



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS AIR RESERVE PERSONNEL CENTER

9 September 2019

MEMORANDUM FOR ALL HQ RIO PERSONNEL

FROM: HQ RIO/CC

SUBJECT: Professional Expectations and Commander's Intent

1. I appreciate the warm welcome and look forward to meeting all HQ RIO team members. It is my honor to be your Commander. It is important I communicate my expectations, so please take the time to read and understand these topics. If you need clarification, do not hesitate to ask me.
2. The Air Force Reserve Command's mission is to provide combat-ready forces to fly, fight and win. HQ RIO has an active and rapidly developing role in accomplishing that mission and each of you are EMPOWERED and TRUSTED to get the job done. Being part of a high performing team demands a certain level of performance. My expectations are high and require you to be fully engaged in our mission while you are here. My role is to work with you in a collaborative way to achieve our mission while also helping you achieve your goals. This means I expect your best effort and I expect the ARPC/CC will hold me to the same standard.
3. **PROFESSIONALISM, TRUST & RESPECT.** We are a professional organization and your credibility rests with your actions. You are the most important asset we have and deserve to be treated with dignity, respect and inclusion. There is no tolerance for any form of discrimination, harassment or abuse. Abiding by all Air Force military and civilian standards (i.e., dress and appearance, UCMJ, safety etc.) and instructions is expected.
4. **LEADERSHIP.** We have shared ownership in our mission and all assume responsibility for its success. I need your decision-making, problem-solving and leadership skills, regardless of your rank. You know what our mission is and the Air Force core values we live by, but you also have the flexibility and innovative freedom to be leaders and make decisions within your authority. I expect you, as leaders, to be engaged and participate fully in this organization, to adhere to established standards, and to lead by example. It is also important we build connections with the people we work with and value each member of the team. Supporting those you work with improves inclusion, increases resilience and encourages folks to seek help, if needed.
5. **ATTITUDE.** Attitude is the heart and soul of what you bring to work every day. I ask you to assume responsibility for stretching the boundaries of your abilities and to step out of your comfort zone. I will give you the opportunities to do this. I expect you to keep reaching and striving to improve on what you did yesterday. Your positive attitude will take you and our organization a long way!

6. **COMMUNICATE.** Communication is key to keep up with our rapidly evolving environment and to ensure we accomplish our goals. It is my responsibility to make sure you understand what is expected of you and what the priorities for RIO are. It is also my responsibility to let you know what is coming in the future and how it will impact you. On the flip side, it is your responsibility to let me or your supervisor know when you are not clear on any part of where we are going. It is also your responsibility to keep me “in the loop” when you see something that is not consistent with RIO priorities. Finally, it is also our responsibility to empathically listen to our customers’ needs and clearly communicate what you expect from them and what your role in their success is. Clear, open, and honest communication is critical to our success.

7. **INNOVATION.** Have a propensity for action. I expect decisions to be made by the people closest to the information. We cannot afford to micromanage, a disease that afflicts many organizations. The real success of an organization depends on the ability of its people to identify and address critical problems AND your ability to use your resources in new ways to achieve our mission. Consider how you can identify and meet (exceed) our customers’ needs, improve productivity and innovate. Success rests with the performance of our weakest link, so I challenge you to professionally promote leadership and high standards among your peers.

8. **LOYALTY.** We need people who can take care of problems, not merely point them out. Be willing to risk showing loyalty by building a name for yourself as a problem solver. Be the person others seek out for help. Show loyalty to the organization and to others. Let the solutions start with you. Give your supervisor or me a chance to address problems before complaining to the rest of the organization with the understanding that there are always viable avenues to address your concerns. Add enough value so everyone can see that something very important would be missing if you left.

9. **RECOGNITION.** The best part of my job is to reward those who produce results. I will not contaminate the recognition system by rewarding average performance. You may feel “entitled” to promotions, good performance reports, awards or choice assignments, but I will not be part of the entitlement mindset. You will be given an opportunity to compete for promotion if you show potential to perform at the next higher grade. Recognition will not be given for “showing up” or for “trying”. This is the real world and I will reward real world results.

10. **WORK HARD....HAVE FUN!** Yes, our jobs demand long hours and it is sometimes tedious and often not glamorous. However, it can still be a lot of fun. I want every member of the team to enjoy the organization and not dread coming to work. Please contribute to our success by working hard while you are here and then leave work at work and enjoy your passions! I look forward to working side by side with you to further the Air Force’s mission.

AMY J. BOEHLE, Colonel, USAF  
Commander, HQ Readiness Integration Organization