

FIRST SIXTY DAYS

Target Audience: New Squadron Commanders

PURPOSE

To prepare squadron commanders for their first sixty days of command.

DESCRIPTION

As a first time squadron commander, you may be feeling overwhelmed with some or all aspects of your new job. To help ease that burden, suggestions are offered to make a smooth and quick transition to you, the new commander.

EMPLOY

Pre-Command

- Meet with the outgoing commander, but do not do this in the unit.
- Discuss “state of the squadron” and key personnel issues.
- Take all for information and don’t pre-judge.

Change/Assumption of Command Ceremony

- For the incoming commander, keep your comments to a minimum; perhaps less than twenty five words. This is not the time to talk about your goals, expectations, and intent. If there's a formation, your "speech" will get old real fast and lose its impact.

"I'm honored to have this opportunity to take command of this outstanding organization. I look forward to meeting you and your families."

First Day/Week

- Meet with squadron leadership to provide unit vision and expectations.
- Conduct your first Commander's Call. Now is the time to give your Commander's Intent. A Commander's Intent is used to explain to unit members your desired end-state; that is, what needs to be accomplished in order to achieve success.
- Set goals, both squadron and individual.
- Describe acceptable and unacceptable behavior with clear examples.
 - Discuss your Rules-of-Engagement: adhere to Air Force Core Values, respect for one another, no tolerance for sexual misconduct, communication, the key to success, and timeliness and accuracy of products.

First Week/Month

- Conduct your initial feedbacks. Reinforce individual expectations from your first day.
- Meet your people. Let them talk and tell you about themselves.

First 60 Days

- Communicate, communicate, communicate.
- Get out from behind your desk. Don't lead by e-mails.
- Lead productive meetings. Get rid of or change unproductive ones.
- Don't start making big changes in the first sixty days of your command.
- A "thanks" goes a long way; continually remind your people you appreciate their efforts.
- Hold people accountable—you've given expectations, now ensure follow-up.
- Schedule time for yourself and let everyone know so as to limit interruptions.

Additional Reference: AFI 36-2924