FROM: Commanding Officer, Training Squadron TWENTY-TWO
TO: VT-22 Navy and Marine Corps Officers and Civilians
SUBJ: ***GOLDEN EAGLE FLIGHT PLAN 2013***

MISSION

Train the world's finest naval fixed-wing strike and E-2/C-2 aviators, delivering them at the right time, in the right numbers, and at the right cost to Navy and Marine Corps operational forces.

We will center our squadron upon this mission. Wings of Gold are a momentous milestone for our young officers. These insignia symbolize mission accomplishment. They also serve as our yardstick – our squadron's operational metric of mission accomplishment. Our operational focus is to wing first-rate aviators today and – equally as important – set conditions that most effectively wing exceptional aviators on time tomorrow.

COMMANDER'S INTENT

Forge Navy and Marine Corps officers into naval aviators and endow these men and women with the traits and tools to serve, lead and fight in our Carrier Air Wings and Marine Air Groups.

We will shape our squadron upon this intent. People are the crux – the heart and soul – of our mission. Professionalism, leadership by example, and a warrior ethos will characterize the culture of our institutional success. By definition, we are a training squadron. And train these maturing officers in the profession of combat arms, in the heritage of naval service, and in the tactics, techniques and procedures of fighter-attack aviation is what we shall do.

"The air battle is not necessarily won at the time of the battle. The winner may have been determined by the amount of time, energy, thought and training an individual has previously accomplished in an effort to increase his ability as a fighter pilot."

– Col Gregory "Pappy" Boyington, 26 kills

SEMPER FIDELIS!

S. D. SCHOEMAN

Commanding Officer's Guidance

Golden Eagle Flight Plan 2013

We will strengthen our squadron upon this guidance…

CHARACTER IS CORE

Golden Eagles are empowered with "special trust and confidence" to uphold the values of personal honor, moral courage and professional commitment. From the ready room to the flight line, from sea level to 41,000 feet, from training detachment to leave and liberty, from dawn to dusk and dusk to dawn, these virtues shall cage our internal compass and guide our external decisions and actions. Character is credibility for both the scholar and the student – our reputation is always under construction and it follows us for a lifetime. In VT-22, our character will be fortified by camaraderie, professional development, family and faith – investments we embrace and encourage. For Golden Eagles, character is core.

TRAIN TO A HIGH STANDARD

Discipline is one half of our high standard. By discipline, I mean knowledge of, adherence to, and respect for our framework of operations – be it orders, policies, procedures, instructions, notes, and most critically, our principles of safety and operational risk management. In other words, BE BEST AT THE BASICS. This is a serious business. We demand discipline in preparation, brief, airmanship, and debrief. Discipline is the cornerstone for all successful naval aviators.

Learning is the other half of our high standard. Learning ought to be our lifestyle, or our 'flight-style.' I don't think highly of one who is not wiser today than yesterday. Anyone who stops learning is old or dead – whether at 20 or 80. Nowhere is this adage more apparent than in naval aviation. Each flight offers lessons learned and presents opportunity to develop skill. Seize these golden nuggets so as to always "increase your ability as a fighter pilot." Incremental improvement each event will cultivate noticeable growth over a month and mature sweeping talent over a year. We hold these attributes high. Be the standard bearer.

LEAD OUR TEAM BY LEADING YOUR TEAM

Take personal ownership for your area of influence – your attitude, your people, your responsibilities, your assignments and your spaces. Develop your vision, plot your course, and step forward. Your merit is your opportunity. Persistent progress promotes a climate of excellence. Take time and invest effort to make a difference, to make an impact, to make an improvement. Think out of the box; innovate, improvise. Be solution minded. Where you believe something can be better, change it. If you cannot change it, change the way you think about it.

"SHOE"

S. D. SCHOEMAN

Command Safety Philosophy

Golden Eagle Flight Plan 2013

"BLUE AIR LOSSES ARE NOT ACCEPTABLE"

Naval aviation is a hazardous business by trade. Our "blue air" tactical aviation training evolutions include some level of inherent risk, even without the injection of enemy "red air" forces. But I assure you, when our tenets of safety and operational risk management are short-circuited or brushed aside, this naturally hazardous occupation can instantly degrade into a dangerous and risky gamble. As your Commanding Officer, allow me to be clear: we will not permit our exciting and demanding profession to degrade into danger or unnecessary risk. **Golden Eagles will not gamble.**

You may remember a catchphrase used in commercials by a German chemical company. *"At BASF, we don't make a lot of the products you buy, we make a lot of the products you buy better."* We will impart a similar parallel. *"At VT-22, we don't make everything we do safe, we make safety part of everything we do."* As we develop war-fighters and tactical thinkers, we must inculcate a mindset for safety – an ***awareness*** of blue force preservation – into everything we do. Safety is not a shifting priority. Rather, blue force preservation is fundamental *within* every priority. A former commanding officer of the Marine Aviation Weapons and Tactics Squadron framed this concept with a simple and clear-cut statement: ***"The tactical plan is inherently a safe plan."***

At the start of real-world mission planning, the Mission Commander must provide his forces a Bottom Line Up Front (BLUF) declaration of acceptable risk in order to define mission success. The Mission Commander defines what he is willing to lose in order to make clear how he wills to win.

Golden Eagles, I am not willing to lose you. I am not willing to lose an aircraft. Nor am I willing to break you or break an aircraft. I expect you to pursue our mission with the vigor of your honor, courage and commitment and in the context of your designations, proficiency and experience. But I expect you always to exercise ***restraint*** in that pursuit so as to observe our policies and procedures and so as to preserve our people, to preserve our assets and to preserve our institutional integrity. If any of these come into question, there is no question – there is absolutely nothing that absolutely has to get done. In our mission, we must always live to fight another day. As your Mission Commander, I charge to you: ***"Blue air losses are not acceptable."***

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S. D. SCHOEMAN

People – Golden Eagles and the *Golden Rule*

Golden Eagle Flight Plan 2013

People are our most valuable attribute. Our weathered base facilities cost hundreds of millions. Aging T-45 Goshawks price out at nearly $30 million. We will be stewards of these assets. But YOU – Golden Eagle Officers and Civilians – are our nation's invaluable treasures. Who you are now, and who you professionally develop into, are both priceless national strengths. Therefore, my responsibility as Commanding Officer is to care for you, build a squadron that cares for one another, and continue to mold each of you into the prized Navy and Marine Corps officers and aviators, civilians and citizens our nation depends upon.

For the Golden Eagles, the *Golden Rule* will help set this climate:
Do unto others as you would have them do unto you.

I am unequivocally INTOLERANT of, meaning I have ZERO-TOLERANCE for, any hint of *doing wrong unto others* in the following ways: unlawful discrimination or unethical preference, sexual assault, hazing, fraternization or illegal substance use. These acts are professionally unforgiveable, egregious violations of our Uniform Code, and prosecutable to the fullest extent of law. Liars, thieves, deceivers, cheats and any who threaten individual well-being or unit integrity are also a poison to our mission and institution. These actors of commission and ill-intent act outside the bounds of this *Golden Rule* and will find themselves dismissed from our Golden Eagle ready room.

Our squadron will exercise an aggressive **lookout doctrine** for one another – much like that of wingmen over high-threat enemy terrain. Formation is fundamental to naval aviation; the principle of mutual support through lookout applies broadly to our team. With bold initiative, we will *lookout* for one another in order to deter despicable acts. And we will assertively *lookout* for one another so as to lead, lend accountability, and care for one another as you would wish for yourself. A strong lookout doctrine relies upon good visibility. Our healthy lookout is enabled by open, professional relations with clear expectations, proactive two-way communication, constructive criticism and mentoring. These build trust and cohesiveness. I ask you to implement this small unit leadership tool – *lookout doctrine* – into our ready room, into your department, into your class.

Golden Eagles, this organization is not a widget machine. This squadron is a warfighters breeding ground designed to train the world's finest professional officers and naval aviators. The Golden Eagles are about high-value people – people with opportunity, people with potential, people called as warfighters in our nation's defense. We must relentlessly *lookout* for and invest in our people. For our success and for your success, Golden Eagles must practice the *Golden Rule*.

TAGDTBAGE

S. D. SCHOEMAN