**