

ILLINOIS ARMY NATIONAL GUARD  
COMPANY B (MAINT) 634TH FORWARD SUPPORT BATTALION  
109 EAST PARK STREET  
CHAMPAIGN, ILLINOIS 61820-3720

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1 April 2004

**MEMORANDUM FOR:** See Distribution

**SUBJECT:** Commander's Standards of Conduct / Standards for Training

1. Solve problems at the lowest level.
2. We will take care of and watch out for one another.
3. We are soldiers 24 / 7.
4. Come to drill on time, others are relying on you. Only the First Sergeant or myself can excuse you from a drill.
5. Ethics: I will not lie cheat or steal and will not tolerate those who do.
6. We are all adults and will be treated as such. You and only you are responsible for your actions or lack thereof. However, we are an army of one, which to me means that one person can "?!@%" it up for everyone.
7. Regardless of the situation, I expect you to support the chain of command. Whatever we do it will always be with the best interest of the soldier and mission in mind.
8. Honest and open dialogue = problem resolution.
9. If something is broke I want and need to know about it. Preferably written down.
10. Work smarter, not harder. If you have an idea share it. If you share it and nothing happens, share it again.
11. If you have a valid training request and it is denied, ask for a "no" in writing.
12. This is not my unit. This is our unit. We control what happens or fails to happen.
13. I challenge you to make some of the biggest mistakes of your lives in the following year.
14. Think, work, and train outside the box ... all mistakes have a training value ten fold.
15. Anything goes as long as you:
  - a. Have a plan.
  - b. Are mission oriented.
  - c. Think safety.
16. NCO business is NCO business. Don't make me or my officers become or act like an NCO.

KEITH E. WALLACE  
CPT, OD, ILARNG  
Commanding

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Each Individual