



Commander's Intent

April 2015



Forward

Admittedly, for much of my career, I've struggled to understand the higher level 'why' behind many of the things I've been called to do as part of the Maritime Patrol and Reconnaissance (MPR) community.

When I learned that I had screened for Command of Patrol and Reconnaissance Wing 10 (CPRW-X), I felt a conviction to provide, to the best of my ability, the 'why' behind not only MPR's mission, but also behind the standards I set for our wing.

The following pages are my best take at 'why'.

It's not all encompassing, nor is it perfect.

I would encourage you to take a read, and decide for yourself:

Which parts you agree with...

Which parts you disagree with...

Where I have gone too far, and...

Where I haven't gone far enough...

At the end of the day, we're all called to perform at our absolute best to support and defend our great nation.

My hope is that this document helps us do so in the best way possible.

Very Respectfully,

CAPT Brett W. Mietus
Commander, Patrol and Reconnaissance Wing Ten

Sections:

On Calling, Mission, and Priorities

On Service

On Warfighting

On Leadership

On Safety

On Maintenance

On Coordinated, Joint and Combined Operations (& protecting the Sea Base)

On the Role of the Wing



On Calling, Mission, and Priorities

Each of us has a unique reason for joining the Navy and serving within the Maritime Patrol and Reconnaissance (MPR) community in Patrol Wing Ten (CPRW-X) at NAS Whidbey Island (NASWI).

For some, it was a choice...

For others, it was not...

Some did it out of a proud family tradition and way of life...

Others did it to escape their family and way of life...

While our reasons may be different, **the call of our nation** is the same to each and every one of us. I could use lofty words, but it boils down to two things:

First, serve as a role model for our nation and the world.

Next, be exceptional at "military stuff"... those roles and missions unique to our place within the Department of Defense.

For CPRW-X, I have expressed this call in the following **mission statement**.

To serve our nation and the global community

By manning, equipping, and training a wing

Ready to excel in peace

And dominate in war

My **priorities** express how we will look at each day's goals, tasks, and objectives.

Embrace the call of our nation... serving each other, our community, our nation, the world, and only then, ourselves.

Dominate the battlespace... both today and tomorrow.

Seamlessly integrate our Hawaii Ohana... prepare for Poseidon and Triton.

Carefully manage P-3 and EP-3 until they sundown... both our people and our aircraft.



On Service

Each of us stands in a long line of men and women who have made a choice to answer the call of our nation through service in the United States Navy.

In this context, our service is a verb... it is something we do... and for this action to be effective, we must have a clear understanding of who or what should receive our service.

We serve each other:

Success in war is based on trust. We must trust our very lives to the men and women who serve on our left and on our right. The best way to establish this trust is by demonstrating service to one another, gladly doing something at a very high level on their behalf.

From a pilot writing the absolute best Maintenance Action Form (MAF) possible, to the most junior Sailor in the barracks standing up to intervene before a sexual assault occurs, we must serve each other fully and completely. This builds trust, honors our oath, and makes us more effective as a fighting force.

We serve our nation:

In MPR, it is easy to dilute this type of service. Because our operations rarely result in the immediate preservation or loss of life, we can view service as simply meeting the demands of a flight schedule or going on deployment.

Our service means, and is, much more.

We must serve our nation by embracing our calling to be heroes... by excelling in peace, and by preparing to dominate in war.

We serve our families:

If we proudly serve each other, and our nation, but do not serve our families, we have failed. Maintaining work/life balance is critical to ensuring that:

We give back to those who sacrifice on the home-front so that we can go forward.

We maintain the relationships necessary to sustain us when times are hard.

We inspire the next generation to greatness.

We serve the global community:

If America is to endure as the global superpower, we must continue to lead through service to the global community.

At times this service comes through demonstrated strength, where we position our aircraft and military into harm's way on the behalf of our partners and allies.

At other times, this service comes through building relationships, where we serve as ambassadors during humanitarian assistance/disaster relief, detachments and exercises, generating trust between nations that lasts for generations to come.

We serve ourselves:

At the end of a day of service to others, we must look in the mirror and make sure that we're meeting our own personal needs.

That we're healthy... physically, emotionally, and spiritually.

That we're progressing... towards those goals, aspirations, and visions we have set for ourselves.



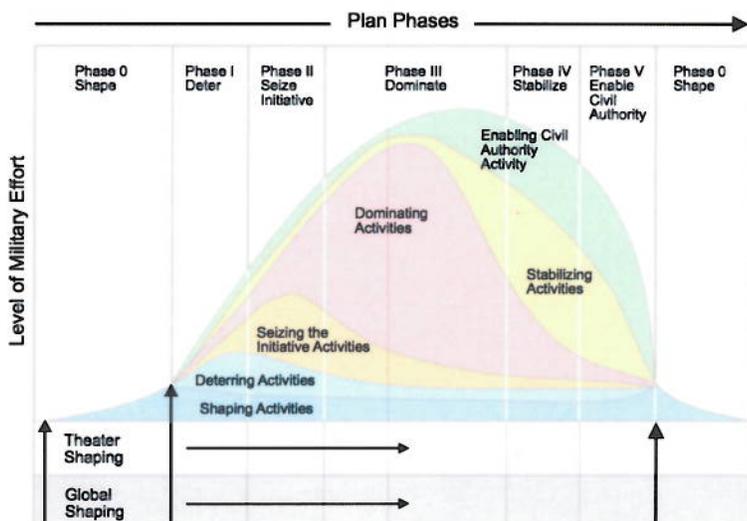
On Warfighting

It would be incomplete to say that the Wing's role is to prepare squadrons and MTOCs for deployment. Our obligation goes much further...

Our job is to prepare every member of the Wing to succeed in combat operations.

Broadly, in Joint Publication 5-0 (III-39), the Department of Defense describes warfare by phase. Phase 0 (Shape) is where we operate during normal deployments. If conflict/tension escalates, we move past Phase 0 to Phase I (Deter), then Phase II (Seize Initiative), then Phase III (Dominate).

On a graph, it looks like this:



From this perspective, it is easy to see that setting the training target at Phase 0 operations brings with it the potential for leaving persons unprepared for the level of effort (and expertise) necessary to successfully dominate in Phase III.

If we accept Phase III mission readiness as our goal, it's important that we next define those missions in which we are charged (funded) to dominate.

In CPRW-X, our warfighting core competencies are best expressed as:

ASW first, ISR always, and ASU/Mining when called upon.

While the versatile nature of our aircraft will give us the opportunity to contribute to other missions (such as search and rescue) we must dominate in our core competencies.

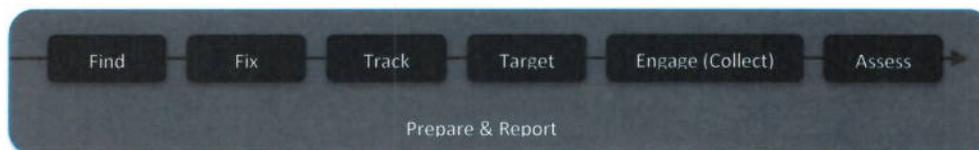
How then do we define our role in each of these missions?

To best define mission execution within these warfare areas, DoD has developed the concept of the kill chain (from JP-3-60; Joint Targeting).





To help understand it within the totality of CPRW-X MPR operations, Prepare, Collect, and Report are added as follows.



This construct helps one to tightly conceptualize the wing's role in the battlespace.

Systems, along with Tactics, Techniques and Procedures (TTPs) can be developed and rehearsed based on: where they fit on the kill chain, their complexity, and their likelihood.

Within DoD, MPR is unique in its ability to positively contribute to the totality of the kill chain:

From EP-3, LSRS & Triton assets working on the far left, finding and fixing targets well before they can affect friendly forces

To P-8 and P-3 dropping a Mk-54 on top of a hostile submarine.

Maintaining this kill chain is critical and becomes the standard by which we will evaluate everything we do.

If we do not mission plan effectively (Prepare)... the kill chain is broken.

If we cannot find a submarine using MAC (Find)... the kill chain is broken.

If we cannot fix a target through all variants of the P-3, EP-3, P-8A and MQ-4C conducting Layered ISR (Fix)... the kill chain is broken.

If we cannot maintain track of a submarine over 72 or more hours (Track)... the kill chain is broken.

If we cannot develop a weapons-ready positional data (Target)... the kill chain is broken.

If we cannot drop a torpedo in the optimum splash point (Engage)... the kill chain is broken.

If we cannot collect Airborne Acoustic Intelligence (AAI) or Specific Emitter Identification (SEI) data (Collect)... the kill chain is broken.

If we cannot provide post-mission products worthy of our on-station efforts (Assess)... the kill chain is broken.

If we find a contact of interest, but can't report it via voice/chat or push it into a link-enabled common operational picture (Report)... the kill chain is broken

It's important to recognize, acknowledge, and expect that the kill chain will be broken when in the training environment.

However, it is critical that we maintain the goal of Phase III Kill Chain Wholeness... and separate mistakes into two categories:

Those resulting from our best efforts (or things we just can't overcome that day), and

Those resulting from poor leadership, poor planning, or poor effort.

Evaluating our missions is essential... going right back to the call of our nation to do "military stuff" well.

If, God forbid, we are called into combat, we must arrive ready.

Anything else is, by definition, dereliction of duty.



On Leadership

Leadership is... at its core... about influence.

The ability to influence others to act at levels higher than if you were not there.

And the ability to influence events towards a better end state.

Each leader has her or his own style, which is a result of both their personality and the leadership tenants they hold most dear. The following are ten of mine... I ask you to consider yours.

1. "No one cares how much you know until they know how much you care" *Theodore Roosevelt*
2. "All great leaders have charisma because all great leaders have clarity of WHY, and undying belief in a purpose or cause bigger than themselves." *Simon Sinek*
3. Treating someone poorly is no different than violating NATOPS/3710 or the NAMP/4790.... whether it be in person, in the office, on the flight schedule, or on the flight line.
4. To be a great leader, you have to be a great follower... and the best followers rarely feel micro-managed.
5. Over-communicate... and when you're done... communicate once more.
6. Not everyone shares your professional value set. Know where each person is, and motivate them accordingly.
7. How a decision is enacted is often more important than the decision itself.
8. Military organizations are measured equally by the best actions of their best performers, and by the worst actions of their worst performers.
9. There are a million rules... the role of leadership is to determine which rules you follow to the letter... and which rules you follow to their intent. *Be careful when you do this.*
10. Some decisions require your gut... some require your brain... most require both.



On Safety

As we train, prepare and deploy, our nation entrusts us with two things: its people and its equipment.

Until directed by our operational commanders, the absolute safety of our people, and the safe operation of our equipment remains paramount.

As a result, it is incumbent upon every member of CPRW-X to create an environment that promotes three types of safety.

Individual Safety

The ability for every CPRW-X member to operate in an area that is morally, ethically, and physically safe. This enables them to meet their call of duty and reach their maximum potential.

Negative impacts to Individual Safety include, but are not limited to: Sexual Assault, Equal Opportunity Violations, Blue-on-Blue assault and Hazing.

Off-Duty Safety

Those areas off-duty where Sailors have the opportunity to make decisions that affect their own, or other people's Individual Safety.

Negative impacts to Off-Duty Safety include, but are not limited to: Domestic Violence, Driving While Under the Influence of Drugs or Alcohol, and Motorcycle Safety.

Operational Safety

Proactively putting controls in place that mitigate the inherent danger of naval aviation.

If one thinks of Operational Safety as the top of a three-legged stool.

The first leg is Training... ensuring that people are experts at their jobs.

The second leg is Procedural Compliance... ensuring that people don't just know what to do, but that they are encouraged to do the right thing and to cut no corners.

The third leg is Safety Programs... ensuring that a culture of safety is consistently emphasized and encouraged through the effective use of Operational Risk Management.

Safety and Leadership

It is easier to maintain Individual, Off-duty and Operational Safety in a vacuum. It gets much harder when the intensity of operations creates stresses and pressures that entice us to cut-corners, make mistakes, forget procedures, or blow-off steam in a manner that compromises safety.

As a result, leaders must be carefully aware of how much operational pressure is being applied to their organization, and ensure that home training efforts provide both a benign environment in which to develop a safe foundation, and a pressurized environment where persons are conditioned so that are ready to excel on Phase 0 deployments and in Phase III combat operations.



On Maintenance

I firmly believe that “so goes maintenance, so goes the squadron”. A professional, energized, well-trained team of maintenance professionals provides the foundation for everything the squadron does.

More simply, one cannot war-fight if they do not have a well-maintained aircraft from which to do so.

There are myriad programs in place to evaluate the quality of a maintenance department. However, overall success in the maintenance business is a function of three things:

1. A Maintenance Control that creates a positive experience

No room in any squadron has more effect on more people during the course of a day than maintenance control.

Maintenance control is at its absolute best when it inspires a cadre of maintenance professionals by the way it carefully and thoughtfully orchestrates production efforts...

Welcoming aircrew with the very best aircraft available for that particular mission...

And fully debriefing each flight to ensure the aircraft can be rapidly reset and made even more mission-ready for its next mission.

2. An absolute devotion to procedural competence and compliance

Aviation maintenance is a hard business because of consistent competing priorities:

When the aircraft are flying, they can't be worked on.

When maintenance needs to be done quickly, it's hard to conduct training, or follow the book.

These competing priorities provide a consistent drumbeat of temptation for maintainers to cut corners and not train. When this happens, people get hurt, aircraft get damaged, and planes aren't as mission-ready as they should be.

Leadership across the ranks must actively combat this temptation by creating a culture that demonstrates a passion for learning... and for doing things the right way.

3. Taking great pride in providing on-time, mission-ready aircraft

Too often, our community focuses on whether or not an aircraft is 'up' or 'down'. That is an important, but inadequate standard. Safe For Flight isn't an end-state... it's a starting point.

To use an analogy, what would happen if the team's starting quarterback arrived on the field in the second quarter, completely hoarse, and with basketball shoes instead of cleats?

Could he play in the game? Sure, but the first quarter probably didn't go so well.

Will he be effective? Maybe, but not as effective as if he was healthy and well-equipped.

What would you think of the equipment manager if he didn't know that cleats were required?

We all know that professional football players play hurt... but they spend countless time in the training room doing everything they can to take the field in the best possible condition.

Likewise, we will have to launch planes that are hurt, but the goal must always be to launch on-time, mission-ready aircraft that can be fully utilized by the Wing's highly-proficient aircrew.



On Coordinated, Joint, and Combined Operations (& Protecting the Sea Base)

Without the need to protect the sea base (Carrier Strike Group), the MPR community would not exist. The importance of meeting this mission cannot be over-emphasized.

Regrettably, the demands and nature of our training plans and processes limit the number of “touch-points” between our community and other Navy, Naval Aviation, Joint and Combined forces.

As a result, when given the opportunity to integrate, we need to be deliberate and focused on putting conditions in place to maximize the quality and effectiveness of our operations as part of a Coordinated, Joint, or Combined force.

The following provides a template for how CPRW-X will prepare for engagement with our brothers and sisters in arms:

- 1) Identify key stakeholders and participants. Do not be timid in extending additional invitations as appropriate.
- 2) Establish relationships early, making connections at the right level (from Flag down to Lieutenant). Pick the right liaison officers.
- 3) Ensure capabilities and plans, both ours and theirs, are clearly understood. Dig into the details of how our aircraft will be employed and connected.
- 4) Establish clear objectives. Understand how these objectives will be measured, and provide feedback after each mission and 24-hr cycle.
- 5) Participate fully in all Battle Rhythm activities. Ensure liaison officers are empowered to make decisions.
- 6) Ensure aircraft are fully groomed and ready to fully execute every plausible mission set. If detached, be creative in developing pack-up kits (PUKs) to lead-turn most-likely, or most-impactful mission systems failures.
- 7) Press for warfighting excellence... before, during, and after the mission. If what you are being asked to do is unsafe or unsound, push back at the appropriate level and do not be afraid to elevate the issue.
- 8) Be brutally honest and wholly transparent when it comes time to debrief. We always need to get better.

In executing this template, keep two themes in mind.

- 1) MPR preparations and readiness may be higher than our counterparts. Surface Warfare officers and their enlisted operators do not have positional ACTC qualifications. Never be afraid to ask for the TAO when on station.
- 2) Recognize the need to balance all of the training requirements of an event or exercise. Ideally, all will arrive at the same level and depart at a better level. If you find yourself ahead of your counterpart, embrace the opportunity to train them on how to employ your aircraft better.



On the Role of the Wing...

At its core, the CPRW-X staff exists to man, equip, and train both squadrons and MTOCS... while being prepared to surge forward in support of Major Combat Operations.

In doing so, *we must be relentless in our service to both our squadrons/MTOCS and to our boss (Commander, Patrol and Reconnaissance Group (CPRG))*. Adhering to the following tenets will assist:

Set an impeccable, transparent model for our squadrons to emulate... be inspirational to their efforts

Excellence starts at home. From the smallest detail to the broadest strategic approach, our ways, manners and methods must remain wholly above reproach and worthy of emulation.

Establish constructive and proactive relationships... both up and down the chain of command

These types of relationships don't just happen, they need to be developed and nurtured so that trust is established and exercised.

Wing members should deliberately execute a communications strategy with their counterparts at CPRG, squadrons, and other commands in the Navy... with the goal of identifying issues before they become problems so that effective solutions can be put in place as soon as possible.

Take great pride in squadron successes... and take their failures personally

To put it simply: squadron/MTOC success equates to Wing success... and squadron/MTOC failure equates to Wing failure. When a squadron/MTOC stumbles in any facet of their preparations or deployment, the Wing must ask itself what it could have done better.

Be great tenants of NAS Whidbey Island... and the MPR Community

At every turn, we need to play well with others in the sand-box and look for ways to make those around us better.

Magnanimous is defined as: high-minded; free from petty resentfulness or vindictiveness; proceeding from or revealing generosity or nobility of mind & character. *Be magnanimous.*