



MCPON's CPO Season Guidance 2006

“Chief Petty Officers are first and foremost deck plate leaders charged with developing Sailors and enforcing standards.”

-MCPON Joe Campa

My fellow Chiefs, the CPO transition season is almost upon us. In addition to the following guidance, there must be no mistake in the desired outcome of the process, which is to make prospective Chief Petty Officers ready for their new leadership role in our Navy. This is no small task and it requires every Chief's active participation on properly developing our future leaders. My expectation is that if you wear an anchor on your collar, you will contribute as much as the mission and family life allows to supporting the successful transition of our prospective Chiefs.

Our transition season serves our community in more ways than the obvious. It is an opportunity for all Chiefs to renew their obligation to those we are charged with leading and developing and to draw strength from the unity of effort that is required for a successful season. It is also a time to improve on our past efforts and break away from those practices that provided little to no value in making someone ready to walk the deck plates as a Chief Petty Officer. It is a time to instill our heritage in a new generation of Chiefs.

This guidance outlines what is acceptable and what is not. It is every Chief's responsibility to read this document and become familiar with its contents

Thank you for your dedicated efforts in this important phase of CPO development and for your commitment in making the transition process a meaningful and valued experience for our prospective Chief Petty Officers.

CPO Season Focus.

To build proud confident leaders capable of leading change, developing Sailors, and enforcing standards.

Prospective Chief Petty Officer Leadership Course – Replaces Old CPO Indoctrination.

The Prospective Chief Petty Officer Leadership Course (PCPOLC) is now available and commands are strongly encouraged to use this new course, however, due to the short lead-time, the current CPO indoctrination course is still acceptable for use until June 2007.

Phase I: The PCPOLC was developed to fully support CPO Core Competencies, CNO Guidance for 2006, and the Navy Transformation Roadmap. The content will deliver relevant and current leadership training. Course material is focused on reducing the time to competence for our new CPOs and will provide a full immersion into the roles and responsibilities of a Chief Petty Officer. The PCPOLC course structure includes three days of sequential and progressive classroom based instruction. This new course will be mailed to the fleet via UPS no later than 15 Jul 06 and will be posted/available on NKO as well. Special delivery arrangements will be made

by the Center for Naval Leadership (CNL) for deployed commands.

Phase II: After the 2006 prospective Chief transition season CNL will deliver ten CPO Mess training topics. Content will include pre-learning for the CPO Mess and CPO Mess training to be conducted following the CPO transition season (post 17 September 2006). This training will provide the framework for development of personal and professional leadership capabilities of our CPOs, and better prepare them to assume and execute ever-increasing levels of responsibility. These training modules will be available no later than November 2006.

Phase III: CNL will produce CPO transition season training modules for 2007. These will focus on core training topics that are relevant to new Chief Petty Officers. Each year the CPO Mess develops training topics for inclusion in prospective CPO transition season training - expending a tremendous amount of effort. This new training will eliminate or significantly reduce individual command training prep time and include twelve video-based learning events/training modules that support CPO transition season events. These modules will reinforce the PCPOLC content and will be available no later than May 2007.

One of the great success stories for this entire program is that we are in a position to make annual changes, based on current leadership experiences/lessons learned to provide a more relevant leadership course for our prospective Chiefs and CPO Mess. Changes to PCPOLC and related products will be provided to CNL via Fleet/Force/CNO-directed Master Chiefs and incorporated/published annually.

Distance Learning Course Requirements for Prospective Chiefs

(Refer to NAVADMIN 142/06).

All FY-07 prospective Chiefs must complete the below listed courses by 16 SEP 2006:

- Situational leadership II (Ninth House - 6 hours)
- Self-management (Ninth House - 4 hours)
- Managing change (Ninth House - 1.5 hours)
- The Mentoring Manager (Skillsoft MGMT0252 - 2.0 hours)
- Ethical Decision Making (Skillsoft PD0171 - 4.0 hours)

Use the following procedures to access the Ninth House and Skillsoft courses:

- Ninth House. To access Ninth House courses, log on to NKO at www.nko.navy.mil and select the leadership tab at the top of the NKO homepage, scroll down to the bottom of the leadership page to Ninth House. Within the Ninth House window, you will see "order your Ninth House NETCD discs" click on the link and complete the ordering information. Once the CD's are ordered, they should arrive in approximately 10 days (members can have the CD's sent to any address they desire). Once received, access the Ninth House links on NKO again with the Ninth House CD's to complete the courses.

- Skillsoft. To access the Mentoring Manager (MGMT0252) and Ethical Decision Making (PD0171) courses, select e-learning under the learning tab on NKO homepage. Select advanced search, located on the left hand side of the window, then enter the course name in the course title block, and select search. Click on the course name, select "enroll now" and then "launch."

Completion of these courses will automatically be documented in the member's electronic training jacket and the NTMPS database.

Individual command senior enlisted leadership (I will use CMC throughout to represent all command senior enlisted leaders), with concurrence of their Fleet, Force, or CNO-Directed Master Chief, may adjust course completion times based upon operational requirements (deployment, OPTEMPO, etc.). Under no circumstance should waivers extend beyond 60 days of deployment completion.

Fleet, Force, and CNO-Directed Master Chief's will utilize NTMPS to monitor course completion.

Battle Stations

In the past couple of years a large number of commands followed a variation of the RTC Battle Stations model. New Chiefs were challenged to accomplish more as a team than they ever could as a group of individuals.

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 demanding process that not only challenges and welcomes new Chiefs, but would also hold up under the strictest scrutiny and the highest standards of safety and respect.

While the transition season must not contain anything to bring discredit to our Navy, we do not wish to publicize exactly what prospective Chiefs 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 the unknown.

Command Master Chiefs and Senior Enlisted Leaders can and should log into the Direct Line web site to share ideas from around the Fleet. This will continue to improve our process, and further our goal of developing our outstanding Chief Petty Officers.

Sponsor/Mentor Assignment

Sponsors play a critical role during the transition season. As the COB/CSC, CMC or Senior Enlisted Leader (SEL) it is critical that you take the time to match the right sponsor with the right prospective Chief. It is not as simple as skimming through your command muster sheet and picking out the most senior Chief in your organization and calling them sponsors. Take in account the prospective Chiefs personality, leadership style, workload, and any other key attributes that will "match" the team of prospective Chief and sponsor as a cohesive unit.

Physical Fitness Training

In addition to building camaraderie, and a strong sense of esprit de corps, physical fitness training is a lesson in planning, utilizing resources, and execution. This is not (nor should it ever be) a method of hazing – Physical Fitness Training is **NOT** hazing by another name. In that vein, cadences should be in good taste and build pride. This should not be used as an opportunity to denigrate anyone or any organization such as one of our sister services.

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 produced, "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 are available for order through your local Fleet and Family Service Center or directly from FamilyLine. Command Senior Enlisted Leaders are responsible for acquiring these booklets and conducting appropriate briefings/training. Although these books are an outstanding resource, they do not replace the value of a personal brief by the CMC.

Responsibilities

Each command's senior enlisted leader, CMDCM/COB/CSC (or in their absence, the most senior MCPO, SCPO, or CPO) is 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).

CPO Messes 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. It should challenge our prospective Chiefs physically, emotionally and intellectually. It is 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 Friday, 15 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 respective Fleet Master Chief with an info copy to the MCPON's Office.

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 Chief/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)
- ◆ Be intimately involved in all professional training and physical fitness activities.
- ◆ Conduct training 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 to the end.
- ◆ Conduct periodic "how-goes-it" interviews with every prospective Chief and their spouse (IMPORTANT).

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 prospective Chiefs 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 approval, then brief the Wardroom so they know what to expect.
- ◆ **Only the cognizant Fleet/Force/CNO-Directed CMC may authorize participation of Coast Guard personnel. All other sister service E7 through E9s may observe the last days events with approval of the cognizant Fleet/Force/CNO-Directed Command Master Chief.**
- ◆ Don't allow prospective Chiefs 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 (ORM). Safety is a key factor in the success of all 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 prospective Chiefs, 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 season.

Notification

This is an important phase in the Transition Season and sets the expectations of the prospective Chiefs, 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 prospective Chiefs 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 prospective Chief and to the prospective Chiefs 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).

Charge Books

- ◆ Use Charge Books as a vital part of training during the season. The content should be a *journal* of the prospective Chief'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.
 - Instruct the CPO Mess on appropriate Charge Book entries and comments.
 - Document appropriate season events with pictures.
 - Recommend requiring prospective Chiefs to record their daily experiences, thoughts and accomplishments in their Charge Book. (Commands are reporting very positive benefits from this practice)

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 Enlisted Professional Development 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.
- ◆ Use the imagination, creativity, and initiative in your CPO mess to design the final day's event that not only challenges and welcomes the new Chiefs, but also holds up under the strictest scrutiny.
- ◆ Ensure final events support, enhance, and test the training provided during the transition season.
- ◆ 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.
- ◆ "Talent Shows or other such events are prohibited."
- ◆ **Consumption of alcohol between CPO's and prospective Chiefs is prohibited from the time results are announced throughout the entire transition season. Additionally, alcohol consumption is not authorized 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 the 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 the main event and where the most effort should be placed. Each command constructs a ceremony that is unique to their location, traditions and circumstances. The following guidance applies to all ceremonies.

- ◆ 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
 - Read the CPO Creed
 - Include family members (if possible)
 - Ensure adequate photographic coverage
- ◆ The uniform for this ceremony is Service Khaki, with Combination Cover.
- ◆ Alternative uniforms are authorized based on the operational environment.
- ◆ 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 and submit them to your Fleet, Force, or CNO-Directed Command Master Chief.

*The tone of the ship, the tone of the service itself
must come more directly from the Chief Petty
Officers than from any other group of people in the
Navy. You have the standard; live up to it... ”*

-from the 1918 edition of the Bluejackets Manual