



**DEPARTMENT OF THE NAVY**

FIGHTER SQUADRON FOURTEEN

FLEET POST OFFICE

AE 09504-6103

5750

Ser 00/121

31 Mar 99

From: Commanding Officer, Fighter Squadron FOURTEEN

To: Director of Naval History

Subj: 1998 COMMAND HISTORY

Ref: (a) OPNAVINST 5750.12F

Encl: (1) VF-14's Command History for 1998  
(2) Biographies and photograph of CDR W.E. Carter and  
CDR S.B. Richardson  
(3) Photograph of squadron's aircraft  
(4) Copy of squadron's Welcome Aboard Message  
(5) Copy of squadron's News Releases  
(6) Battle "E" Submission Package  
(7) Maintenance Award Package  
(8) Golden Anchor Package

1. Per reference (a), enclosures (1) through (8) are forwarded.

A handwritten signature in cursive script, appearing to read "W. E. Carter".

W. E. CARTER

## FIGHTER SQUADRON FOURTEEN COMMAND HISTORY

### 1. Command Composition and Organization.

(a) Mission: To intercept and destroy enemy aircraft in all weather conditions, establish and maintain air superiority, and deliver ordnance on target, on time, first pass.

(b) Organizational Structure: VF-14's immediate senior command is: Commander Carrier Air Wing EIGHT.

(c) Name of Commanding Officer: CDR Walter E. Carter

(d) Permanent Duty Station: NAS Oceana, Hangar 200, Virginia Beach, Virginia 23460.

(e) Type and Number of Aircraft Assigned: 13 F-14A, tailcode "AJ"

### 2. Chronology.

January 1998 to February 1999

Incorporated Digital Flight Control System (DFCS) into F-14A aircraft, ALR-67, Fast Tactical Imagry, Boll Chaff, and LANTIRN.

6 January

Squadron Safety Standdown

6-21 February

Orange Air Support/CVW-8 weapons detachment, NAVSTA Roosevelt Roads, PR.

5-13 April

USS JOHN F. KENNEDY (CV-67) verification and Precision Aircraft Landing System Testing.

19-29 April

Air Combat Maneuvering Training Detachment, NAS Key West, FL.

2-16 May

Air Combat Maneuvering Training Detachment, Tyndall AFB, FL.

16-27 June

Air to Ground Strike Fighter Advance Readiness Program, NAF EL Centro, CA.

17 June  
Squadron Safety Standdown

20-30 July  
USS THEODORE ROOSEVELT (CVN-71) Flight Deck Certification,  
Automatic Carrier Landing System Verification and Aircraft  
Landing System Testing.

21-24 July  
USS HARRY S. TRUMAN (CVN-75) Flight Deck Certification,  
Automatic Carrier Landing System Verification and Aircraft  
Landing System Testing.

5 August  
Squadron Safety Standdown

27 August-11 September  
Tailored Ships Training Assessment (TSTA) I/II aboard USS THEODORE  
ROOSEVELT (CVN-71).

12 September  
Dependents Day Cruise onboard USS THEODORE ROOSEVELT (CVN-71).

27 September-4 October  
CVW-8 Air Wing Strike Training Detachment, NAS Fallon, NV.

6 November  
VF-14 Change of Command at NAS Oceana, Virginia Beach, VA.

10 November-18 December  
Tailored Ships Training Assessment (TSTA) III/Competitive  
Training Unit Exercise (COMPTUEX) aboard USS THEODORE ROOSEVELT  
(CVN-71).

15 December  
Squadron Safety Standdown

3. Narrative.

a. Operations:

- (1) Sorties (2406/1783/623)
- (2) Hours (3463.6/2668.7/794.9)
- (3) Sorties Embarked (604/386/218)
- (4) Hours embarked (1046.8/725.0/321.8)
- (5) CV Landings (860/603/257)
- (6) Landing Grades 3.212

(7) Boarding Rate 93%

(8) Ordnance Expenditures FY 98 and 1<sup>st</sup> Quarter FY 99

<u>TYPE</u>	<u>USED/ALLOCATED</u>	<u>%EXPENDED</u>
AIM-54	12/12	100%
AIM-7	1/1	100%
AIM-9	4/4	100%
20mm	1300/1300	100%
CHAFF	1950/1950	100%
FLARES	1671/1671	100%
TALD	5/5	100%
Mk-76	991/991	100%
BDU-45	69/69	100%
LGTR	16/16	100%
Mk-82	174/174	100%
Mk-83	64/64	100%
Mk-84	2/2	100%
GBU-12	1/1	100%
GBU-16	4/4	100%

b. Contributions to weapons system and tactical development: During 1998 Fighter Squadron FOURTEEN provided direct support to CFWL, SWATSLANT, NAWC Patuxent River and VX-9 and found itself at the forefront of almost every key advancement to the warfighting capability of the F-14 Tomcat; Digital Flight Controls Initial Fleet Introduction, LANTIRN Tactics, Fast Tactical Imagery and Night Vision Device Lighting enhancements. Specifically:

(1) Became the first U. S. Navy F-14 Squadron to embark operationally with seven Digital Flight Control System (DFCS) Aircraft. Provided critical operational feedback to NAWC Patuxent River for system improvement, paving the way for full fleet introduction.

(2) Successfully met all operational commitments while completing an intense aircraft modification process that included LANTIRN, BOL Chaff, ALR-67, Fast Tactical Imagery (FTI), and Digital Flight Control Systems (DFCS).

(3) Performed the Navy's first installation of the Fast Tactical Imagery modification providing critical baseline data that allowed fleet squadrons to realize a seamless modification process. Conducted validation and verification of the system, enabling the fleet to accept FTI in minimal time. This new and innovative technology promises to be the single most effective

means for transmitting near real time BDA and FLIR surveillance to the warfare commanders.

(4) Rewrote and implemented the CVW-8 CAS TACNOTE to incorporate LANTIRN equipped F-14s, dissimilar aircraft procedures and other current tactical considerations.

(5) Provided SWATSLANT with aircraft for fleet evaluation of Night Vision Device exterior lighting, greatly increasing combat effectiveness while improving the overall safety of flight while utilizing NVDs.

(6) Maintained an unprecedented 88% Full Mission Capable Rate and 94% Mission Capable Rate during an aggressive IDTC including nine major training detachments. The intensity of this schedule is reflected by the 98.5% OPTAR utilization of a \$4,501,800.00 7B Funding grant.

(7) Implemented ground breaking mixed section/division tactics and Phoenix/AMRAAM employment techniques, resulting in greatly enhanced combat effectiveness and reduced planning time for CVW-8 strike leaders. These measures are now fully incorporated into the CVW-8 TACNOTES.

c. General contributions to the Tomcat Community:

(1) Provided the Naval Air Warfare Center, Patuxent River, MD, the testbed for fleet introduction of the Digital Flight Control System. Flew the Navy's first fleet DFCS modified aircraft and provided VX-9 a modified aircraft to conduct operational test and evaluation. Through VF-14 support, the test pilots achieved a 100% sortie completion rate on 42 operational test flights, enabling an on-time fleet flight clearance.

(2) Provided two VF-14 pilots who were trained by Naval Air Warfare Center, Patuxent River, MD to be the fleet experts for DFCS. This cadre of DFCS instructor pilots has completed initial fleet transition training for two F-14 squadrons, SWATSLANT and NSAWC aircrew. The entire scope of the DFCS program has been shaped by VF-14's fleet evaluation during the CVW-8 Strike Training Detachment to NAS Fallon, NV and TSTA III/COMPTUEX aboard USS THEODORE ROOSEVELT (CVN-71).

(3) Maintained a remarkable Safety record bringing the current total to 13,874 mishap free flight hours and zero FODs,

while executing an intense turnaround training schedule and maintaining the highest state of combat readiness.

(4) Expeditiously incorporated the Structural Data Recording System (SDRS) modification into seven aircraft enabling effective and accurate tracking of fatigue life expended on a daily basis.

(5) Conducted the latest software verification testing for the LANTIRN Pod Control Panel (LCP), resulting in the most reliable LANTIRN systems in the fleet to date.

(6) Planned and executed three highly successful missile firing exercises resulting in the expenditure of one AIM-7M Sparrow, four AIM-9M Sidewinder and 12 AIM-54A/C Phoenix missiles. These exercises were conducted in conjunction with both FACSFAC VACAPES locally and AFWTF in the Puerto Rico Operating Areas, providing significant data to ongoing fleet performance evaluations.

(7) Fighter Wing point of contact for the fleet implementation of new the Training and Readiness matrix. Provided the first embarked fleet evaluation of the new tracking software during TSTA III/COMPTUEX aboard USS THEODORE ROOSEVELT (CVN-71).

(8) Highly successful COMPEX program resulted in 65 individual Es during high tempo combat training detachments to NAS Key West, FL, Tyndall AFB, FL, NAF El Centro, CA and embarked operations aboard USS THEODORE ROOSEVELT (CVN-71).

## VF-14 TOPHATTERS RECEIVE 1997 BATTLE E

By LT Mark Mineo, Public Affairs Officer

Message traffic at the end of February brought great news to the Tophatters ... Commander, Naval Air Forces Atlantic has selected Fighter Squadron Fourteen for the prestigious "Battle Efficiency" award, ranking it first among the East Coast F-14 squadrons. It's an honor that comes at a particularly apropos moment in the life of the Tophatters, having concluded their first operational deployment aboard the USS John F. Kennedy last October since the winter of 1993. Originally slated to disestablish late in 1995, Fighting Fourteen began the transition from "standing down," with their aircraft in preservation, to becoming a fully combat ready squadron in 1996 when the Tophatters changed course and joined Carrier Air Wing EIGHT for a full round of work-ups and deployment. "It was a big challenge," relates the Commanding Officer, CDR Luke R. Parent, "but we were blessed with an enormous amount of talent, and a squadron full of dedicated individuals who pulled together as a team. Every aspect of the squadron, from administration to safety and training was very strong, and

our maintenance department was simply outstanding. It was truly rewarding to watch our squadron pull together and excel as we got deeper into the deployment cycle.”

The Tophatters reached several milestones in the course of this cruise. The squadron developed and implemented new tactics utilizing LANTIRN, the Tomcat’s new precision targeting system, in both the close-air support and surface search environments. In fact, LANTIRN utilization reached an unprecedented high during this deployment – over 800 sorties and over 1300 flight hours, including peace keeping missions over Bosnia-Herzegovina and Iraq. The squadron planned and led Air Wing detachments to Jordan and France, as well as operation “Beacon Flash,” the most intensive exercise with the nation of Oman in a decade. These tactical and operational achievements were supported by a maintenance department committed to excellence. While on deployment, the squadron sustained a 98.7% sortie completion rate, the best in CVW-8. Tophatter maintenance was recognized for its accomplishments with three Carrier Air Wing Eight “Golden Wrench” Awards, a first for any Tomcat squadron in the history of Air Wing EIGHT.

“Certainly we appreciate this honor,” notes CDR Parent, “but hopefully we’ve accomplished more here than simply shining the spotlight

on ourselves. I think we've demonstrated that the Tomcat is still a maintainable and extremely effective asset for the TACAIR Community, more versatile today than ever, and we're proud of that. Our goals here at the Tophatters will remain the same as ever – to continue doing business the right way, the first time, not looking for accolades, but because it's the only way to do business.”



DEPARTMENT OF THE NAVY

FIGHTER SQUADRON FOURTEEN

FLEET POST OFFICE

AE 09504-6103

1650

Ser 00/317

20 Nov 98

From: Commanding Officer, Fighter Squadron FOURTEEN  
To: Commander Naval Air Force, U. S. Atlantic Fleet  
Via: Commander, Fighter Wing, U. S. Atlantic Fleet

Subj: NOMINATION FOR FISCAL YEAR 1998 SECRETARY OF DEFENSE MAINTENANCE  
AWARD FOR FIGHTER SQUADRON FOURTEEN

Ref: (a) SECNAVINST 4790.3  
(b) COMNAVAIRLANTINST 1650.5A  
(c) DOD 1348.30

Encl: (1) Award Nomination  
(2) Proposed Citation

1. Per references (a) through (c), enclosures (1) and (2) are submitted.

A handwritten signature in cursive script, appearing to read "W E Carter", is positioned above the typed name.

W. E. CARTER

# 1. BASIC INFORMATION:

- a. Service: United States Navy
- b. Nominee: Fighter Squadron FOURTEEN (VF-14)
- c. Category/Unit Size: Small (25-300 Personnel)
- d. Point of Contact:

Primary  
LCDR [REDACTED] USN  
Maintenance Officer  
Phone: COM: [REDACTED]  
DSN: 4 [REDACTED]

Alternate  
LCDR [REDACTED] USN  
Assistant Maintenance Officer  
COM: [REDACTED]  
DSN: [REDACTED]

- e. TYCOM Point of contact:

Primary  
CDR [REDACTED], USN  
FITWINGLANT Maintenance Officer  
Phone: COM: [REDACTED]  
DSN: [REDACTED]  
FAX: [REDACTED]

Alternate  
LCDR [REDACTED] USN  
FITWINGLANT Assistant Maintenance Officer  
COM: ([REDACTED])  
DSN: 4 [REDACTED]  
FAX: 4 [REDACTED]

- f. Mailing Address:

Commanding Officer  
VF-14 Unit 60119  
FPO AE 09504-6103

- e. Message Address:

FITRON FOURTEEN

- f. Background Information:

Size: 28 Officers, 221 Enlisted  
Location: Naval Air Station Oceana, Virginia Beach, Virginia

g. Mission Statement: To intercept and destroy enemy aircraft in all weather conditions, establish and maintain air superiority, and deliver ordnance on target, on time, first pass.

- h. Operational Chronology:

- Completed MED Cruise 97-2 onboard USS JOHN F. KENNEDY (97OCT1-27).
- Orange Air Support / CVW-8 weapons detachment, NAVSTA Roosevelt Roads, PR (98FEB06-21).
- USS JOHN F. KENNEDY (CV-67) verification and Precision Aircraft Landing System Testing (98APR05-13).
- Air Combat Maneuvering Training Detachment, NAS Key West, FL (98APR19-29).

Enclosure (1)

- Air Combat Maneuvering Training Detachment, Tyndall AFB, FL (98MAY02-16).
- Air to Ground Strike Fighter Advance Readiness Program, NAF El Centro, CA (98JUN16-27).
- USS THEODORE ROOSEVELT (CVN-71) Flight Deck Certification, Automatic Carrier Landing System Verification and Precision Aircraft Landing System Testing (98JUL20-30).
- USS HARRY S. TRUMAN (CVN-75) Flight Deck Certification, Automatic Carrier Landing System Verification and Precision Aircraft Landing System Testing (98JUL21-24).
- Tailored Ships Training Assessment (TSTA) I/II aboard USS THEODORE ROOSEVELT (CVN-71) (98AUG27-98SEP11).
- Dependents day cruise USS THEODORE ROOSEVELT (CVN-71) (98SEP12).
- CVW-8 Forward Air Control "Airborne" Detachment, NAS Fallon, NV (98SEP27-98OCT04).
- CVW-8 Air Wing Strike Training Detachment, NAS Fallon, NV (98OCT05-23).

## 2. SUMMARY OF ACTION

The "TOPHATTERS" of Fighter Squadron FOURTEEN have had a phenomenally successful year reaching unprecedented levels of maintenance excellence in the F-14 community. The command completed a highly successful extended MED 97-2 deployment onboard USS JOHN F. KENNEDY (CV-67) and immediately commenced an extensive aircraft systems modification process that continues through the Inter-deployment Training Cycle (IDTC). Despite the reduced availability of aircraft assets due to system modifications, the maintenance department continued to surpass CNO turnaround training goals and aircraft readiness while exceeding the standard operational tempo. "By the book" maintenance practices were the only acceptable standards in maintaining F-14 aircraft. Significant achievements include:

### Mission Accomplishments

- Completed a highly successful MED Cruise 97-02 onboard USS JOHN F. KENNEDY (CV-67). Flew a total of 2,598 hours while maintaining an Airwing leading 98.7% sortie completion rate.
- Maintained an unprecedented 87% Full Mission Capable rate, 94% Mission Capable Rate, and a 98.7% sortie completion rate throughout nine major detachments during a demanding Inter-deployment Training Cycle. These totals greatly exceeded the CNO goals of 70% mission capable and 55% full mission capable rates.
- Successfully met all operational commitments during an intense aircraft modification process that included LANTIRN, BOL Chaff, ALR-67, Fast Tactical Imagery, and Digital Flight Control System modifications in ten aircraft.

- Awarded the RADM Joseph Clifton Award for recognition as the Navy's most battle efficient Fighter Squadron.

- Awarded COMNAVAIRLANT Battle Efficiency Award, COMFITWINGLANT Golden Wrench Award (three awards) and the Arleigh Burke Fleet Trophy.

- Outstanding management of VF-14's Ordnance Program led to a 95 percent expenditure of fiscal year 1998 Non-Combat Expenditure allocation, to include 80 tons of air-to-ground ordnance, the successful firing of eight air-to-air missiles and over 2,000 rounds of 20 mm ammunition.

- Achieved 100 percent sortie completion while expending 50% NCEA allocation during a weapons detachment to Naval Air Facility Puerto Rico. Maintained six seasoned F-14A aircraft with only 36 maintenance personnel assigned to the detachment.

### **Effective Use of Maintenance Resources**

- Performed the Navy's first installation of the Fast Tactical Imagery (FTI) modification. This accomplishment provided critical baseline data that allowed fleet squadrons to realize a seamless modification process. Conducted validation and verification of the system, enabling the fleet to accept the FTI system in minimal time.

- Conducted eight Aircraft Service Period Adjustments. Lauded by inspectors on each occasion for outstanding material condition and precise discrepancy documentation.

- Performed the first fleet modification of the Digital Flight Control System. Flew the Navy's first Fleet Digital Flight Control System (DFCS) aircraft and supported Naval Air Warfare Center, Patuxent River, MD, with testing and troubleshooting of DFCS related discrepancies.

- Provided VX-9 test pilots with a DFCS aircraft, which allowed them to conduct 42 operational test flights. The test pilots achieved 100% sortie completion, enabling an on-time fleet flight clearance.

- Transferred and accepted 21 aircraft in support of SDLM requirements, an extremely precise turnaround schedule and intense modification process.

- Performed 30 DEPOT level repairs on VF-14 aircraft upon acceptance.

- Incorporated 280 Technical Directives requiring over 4,000 maintenance man-hours.

- Coordinated the testing of Night Vision Device exterior lighting with SWATSLANT, increasing the Fleet's capability to fly with up to date optical density lenses and improving the overall safety of flying with Night Vision Goggles.

- Expeditiously incorporated the Structural Data Recording System (SDRS) modification into seven TOPHATTER aircraft enabling VF-14 to determine fatigue life expended on a daily basis. SDRS also assisted in troubleshooting discrepancies, providing work centers with the flight conditions at the time of the malfunction.

- Conducted LANTIRN Pod and LANTIRN Pod Control Panel (LCP) software verification resulting in up to date air to ground laser guided weapons delivery performance.

- Received a post cruise grade of outstanding on COMFITWINGLANT Aircraft Material Condition Inspection (AMCI); reflects a second-to-none maintenance effort responsible for the most pristine "Tomcats" in the Fleet.

- Lead COMFITWINGLANT activities in OPTAR accounting and expenditure of 3.9 million dollars. Maintained 100 percent accuracy on three unannounced Material Obligation Validation inspections.

### **Management Accomplishments**

- Managed an aggressive maintenance training program. All personnel with the exception of recent check-ins have completed mandatory fire fighting course for a 91.4% completion rate and 89.9% of all personnel have completed Damage Control Qualifications. CPR training resulted in the qualification of 86% of squadron personnel.

- 75 percent of all maintenance personnel completed Maintenance Training Improvement Program Testing during the Inter-deployment training cycle.

- Fostered a command safety environment flying 2,297 mishap free flight hours in fiscal year 98.

- Emphasis on quality maintenance resulted in the submission of 25 Naval Aviation Maintenance Discrepancy Reports to increase productivity, enhance safety and reduce material failures.

- Outstanding manpower management and diligent recruiting of qualified personnel resulted in increased manning levels and technical expertise in critical maintenance ratings.

### **Personnel Quality of Life Programs**

- The Maintenance Department fully utilized the Navy's Award Program to recognize the hard work and superior professionalism of deserving personnel. VF-14 takes great pride in ensuring timely recognition of outstanding individual achievement by presenting awards at all-hands quarters. Articles on awardees are submitted to the base and hometown newspapers. The following awards were presented during FY 98:

- 3 Advanced via the Command Advancement Program (2 E-6/1 E-5)
- 1 Air Medal
- 1 Meritorious Service Medal
- 17 Navy and Marine Corps Commendation Medals
- 58 Navy and Marine Corps Achievement Medals
- 60 Letters of Commendation
- 52 Letters of Appreciation
- 1 Sailor of the Year
- 4 Supervisors of the Quarter
- 12 TOPHATTERs of the Month
- 12 Petty Officers of the Month
- 12 Plane Captains of the Month
- 17 EAWS Qualifications

- Managed a proactive Enlisted Aviation Warfare program. 17 personnel completed EAWS qualifications.

- Routinely selected by the base Commanding Officer to provide tours and static display aircraft for the local community's viewing.

### **3. CLOSING SUMMARY**

The TOPHATTER's of Fighter Squadron FOURTEEN have set the standard of maintenance excellence throughout the fighter community. The command's commitment to doing it right the first time, combined with an aggressive training program has guaranteed the success of VF-14. There is no finer Naval Aviation Maintenance Department. Their unwavering commitment and flawless management of personnel and assets have made the difference. VF-14's Maintenance Department is richly deserving of this special recognition.

## PROPOSED CITATION

The Secretary of the Navy takes pleasure in presenting the 1998 Secretary of Defense Maintenance Award to:

### FIGHTER SQUADRON FOURTEEN

For services set forth in the following:

#### CITATION:

For outstanding meritorious achievement in the field of Aviation Maintenance for the period of 1 October 1997 to 30 September 1998. Fighter Squadron FOURTEEN has set unprecedented standards of excellence marked by innovative leadership. The TOPHATTERS have performed with distinction during the Mediterranean Cruise 97-2 onboard USS JOHN F. KENNEDY (CV-67) and throughout nine major detachments during the Inter-deployment Training Cycle. During this demanding year, the squadron transferred and accepted 21 aircraft to support the installation of five major system modifications in ten aircraft. The squadron maintained an Airwing leading 98.7 percent sortie completion rate while flying the best maintained and finest looking jets in Naval Aviation. The culmination of the above accomplishments resulted in VF-14 winning the COMFITWINGLANT Golden Wrench Award, COMNAVAIRLANT Battle "E", RADM Joseph Clifton Award and the Arleigh Burke Fleet Trophy. The professionalism and Esprit De Corps of the TOPHATTER'S Maintenance Department is a large part of the fighting spirit that makes FIGHTING FOURTEEN the best squadron in Naval Aviation. The superior dedication and performance of the officers, men and women of Fighter Squadron FOURTEEN, in its 79<sup>th</sup> year of continuous active service, are in keeping with the highest traditions of the United States Department of Defense. They are most deserving of the 1998 DEPARTMENT OF DEFENSE MAINTENANCE AWARD.

Secretary of Defense

Enclosure (2)



DEPARTMENT OF THE NAVY  
FIGHTER SQUADRON FOURTEEN  
FLEET POST OFFICE  
AE 09504-6103

1040  
Ser 00/ 235

25 SEP 1998

From: Commanding Officer, Fighter Squadron FOURTEEN  
To: Commander, Fighter Wing, U.S. Atlantic Fleet

Subj: SUBMISSION OF GOLDEN ANCHOR/BRONZE ANCHOR PACKAGE FOR FY 98

Ref: (a) CINCLANTFLTINST/CINCPACFLTINST 1040.1D  
(b) COMFITWINGLANTINST 1040.2D

Encl: (1) VF-14 Golden Anchor Submission for FY-98  
(2) VF-14 Command Retention/Personnel Program Evaluation for FY-98  
(3) Plan of Action and Milestones for Annual Command Retention Program Assessment

1. Per references (a) and (b), enclosures (1), (2) and (3) are forwarded as documentation which supports VF-14 as the most deserving candidate for selection as a Fiscal Year 1998 COMFITWINGLANT "BRONZE ANCHOR" and CINCLANTFLT "GOLDEN ANCHOR" recipient.

2. Facing the challenges of an increased operational tempo in association with VF-14's work-up during 1998 to NAS Roosevelt Roads, PR (Feb 98), USS JOHN F. KENNEDY (CV-67) (Feb and Mar 98), NAS Key West, FL (Apr), Tyndall AFB, FL (May 98), NAF El Centro, CA (Jun 98) and USS THEODORE ROOSEVELT (CVN-71) (Aug/Sep 98), strong emphasis is still placed on continuous improvements in all areas of the Career Information Program Management. VF-14 now has an active Retention Team, all milestones in enclosure (3) are now in place.

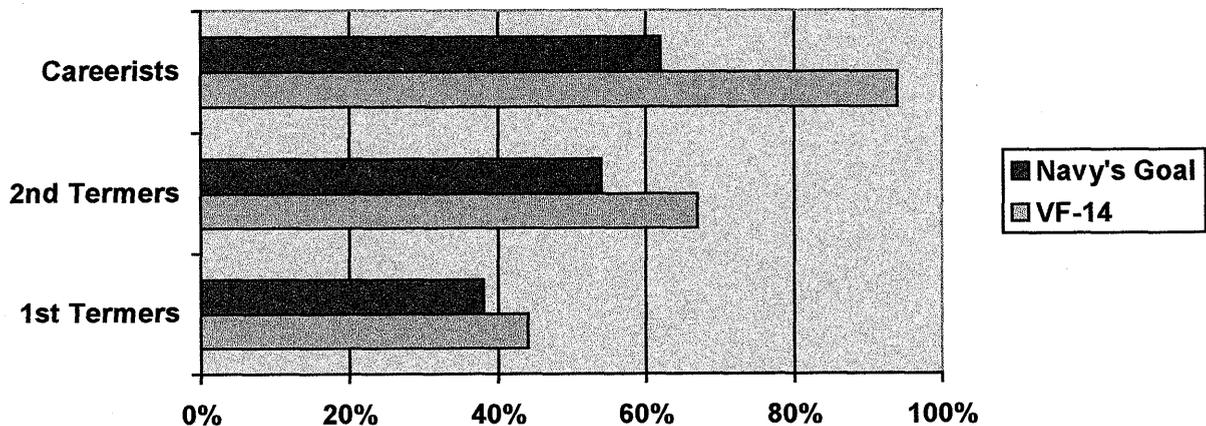
  
L. R. PARENT

## Fighter Squadron FOURTEEN Submission for Fiscal Year 1998

Fighter Squadron FOURTEEN's retention program is second to none in informing, developing, and retaining career oriented, motivated sailors. Our achievements and professional development efforts demonstrate that a command-wide commitment to each individual TOPHATTER leads to success. Every TOPHATTER has the tools and the command support to achieve their maximum career potential.

VF-14, the oldest aviation squadron in the Navy, continues its tradition of leadership by using the tools of the Career Information Program Management concepts and by applying these tenets to our retention effort. By using these methods, we have achieved new heights in providing tools, information, and motivation for every TOPHATTER to succeed in their Navy career. The TOPHATTERs continue to excel in all three retention categories. This success is attributable to an intense counseling effort in quality of life, leadership, and human relation programs. The direct result is that our quality people are staying in the Navy. The following are TOPHATTERS retention statistics for FY-98:

	<b>1st Termers</b>	<b>2nd Termers</b>	<b>Careerists</b>
Navy's Goal	38%	54%	62%
VF-14	44%	67%	94%
Eligible	25	9	16
Not Eligible	6	1	1
Reenlisted	11	6	15



## **RETENTION TEAM ORGANIZATION**

Per the Career Information Program Management (CIPM), the TOPHATTER Retention Program uses the annual Demo Graphic, Retention/Separation Surveys, and Career Planning Interviews to provide an accurate feel of the command climate. Retention Team Members represent the entire chain of command and are totally focused on retaining outstanding individuals with positive attitudes who will work as a team towards the Navy's mission.

### **Retention team key members**

Commanding Officer - CDR Parent

Executive Officer - CDR Carter

Command Master Chief - ABCM(AW/SW) Welsh

Command Career Counselors - NC1(SW) [REDACTED] AME1(AW/SW) [REDACTED]

Department Heads - All

Division Officers - All

Division Chiefs - All

Divisional Career Counselors - All

Retention team meetings are held monthly. Topics frequently discussed include:

- Career Information Training Course (CITC) training levels.
- Specific personnel concerns (orders, reenlistments, etc.).
- Distribution of outstanding interviews/training requirements to divisional career counselors.
- New retention related instructions and revisions.
- New administrative messages since the last meeting and their impact on retention.
- Deconflicting operational schedule with training requirements and reenlistments.

The entire chain of command is actively involved in VF-14's retention program:

- Retention Interview Sheets are distributed monthly to Divisional Career Counselors for conducting interviews and are routed through the chain of command to the Commanding Officer.
- Monthly Retention Team meetings include members from all levels in the chain.
- Retention material, including reenlistment and accession opportunities are disseminated through the ESO, Division Officers, and Division/Workcenter Career Counselors along with active recruiting of qualified personnel.

## RETENTION TEAM ORGANIZATION

- 85 percent of all Retention, Incentive, and 17-year monitors are performed by Division/ Workcenter Career Counselors and personally tracked by Command Career Counselor.

NC1(SW) [REDACTED] and AME1(AW/SW) [REDACTED] have graduated from the Command Career Counselor Course and

- Actively involved with the Squadron Sponsor Program, Professional Development Board, Command Advancement Program and Command Assessment Team.

- Fully proficient with computer generated data bases for tracking/tickler systems, BUPERS ACCESS, JASS, CIPM Computer program version 3.0.

- Maintain constant liaison with enlisted detailers.

- Maintain an up to date picture of command climate through retention/separation questionnaires. 100% of 26 Retention/Separation questionnaires administered were completed and are on file.

- Hold duty preference sheets on 85% of VF-14 personnel.

## CAREER INFORMATION PROGRAM MANAGEMENT

Fighter Squadron FOURTEEN's retention program reflects a total commitment to retaining only the highest caliber of personnel to meet the new Navy's manpower needs. Attention to detail at every level has produced results, which place the TOPHATTERS at the forefront of the fighter community in retention success.

The retention program begins with each prospective TOPHATTER being assigned a sponsor and receiving a personalized welcome aboard letter. Upon arrival, the Command Career Counselor personally interviews the member about future professional goals. The command's interest is continued throughout each member's tour.

TOPHATTERS are continuously encouraged to take full advantage of all available educational and advancement opportunities commensurate with their career objectives, and to reenlist under the most beneficial program available.

### CITC training levels

96 percent of Officers

94 percent of Chief Petty Officers

92 percent of First Class Petty Officers

85 percent of Second Class Petty Officers

70 percent of Division/Department Career Counselors

88 percent for Retention Team Members

CCC conducts monthly Division/Departmental training sessions.

Periodic career development counseling was conducted by the divisional career counselors at a 13 to 1 ratio.

Command directly contributed to the Navy's recruiting efforts by **14 personnel volunteering and accepted for the HARP Duty program.**

## **SPONSOR PROGRAM**

Realizing the importance of a member's initial contact with the command, VF-14 is committed to provide inbound TOPHATTERS with a smooth integration into the squadron. VF-14's sponsor program instructions reflect this commitment by ensuring new TOPHATTERS receive the many benefits of a robust sponsor program.

Specific program requirements include:

- Careful screening and training to ensure that only top-notch performers are given the responsibility of sponsoring new squadron members.
- Sponsors are chosen for their local experience and maturity. Divisional Chief Petty Officers and the Command Master Chief ensure each sponsor is thoroughly familiar with his required actions, and follows up on sponsor performance.
- Sponsors are notified through their respective chain of command of assignment and are required to acknowledge their responsibilities and to submit a letter for inclusion in the "Welcome Aboard" package.

Early initiation of the "Welcome Aboard" process:

- Prospective TOPHATTERS are assigned sponsors upon receipt of orders. The Command Master Chief and the Personnel Department monitor and track the sponsor program, ensuring the process is completed accurately and timely.
- VF-14 sends a "Welcome Aboard" package within two weeks of receipt of orders, which includes personal letters from the sponsor and Commanding Officer, as well as command and local area information.
- Sponsors personally greet new shipmates and assist them with initial orientation and check-in needs.
- Sponsors are required to assist new members during their first at-sea period to orient them to shipboard life.
- Upon arrival, the check-in process includes interviews to discuss professional and personal goals with the new member, beginning with the Command Master Chief and continuing throughout the chain of command to the Commanding Officer.
- The command continuously solicits feedback from newly reported personnel, specifically seeking their impressions of the sponsor program and seeking methods to improve the "Welcome Aboard" process. These critiques, routed through the Executive and Commanding Officer, have resulted in numerous sponsor program improvements.

## **SPONSOR PROGRAM**

- No notice arrivals are provided sponsors and "Welcome Aboard" packages upon arrival. Sponsor responsibilities remain the same.
- All personnel detaching from the squadron are encouraged to request a sponsor from their next command, especially for overseas assignments and for members having special needs.
- CCC is a command primary representative for BUPERS Access Sponsor Forum and can provide up-to-date SITES information for all transferring personnel.

### **Family Care Program**

The command now has an improved Family Care Program. All singles parents and military couples were provided a thorough, one on one counseling session. In addition to discussing the requirements of OPNAVINST 1740.4A, the session offers financial counseling, information on the Set-Aside Program, Navy Federal Credit Union's Program for assisting members with deposits for new mortgages and leases, Wills, Powers of Attorneys and general guidance to prepare the member for VF-14's upcoming deployments/detachments. Page 13s are on file for members completing their NAVPERS 1740/6.

## **INDOCTRINATION PROGRAM**

The TOPHATTER Indoctrination program provides a smooth transition for the service member and his family into squadron life.

The indoctrination is fully supported by the chain of command and personally coordinated by the CMC.

Within 30 days of check-in, the member participates in a two-day command orientation. The following topics are emphasized:

- Command OMBUDSMAN presentation.
- Personal Financial Management.
- Sexual Harassment/Fraternization.
- Navy Rights and Responsibilities.
- Navy Family Services Center programs and benefits by Family Service Center Representative.
- Safety (i.e. HAZMAT, hangar, line etc.)
- VF-14's Command Managed Equal Opportunity program.
- Maintenance Department organization and objectives.
- Voting rights and responsibilities.
- Other topics are covered per OPNAVINST 5351.1, Navy Command Indoctrination Program Guide.

59 squadron personnel have received indoctrination training this year within 30 days of check in, constituting 100% of new TOPHATTERS.

Muster sheets are completed for each indoctrination and forwarded to the Personnel Department for service record entries.

Participants are asked to critique each indoctrination. Results are provided to the Executive and Commanding Officers.

The Personnel Department submits names of all newly reported personnel to the CMC who tracks indoctrination attendance monthly.

## PROFESSIONAL DEVELOPMENT BOARD

The Professional Development Board (PDB) is yet another command resource providing TOPHATTERs with career assistance and guidance. Although the PDB's primary focus is on the junior sailors' change of rate or striker process, senior Petty Officers and Chief Petty Officers are also encouraged to take advantage of this board's expertise and wealth of experience. The PDB consists of senior personnel and enjoys the full chain of command's support.

The PDB's mission is to assist each individual in career development, to provide guidance and experience for major career decisions, and to ensure the Navy's and the individual's needs and desires are considered in career decisions.

VF-14 PDB meets at least monthly, with ad hoc meetings to address specific individuals' needs on a case by case basis. The following members normally attend:

### PDB Members

Executive Officer (Chairman)  
Educational Services Officer  
Personnel Officer  
Assistant Maintenance Officer  
Command Master Chief  
Command Career Counselor  
Divisional Chief Petty Officer

### PDB results during FY-98

20 - Extensions on board (all approved)  
5 - "A" School Requests  
3 - Lateral Conversions Requests (2 approved)  
3 - Seaman to Admiral Program Applicant  
8 - Strikers  
18 - Encore applications  
1 - STAR reenlistments  
1 - NROTC applicant  
2 - EEAP applicants (1 selected)  
1 - Aircrew request (selected)  
3 - Spouse Collocations (all approved)  
2 - HYT waiver requests (2 pending)  
1 - NDI request (approved)  
4 - Recruiting (approved); (another 4 pending)  
1 - Army ROTC applicant (selected)  
2 - Petty Officer Review

## **PROFESSIONAL DEVELOPMENT BOARD**

Separate special program tracking systems ensure personnel seeking career changes or enrichment opportunities continue towards their goals and obtain assistance as required.

VF-14's PDB program seeks to realistically evaluate an individual's performance against uniform Navy standards and the individual's previously established goals. Open and positive communication through the chain of command and a sincere commitment to furthering the Navy's and the individual's interests are the essential factors in our continued success.

Minutes of PDBs with board recommendations are distributed to all PDB members. Monthly personnel report tracks status of all pending requests and ensures the chain of command is kept up-to-date on all pending issues.

## ENLISTED ADVANCEMENT PROGRAM

Advancement is the "number 1" priority at VF-14. This goal is constantly stressed beginning with CO, XO, CMC, CCCs, and ESO talks at squadron indoctrination. Department Heads and Division Officers aggressively share this commitment.

The ESO reiterates exam requirements and issues appropriate courses during a member's check-in. A ready supply of courses and advancement handbooks are kept in stock at all times.

The following is a breakdown of advancement results for the E-4 through E-9 cycles:

### E-4

Mar 98 / Sep 97

Time-in-rate eligible	34	39
Completed prerequisites	33	37
Recommended by CO	35	37
Participated	33	37
Advanced	16	21
Passed-Not-Advanced	15	14
Failed	2	2

### E-5

Mar 98/ Sep 97

Time-in-rate eligible	25	34
Completed prerequisites	25	34
Recommended by CO	25	34
Participated	25	34
Advanced	6	6
Passed-Not-Advanced	19	28
Failed	0	0

### E-6

Mar 98/Sep 97

Time-in-rate eligible	33	30
Completed prerequisites	33	30
Recommended by CO	33	30
Participated	33	30
Advanced	5	0
Passed-Not-Advanced	28	27
Failed	0	3

## ENLISTED ADVANCEMENT PROGRAM

Jan 98	E-7	E-8	E-9
Time-in-rate eligible	21	6	2
Completed prerequisites	21	6	2
Recommended by CO	21	6	2
Participated	21	6	2
Failed	0	0	0
Selection Board Eligible	8	6	2
Recommendation Withdrawn	0	0	0
Advanced	2	1	1

Other advancement areas include:

- Active encouragement from the upper levels of command, and continuous involvement by key officers and senior enlisted in advancement exam preparation.
- Automated tracking system in the Personnel Department to ensure E-2/E-3 advancements are on time.
- Automatic distribution of advancement material by the Personnel Department during check-in.
- Active tracking of advancement requirements, with ESO discrepancy lists published at weekly intervals in the months leading up to exams.
- Continuous monitoring at the shop level of individual advancement requirements, and active encouragement for late bloomers.
- Personnel Department monitors all advancement programs and submits reports to the ESO for verification.

### Command Advancement Program

The Command Master Chief chairs the CAP selection board with the Executive Officer as an advisor. Particular attention is paid to those rates most affected by the drawdown combined with overall performance, test scores and motivational indicators such as courses taken, off-duty education and potential for future growth. VF-14 is authorized three CAPs each calendar year. **This year we advanced TWO to E-6 (1-Dec 97/1-Jun 98) and one to E-5.**

## **QUALIFICATION/EDUCATIONAL PROGRAMS**

In rate PQS qualifications continued to rise with renewed emphasis placed on aircraft familiarization through the Maintenance Training Improvement Program (MTIP).

### **In-Rate Qualifications**

- 9 - QAR Qualifications
- 46 - CDI Qualifications
- 11 - Plane Captain Qualifications
- 190 - CPR Qualified
- 7 - National Apprenticeship Programs Completed (23 enrolled)
- 17 - EAWS Qualified (51 currently enrolled)
- 237 - Basic Damage Control Qualified
- 1 - Senior Enlisted Academy

While promoting professional military growth through the PDB, VF-14 vigorously endorses personal education programs designed to better each individual's overall knowledge and skills. TOPHATTERS displaying the initiative and personal motivation necessary to enroll in off-duty educational programs are encouraged through flexible watch and work schedules. In addition, VF-14 emphasizes the importance of professional qualifications and highly encourages TOPHATTERS to achieve these milestones through active tracking and training programs.

### **Off-Duty Educational**

- 17 - Tuition Assistance
- 2 - SAT/ACT
- 5 - Functional Skills
- 2 - ASVAB re-takes

## **RECOGNITION**

Outstanding performance is rewarded at every opportunity in VF-14. Awards are seen as recognition of superior professionalism and as a motivational tool for all command members. VF-14 takes great pride in ensuring timely recognition for outstanding individual achievement by presenting awards at all-hands quarters and submitting articles for base and home town newspapers. The following is a list of all awards presented to TOPHATTERs during FY-98:

**Air Medal -1**

**Meritorious Service Medal- 1**

**Navy and Marine Corps Commendation Medals - 17**

**Navy and Marine Corps Achievement Medals - 58**

**Letters of Commendation - 60 (30 flag)**

**Letters of Appreciation - 52**

**TOPHATTER Sailor of the Year - 1**

**TOPHATTER Supervisors of the Quarter - 4**

**TOPHATTERs of the Month - 12**

**TOPHATTER Petty Officers of the Month - 12**

**TOPHATTER Plane Captains of the Month - 12**

**EAWS Qualifications - 17**

Ceremonies are an important part of naval tradition and a significant motivational tool. VF-14 recognizes the importance of publicly and formally recognizing outstanding individual and group performance, and of instilling pride through traditional observances. All VF-14 reenlistment, awards, retirements, and commissionings are recognized with a formal ceremony. The level of formality is left in large part to the individuals involved, but range from workcenter reenlistments to formal quarters commissioning ceremonies.

**Reenlistment Ceremonies:** Members are provided a cake, appropriate certificates, photo coverage, spouse appreciation certificate, a 4-day liberty pass, VF-14 ink pen, "Benny Book" from NAS Oceana, photo of a VF-14 missile shoot and a honorable discharge lapel pin. Flowers are also provided for spouses of the reenlistee. Ceremonies are usually performed in the Ready Room, with maximum squadron participation being a TOPHATTER tradition.

**Retirement Ceremonies** are at the member's request, either formal or informal and involving guests of the member's choosing. Retirees are encouraged to request ceremonies that recognize their service to our country.

**Commissioning Ceremonies** are formal all-hands events.

**Command Awards** VF-14 received the COMNAVAIRLANT Battle "E" Award, Arleigh Burke Fleet Trophy and RADM Joseph Clifton Award. Additionally, two of VF-14's officers were selected as the East Coast RIO of the Year and Maintenance Officer of the Year.

## **FAMILY PROGRAMS**

Family separation and uncertainty can adversely affect even the happiest and most stable of Navy families. VF-14 recognizes that timely resolution of problems and a steady flow of information can avert most family related difficulties. The Commanding Officer, Executive Officer and Command Master Chief fully support and encourage a strong family Ombudsman program to head off many of the difficulties that result from poor communication or inexperience with the "novelties" of Navy life. In addition, the command encourages family participation in events designed to bring squadron families together and that provides mutual support.

- Participation and communication are the cornerstones of VF-14 family programs. Dissemination of valid and current information is vital.

- Interaction between the Officer and Enlisted Support Groups regularly scheduled meetings with command representatives. Periodic Family Grams, Ombudsman Newsletters, and Commanding Officer Newsletters provide pertinent scheduling, support, and social information.

- While deployed, VF-14 regularly sends Family Grams with upcoming schedules and special events (e.g. reenlistments, advancements, and recognition of outstanding achievements).

- VF-14 has one Ombudsman who is fully trained and integrated into the squadron's information dissemination system. The Commanding Officer, Executive Officer and Command Master Chief recognize the squadron Ombudsman annually at a special Open House.

- VF-14 schedules several all-hands events throughout the year to encourage a sense of "ownership" in the squadron by members and their families, and to introduce families to each other, the Ombudsman, and to squadron leaders:

- A summer picnic at the oceanfront provided an opportunity for families and friends to gather for this special social gathering. An all-hands Christmas party on the oceanfront allowed squadron adults to meet in a very nice social setting and enjoy a Christmas meal together.

- A children's Christmas Party, complete with Santa, brings squadron families together to celebrate the season.

## **COMMUNITY INVOLVEMENT**

Partners in Education with Parkview Elementary School

## **OFFICER RETENTION PROGRAM**

VF-14 officer retention has been outstanding. Our strong counseling program combined with a robust qualification regimen and an OPTEMPO providing continuous challenges have created an environment for strong officers to thrive.

The Commanding Officer and Executive Officer personally counsel new officers upon check-in, at mid-term, and with each FITREP. In addition, each keeps an "open door" policy, allowing junior officers complete freedom to discuss career options and opportunities.

VF-14 provides extensive professional training each week on topics related to individual responsibilities, (e.g. flight or maintenance), and on general topics. Training is documented by Operations and make-up sessions are required.

An extensive qualification program results in the best Section, Division, and Mission Commander leads on the flight line. Individuals are presented with qualification requirements on check-in and are actively encouraged to pursue the book and flight work required. This program has resulted in:

- 2 fully qualified Section Leads
- 4 fully qualified Division Leads
- 6 fully qualified Mission Commanders
- 4 fully qualified Strike Leads

Other professional development and career enhancing training is encouraged through active command involvement and support for non-squadron training programs:

- 1 Officer fully JMPE phase I qualified this year.

VF-14 has some of the best officers in the Navy, deserving the highest recognition. We have provided outstanding nominations for the following aviation community annual awards:

- Fighter Pilot of the Year
- RIO of the Year
- Maintenance Officer of the Year
- Intelligence Officer of the Year

## **OFFICER RETENTION PROGRAM**

In addition, VF-14 continues the Vice Admiral Bogan Leadership Award. Named in honor of the first Commanding Officer of Fighter Squadron FOURTEEN, it is presented yearly to the TOPHATTER (E-6 through O-4) who best demonstrates the qualities of leadership, dedication, and courage.

Full command support for professional development, constant CO/XO involvement in the detailing process, and emphasis on quality of life issues have resulted in one of one eligible officers being selected for O-2 and two of two eligible officers being selected for O-3, and zero officers eligible for PCS orders separating from the Navy.

## **OFFICER ACCESSIONS**

### **(Enlisted to Officer Commissioning/Education Programs)**

VF-14 has a robust and effective officer recruitment program. The chain of command has instilled the belief that many of our best officers will come from within the Navy, and that many of our sailors are qualified for and deserve commissions. These simple tenets are borne out through proactive ESO screening, outstanding officer program training at the khaki and supervisor levels, and full command participation in preparing officer packages.

Candidates are identified by the Command Career Counselor through a SNAP database, which highlights qualified individuals. Personnel records are screened by the ESO and forwarded to Division Officers for recommendations and, if desirable, officers program recruitment.

Applicants are given guidance by the Professional Development Board on which programs may be most beneficial and what requirements remain.

Packages are prepared by the individual, in close cooperation with the Command Career Counselor and Division/Branch Officers. Applicants' packages are screened by an officer panel and by individuals' chains of command for a final Commanding Officer endorsement.

Active encouragement, full chain of command involvement, and a sincere desire to commission our best men have resulted in the following applications this year:

- LDO/CWO: 1 Selected.
- AFHSP: 1 Selected.

### **OFFICER ACCESSIONS (Minority)**

It is TOPHATTER policy to recruit, encourage, screen, and endorse officer accessions regardless of ethnic background. The Navy's affirmative action program recognizes the importance of promoting our best and of providing encouragement where desired and assistance where necessary to ensure equal representation at all ranks. VF-14 sees this in a positive light and actively encourages officer accession program involvement for all hands. The following programs received applications from minority personnel:

- 1 AFHSP.

These extremely talented applicants receive identical assistance with their packages and consideration for Command endorsement as all accession applicants.

## **TRANSITION ASSISTANCE MANAGEMENT PROGRAM (TAMP)/CARIT/PRE-RETIREMENT**

Personnel who have served honorably and decide to move outside the Navy family deserve our support and a full understanding of the many benefits they have earned. And while scheduling an individual for separation counseling may be seen by some as a retention failure, VF-14 prefers to look at it as an opportunity to provide a final service to a squadron mate - thanking them for their faithful service and to encourage them to think and speak well of their Naval career.

Personnel nearing a separation/retirement gate are identified and tracked through the command personnel database and Incentive/Retention/17 year monitor interviews. The Command Career Counselor publishes a 12-month personnel status report assuring 100% coverage.

The Command Career Counselor personally schedules TAMP seminars for separating personnel. 26 of 26 eligible, or 100% of separates/retirees have participated in Transition Assistance Program Seminars and CARIT briefs.