

# **The Black Eagle Way**

## **The CO's Guide for Better Squadron Living**



**15 MARCH 2012**

*Consilio et Animis*



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# Who We Are

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## The Black Eagle Way

*Our squadron colors are simply black and white.*

*Black is an amalgamation of every color in the spectrum and in the context of our squadron,*

*A symbol of the full spectrum of people who comprise our team and our strength.*

*White is a color that reflects all other colors in the spectrum and likewise,*

*We reflect Honor, Courage, Commitment, Leadership, Engagement, and Innovation.*

*We are the World Famous Black Eagles. PTBABE!*

## Tenets of the E-2C Hawkeye

### **I. HAWKEYE'S MISSION:**

To execute the Commander's Intent by providing on-scene, carrier airborne command and control of Joint and Combined forces throughout the battlespace.

### **II. THE BIG THREE:**

Situational Awareness, Proactive Involvement, and Communication.

### **III. FIRST TO LAUNCH. LAST TO RECOVER:**

The venerable Hawkeye is more than an Airborne Early Warning platform. She is the crossroads between the operational and strategic levels of warfare. She is the nerve center for the conduct of Strike, Surface, and Air Warfare. In essence, she runs the battle.

### **IV. EYES OF THE FLEET:**

While the Hawkeye does not carry ordnance, she has something more powerful - all aircraft and ships under her control. She expertly directs these assets using her weapon system to quickly identify the enemy at range, consummate air-to-air intercepts with lethal effects, and enable fused bombs, on target, on time, on the first pass with deadly accuracy. The question in the Hawkeye is not who the enemy is, but who to engage first.

### **V. THE ENEMY IS ON NOTICE. THEY CANNOT HIDE; THEY CANNOT WIN:**

The Hawkeye is flown by Carrier Aviators who are the "tip of the spear." Her Naval Aviators are experts at flying the most demanding aircraft in the carrier environment. Her Naval Flight Officers are experts in every facet of Airwing, Carrier Strike Group, and Joint/Combined tactics, techniques, and procedures. Forward from the sea, she projects power by directing tactical assets to hunt down the enemy (big or small). For those who dare meet her at sea, she will see you and you will be engaged, at range, without knowing what hit you.

### **VI. THE BEST TEAM FOR A HARD JOB:**

The venerable Hawkeye has a team of Sailors committed to ensuring every action of the squadron runs smoothly. Her Technicians, masters of her many intricacies, comb every square inch of her airframe, engines, and weapon system, correcting problems quickly and safely so she can take the fight to the enemy. Her dedicated Administrators meticulously manage her Sailors' numerous quality of life programs essential to maintaining high morale and solid family readiness.

### **VII. THE LINCH PINS:**

"The strength and performance of a Carrier Airwing can be directly attributed to the strength and performance of its Hawkeye squadron." – *Unknown*

### **VIII. KEEPERS OF THE AIRWING:**

The Hawkeye always takes care of her fellow Naval Aviators by keeping a watchful "eye in the sky." She drives tactical problems to their logical solutions. If aircraft under her purview have airborne casualties, she ensures her brethren make it home safely, in any conditions, period. Always remember, she controls them; they do not control her.

### **IX. "LIBERTY CANNOT BE BOUGHT WITH GOLD." – Aesop**

The freedoms afforded to Americans are constantly being challenged by foreign forces. While Honor, Courage, and Commitment are long-standing words that have been part of the United States Navy's lexicon, members of the Hawkeye community have added words like Sacrifice, Tenacity, and Professionalism to the list.

### **X. "ETERNAL VIGILANCE IS THE PRICE OF FREEDOM." – President Thomas Jefferson**

These words resonate more today, than during any previous conflict. They will hold true during the next war and the one after that. This truism, like the legacy of the Hawkeye, is timeless.

# Command Philosophy

**MISSION:** "Safely build, hone, and employ a fighting, winning team of warriors able to command and control the projection of lethal combat power, anytime, anywhere."

**VISION:** The Black Eagles are the foremost experts of our craft, defining excellence in every venture undertaken with wisdom and courage. We exist to execute our mission in the defense of our homeland and our vital interests around the world. We maintain our reputation as the premier Hawkeye squadron in the Fleet by focusing on three pillars that underpin our ability to accomplish that mission: *Leadership, Engagement, and Innovation.*

**Leadership** is the cornerstone of our Command Philosophy. In the air, on the flight deck, or on the mess decks; whether on-duty or off-duty, Black Eagles never let an opportunity to lead slip by. When not in the lead, Black Eagles are dedicated followers, offering loyalty and support. Mentorship of our junior officers and enlisted members will ensure our extensive skill base is passed down to the next generation of Black Eagles. Black Eagles will lead in three ways:

- ✦ **Tactically.** Be the best Carrier Aviators. Outstanding performance in the air is critical to the safe and efficient employment of the venerable Hawkeye in peacetime or combat. Operational excellence in planning, briefing, execution, and debriefing of all missions flown in the carrier environment or from homeport is a Black Eagle trademark. Aircrew must be experts in Naval, Joint, and Combined operations in order to better understand the Commander's Intent and execute it accordingly.
- ✦ **Technically.** Be the best Technicians and Administrators. Superior technical expertise of aircraft systems coupled with outstanding knowledge and execution of the Navy's administrative, safety, and family readiness programs are absolutely critical in the safe and efficient employment of the venerable Hawkeye. Without engines, airframes, avionics, parts, and logbooks, this aircraft, and the tremendous capability it brings to the fight, is worthless. Without accurate personnel records, timely pay, a clean and safe work environment, nourishing sustenance, and prepared home-life, the quality of life of our people is guaranteed to decline, along with our performance as a Navy combat squadron.
- ✦ **Ethically.** Clearly understand the difference between right and wrong. Our conduct at work and home must be impeccable. Integrity speaks volumes with respect to our Sailors' propensity to lead. Lying, cheating, theft, sexual harassment, sexual assault, domestic violence, fraternization, and drug/alcohol abuse are examples of destructive behaviors that will not be tolerated on our Black Eagle team. Black Eagles will always act as true ambassadors of our Nation, both at home and abroad. The moniker of "shipmate" is one of great honor, and as such, Black Eagles will always intervene to prevent their fellow shipmates from bringing harm to themselves and/or discredit to the command, the Navy, or the United States of America.

**Engagement** takes great ideas to the next level – decisive action. Black Eagles don't sit on the sidelines and watch the world pass them by. They seize the basic elements of success (intelligence and opportunity) and get involved. Black Eagles will apply all their skills and talents to engage:

- ✦ **The Enemy.** Black Eagle aircrew will use all their tactical acumen to bring the right capability to bear on the threat. Threats present themselves in many ways – from a known enemy force encountered in the battlespace or thirst, hunger, and disease resulting from a tragic natural disaster. In combat, Black Eagles always strive to facilitate fused bombs, on target, on time, on the first pass and the consummation of air-to-air intercepts with zero blue losses. When the enemy errs, Black Eagles will seize on this opportunity and proportionally strike. Remember, tactical errors can have significant negative strategic effects.
- ✦ **The Team.** Black Eagles always ask how the unique capabilities of the squadron can be integrated with other squadrons, warships, and Joint/Interagency units to create a more formidable force. We must be fully prepared to tactically integrate with our international partners through bilateral and multi-national exercises to bolster operational and strategic relationships against our common challenges. As individuals, we will fail; however, if we stay mutually supported, we can engage the toughest problems with confidence and generate positive results.
- ✦ **Our Bodies and Minds.** Black Eagles seek and take advantage of every opportunity to improve professionally and personally. Frequent physical exercise has shown tremendous benefits that greatly increase physical readiness and mental well-being. Continuing education, both military and civilian, broaden horizons and develop the scholastic aptitude and breadth of experience needed in our 21<sup>st</sup> century Navy.

**Innovation** is the creation and implementation of new ideas that fuel positive change throughout the Naval Aviation Enterprise. Innovation stimulates cooperation and creates enduring partnerships for follow-on ventures. Black Eagles use innovation to coalesce work efforts at all levels throughout our organization to increase efficiency without risking safety. Black Eagles are a force for positive change and will use their singular innovation while leveraging new technologies in three concentrations:

- ✦ **Our Work Ethic.** Black Eagles are "front runners" whose innovative ideas improve quality of life, at work and at home. While it is human nature to seek the path of least resistance during difficult problems, Black Eagles understand the toughest problems with the most innovative solutions require 113% effort. This mindset of innovation, integrated in our day-to-day work practices, builds self-actualization (the feeling of being a part of an outstanding organization) and safely increases productivity.
- ✦ **Our Procedures.** Complacency in our line of work is not only dangerous, but kills innovation. Black Eagles challenge themselves to look at current tactics, techniques, and procedures while employing "game-changing" technologies to improve the way we execute our mission. Vetting newer, safer, and more efficient procedures through the chain-of-command while employing revolutionary technologies can only make the command better.
- ✦ **Our Focus.** Our current enemy is highly illusive, very competent, well organized, and heavily invested in developing new ways to wreak senseless death and destruction on innocents. Our potential peer competitors are methodically increasing their military capabilities and global influence. Focusing on new ideas and technologies keep the current enemy on the defensive and deter potential peer competitors from future aggression.

# Command Safety Policy

**Nothing in Naval Aviation is routine.** Successful mission execution requires *all* of our resources, specifically our people and our aircraft. Every Black Eagle must stay focused on the task at hand regardless of its magnitude. Aircraft need to be groomed and mission-ready. Our material resources need to be in top working condition. Our people must be well trained, physically fit, and mentally aware all the times. *I expect every Officer and Chief to be aggressive in maintaining the Black Eagles' highest standards by setting the example.* We achieve these conditions through an uncompromising commitment to **training, by-the-book** procedures, and an outstanding **culture of safety**.

- **Training.** Safety is often described as the natural byproduct of knowledge and discipline. Our outstanding culture of safety begins with training. We must keep a constant strain on our training and a watchful eye on our programs daily to ensure we have the knowledge to perform our mission safely. *Learn precisely how to do the job. Do the job precisely how it's supposed to be done.*
- **By-the-Book.** Shortcuts, even small ones, put our material assets at risk and endanger lives – yours and those of your shipmates. An occasional, even one-time, shortcut breeds a culture of mediocrity that is not the Black Eagle way and *will not be tolerated*. The procedures in our “books” are written in blood and dollars – *follow them*. If you think there is a better way or the book is wrong, be proactive and submit safe, innovative solutions through the process – follow current procedures until new procedures are approved. *Understand key procedures by heart. Understand why we do things in a certain way.*
- **Culture of Safety.** We identify and mitigate risk through the application of proven safety principles such as Operational Risk Management (ORM). When we talk about our outstanding culture of safety, we are referring to a culture that fundamentally applies these principles to any and all undertakings. In our line of work, safety is an ongoing effort that requires constant vigilance. We will never reach an end-state where all risk is eliminated; rather, through our continued commitment to fostering an outstanding culture of safety, we will actively manage the risk inherent in our work and our personal lives.
  - **Every one of us, regardless of rank or experience, is a Safety Officer** – 24 hours a day, 7 days a week. Courage is one of our Navy Core Values; you must have the courage to speak up to *anyone* when you see something potentially unsafe. Nobody is infallible – if you see something that appears or feels wrong, speak up without fear of retribution. Call a “safety time out.” The evolution will stop until a supervisor feels the situation is safe to continue.
  - **Safety is your R.I.T.E.!** I ask each of you to help me protect our vital resources by thinking through every evolution; consider the risks involved and do what you can to reduce or avoid those risks in order to prevent injury to our people and damage to our equipment. Before you start any task, ask yourself and your team, “Is it R.I.T.E.?”
    - **R – Risks vs. Rewards.** Use ORM. What are you trying to achieve and at what cost?
    - **I – Implement** a well thought-out plan. Use the book. Use common sense.
    - **T – Talk it over.** Brief your team. Seek your Chief’s significant experience.
    - **E – Execute** your plan professionally. If the plan changes, stop and re-evaluate.
  - **Work Hard. Play Smart.** Your actions off-duty have a profound impact on Black Eagle readiness. Needless injuries take away our most precious resource – YOU! The follow-up actions distract you and your chain-of-command, divert time from other readiness issues, and place additional work on the backs of your shipmates. ORM works at home and during recreation as well as it does on the job – *use it!* Enjoy the tremendous sites, attractions, and activities that Southern California has to offer, but do it wisely and safely.

**Operational Necessity.** Operational necessity is the only reason we will ever accept anything less than what the “book” calls for. Operational necessity means accomplishing a mission is more important than getting the aircraft or its crew home again, or completing a particular maintenance action is worth much higher risk given the desired outcome. At some time, everyone will feel pressure to make a launch or to meet a timeline – this pressure can be real or perceived. When you find yourself in this situation, remember we will work expeditiously within the bounds of our expertise and resources, but we will never cut corners. *If the plane is down, we're not going flying.* Operational necessity is rare in peacetime and in combat. **As such, I am the only one in the command who will make this decision in VAW-113.**

**Be Part of the Solution; Not Part of the Problem.** I expect you to use the many tools available to sustain our outstanding culture of safety that gives us a safe work and home environment and makes us more productive. These tools include, but are not limited to, the Aviation Safety Council, Enlisted Safety Council, “Anymouse” Box, CO’s Suggestion Box, and the use of your Divisional Triads (DIVO, LCPO, LPO). You may also address your safety concerns directly with the Command Master Chief (CMC), Executive Officer (XO), or the Commanding Officer (CO).

*YOU are a leader. Step up and lead the Black Eagles to a safer work and home environment for today and tomorrow.*

## *Skipper Sez:*

I always tell my Sailors that I am extremely proud to be in a Navy that makes phenomenal junior enlisted members, Chiefs, and Naval Officers. However, I believe Black Eagles are a cut well above the rest. When looking for new personnel, I always ask my junior leaders, "I know he/she may be a great Sailor, but does he/she have what it takes to be a Black Eagle?" In essence, we hand-selected every one of you to be a part of this tremendous experience - the Black Eagle team and extended family.

In the end, good order and discipline boils down to your understanding of right versus wrong and your personal choice between the two. Never forget that if you choose to take the wrong path, you are also choosing to be held accountable for that choice. What has guided me over the years is my choice to never let my family, the team, or myself down. When the moment of truth comes along, that moment that tests your character, choose right. Don't fail your family, the team, and most importantly, yourself.

## *Sage Advice:*

Almost every time a Sailor gets into trouble, there are two sides to the story with some gray area in between. At times, it becomes my responsibility to interpret that gray area during the discipline process. As such, I offer you some quick tips to avoid trouble. Based upon my experience, you will likely steer clear of the formal disciplinary process if you can avoid the following:

(1) **Alcohol.** The misuse of alcohol is the common denominator in the overwhelming majority of all disciplinary problems. The rule of consumption is moderation. Remember, nothing good ever happens after midnight. Never allow alcohol consumption to take away your ability to choose between right and wrong; "*I was drunk*" will never excuse misbehavior. Underage drinking will not be tolerated, nor will providing alcohol to those underage. Have a plan to get home in place BEFORE you have anything to drink. The only acceptable BAC when reporting for work, reporting for watch, or getting behind the wheel is **0.00**.

(2) **Drugs.** Avoid ALL illegal drugs and the abuse of legal drugs.

(3) **Fighting.** Walk away from fighting. In the end, you will be the bigger person.

(4) **Intolerance.** Avoid and step in to halt any incident involving race, gender, sexual orientation, or religious intolerance.

(5) **Lying.** *Integrity* is what you choose to do when nobody else is looking. If I can't trust you, how can you be part of the team? I will challenge you to perform beyond what you previously thought was possible. During that learning process, you will make mistakes. Own up to them. I will not punish you for making a reasonable, honest mistake as long as you take responsibility for it at the time. We all make mistakes— we need to learn from them and move on.

## *Flying Right:*

Every one of us joined the Navy from different American experiences - this diversity is what makes our Nation and Navy great. Each of us came in with slightly different moral compasses. What may have been "*wrong*" to one person may well have been accepted, even encouraged, in another person's upbringing. Regardless of what drove us to serve, we all volunteered and swore to live by the rules that govern life as a Sailor in the U.S. Navy. The Black Eagles have very high standards and we will all work together to live by these rules that make us an effective fighting team. You should already be familiar with these policies from your previous training, but the following pages offer a quick reference for you to reflect upon from time-to-time during your tour as a World Famous Black Eagle.

**PTBABE! - Proud To Be A Black Eagle!**

1. **NAVY CORE VALUES.** The core values of the United States Navy are **HONOR, COURAGE,** and **COMMITMENT.** These three values permeate every aspect of how we do our jobs and live our lives in the U.S. Navy. Regardless of where we are, what we are doing, and what time it is, these are the essential elements of the Navy's culture. This is why they are repeated when we are commissioned, enlisted, or reenlisted into the Naval Service. Black Eagles can define these values as follows:

- a. **HONOR.** "I will bear true faith and allegiance..." means we will:
  - (1) Conduct ourselves in the highest ethical manner.
  - (2) Display integrity and honesty at all times.
  - (3) Be mindful of the trust that America has in us.
  - (4) Be accountable for our actions and behavior, both on and off duty.
  
- b. **COURAGE.** "I will support and defend..." means we will:
  - (1) In spite of personal consequences, do the right thing.
  - (2) Be loyal to the best interests of the Constitution and the United States without regard to hazardous or demanding situations.
  - (3) Make decisions that adhere to the highest standard of personal conduct and decency, even when it may not be popular.
  - (4) Have the physical and moral strength to take on tasks with spirit and zeal.
  
- c. **COMMITMENT.** "I will obey the orders..." means we will:
  - (1) Show respect up and down the chain-of-command.
  - (2) Strive for the highest degree of technical excellence, moral character, quality of service and competence.
  - (3) Show respect to all others without regard to race, religion, gender, or sexual orientation.
  - (4) Be constant in our desire to improve and effect positive change.

2. **MILITARY CUSTOMS and COURTESIES.** Respect for all individuals in the Naval Service and for its traditions is demonstrated through the display of military customs and courtesies. Maintenance of high standards is simply an expression of pride in our squadron, our workplace, and our fellow Sailors. The following general standards will be observed:

a. Salutes are rendered with pride by all Black Eagles. All commissioned officers in or out of uniform will be greeted with a salute and proper salutation ("*Good morning, Sir/Ma'am.*") when outdoors and covered, outside the flight line and hangar fence line. All officers will return the salute (if in uniform) and render the proper salutation.

b. Enlisted personnel shall always be addressed by rank and name (e.g. *Chief Smith, Petty Officer Jones, Airman Johnson,* etc). At no time will enlisted personnel be addressed by last name only or nicknames.

c. When an officer of the rank of Commander or above enters a space or area, the first person noting his/her presence will announce "*Attention on Deck*" or "*Gangway*" to allow passage through a congested area. If the CO, XO, or any other senior officer enters a workspace, the reaction should be governed by the progress of work at hand.

3. **BYSTANDER INTERVENTION.** Over the years, the Black Eagles have consistently had an outstanding command climate and culture. Simply put, this high level of performance is due to our unique command chemistry of young Americans all dedicated to the defense of our Nation, service in our Navy, and solid teamwork within our squadron. Each and every one of you is a critical ingredient added to this command chemistry that yields this exceptional command climate and culture. In fact, one of the most important things any Black Eagle can do is protect this remarkable camaraderie.

The day-to-day duty of **every** Navy man and woman is to work together as one team in order to improve the quality of our work, our professionalism, and ourselves. I expect every Officer and Chief to be aggressive in maintaining the Black Eagles' highest standards by setting the example. I expect every Divisional Triad to stay engaged with our Sailors for their continued personal well-being and professional development.

When a Sailor, regardless of rank or position, watches a shipmate engage in a destructive behavior and purposely does nothing to stop the chain of events, he/she is now culpable for the undesirable outcomes. Undesirable outcomes vary with severity and include disciplinary action, separation of a Sailor, injury or death of a shipmate or innocent civilian, and/or bringing dishonor or discredit to the command, our Navy, or to the United States of America.

The Black Eagle Way dictates that all our Sailors take care of each other all the time. I need all Black Eagles who are "bystanders" at any work or social gathering involving other Black Eagles to "intervene" and stop destructive behavior before it is too late and turns tragic. Some may call this kind of intervention "intrusive leadership." I plainly call it "outstanding leadership;" engaging one's shipmates at the appropriate time before his or her behavior has an undesirable outcome. You are my eyes and ears on the deckplates. Step in and put a stop to misbehavior before it impacts the execution of our mission. Our Nation and Navy need every Black Eagle to stand the watch.

**4. SUICIDE PREVENTION.** Suicide is a preventable loss of life that impacts unit readiness, morale, and mission effectiveness. Relationship disruptions, substance abuse, financial problems, legal problems, and mental health problems (such as depression) can interfere with individual efficiency and unit effectiveness and also increase a person's suicide risk.

a. The Black Eagle Way dictates that shipmates are never left alone, especially during times of personal and/or professional hardship. For every problem, regardless of its magnitude, there is a solution. Someone in the command has had similar challenges and can help you get through it or get you professional help to address it. If you are thinking about hurting yourself, reach out to your fellow shipmates; we Black Eagles will stand by you and discretely get you the help you need. Trust me; no problem is worth taking your own life.

b. Suicide prevention is an all hands effort. A command of high morale and cohesiveness sets the stage for suicide prevention. Bystander intervention is key. If a Black Eagle believes a shipmate is in trouble, **A.C.T.:**

- **A. Ask** your shipmate if he/she is thinking about suicide. NOTE: Completing this step alone has proven to be very effective in preventing suicides.
- **C. Care.** Let your shipmate know you and the command care; he/she is our most valued resource.
- **T. Treat.** Get your shipmate professional treatment immediately. Call the Duty Office (805-989-3285), your chain-of-command, the Chaplain (805-989-1960), Flight Surgeon (805-223-5432), Fleet Family Support Center (FFSC) at 805-989-8146, the National Suicide Prevention Lifeline at 1-800-273-TALK (8255), or 9-1-1. **Call the CMC, XO, or CO at any time, day or night; again, we care and we'll get you help.**

Every member of the Navy team is important...Sailors, civilians, contractors, and family members. We all experience ups and downs in both our work and personal lives so don't let those down times win. Hope is always available. Remember, life counts-live it! More resources can be found online at [www.suicide.navy.mil](http://www.suicide.navy.mil).

**5. SUBSTANCE ABUSE.** The Black Eagle policy for drug and alcohol abuse is zero tolerance. This policy includes the abuse of substances that may be obtained through otherwise "legal" means (e.g. alcohol, Spice, prescription drugs, over-the-counter medicines, etc). The abuse of legal or illegal substances by others puts your life at risk as well as the lives of our fellow shipmates. You have an obligation to report suspected substance abuse to your chain-of-command.

a. Drinking and driving or drinking while under the influence of a drugs or alcohol (DUI) is one of the most preventable of all Alcohol-Related Incidents (ARI). DUI is also one of the most serious, and potentially tragic, offenses as the lives of the offending Sailor, his/her shipmates, and innocent bystanders are put in immediate danger. Your “trip wire” to drive or not after drinking is simple: the moment you take a sip of alcohol, think about the Black Eagle Way, and don’t drive – it’s that easy. Additionally, there are many safety nets in place to prevent DUIs:

- Designate a driver who will consume **NO** alcohol.
- Call a sober shipmate to come get you.
- Call a taxi if you can’t drive. Use your Tippy Taxi Card.
- Call the Duty Office. The SDO and ASDO will arrange transportation for you.
- Call your chain-of-command. **As a last resort, the CMC, XO, or CO will come get you.**

Per NAVADMIN 373/11, if you are arrested for or charged with any criminal offense (e.g. DUI), you are ordered to immediately report to the command via the Duty Office: (1) the date of arrest/charge; (2) the arresting or charging authority; and (3) the offense for which you were arrested or charged. When making this report, no person is under a duty to disclose any of the underlying facts concerning the basis for their arrest or criminal charge. Likewise, members are required to immediately report to the command any convictions. Failure to immediately report arrests, charges, and/or convictions to the command is subject to disciplinary action.

b. The Black Eagles will provide help to shipmates who may have a substance abuse problem. If you need help, ask *before* you get into trouble. The Navy has Substance Abuse Rehabilitation Departments worldwide to assist service members. The Drug and Alcohol Program Advisor (DAPA) is available to all hands as a point of contact for substance abuse counseling and information. The DAPA will arrange for professional counselors and physicians to help any shipmate who needs help with substance abuse or dependency.

6. **EQUAL OPPORTUNITY**. All Sailors shall have an equal opportunity to work, compete, and succeed. Achieving an environment of equal opportunity is essential to attaining and maintaining a high state of morale, discipline, and military effectiveness.

a. Personnel are assigned duties commensurate with their rank, rating, ability, and qualification. All personnel will stand watches and be assigned duties insofar as their qualifications permit. No assignments will be made based upon gender, race, color, national origin, age, religion, or sexual orientation. The Command Assessment Team (CAT) will monitor perception of command processes/procedures for assignments and report findings to the CMC, XO, and CO.

b. Racial, gender, ethnic, religious, sexual orientation slurs and epithets are prohibited. Every service member has a responsibility to address this inappropriate behavior and take quick action to ensure adherence to Navy Equal Opportunity Policy.

7. **FRATERNIZATION**. Fraternization is the term traditionally used to identify personal relationships which contravene the customary bounds of acceptable senior-subordinate relationships. Fraternization includes improper relationships and social interaction between officer members as well as between enlisted members, regardless of service or foreign military affiliation. Proper social interaction among senior/junior personnel, officer and enlisted, has always been encouraged as it enhances unit morale and *esprit de corps*. At the same time, unduly familiar personal relationships (fraternization) have traditionally been contrary to Naval custom because they undermine the respect for authority which is essential to the Navy’s ability to accomplish its military mission.

a. Personal relationships between officer and enlisted members which are unduly familiar and do not respect the differences in rank and grade are prohibited and violate long-standing custom and tradition of the Naval Service. Similar relationships which are unduly familiar between officers or between enlisted members of different rank or grade may also be prejudicial to good order and discipline or of a nature to bring discredit to the Naval Service. Engaging in such relationships is punishable under the UCMJ.

b. Personal relationships between Chief Petty Officers (E-7 to E-9) and junior personnel (E-1 to E-6), who are assigned to the same command, which are unduly familiar and that do not respect differences in grade or rank are prohibited. Engaging in such relationships is punishable under the UCMJ.

c. "Prejudice to good order and discipline" or "discredit to the Naval Service" may result from, but are not limited to, circumstances which:

- (1) call into question a senior's objectivity;
- (2) result in actual or apparent preferential treatment;
- (3) undermine the authority of a senior; or
- (4) compromise the chain-of-command.

d. **PROHIBITED CONDUCT.** No policy can provide an exhaustive list of conduct which is "unduly familiar." The exercise of sound judgment is required. However, the following conduct always constitutes an "unduly familiar" relationship and is prohibited:

- (1) *Unduly familiar* relations between an Officer and any E-9 and below in the command.
- (2) *Unduly familiar* relations between a Chief Petty Officer and any E-6 or below in the command.
- (3) Sexual intimacy onboard the command or at sea.
- (4) Public displays of affection or intimacy which may include, but are not limited to, kissing, holding hands, walking arm-in-arm or with one arm around the other person, embracing, hugging, caressing, fondling, touching for sexual gratification, or being in the company of a member of the opposite sex while either one or both members are not fully or acceptably clothed. Traditional exceptions to this are dancing in a socially acceptable manner at command functions, greeting or farewell of family and friends occurring immediately before departure for or after arrival from at-sea periods, and routine brief greetings or farewell between husband and wife, family, or friends.
- (5) Open communication of a romantic/sexual nature between consenting adults in the command.
- (6) Berthing areas of the opposite sex are off limits unless on official duty and entrance is properly announced.
- (7) Being alone in a locked space with another person, male or female, with the exception of the EKMS Vault. *Professional counseling requiring privacy may be conducted behind closed doors, but the doors shall remain unlocked.* In such circumstances, counselors should seek a third party in the chain-of-command to be present.

e. **DATING.** Dating between Black Eagles is strongly discouraged due to the negative impacts (e.g. emotional stress) these types of relationships tend to create in the workplace and the potential for fraternization.

f. **MARRIAGE.** Per the Military Personnel Manual (MILPERSMAN), married military couples will not be assigned together in the same ship or squadron.

g. **REPORTING and ACTION.** All suspected cases of fraternization and prohibited conduct will be reported to the chain-of-command for investigation and resolution. In cases where an "unduly familiar relationship" is substantiated, transfer of one or more of the individuals concerned and disciplinary action will be considered. All suspected cases of fraternization will be reviewed by the Command Equal Opportunity Officer (CMEO), CMC, XO, and CO.

8. **SEXUAL HARASSMENT.** Sexual harassment is prohibited. Each service member is entitled to be treated fairly, with dignity and respect, and must be allowed to work in an environment free of unlawful discrimination. Sexual harassment can occur off-duty or in non-duty situations. Sexual harassment is defined as:

a. A form of discrimination that involves unwelcomed sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature when:

(1) Submission to, or rejection of, such conduct is made, either explicitly or implicitly, a term of condition for a person's job, pay, or career;

(2) Submission to, or rejection of, such conduct by a person is used as a basis of career or employment decisions affecting that person; or

(3) Such conduct interferes with an individual's performance or creates an intimidating, hostile or offensive environment.

b. The above definition emphasizes that workplace conduct need not result in concrete psychological harm to the victim, but rather only need be severe or pervasive enough that a reasonable person would perceive the work environment as hostile or abusive (Note: "workplace" is an expansive term for military members and may include conduct on- or off-duty, 24 hours a day).

c. Any person in a supervisory or command position who uses or condones any form of sexual behavior to control, influence, or affect the career, pay, or job of a military member or civilian employee is engaging in sexual harassment. Similarly, any military member or civilian employee who makes deliberate or repeated unwelcome verbal comments, gestures, or physical contact of a sexual nature in the workplace is also engaging in sexual harassment. While it is preferable to resolve harassment at the lowest level possible, any case shall be reported through the chain-of-command to the CO.

d. **RANGE OF BEHAVIOR.** Incidents of sexual harassment cover a wide range of behaviors, from verbal comments to physical acts, and can be subtle or overt. For behavior to be considered sexual harassment, it must meet three criteria: it must be unwelcome, sexual in nature, and work-connected. Some behaviors may be unwelcome and work-connected, but not sexual (e.g. performance counseling), and obviously does not constitute sexual harassment. To better explain the range of behaviors that may constitute sexual harassment, the traffic light illustration was developed, in which behaviors are divided into three zones corresponding to the colors of a traffic light. Green means "Go;" such behavior is acceptable. Yellow means "Caution. Prepare for red;" such behavior may be considered sexual harassment. Red means "Stop! Do not do it!" Red-zone behavior is clearly sexual harassment and is always unacceptable. Just like a traffic light, if you are in the Yellow zone long enough, the light will turn red. If Yellow zone behavior is repeated enough, especially after being told it is unwelcome, it becomes a Red zone behavior – sexual harassment. The following examples illustrate these three types of behavior, but they are not all inclusive:

(1) **Green zone.** Not sexual harassment: Performance counseling, touching which could not reasonably be perceived in a sexual way (e.g. a pat on the back or shoulder), counseling on military appearance or social interaction, showing concern or encouragement, a polite compliment, or friendly conversation.

(2) **Yellow zone.** Many people would find these behaviors unacceptable and they could be sexual harassment: violating personal space, whistling (e.g. catcalls), questions about sex life, lewd or sexually suggestive comments, suggestive posters, calendars, or pictures, off-color jokes, leering, staring, repeated requests for dates, foul language, unwanted letters or poems, sexually suggestive touching or sitting, or gesturing sexually.

(3) **Red zone.** These behaviors are always considered sexual harassment: sexual favors in return for employment rewards, job-related threats if sexual favors are not provided, sexually explicit pictures (including calendars or posters) or remarks, using status to request dates, or obscene letters or comments. The most severe form of sexual harassment constitutes independently criminal conduct, such as sexual assault (ranging from forcefully grabbing to fondling, forced kissing, or rape).

e. IAW the above Navy policy, Black Eagles shall not:

(1) commit sexual harassment as defined above;

(2) take reprisal action against a person who provides information on an incident of alleged sexual harassment;

- (3) knowingly make a false accusation of sexual harassment; or
- (4) condone, ignore, or fail to report alleged sexual harassment.

9. **SEXUAL ASSAULT.** The Black Eagles have a zero tolerance policy with respect to sexual assault. The Navy is fully committed to ensuring victims of sexual assault are protected, treated with dignity and respect, and provided support. The Navy is also committed to holding the perpetrators of sexual assault accountable at the appropriate forum consistent with the nature of the offense. The Navy's reporting system allows the victim to maintain confidentiality with the understanding that fully reporting an incident activates both victim services and accountability actions towards the perpetrator. Service members who are sexually assaulted have the following reporting options:

a. "Unrestricted" reporting affords victims of sexual assault an official investigation of their allegation, in addition to receiving available victim support and care. Victims making "unrestricted" reports should use current reporting channels (e.g. chain-of-command, Victim Advocates (VA) at 805-218-9370, law enforcement, Health Care Provider (HCP), etc). Navy Criminal Investigative Service (NCIS) will be notified immediately.

b. "Restricted" reporting permits victims to disclose sexual assault to specified individuals without triggering mandatory command notification or an official investigation. Victims making "restricted" reports must report to any Black Eagle VA, the CVN/Base Sexual Assault Response Coordinator (SARC) at 805-218-9370, a HCP, or Chaplain. In California, state law requires HCPs to report crimes to law enforcement. If you wish to make a "restricted" report and you do not require medical assistance, contact the Black Eagle VA, Chaplain, or Naval Base Ventura County (NBVC) SARC and they will assist you with making a "restricted" report. Sailors can receive medical assistance (e.g. pregnancy tests, HIV/STD tests, etc.) without disclosing they were sexually assaulted, but it is recommended that the Sailor should first contact a Black Eagle VA or CVN/NBVC SARC for advice prior to doing so. Again, if you think you need immediate medical attention, get it - don't hesitate.

c. More information about sexual assault prevention and reporting can be obtained by contacting any Black Eagle VA or by going online to [www.sapr.mil](http://www.sapr.mil).

10. **HAZING.** The practice of hazing is not in keeping with the traditional indoctrination of seafarers or Carrier Aviators, has no place in the Navy, and will not be tolerated on our Black Eagle team. It is your obligation to report any incidents of hazing to your chain-of-command.

a. All ceremonies must be approved by the CO. No informal initiations or ceremonies are authorized. Decorum, dignity, and respect for all individuals during ceremonies will be strictly adhered to.

b. Hazing is defined as any conduct whereby a military member causes another military member to suffer or be exposed to any activity which is cruel, abusive, humiliating, oppressive, demeaning, or harmful. Examples of hazing include, but are not limited to, "pinning," "blood wings," "tacking on," "greasing" (the application of grease, oil, or other noxious substances on the body of a new command member incident to "initiation" into a particular division), unwanted shaving of heads or removal of body hair, taping an individual, or requiring personnel to perform certain actions directed towards personnel which, while possibly considered humorous by some, hold ridicule or embarrassment. Hazing need not involve physical contact among or between military members; it can be verbal or physiological in nature. Actual or implied consent to acts of hazing does not eliminate the culpability of the perpetrator. In addition to being juvenile, it debases personal dignity and can result in serious injury to your teammates.

11. **PERSONAL FINANCIAL RESPONSIBILITY.** Failure to pay debts is a serious matter in the military and will not be tolerated. The Navy requires indebted service members to notify owed institutions detailing repayment intentions. The following squadron policy is in effect:

a. All letters of indebtedness will be forwarded to the Admin LCPO (for tracking on command tickler) and then to the Command Financial Specialist (CFS) who will log and forward to the XO via the CMC. The CFS will indicate the number of letters received on each service member. All indebtedness letters will be on file in the Admin Office with completed action.

b. For the first incident of indebtedness, it will be forwarded down the chain-of-command from the XO to the Divisional Triads for action. Division counseling is required on every letter and a copy of the counseling record will be sent to the CFS.

c. For the second incident, in addition to division counseling, the individual will be referred to the CFS for formal financial training. Additionally, the XO may direct that a formal administrative counseling record (Page 13) be entered in the individual's service record.

d. For the third incident, a report chit may be initiated for failure to pay lawful debts.

e. Divisional Triads are responsible for drafting all replies to the institutions involved per the MILPERSMAN. All replies must be forwarded to the XO for review prior to release via the CFS and Admin Office with the correspondence tracking sheet.

12. **PHYSICAL FITNESS.** A physical fitness program is important to both command readiness and individual health and well-being. This program not only improves how each of us feels and looks, but it improves job performances as well. During long periods at sea, it is imperative that we all maintain a personal physical fitness program.

a. The Physical Fitness Assessment (PFA) must be completed by all hands twice annually. Mandatory physical readiness training utilizing the command Fitness Enhancement Program (FEP) will be conducted three times per week for those personnel who have received an unsatisfactory score in any PRT category, BCA failure, an overall score of unsatisfactory, or 22% body fat (male) and 33% body (female).

b. Navy policy states that Sailors will be given the opportunity to workout three times per week for one hour at a time. The squadron will normally have organized all-hands physical training twice per week. Supervisors are charged with ensuring that all of their Black Eagle Sailors are granted one additional hour per week during normal work hours for physical fitness.

13. **WATCH STANDING.** Per Navy Regulations, and due to the unique operational and physical security requirements of this command, it is necessary to establish guidance and procedures for squadron watch standers. Watch standers will perform with the highest degree of professionalism and proficiency while standing their duties; an attitude of "protect to serve" is the cornerstone of a successful watch standing program. All watch standers will be familiar with the contents of VAW113INST 1601.1. The Senior Watch Officer (SWO) and the Senior Enlisted Watchbill Coordinator (SWBC) will enforce the provisions of the instruction and ensure proper watch standing. The Squadron Duty Officer (SDO), as the CO's direct representative, is expected to execute the daily flight schedule and lead the watch team - Assistant Squadron Duty Officer (ASDO), Duty Driver, Hangar Rover, and Duty Section - in the vigilant and highly professional execution of their watches in order to maintain hangar/flightline security, aircraft integrity, and BEQ good order and discipline.

14. **UNIFORMS.** The importance of understanding and conforming to the Navy Uniform Regulations cannot be over-stressed. How you wear your uniform is a direct reflection of your pride and professionalism. Stated differently, how you wear your uniform is a direct reflection on all Black Eagles. The following rules apply:

a. A plain white, short-sleeve, t-shirt will be worn under all uniforms, provide full chest coverage, and be tucked into the pants.

b. Makeup, hair style, body piercing, tattoo, and fingernail regulations will be enforced.

15. **GROOMING STANDARDS.** The primary consideration is to have a neatly groomed appearance while wearing naval uniforms, and to ensure that personal appearance contributes to a favorable military image. Grooming standards are not intended to promote such images as masculine, feminine, handsome, pretty, or fashionable. *A professional appearance is the goal.*

a. The following **DEFINITIONS** apply:

(1) **Conspicuous.** "Obvious to the eye, attracting attention, striking." Items should blend with (not stand out from) the natural appearance. What is conspicuous on one person may not even be noticeable on another. If your attention is naturally drawn to, or distracted from the neutral appearance, it is conspicuous.

(2) **Compliments skin tone.** This is an interpretation based on viewing the individual. What compliments one person may be distracting or conspicuous on another. Clear cosmetics or fingernail polish are always acceptable since they cannot be seen. Colors such as beige, brown, tan, etc., which blend with the wearer's skin tone, generally pose no problems. Colors such as blue, green, red, etc., are not natural skin tones and frequently attract attention. These require a supervisor or command "judgment call."

(3) **Faddish.** "A style followed for a short time period with exaggerated zeal." Styles are enduring.

b. **MEN'S GROOMING STANDARDS.**

(1) Hair will be kept neat, clean, and well groomed. Hair above the ears and around the neck will be tapered from the lower natural hairline upwards at least ¾ inch and outwards not greater than ¾ inch to blend with hairstyle. Hair on the back of the neck must not touch the collar. Hair will be no longer than four inches and may not touch the ears, collar, extend below eyebrows when headgear is removed, show the front edge of headgear, or interfere with proper wear of military headgear. The bulk of hair will not exceed two inches. Faddish styles, designs cut into hair, and outrageous multicolored hair are not authorized.

(2) Sideburns will be kept neatly trimmed and tailored in the same manner as the haircut. Sideburns will not extend below the bottom of the earlobe, and will be of even width, and end with a clean shaven horizontal line.

(3) The face will be clean shaven, with the exception of mustaches. Mustaches will be kept neat and closely trimmed. No portion of the mustache will extend below the lip line of the upper lip. In addition, it will not go beyond a horizontal line extending across the corners of the mouth and no more than ¼ inch beyond a vertical line drawn from the corner of the mouth.

(4) Fingernails will not extend past fingertips and will be kept clean.

(5) Jewelry in good tastes is authorized for wear as follows:

(a) Rings. While in uniform, only one ring per hand is authorized, plus a wedding ring.

(b) Earrings/Piercings.

(i) Not authorized in uniform, or with civilian clothes when in a duty status; or aboard any ship, craft, aircraft, military vehicle, military base, or any place under military jurisdiction; or while participating in any organized military recreational activities.

(ii) May be prohibited in foreign countries where/when appropriate.

(iii) No other articles shall be attached to or through the ear, nose, or any other body part.

(c) Necklaces/Choker. One non-visible necklace may be worn while in uniform.

(d) Wristwatch/Bracelets. While in uniform, only one of each may be worn. Ankle bracelets are not authorized while in uniform.

(6) Makeup is not permitted for male service members in uniform, or with civilian clothes when in duty status or aboard ship, craft, military vehicle, military base or any place under military jurisdiction; or while participating in any organized military recreational activities.

**c. WOMEN'S GROOMING STANDARDS.**

(1) Women's hair, while in uniform, will be neatly groomed and arranged to present a professional appearance. Hairstyles will not be outrageously multicolored or faddish, to include shaved portions of the scalp (other than the neckline), or have designs cut/braided into the hair. Haircuts and styles are to present a balanced appearance. Lopsided and extremely asymmetrical styles are not authorized.

(2) Multiple braids are authorized. Braided hair styles will be conservative and conform to the guidelines listed herein. When a hairstyle of multiple braids is worn, braids will be in uniform dimension and small in diameter (approximately ¼ inch), and tightly interwoven to present a neat, professional, well-groomed appearance. Foreign material (e.g. beads, decorative items) will not be braided into the hair.

(3) When a woman is in uniform, the hair on the back of her head may touch, but not fall below a horizontal line level with the lower edge of her collar. With jumper uniforms, hair may extend a maximum of 1 ½ inches below the top of the collar.

(4) Fingernails will not extend past fingertips more than ¼ inch. They will be kept clean.

(5) Use of petroleum hair products aboard ship can be hazardous; petroleum hair products will catch fire/explode when they come into contact with 100% oxygen (EEBDs).

(6) Jewelry in good taste is authorized for wear as follows:

(a) Rings. While in uniform, only one ring per hand is authorized, plus a wedding ring.

(b) Earrings/Piercings. Only one earring per ear, centered on earlobe, with any uniform is authorized. Gold brushed balls for E-7 and above, silver brushed balls for E-6 and below. No other articles shall be attached to or through the ear, nose or any other body part. Detail on correct size of pearl earrings can be found in the Navy Uniform Regulations.

(c) Necklaces/Choker. One non-visible necklace may be worn while in uniform.

(d) Wristwatch/Bracelets. While in uniform, only one of each may be worn. Ankle bracelets are not authorized while in uniform.

16. **CIVILIAN ATTIRE.** Black Eagle crewmembers will ensure that their dress and personal appearance are appropriate for the occasion and will not discredit the Navy or the squadron. A neat, conservative appearance that does not draw undue attention should always be the goal.

a. Guidelines. Overseas civilian dress guidelines should, so far as practical, be gender-neutral and equitably enforced for both men and woman. The overall policy will be set by the CVN Commanding Officer in accordance with guidance set forth by the Carrier Strike Group Commander. However, the following are examples of inappropriate attire:

(1) Dresses/skirts/shorts short enough to expose the buttocks or any undergarments. All shorts must have at least a three-inch inseam.

(2) Tops which expose the midriff.

(3) Tube, halter, or bikini tops; or shirts that have been altered (e.g. cutoff sleeves, half length)

(4) Tank-tops (except while conducting/training to and from athletic training)

(5) Cut-off shorts.

(6) Shower sandals worn as liberty clothing.

(7) Undergarments/undershirts worn as outer garments.

(8) Clothing with inflammatory logos or emblems which reflect obscenities, intolerance, illegal drug use, or which otherwise would bring discredit to a member of the Naval Service.

#### **17. RULES FOR AFLOAT LIVING.**

a. Squadron Cleanliness. The cleanliness of our spaces is not only an indicator of our professionalism, but also an important safety issue. The Black Eagle Way demands a higher than average level of cleanliness. Take some time every day to organize and clean your space. Ensure your living spaces (e.g. berthing, heads, racks, laundry, etc) and work areas (e.g. work centers, passageways, aircraft spotted on the flight deck or in the hangar bay, etc) are clean. Full participation in shipboard cleaning evolutions, given the mission, is required. Immediately notify our 1<sup>st</sup> Lieutenant Division Officer of any space discrepancies so they can be fixed in a timely manner.

##### **b. Berthing.**

(1) Personnel of the opposite sex will not be permitted into a berthing compartment except on official business. A female will announce her presence by stating "*Female on Deck!*" immediately prior to entering a male berthing space. A male will do the same by stating "*Male on Deck!*" prior to entering a female berthing space. Statements will be loud enough to be heard throughout the berthing area. Those personnel inside the berthing area will then be given adequate time to respond prior to entry.

(2) Sleeping attire for males in berthing will consist (at a minimum) boxer shorts; females will wear (at a minimum) athletic shorts and T-shirts while sleeping. Shorts will have an inseam of at least three inches. T-shirts will be in good taste with no modification made.

(3) All bunks will be made properly at all times they are not physically occupied. Each bunk will be covered with a sheet. Each pillow will have a pillow case. Sheets and pillow cases will be clean and pulled tight. Gray blankets and personal blankets will be neatly folded with the personal blanket placed under the gray blanket at the foot of the bunk. Curtains will be drawn back upon leaving the compartment. Tasteful pictures may be posted by your bunk. Books, magazines, one pair of shower shoes, and a towel and washcloth may be stored neatly in the space or on the shelf provided. Wet towels may be laid on the rack to dry. Assigned bunks and lockers must be locked. Government locks are not authorized. Smoking is not permitted in the berthing compartments or heads at any time. Sleeping/laying in bunks with shoes or uniforms (e.g. flight deck clothing, coveralls, etc) is not permitted.

c. Conduct Ashore. When conducting port visits, Black Eagles act as true ambassadors of our Nation and Navy. Liberty incidents put at risk our Nations vital strategic relationships and can permanently hurt a Sailor's chance for more liberty during future port visits. When on liberty, execute your liberty plan as it was approved. If you plan to deviate from this plan, call the SDO/ASDO for approval. Never separate from your Liberty Buddy.

#### **18. RULES FOR ASHORE LIVING.**

a. Respect our squadron spaces – you already put a significant amount of work in them. Ensure your living spaces (e.g. BEQ room, heads, racks, laundry facilities, etc) and work areas (e.g. work centers, hangar passageways, hangar bay, flightline, etc) are places of Black Eagle pride and professionalism. Immediately notify our Barracks Petty Officer of any space discrepancies so they can be fixed in a timely manner.

b. Planning. Our work schedule may be just as demanding, and even more so, during our "ashore" time. Proper planning both on-duty and off-duty will ensure job success, and more importantly, ensure you get a chance to unwind and recharge for the next demanding underway period. Take advantage of programs offered by MWR, Navy Campus, and FFSC.

c. We need shipmates while in homeport. As always, take care of each other. Help your shipmates stay active and safe as much at home as at sea!

d. Black Eagle conduct while INCONUS is just as critical as it is OCONUS. Black Eagles are model Sailors who present the command and the Navy in the best light all the time, on and off duty. Respect and obey all local, state, and federal laws.

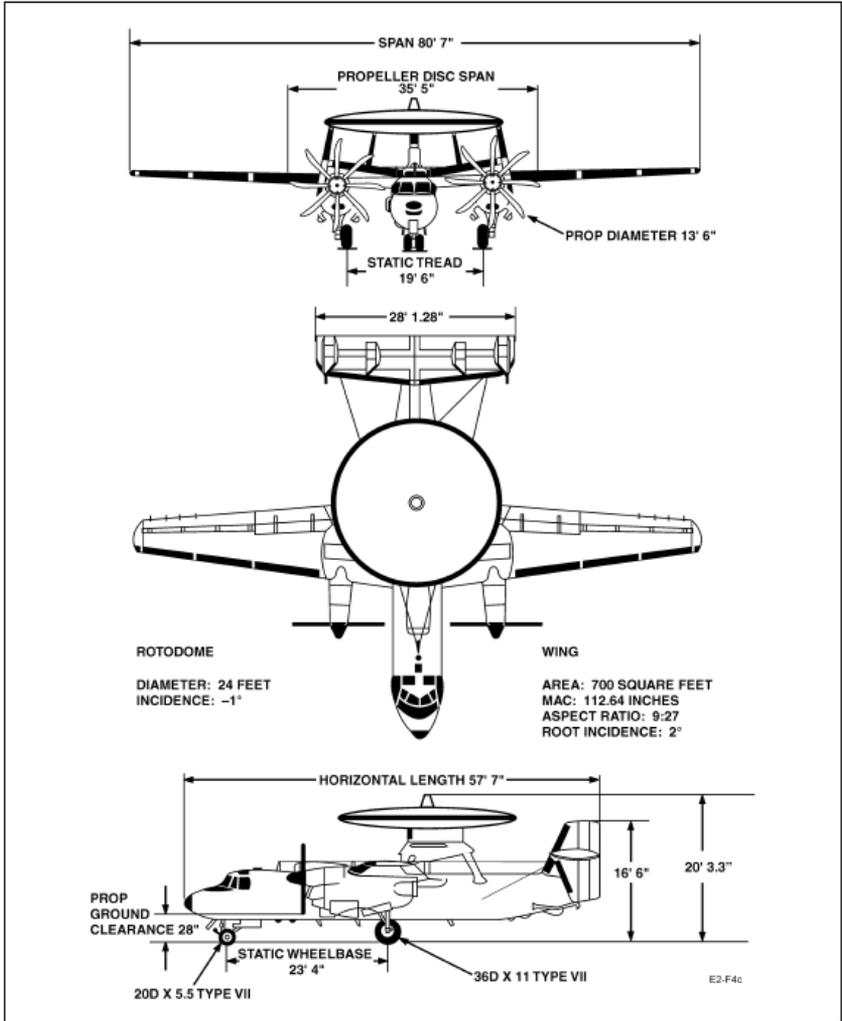
e. Community volunteerism is valued on our Black Eagle team. All events that serve to help our local community and bring favor to the command and the Navy are highly encouraged. If you have an idea for a volunteer program, present it to the CMC.

f. Drive safely. Be careful on the roads. Not everyone on the road has your level of attention or skill behind the wheel. Before you get on a motorcycle, take the NBVC Motorcycle Safety course - it will save your life. Water sports (e.g. surfboarding, wake-boarding, jet skiing, swimming, water-skiing, etc) also present challenges - know your limits, have the required safety equipment, and have a liberty buddy.

19. **COMMAND OMBUDSMAN.** An Ombudsman is an official representative of the command, appointed by the CO. A vital role for the command, he/she volunteers their time to serve as an information link between command leadership and our extended Black Eagle families. Ombudsmen are specially trained by the Navy to disseminate information both up and down the chain-of-command, including official Department of the Navy (DON) policies and procedures, command information, local quality of life (QOL) improvement opportunities, and "good deals" around the community. When the command is underway, the Ombudsman has special tools at his/her disposal to contact the CO, XO, and CMC anytime when the ship is "out of radio communication" or when the internet is down or secured. They are instrumental in helping resolve family issues before they require extensive command attention. The Ombudsman serves as a conduit for Sailors and families to receive information on a multitude of family-related resources (e.g. marital counseling, financial specialists, babysitting services, healthcare, etc). The Ombudsman's workload is shaped largely by the CO's perceived needs of the command, and as such, works under the guidance of the CO (with the XO's and CMC's help) to determine the priorities of the program and the roles and relationships of those involved. It is important that your family knows how to contact our Command Ombudsman and that our Ombudsman knows how to contact them: (805) 814-8260 or [vaw113ombudsman@yahoo.com](mailto:vaw113ombudsman@yahoo.com).

**NOTES:**

## The Venerable E-2C Hawkeye 2000



*To execute the Commander's Intent by providing on-scene carrier airborne command and control of Joint and Combined forces throughout the battlespace.*

*"Safely build, hone, and employ a fighting, winning team of warriors able to command and control the projection of lethal combat power, anytime, anywhere."*



*"Leadership, Engagement, and Innovation."*