



DEPARTMENT OF THE AIR FORCE

HEADQUARTERS 5TH BOMB WING (AFGSC)
MINOT AIR FORCE BASE, NORTH DAKOTA

14 May 2012

MEMORANDUM FOR 5TH BOMB WING PERSONNEL

FROM: 5 BW/CC

SUBJECT: 5th Bomb Wing Commander's Vector

The permanent change of station season is quickly approaching. We will soon bid farewell to numerous Warbirds who have performed superbly during their assignment at Minot. They should all be proud of what they accomplished as a team during a tour filled with a few challenges and many opportunities.

As we welcome the newest Warbirds to the team, we must ensure they quickly learn their mission, integrate with the team and learn how we operate. To that end, I'm publishing the 5th Bomb Wing's official mission statement, my vision of how to achieve success in accomplishing the mission and my top four priorities. Please take time to review this document and spread the word to our newest Warbirds.

Mission: *Provide full-spectrum deterrence and outstanding support for the 91st Missile Wing; and if deterrence fails, B-52 firepower on demand.*

In short, **we deter...or...we hunt down and destroy America's enemies**

Vision: *Proud, Confident and Professional Airmen who take ownership of mission accomplishment.*

Proud: Developing Airmen who take pride in accomplishing their mission is key to our success. Our Airmen should be proud of what they do and be proud they are on a winning team. Leaders at all levels will recognize and reward those who contribute to the team's success in order to reinforce unit pride, and will hold those accountable who detract from this vision.

Confident: Proper training, preparation and practice will ensure our Airmen have confidence in their ability to successfully accomplish their mission. We will continuously strive to provide Airmen with the training required to ensure success. Practice will come in the form of well timed exercises at the unit and wing level. Confidence will assure excellent performance under the most demanding of conditions, be it combat or inspections.

Professional: Our Airmen must always seek to embody our United States Air Force core values. Moreover, they will meet or exceed all USAF standards of behavior and performance. Enhancing their professional development is also a key factor in meeting mission demands. Every Airman should accomplish their professional military education as quickly as possible and strive to attain an advanced degree.

Ownership of mission accomplishment: Simply put, "**Own It!**" is our mantra. Taking ownership of mission accomplishment at all levels is critical to our success. This starts with the individual Airman

taking ownership of his or her personal mission preparation. He or she must know what they are responsible for and be properly trained on their responsibilities. Next, we move from the individual to the front line supervisor. This Airman is the most critical link in our success chain. Front line supervisors must take ownership of those they have been given the honor to lead, ensuring their team always complies with Tech Order, Air Force Instruction, and regulatory guidance as well as Air Force standards. They must ensure their Airmen are properly trained and ready as individuals and then they must hold them responsible for individual mission accomplishment. Proceeding up a few levels, we find ourselves at the section, flight and squadron level. Responsibility for taking ownership in mission accomplishment is similar to the front line supervisor; the main difference is leaders at this level are responsible for ensuring front line supervisors are provided the training, equipment and facilities to successfully execute the mission. Given the ever present fiscal and manpower restraints we operate under, this becomes challenging, but not impossible. Leaders always find a way.

The Bottom Line: If we ingrain in our Airmen and units a culture of ownership of mission accomplishment, successful mission execution will quickly follow.

Priorities:

1. *Ensure Nuclear Surety*

Ensuring the safety and security of our nation's most powerful resources is our #1 priority. Failure to do so greatly diminishes the effectiveness of our ability to deter our nation's enemies and can ultimately result in our inability to provide B-52 firepower on demand. We will strive to develop nuclear Situational Awareness among all of our Airmen. Safe/Secure/Effective, PRP, Weapons System Safety Rules and other terms will be universally understood. We will pass all Nuclear Surety Inspections with "Excellents" in all Major Graded Areas. Our focus will be to:

- a. Guarantee unwavering security of nuclear assets
- b. Ensure technical proficiency resulting in zero weapon system safety rule (WSSR) violations
- c. Maintain flawless nuclear material management
- d. Maintain an effective and accurate personnel reliability program
- e. Continue to modernize the weapons storage area industrial complex

2. *Provide Responsive Conventional and Nuclear Combat Capability*

We must maintain fully trained and equipped Airmen in accordance with Combatant Commander (COCOM) and Presidential requirements. Our goal is to provide 100% of COCOM tasked resources. Our focus will be to:

- a. Balance nuclear and conventional training
- b. Ensure units are organized, trained and equipped to meet mission taskings
- c. Maintain OPLAN execution capability during airfield infrastructure improvements
- d. Ensure we pass every operational inspection with an overall grade of Satisfactory or higher
- e. Enhance long-range strike capability by maintaining robust air/ground communications architecture, developing a habitual relationship with the 608th Air Operations Center, and preparing for the bed down of smart weapons integration into the B-52 weapons bay

3. *Develop our Airmen*

Machines don't make or break our ability to take the fight to the enemy...Airmen do. Proud, confident, professional Airmen who embrace on-going personal and professional development are critical to mission accomplishment. We must develop the next generation of officer, enlisted and civilian leaders who will take Minot AFB to the next level. We will strive to instill a culture of being a "professional Airman." Our focus will be to:

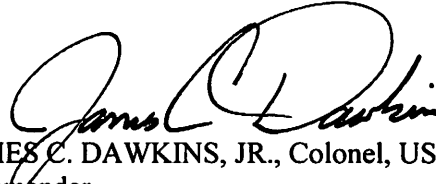
- a. Meet or exceed USAF/AFGSC promotion, PME selection, CCAF graduation, CDC upgrade and PFT pass rates
- b. Meet OPR/EPR/Civilian appraisal and awards timeliness standards
- c. Ensure the 5th Bomb Wing is recognized as a premier USAF unit

4. *Care for Airmen and Their Families*

The Air Force recruits Airmen but it retains families. We want Airmen and families to view Minot as a healthy, active and rewarding place/assignment/community. Improving overall community satisfaction at Minot AFB is our goal. Our focus will be to:

- a. Prepare Airmen and families for success at Minot AFB
- b. Enhance Minot AFB community morale and desirability
- c. Remove post-flood restrictions on PCS assignments to Minot at the earliest possible time

It is indeed an honor to serve alongside each and every one of you. We have an amazing, elite team of dedicated professionals. I look forward to seeing you at your work centers and watching you achieve both personal and mission success.



JAMES C. DAWKINS, JR., Colonel, USAF
Commander