



MCPON's Guidance for CPOs 2004

Mission Focused – Mission Ready

Our Navy today, just as it was last year, is engaged in the Global War on Terrorism. Our focus and effort must ensure that we will be ready to answer our nation's call whenever and wherever we are needed. We are also rapidly transforming our Navy to ensure dominance and relevance in an uncertain and dynamic future. Our Chiefs' ability to lead and manage Sailors will remain a crucial element, essential to our overall success.

Guidance for the entire year – not just a season

In order to ensure we are able to meet the challenge we must focus on those principles and practices that will ensure our ability as Chief Petty Officers to execute the mission. The efficiency and effectiveness of these tasks are our responsibility in order to ensure each Sailor maximizes their efforts and their potential.

To continue our active participation in the transformation of our Navy I will outline our goals and challenges for the current year. We will develop, as a CPO mess, the Sailors of the future that are vital to the success of our ever-broadening mission while capitalizing on the intrinsic values offered by our diversity. We will focus on the knowledge, skills and abilities that enable us to adapt to the rapidly changing nature of our mission. We will develop the tools that ensure we meet the goals of reducing attrition while shaping the force of the future. We will all take a proactive roll to ensure we reduce costly Class A Mishaps through Operational Risk Management and ensuring our Sailors are engaged in a "culture of safety" both on and off duty.

In order to provide incentives for our Sailors and their families we will continue to leverage programs that ensure stability, responsibility and promote a healthy lifestyle such as the Thrift Savings Plan, Physical Fitness and the Fleet and Family Support Programs. This year we have already initiated a new complementary service, "Navy One Source", and we are already seeing the benefits.

As we expand the scope of our responsibilities we will continue to pursue initiatives that enable our Navy to function in the changing environment. Initiatives such as Task Force Uniform will continue to pursue objectives that were developed as a result of direct input from the fleet. We will develop and pilot new uniform concepts that will better enable the war fighters of the future. Additionally our war fighting program will expand to ensure that "No Sailor is left behind..." when it comes to the personal and professional development of their mission execution skills.

I have high expectations for the contributions of the Chief Petty Officers in our Navy. The reason behind my expectations is that I know through my own experience that Chiefs have taken the lead and executed the mission with a degree of precision and lethality that is

unmatched in history. Chiefs take the values and standards of our Navy and demonstrate how they are applicable in daily life. We set the expectations for our Sailors and hold them responsible to meeting those goals. It is by these sound leadership practices that we discuss in the mess that makes the difference in our Navy.

I look forward to joining all of you in meeting the following challenges and goals for 2004...

“Transformation (*and the Chiefs role*) is not a goal for tomorrow, but an endeavor that must be embraced in earnest today. The challenges the nation faces do not loom in the distant future, but are here now.” - *Secretary of Defense, Donald Rumsfeld*

Our Navy is more powerful and more ready than many of us have ever experienced in our careers. Our Sailors today are better educated, better trained and more mission-focused than at any time in our history. We are not only capable of sustaining these levels - we can surpass them. In order to accomplish this, it will require each of us to focus on processes, structures and mechanisms, which add value to our ability to effectively accomplish the mission and develop future leaders.

The Navy of tomorrow will be faster, more agile, more precise, more rapidly deployable and more readily sustained. These qualities will be highly dependent on technology, information superiority, innovation and skilled operators and leaders. This transformation will require preparation of our Sailors to deal with uncertainty, think critically, exploit technology, operate integrated advanced systems and live in the highly complex environment of the years to come.¹

Just as our leaders in the past prepared you and me for today – our task is to prepare our Sailors for tomorrow.

Consider the following:

- That young man or woman who walked into your local recruiting station yesterday will someday be the LPO on one of our first Littoral Combat Ships (LCS).
- A Second Class Petty Officer in your division today will be a Chief on the first DDX.
- Our newest Chief this year may be the CMDCM of CVN 21 the day of that new carrier’s commissioning.
- A Master Chief just selected off of the 2004 CMDCM selection board just might be the MCPON.

A question we should ask ourselves daily is, “what am I doing to prepare them to be successful?” Just as the days of sail gave way to steam, and steam to turbine, the manner in which we will prepare and develop our Sailors and leaders tomorrow will change as well. And though the methods may change, the principles will remain.

¹ Joint Vision 2020

Chief Petty Officers lead our Sailors and are leaders in our Navy. Your contribution and service was critical to the successes we enjoyed throughout 2003. Whether your duty found you in the Arabian Gulf, the Western Pacific, Eastern Mediterranean or a myriad of other locations at home or abroad, you should know that your service contributed to meeting our Navy's mission. As we continue to serve throughout 2004, I want us to focus not only on what is important today, but also on what will be important tomorrow.

Core Values Training at the Division Level

Ask the Chief? – Don't wait to be asked...

As many of you have read, the first responsibility of a leader is to “define reality.”² I believe it is a positive step that we are seeing a resurgence of the divisional quarters, also known as “morning muster for inspection, instruction and training” conducted by the LPO and the LCPO. This is the time when we can communicate the Navy's standards and expectations of personal behavior. During this time I expect every Chief to discuss our Navy's Core Values, Sailor-on-Sailor violence, sexual harassment and assault, physical fitness and physical readiness standards and other topics vital to citizenship in our Navy. Knowing the Navy's and the Chief's expectations may very well be that one thing that prevents one of our Sailors from straying into shoal waters. That conversation you have with them, may be the voice, the mental image which reminds them of what is acceptable and what isn't – preventing a possible career ending incident. Sailors know to, “ask the Chief” -- we must make sure we are telling the right story. And, it isn't enough to print it in the POD or send it out in an e-mail. These are very personal issues, which require your presence and personal effort and intervention. No Sailor should doubt or question what their Chief's or the Navy's position is on any of these subjects.

Proactive and intrusive leadership – not waiting to be asked...

Many have asked, how do we go about reducing attrition any more than we have? In accordance with the CNO's Guidance for 2004 we are to reduce attrition an additional ten percent. I believe it will be difficult to realize much more of a reduction in attrition by taking action only after an event has occurred. We will realize our greatest benefit, our greatest gains, by taking preventative measures. Leaders at all levels, including our most junior Sailors, must be engaged in communicating standards, expectations of behavior, and sound leadership practices. This also includes identification of those at risk and bringing them alongside, before an event occurs. Sailors who feel connected and contributing to our mission, who are provided sound leadership, established goals and productive work environments, are the least likely to run afoul.

Culture of Safety

Another objective identified in CNO's guidance is to continue on the glide slope to a 50 percent reduction in Class “A” Mishaps by the end of FY 2005. Our Chiefs' contributions to Safety, Operational Risk Management and their impact on preventing off-duty mishaps cannot

² “Leadership is an Art,” *Max Depree*

be underestimated. I believe safety is one of our core responsibilities that we must integrate into everything that we do and every discussion we have with Sailors. We have lost 538 Sailors, our shipmates, in the last five years due to mishaps. I believe much of the responsibility for safety and a reduction of mishaps falls squarely on the shoulders of the Chiefs' Mess.

Investing in Your Financial Future

Our Sailors have an opportunity that we didn't at the beginning of our careers – the Thrift Savings Plan (TSP). The most recent enrollment period closed with a full one-third of our Sailors participating – the most of any service. I would like your help in ensuring every Sailor understands what most non-profit financial advisors would say. The first place you should invest your dollars is TSP. Additional information can be obtained from your command's Financial Advisor or www.tsp.gov.

Pilot Task Force Uniform (TFU) Initiatives

The rapidly changing nature of the Navy and its missions in the 21st century dictates an in-depth assessment of the uniform requirements of both today's and tomorrow's Sailors. Professional, sensible, cost-effective and adaptable uniforms measured against a consistently applied standard should be the hallmark of a modern Navy equipped to perform a wide variety of missions. Sharp looking and serviceable uniforms underpin good morale and build esprit de corps. Uniforms are always an emotional issue. Concerns that consistently surface are in the areas of fit, expense, comfort, durability, wearability, usefulness, interchangeability, maintenance, service recognition, storage and the complexity and inconsistency of uniform standards.

Our vision is a Navy in which Sailors are afforded a set of uniforms which present a professional appearance which recognizes Naval heritage and offers versatility, safety, ease of maintenance and storage, comfort, utility and cost effectiveness.

We are progressing in our assessment of our Uniform Regulations and the Sailor's uniform requirements and will pilot this year several uniform concepts including a working uniform for E1-O10 and a new service uniform for E1 through E6. We are attacking the issues of "too many uniforms" and "the uniforms aren't adequate or appropriate" as well as many of the minor aggravations that have been reported to and by you.

Warfare Programs

Our warfare programs are designed to equip our various warfare communities with trained professionals capable of executing their missions in a broad range of environments, in war and in peace, cross-trained and knowledgeable of their specialty and of their ship, squadron, battalion or unit.

The award of an enlisted warfare device signifies that a, "...Sailor has achieved a defined level of proficiency in their specific warfare specialty and the command's war fighting mission. It signifies that the Sailor is competent and has acquired additional knowledge that enhances their understanding of war fighting, mission effectiveness and command survivability. And, that they have gained the full confidence and trust of their command and have demonstrated reliability under stress."

Considering the above, it is appropriate that all of our Sailors who will "take the fight to the enemy" operating in deployable warfare communities should qualify.

Warfare Program Sponsors will review each of the warfare programs and investigate the feasibility of expanding enrollment in each of the programs to all enlisted Sailors permanently assigned to a warfare platform or unit, regardless of paygrade.

Additionally, programs should be reviewed to:

- Ensure they are meeting current and future mission requirements.
- Allow for completion (with validation) of appropriate common core requirements at opportune points in pipeline training.

Professional Development

Along with all Sailors, our Senior Enlisted Leaders must continue to develop as well. You may have heard some talk of comfort zones -- that ability to feel relaxed in your environment, content with your routine. However, if comfort zones were our goal, then we have the wrong objective. "You never accomplish anything great, when you are comfortable."

Accordingly, I need your assistance in implementing and/or investigating the following:

- Publish the revised enlisted Professional Development Reading List.
- Implement standard training objectives for CPO season.
- Publish the CMC five-vector model on NKO.
- Implement CPO professional development training within each CPO mess afloat and ashore.
- Conduct Enlisted Education Summit to develop/validate Enlisted Navy Professional Military Education (ENPME) and Enlisted Joint Professional Military Education (EJPME) continuums.
- Establish the plans, policies and processes to double the throughput at the Senior Enlisted Academy no later than FY 2006 in order to accommodate a greater number of Senior Chiefs.
- Integrate the active and reserve Senior Enlisted Academies. Expand the use of Non-resident, distance learning SEA.
- Detail all newly selected Command Master Chiefs to attend the CMC course conducted at Newport enroute to first CMC assignment.
- Develop and pilot an intermediate assignment for warfare immersion training at the appropriate FRS, RSG, or ISIC for CMCs assigned to a warfare community for the first time.

- Evaluate the product of the most recent CMC selection board (the first board to be conducted annually) to ensure that it provided the anticipated benefits in detailing, community management and MCPO selection board quotas.

Family Focused

Our spouses represent a vital element in our Navy Family. Sailors will never have the best morale or focus if they are unnecessarily preoccupied with the welfare of their families. One of our obligations as a leader is to ensure our Sailors' families (as well as our own) are aware of the resources that are available and how to obtain them. Just as our Navy must "be ready" we must also ensure our families' readiness.

We must reevaluate how and when we provide resource information to them. Scheduling a routine predeployment brief as was done in the past may no longer be the most effective means to meet this mark. Not to say that these still don't have a place or a purpose, but with a more agile readiness posture, it is imperative that we not rely solely on briefs such as these. I'm asking you to explore new ways of engaging our families and share these across commands and on DirectLine.

Engage our new CPO spouses during the CPO Season:

In an effort to assist Senior Enlisted Leaders in their responsibility of briefing/educating the new CPO spouses, the spouses of the CNO/MCPON advisory panel in conjunction with FamilyLine are producing, "Guidelines for CPO Spouses," a publication in FamilyLine's "Guidelines" series focusing on information written by and for CPO spouses to aid them in understanding their new Chief's roles and responsibilities. These publications will be available for order through your local Fleet and Family Service Center by June 2004.

Innovation

One of the hallmarks of the Chiefs who came before us was their ability to respond to new challenges, not just with innovation and creativity, but also with flexibility, vision and wisdom gained through experience. They were problem solvers. Today, we have many opportunities to improve our Navy. Many of the initiatives that are successful today such as Optimal Manning, Sea Swap, Perform to Serve, Task Force Excel, Task Force Uniform are the result of direct, involved and creative senior enlisted leadership. We have a fundamental question to ask ourselves as our Navy moves into the future, will we help lead change or will we stand on the sidelines? Wherever you are, you can make a difference. As I stated at the Worldwide CMC Conference in Orlando, I challenge you to identify an issue within your command... With your CPO mess, research, identify options, and implement a solution.... And then, share your success with others! Post it on the Direct Line. As it is stated in CPO-21, we have the responsibility, we have the accountability, we have the authority to lead, develop, communicate, and support. These are our core competencies as Chief Petty Officers.

Expectations

If it sounds like we expect a lot from our Chiefs, that we expect you to ensure your command's success – the Navy's success, and that the weight of leading Sailors and their success is on your shoulders...then you have it about right. Although the CPO-21 statement was only published in 2001, Chiefs have lived the following words for more than one hundred years:

CPO-21 Core Competencies

Chief Petty Officers are enlisted warriors who lead and manage the Sailor resources of the Navy they serve. As such, Chief Petty Officers are responsible for, have the authority to accomplish and are held accountable for:

- **Leading** Sailors and applying their skills to tasks that enable mission accomplishment for the U.S. Navy.
- **Developing** enlisted and junior officer Sailors.
- **Communicating** the core values, standards and information of our Navy that empower Sailors to be successful in all they attempt.
- **Supporting** with loyalty the endeavors of the chain of command they serve and their fellow Chief Petty Officers with whom they serve.

It is our obligation and duty to continue that heritage while embracing the change, which will take us into the future. Just as the Navy has changed greatly over the last ten years I expect it will change even more in the next five. However, Chief Petty Officers will continue to ensure our success.

CPO Season

Every year we go through the essential process of transforming those newly selected into Chief Petty Officers. This annual process is also a source of renewal for our CPO mess. It is the process where we take the Navy's finest First Class Petty Officers and through developing, training, guiding and challenging them, we bring them into our mess. Properly executed, this season shows our confidence in them, and even more importantly, that they have the self-confidence to function as integral members of the CPO community.

Today we better prepare our new Chiefs with the knowledge, skills, abilities and tools that they will need to take on the responsibilities of a Chief on that first day after their pinning. We instill our core values and a sense of pride in our new Chiefs. We promote a healthy lifestyle by incorporating physical training into the process. We incorporate substantive training in the form of practical classroom training and exercises on developing their Sailors,

specifically in the preparation of evaluations, awards/recognition, honors and ceremonies, counseling and mentoring.

Because of our expectations of performance and the responsibility it carries, it is my vision that some day in the future the most coveted bullet on a Master Chief's or Senior Chief's performance assessment (FITREP) is that of 'CPO Training Season Coordinator.' And, the most desired on a Chief's is 'CPO Sponsor.' When you consider the significant leadership responsibility they have in developing our new chiefs, it's hard to understand why it isn't already the most prized.

Longer CPO Season. This year we have added nine (9) additional days to the CPO Season by rescheduling selection board dates.

Distance Learning Course Requirements for CPO Selectees. CPO Selectees should complete Ninth House distance learning courses prior to 16 September. These courses will be available for order by CPO Selectee's via NKO's Leadership page (follow the ordering instructions under Ninth House). This year, CPO selectee's are assigned the following courses to complete:

1. Situational leadership II (6 hours)
2. Optimizing Performance (2.5 hours)
3. Navigating Change (1.5 hours)
4. Managing Change (1.5 hours)
5. Resolving Interpersonal Issues (2.5 hours)

A total of 14 hours is required to complete these courses, and CPO selectee's will log on to the NKO's leadership page with their Ninth House CD package to participate in this e-learning (detailed user instructions are included with each Ninth House CD packet).

The Command's Senior Enlisted Leader (CMD/COB,SEL) with the concurrence of their Fleet/Force or CNO-directed Master Chief may adjust completion times based on availability of resources (deployment, mission requirements, etc.). Under no case should you waive more than 60 days beyond completion of deployment or once access to resources is regained.

CPO Season Focus.

I would ask you to remember as you prepare your season, our focus isn't on 16 September but more importantly on the day after. What do we want our new Chiefs to know on that day, what new skills, what level of confidence should they have in their ability? Even though we would all admit that we don't end up with a finished product on that day – we are never really finished growing and developing – we must go into the season understanding our standards and our objectives. Our goal should be that we integrate new Chiefs into the mess, who understand their new roles and responsibilities, and understand the Navy's expectations. Just as we provided all of the training, education and experiences which brought them to this point in their career – building a Chief starts at the gates of Great Lakes – our efforts after 16 September are

just as critical to their future success. Now we must put as much effort, if not more, into growing, developing and performing as a Chief as we did into them making Chief Petty Officers. Our professional development plans for our messes must address these new Chiefs needs as well as the mess as a whole.

Battle Stations

Battle Stations is a test much like acceptance trials for a ship or the final event during CPO season. Let's use the example of "Battle Stations" at Recruit Training Center, Great Lakes. The premise is the same for each of these events. Battle stations is a test, a challenge and a confidence builder. It is a significant emotional event for those who go through the process. One only has to witness the completion ceremony to see what it means for recruits to don the hat and assume the title "Sailor." For many of these new Sailors the process will be repeated a number of years later in their careers as they are again trained, challenged, and accepted and don the hat and assume the title of "Chief."

In the past year a large number of Chief's seasons followed a variation of this model. Those new Chiefs were challenged to accomplish more as a team than they ever could as a group of individuals. For our new Chiefs, there is no comparison to the thrill and elation of excelling at a difficult challenge, centered on preparing them for their next step in their development as Sailors – Chief Petty Officers.

It would be difficult to describe in any level of detail the specifics of such an event, as they would need to be tailored to the location and platform. What would be easy to put together ashore might be impossible aboard a ship. What may work aboard a destroyer may not be well suited to a deployed submarine. It is up to the incredible imagination, creativity and initiative that are found in each and every CPO mess to design a process that not only challenges and welcomes new Chiefs, but would also hold up under the strictest scrutiny.

While our season must not contain anything to bring discredit to the mess or the Navy, we do not wish to publicize exactly what CPO selects should expect. Just as our new Sailors at RTC are cautioned not to share their experience with recruits who haven't yet attained that level, we should protect our process in order to preserve the excitement and anticipation that is generated by its mystique.

Command Master Chiefs and Senior Enlisted Leaders can log into the Direct Line web site to share ideas with messes from around the fleet.

Responsibilities

Each command's CMDCM/COB (or in the absence of a CMDCM, the most senior MCPO, SCPO, or CPO) is singularly responsible and accountable for the conduct of the CPO training season at his or her command. They will ensure the proper conduct of the training process to meet the established CPO-21 Competency's Terminal Learning Objectives and Standards. Fleet, Force and CNO-Directed Command Master Chiefs are equally accountable

for the conduct of the CPO season processes within their claimancy or AOR, and are tasked with providing any additional guidance they deem necessary (coordinate guidance through the respective Fleet Master Chiefs where areas of responsibility overlap).

Last year I had the opportunity to observe one of our CPO season Battle Stations. I was told of many more, which retained all of the meaningful principals, purpose, bonding and value that we intend for our CPO selectees, but rarely achieve through outdated, ineffective practices advertised as tradition. **This year we will abandon all practices which have even the appearance of hazing or harassment. There is no place or tolerance for conduct, which humiliates or denigrates our fellow Sailors.** CMDCMs/COBs will review and brief their messes on SECNAVINST 1610.2. This will give you the appropriate focus and perspective on what is/is not appropriate. This season is intended to be an intense period of training, confidence building and teamwork not a period to disenfranchise our most promising talent.

Scheduling

The processes of welcoming our newest Chief Petty Officers into the CPO Mess this year will occur on or after Thursday, 16 September. For future years planning, previous guidance is still in effect: If the 16th of September falls on a Saturday or Sunday, commands are authorized to hold these events on the Friday immediately preceding 16 September to allow maximum attendance at the pinning ceremony by command personnel. Additionally, should the 16th of September fall on a Monday, the Naval Reserve Force and any command with an underway date or command activity scheduled that would preclude the events on that day may conduct the events on the Friday immediately preceding 16 September or any date thereafter. All requests to hold the event on dates that do not meet the above policy must be justified and approved by the Office of the Master Chief Petty Officer of the Navy via their ISIC.

Our CPO season must continue to instill pride, a renewed sense of dedication and the knowledge necessary for the right start in the mess. While at the same time recognizing that it is just a beginning. As many golfers will tell you it is not enough to have a good swing, it's the follow-through that counts.

We have a responsibility to properly shape the perceptions and expectations of our new Chief Petty Officers. Our Navy-wide mess is much better today for having focused on the true competencies of our Chiefs and how they have contributed to every meaningful success. Concentrating on the true goals of CPO development strengthens us. **We need each and every Chief onboard and involved. However, we will not hold on to meaningless acts or events out of some misguided sense that we would trade our values for their participation.**

Conduct of CPO Training Season

The transition from First Class Petty Officer to Chief is a significant milestone in a Sailor's career. As such, it demands our diligent attention, focus and effort. Key elements of this season include training and team building. The conclusion of the season is a ceremony that welcomes the new member into the CPO mess and celebrates their accomplishments. In order to be successful, this process must be conducted in a safe, professional, goal-oriented and

dignified manner. Accordingly, the following responsibilities are assigned and guidelines established:

Command Master Chief/Chief of the Boat/Command Senior Enlisted Leader

Responsibilities: Additional responsibilities are also incorporated into the various stages below.

- ◆ You are responsible for the safe, effective, and dignified conduct of all aspects of the CPO transition season – *the season's success is on your shoulders*.
- ◆ Train our prospective Chiefs to the terminal learning objectives outlined in the CPO-21 Core Competencies. Ensure the entire mess understands these training objectives. File location: DirectLine (MCPON File Cabinet) ([link to direct line](#))
- ◆ Be intimately involved in all professional training and physical fitness activities.
- ◆ Conduct training for our selectees in the manner in which we expect our Chiefs to train their Sailors – we train, educate, counsel and mentor.
- ◆ Be present during all activities associated with the conduct of the final day's events (i.e. CPO Battle Stations), from commencement to completion.
- ◆ Encourage maximum participation from your CPO mess in all activities throughout the transition period, not just the last day.
- ◆ Actively mentor and guide your sponsors, ensure they are engaged from the beginning.
- ◆ Conduct periodic "how-goes-it" interviews with every CPO Select and their spouse.

Note: CMCs, if you are looking for a schedule or topics for training? NETC/NPDC/CNL Master Chiefs are in the process of developing a template (DirectLine – MCPON File Cabinet) that you can use; we are also looking for suggestions from you to help us improve this training plan.

Pre-planning

Include the following (guidance direction) and those items in each phase when constructing your CPO Transition Season Plan.

- ◆ Engage your CPOs early by starting your Transition Season Committee. Develop a detailed plan of what you want to accomplish during the season, including financial planning for any special events, using this document.
- ◆ Consider the impact on the workcenter and command. Remember our first priority is mission accomplishment.
- ◆ Be aware of ethnic, cultural and/or religious sensitivities of mess members and selectees and schedule accordingly.
- ◆ Ensure that every CPO understands the plan, standards of conduct, and the responsibilities of the mess for producing a successful season.
- ◆ Brief your Commanding Officer on the plan and gain concurrence, then brief the Wardroom so they know what to expect.
- ◆ Only the cognizant Fleet/Force/CNO-Directed CMC may authorize participation by other service E7/8/9s.

- ◆ Don't allow selectees or mess members to participate in Physical Fitness training without a current Physical Health Assessment and Risk Factor Screening. PT should be group-oriented, regularly scheduled and begin at a slow pace, building intensity through the season, until the capstone physical event.
- ◆ Conduct appropriate Operational Risk Management. Safety is a key factor to the success in all of our events.
- ◆ Fund raising can be a valuable team building exercise but should be limited to the direct costs for the professional development of the Chief selects, and not as a means to raise funds for the CPO Mess. Fund-raising time **will not** exceed training time! Examples of direct costs are:
 - PT Uniforms
 - Guide-on
 - Community Projects
 - Pinning ceremony
 - Khaki Ball expenses for CPO select and spouse only.
 - Training activities and culminating events. (Heritage and professional development books could be provided by the command and maintained in the CPO/command library.)
- ◆ Conduct of community relations' activities for Navy and Civilian projects can be beneficial elements in developing team-building skills and are encouraged.
- ◆ Involve spouses during the entire initiation season. Give them a schedule of events annotating events they are invited to attend. Give them contact phone numbers for key players.
- ◆ Plan a Dining Out or a Khaki Ball to celebrate the successful conclusion of the journey.

Notification

This is an important phase in the Transition Season and sets the expectations of the selectees, spouses, Chief's Mess Crew and Wardroom

- ◆ Use BUPERS ACCESS for selection board results. Results are available 48 hours before message release.
- ◆ Ensure non-selected members are appropriately notified and counseled before results are published command-wide.
- ◆ Brief selectees and their spouses on the season and purpose of the journey and what they should expect. Use the "Guidelines for CPO Spouses" and other Navy FamilyLine publications to support this objective.
- ◆ CO and CMDCM/COB should send a congratulatory letter to the selectee and to the selectee's family (as appropriate).
- ◆ Don't publish the selection list until the Commanding Officer is informed.
- ◆ Do not assign a first-year CPO as a sponsor (unless there are no alternatives).

During the Training Season and Final Events

Incorporate these guidelines and directives throughout the Transition Season and ensure inclusion in pre-planning phase.

- ◆ All activities must support our CPO Core Competencies and our Navy's Core Values.

- ◆ Heritage/Professional Reading:
 - Assign a book from the Heritage reading list. Design a seminar type discussion of the elements of the Navy's Core Values of "honor, courage and commitment" using the experiences gleaned from the readings to illustrate each of the elements. The seminar should be led by the CMC and the CO should be invited to participate.
 - Assign a book from the Professional reading list. Design a method to test completion and comprehension (e.g. lunchtime discussion in the mess).
- ◆ Conduct all training and activities in a group format.
- ◆ Charge Books. Use Charge Books as a vital part of the training during the season. The content should be a journal of the selectee's transition to the CPO mess and the collective wisdom of our Chiefs, but this book should not interfere with the normal workday. Elevate the significance of the charge book by either the CMDCM/COB and/or CO presenting the book with the charge: "Learn how to become a Chief by collecting the wisdom, lessons and knowledge of the Chiefs who have gone before you." At the end of the season, consider returning the charge books to the CO or CMDCM/COB for a final entry of 'mission complete!'
 - Instruct the CPO Mess on appropriate Charge Book entries and comments.
 - Document appropriate season events with pictures.
 - Recommend requiring selectees to record their daily experiences, thoughts and accomplishments in their charge book. (Commands who did this last year, reported very positively on its benefits.)
- ◆ Use the imagination, creativity, and initiative in your CPO mess to design the final day's event that not only challenges and welcomes new Chiefs, but also holds up under the strictest scrutiny.
- ◆ Ensure final events support, enhance, or test the training provided during the transition season. There are a myriad of ways to accomplish this requirement; examples of successful events such as Battle Stations can be found on DirectLine.
- ◆ Do not use food or food products during any activity throughout the season. They will not be used as props, or to denigrate or humiliate our new Chiefs.
- ◆ Do not tolerate verbal or physical abuse of any kind.
- ◆ Inappropriate or sexually explicit jokes or skits (i.e. cross dressing) are not authorized.
- ◆ Consumption of alcohol will not be allowed before or during any training activity, the final day's events, or until the completion of the pinning ceremony.
- ◆ Remove members from the events who are not following your established guidelines.
- ◆ Participation in final day's event is limited to the CPO community. However, you are authorized and encouraged to invite your Commander/Commanding Officer to observe any or all activities.

Pinning Ceremony

This is truly the focus of 16 September. All of the efforts of the Chief's Mess, the selectees and their families culminate in this ceremony. Each command constructs a ceremony that is unique to their location, traditions and circumstances. The following guidance applies to all ceremonies. Examples of pinning ceremony scripts are available on DirectLine.

- ◆ Invite the Commanding Officer, the rest of the command (as practical), family members and friends to this event.
- ◆ Ensure that the ceremony is conducted as a formal, dignified event.
 - Invite a principal speaker
 - Conduct side honors for the new members
 - Recite the Sailor's Creed (all present)
 - Read the CPO Creed
 - Explain the meaning of USN on our anchor
 - Honor our Fallen Sailors, Missing in Action and Prisoners of War
- ◆ The traditional uniform for this ceremony is Service Khaki, with Combination Cover.
- ◆ Consider a reception following the formal ceremony.
- ◆ Conduct Operational Risk Management (heat, prolonged standing, etc) during this event.
- ◆ Do not forget to rehearse this event.
- ◆ Pinning should include the entire command and families whenever possible

After the Pinning

- ◆ Actively mentor and evaluate new Chiefs throughout their first year in the Mess -- this is a special emphasis beyond what you do for all Chiefs.
- ◆ Conduct a continual CPO professional development program per established guidelines.
- ◆ Conduct counseling and feedback sessions with new Chiefs as appropriate.
- ◆ Provide each new Chief with the support and guidance necessary for success.
- ◆ Gather, analyze, and implement lessons learned.

Senior enlisted leaders representing all of our fleets, forces and regions provided invaluable counsel in preparation of this guidance as we, the CPO Mess of the Navy, forge our own future. I know that we as a Mess will continue to evolve - improving upon our past successes. We will do this not because we are being directed to, but because it is the right thing to do. Our actions are measured against the CPO Core Competencies (CPO-21) and the standard to which all Navy leaders are evaluated:

*Their personal commitment to mission accomplishment
and*

*Their personal commitment to the professional growth and development of
those they are entrusted to lead.*

TERRY D. SCOTT
Master Chief Petty Officer of the Navy