



DEPARTMENT OF THE NAVY

U.S. NAVAL SUPPORT ACTIVITY
PSC 817 BOX 1
FPO AE 09622-0001

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NAVSUPPACT NAPLES COMMAND PHILOSOPHY AND POLICY STATEMENT

I am proud to be your Commanding Officer and part of the U.S. Naval Support Activity (NAVSUPPACT), Naples, Italy Team. It is a privilege and honor to live in Southern Italy and to serve this community.

Our mission requires us to provide efficient, courteous, prompt, and professional support to the personnel, tenant commands, and families that make up the community on our installation. Forging healthy, professional, and enduring relationships is the key to our success. I expect you to cooperate, collaborate, and form partnerships in all things. We must make every effort to break down barriers that hinder our success, whether within the installation staff, amongst our tenant commands, or with our Italian partners. Transparency and integrity are paramount to building trusting relationships.

Be committed, creative, and service oriented. It is our job to do what is in the best interest of our community, not what is simply in the interest of a particular program or policy. When a customer walks away from an interaction with one of us, I want that customer to know we did everything within reason to help. If you are unsure of a situation, get your supervisor. If you are not comfortable making a decision, let me do it - **never violate your integrity or break a law based on this guidance.**

I believe in decentralized leadership. I will give you the opportunity to put your personal touch on your work. While this removes me from some day-to-day decisions, it provides you an environment that encourages individual creativity and initiative. You have my unflagging support if your decisions are within ethical standards and the limits set by law and are in keeping with our mission and my Commander's Intent.

When in charge, take charge. Whether you are in charge of a specific task, program, team, or department, take charge of it and put your personal signature on your work. Pick up and run with your programs, do not let them run you.

Openly challenge the status quo and get involved in the work of the organization. Disagreement is not disrespect. We should be the first to challenge what we do, or do not do. Constantly seek new ways to improve our support to our customers; never accept mediocrity.

Be innovative and willing to accept some risk on good ideas. **I do not believe in zero defects, except in the areas of safety and integrity.** As you seek constant improvement, keep in mind there are many critics who make no mistakes because they attempt nothing new. Innovative people will make a few mistakes because they try many things - this is a concept I understand, accept, and encourage.

NAVSUPPACT NAPLES COMMAND PHILOSOPHY AND POLICY STATEMENT (cont'd)

NAVSUPPACT Naples is a values-based organization. We live by the Navy Core Values of Honor, Courage, and Commitment. Although no single value is more important than the others, I believe that in our business, honor and its corollary integrity deserve special mention. In this organization honor and integrity are non-negotiable. No one can take your honor from you; you can only lose it yourself. I will not tolerate any lapse of integrity for your own, or another's, personal gain. You are entrusted with the training, equipment, and freedom to execute your mission - don't let NSA Naples, your shipmates, or the Navy down.

Take care of your employees and colleagues, and ensure we are always looking out for each other. Lend a hand, offer a ride, be open with each other, give a pat on the back or a compliment, encourage others and, if necessary, give tough love. Do the things that build healthy, solid interpersonal relationships now so that, in the event of an emergency, we can operate with complete trust in one another. Treat everyone with dignity and respect.

Take care of your family. As you serve your country overseas in Europe, you can never underestimate the hardships your family endures. Support and love your family and let us help you take care of them where we can. View the community here at NSA Naples as an extended family - accept it as such. It is a comforting feeling for family members to know that someone is there if needed, someone experienced in similar situations.

Take care of yourself. I encourage you to develop your spiritual, physical, and mental well-being to the fullest extent possible. Supporting yourself positively influences your outlook, improves your performance, builds resiliency, and better prepares you for the future.

The ten must-do's: 1) Earn your paycheck, advance in rank, and advance your education; 2) Support your subordinates, supervisors, and shipmates; 3) Keep me informed; 4) Be an expert in your field; 5) Actively participate; 6) Innovate, coordinate, cooperate, and communicate; 7) Provide honest recommendations and solid alternatives; 8) Provide great customer service; be nice, never bully or threaten; 9) Work smarter, not harder; and 10) Enjoy what you do and where you live, embrace cultural exchange.

Finally, remember that our time in Italy is short, make it worthwhile. Make a positive impact; leave a positive legacy - **and always treat others with kindness, dignity, and respect.**



D. W. CARPENTER