



**POLICY STATEMENT ON  
SAFETY**

**COMMANDING GENERAL  
4TH MARINE AIRCRAFT WING**



Safety is a tenant of all professional organizations. Safety must be the starting point from which we endeavor to do all else. No matter our position, role, or job within 4th MAW, we all contribute to a culture that prioritizes safe and professional operations in all we do. Do the little things right, do the right thing ... always.

I submit to you that each of our 11 leadership principles apply directly to safely executing our mission daily. Each of us strive for **self-improvement** every day and we are always looking out for **each other's welfare**. Being **technically and tactically proficient** keeps us safe. Going beyond the first three principles, we get to **keeping Marines informed** and **ensuring the task is understood, supervised, and accomplished**; this will always ensure each of us stay engaged and focused on the task at hand. **Training Marines as a team** must always involve and stress the safe accomplishment of the mission. All Marines must **make sound and timely decisions** to know what right looks like and when to provide leadership or intervene where needed. Always **employing your command in accordance with its capabilities** and developing a **sense of responsibility among subordinates** is constantly done with readiness and safety at the forefront to ensure mission success. I expect each of us **set the example** for safe operations; this is a mindset and habit for what professional conduct and safe operations looks like at all times. Finally, **seek responsibility and take responsibility for your actions** must always involve safety. Do the right thing, do the little things right.

The Marine Corps principles of leadership have proven the test of time. We can apply them in all aspects of our personal and professional life. We must all ruthlessly pursue safe operations in all we do, no matter if in uniform or not. There are no short cuts to mission accomplishment and safety never takes a day off. We must commit to a lifestyle that prioritizes safety and must apply Risk Mitigation concepts.

The safe execution of all we do is my responsibility. You have my full support in execution of the mission. You must do so with ruthless adherence to all policies and procedures and with safety as a primary factor. Each of you will have my full support to take a knee when necessary, call for a training time out, or "knock it off" if it does not look right or does not feel right. We must get it right in practice, so we are ready when the time comes to execute for real.

Semper Fidelis

John F. Kellner III

Major General, U.S. Marine Corps Reserve  
Commanding General, 4th Marine Aircraft Wing