

# PRINCE GROUP

MEMORANDUM FOR ALL BLACKWATER USA OFFICERS, EMPLOYEES,  
AND INDEPENDENT CONTRACTORS

SUBJECT: Blackwater USA National Security Oath and Leadership Standards

For those of us who need security clearances to do our jobs, we have been entrusted with important and special obligations. These include obligations to understand and to respect standards established by law for our National Security-related clients. Most if not all of our National Security-related clients are "individual[s] elected or appointed to an office of honor or profit in the civil or uniformed services," who are required by law to take the following oath:

"I, [insert name], do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God." [5 U.S.C. § 3331]

Accordingly, effective immediately, it is Prince Group policy that all officers, employees, and independent contractors of Blackwater USA (including Prince Group affiliates) who are required to have a security clearance will take the same oath to support and defend the Constitution as is required by law for our United States government clients. In this regard, I commend to each of you the Secretary of Defense's "Liberty Day" message and Introduction to the Declaration of Independence and Constitution, which are posted at [www.defenselink.mil/pubs/liberty.pdf](http://www.defenselink.mil/pubs/liberty.pdf).

Moreover, because we aspire to retain our leadership role in the International Peace Operations Association ("IPOA"), through which we have publicly acknowledged, among other things, that "IPOA members providing military services undertake their profession with a deep sense of responsibility," and have pledged "to go beyond the minimum legal requirements, and support ethical imperatives that are essential for effective security and peace related operations," those of us in leadership positions have a duty to adhere to the highest standards in our personal conduct, both on and off the job. These standards are best articulated in the standards of "exemplary conduct" Congress has prescribed for leaders in the United States Armed Forces:

"All commanding officers and others in authority in the naval service are required to show in themselves a good example of virtue, honor, patriotism, and subordination; to be vigilant in inspecting the conduct of all persons who are placed under their command; to guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Navy, all persons who are guilty of them; and to take all necessary and proper measures, under the laws, regulations, and customs of the naval service, to promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge." [10 U.S.C. § 5947; cf. 10 U.S.C. § 3583 (Army) & § 8583 (Air Force)]

My intent is not to establish new standards for our conduct but rather to clarify existing standards – aspirational leadership standards I expect every leader employed by or assigned to Blackwater USA (including Prince Group affiliates) to make a concerted effort to honor. Meeting these standards is essential to our support to the National Security-related missions of the United States government. Failing to meet them will disserve our clients and the American people.

1660 INTERNATIONAL DRIVE, SUITE 470  
MCLEAN, VA 22102  
PHONE: 571-633-9530 FAX: 571-633-9535



Erik Prince

