



COMMAND PHILOSOPHY FOR NAVY DRUG SCREENING LABORATORY, SAN DIEGO



It is truly an honor to be your Commanding Officer. I know how very proud you are of the outstanding job you do and the great reputation this command affords. I am committed to each of you and to ensuring you have everything you need to perform your jobs efficiently and effectively. We will focus on three important themes as we make the Navy Drug Screening Laboratory, San Diego the best drug screening laboratory in the Department of Defense.

Customer Service: Keep customer service our primary focus. Keep first things first. To achieve world-class customer service we will:

- Ensure accurate, timely, and legally defensible drug testing results.
- Remember that our primary mission is to provide fleet and shore commanders with the assurance their sailors are drug free.
- Concentrate on optimization. Continually examine procedures and processes looking for ways to achieve success. Find more cost effective and efficient ways to accomplish the mission while ensuring 100 percent accuracy.
- Address the personal and professional needs of our staff.

Teamwork: We will work as a team. Teams are formed because the efforts of many greatly exceed the efforts of one. As our workload increases, working together as a team will ensure the highest quality test results in the safest and most efficient environment possible. As a team we will:

- Recognize that each staff member plays a vital role in completing the Command's mission.
- Treat each member with dignity and respect at all times. Treat them the way they expect to be treated.
- Value the thoughts and ideas of all.
- I believe all leaders and managers should have an open door policy. Create an environment where all teammates feel free to ask questions and admit mistakes without fear of reprisal. Learn from each other.
- Look out for each other. We work in a busy and stressful environment where fatigue can lead to mistakes and even injury. Keep an eye on your shipmate. Lend a helping hand. Encourage your teammates to remain physically and mentally fit.
- Have fun. I expect each of you to work hard and have fun while doing it. This is critical to a successful team. Who wants to "play" on our team if it is not fun? Ensure all jobs are as professionally rewarding and enjoyable as possible. Although we are in a serious and very busy business where people's careers are on the line, take time to laugh and to enjoy the friendship and camaraderie being a member of a successful team.

Communication: Communication is one of the most critical and challenging aspects a command faces. Ensure all members of our team understand the vision of the Navy, the Bureau of Medicine and Surgery (BUMED) and our Navy Drug Screening Laboratory. Each and every one has responsibility for communication within the Command. Use all forms of communication to "pass the word" and to ensure the message is received.

I am proud to be your Commanding Officer and sincerely look forward to working with each and every one of you in this world-class forensic drug testing laboratory.

A handwritten signature in black ink, appearing to read "M. L. Finch".

M. L. FINCH