



ICEPACK
America's Aircraft Wing



Mission: Combat. Training. Liberty. The Marines, Sailors, and Civilians of Second Marine Aircraft Wing have been meeting challenges and exceeding expectations from this unit's inception; from Pearl Harbor through the South Pacific campaigns, in Vietnam, Iraq and Afghanistan, and most recently in Haiti and Eastern Europe. Today is no different. Challenges lie in front of us both at home and abroad. It is a given that we will deploy into harm's way; whether into direct combat or other dangerous and uncertain environments. Meeting our mission is my highest priority.

But, we need to understand that many of our most important tasks do not occur in combat. In peacetime, our mission is to prepare this unit and help others prepare for tasking in support of national requirements. We have a mission to train the next generation of Icepack warriors to think and fight dynamically to meet emerging challenges. We also have a mission, while on liberty, to ensure our fellow warfighters make it to the battlefield with us.

A mission-oriented approach means thinking ahead, identifying risks, anticipating shortfalls or holes in the plan, and using your experience and good judgment to mitigate risk and build back-up plans to ensure success. Leaders do not wait for someone else to solve a problem; they identify it, fix it, and notify the chain of command - without taking shortcuts. Conserving our manpower and material assets through good headwork is a task for us all. I charge you to make this happen at the lowest levels - in combat, training, and while on liberty.

People: Information. Readiness. Family. Making mission is not an excuse to break our faith or responsibility to our Marines, Sailors, Civilians or their families. There will be times when you may feel that our mission and the welfare of our people seem to conflict. Hard work does not in itself harm us or our families; failing to keep the force informed, properly trained, resourced, paid and promoted, or supported at home does. I charge the leaders of Icepack to continue to exercise the basic tenets of leadership at the lowest levels. You have a responsibility to yourself, your people and your family to do what is right.

LEADERS DO NOT: Bully; harass; sexually harass or assault; haze; participate in dissident or protest activity; wrongfully distribute or broadcast an intimate image; discriminate based upon race, color, national origin, religion, sex (including pregnancy), gender identity, or sexual orientation.

LEADERS DO: Treat others with dignity and respect; keep their people informed; plan ahead; give clear tasking; provide the necessary resources to accomplish the task (time, training, proper equipment, sustainment, support); look after the welfare of others and their families; have the courage to stop something wrong or unsafe; and take the responsibility to report when appropriate or required.

If alone and faced with a difficult decision or situation, our "No-Comm" plan is:

Mission First, People Always

If you use the "No-Comm" plan to make a decision, you have my confidence that you made the best decision in the interests of this command. I expect that your decision will live up to the legacy of the highest ideals set by those Icepack Marines, Sailors and Civilians who have gone before you.

Semper Fidelis,

S. F. BENEDICT