



DEPARTMENT OF THE NAVY
MASTER CHIEF PETTY OFFICER OF THE NAVY



MCPON's 2009 CPO Induction Guidance

My fellow Chiefs, you're going to find this document to be shorter than what you're used to at this time of year. I'm going to focus on a few elements I view as critical to the training and development of our Chief Selectees, and then I'm going to trust our Command Master Chiefs to take this guidance and apply it. There are areas I won't touch on in this guidance. Charge Books, for example are not mentioned in depth. But that doesn't mean I don't view them as necessary. They are. However, there will be no instructions as to how I expect them to be constructed. I'll leave that up to the creativity, wit and experience of your Mess.

Take note. The CMC, COB, Command Senior Chief or Senior Enlisted Leader (referenced as CMC's for the remainder of the document) at every command is the person ultimately responsible for the safe conduct and execution of Induction from start to finish. I expect that every CMC will not only be involved in the planning of Induction, but also the day-to-day activities as we carry this critical process out.

I also expect that you've all been working together as a Mess all year. A strong Mess doesn't come together in August and go their separate ways on September 17th. Induction may be the highlight, but it should also be a reflection of the unity of effort that takes place all year round.

Safety should be at the forefront in the planning and execution of every Induction evolution. Again, I expect the CMCs to stay vigilant to ensure their entire Mess understands what's allowed and what isn't.

Induction is important to us as a Mess and also a Navy. It rejuvenates us while we prepare thousands of Sailors to join the Mess in September. More importantly, it prepares those leaders to preserve the credibility of our community and prepares them to lead Sailors on the deckplate. I have every intention of preserving this tradition and ensuring it remains relevant, and so should each person that has the honor of placing an Anchor on their collar.

I need your help to do that and here's my final expectation of this Mess: do not allow this process to be one taken lightly by our Selectees, our Chiefs or our Navy. It has always been one that tested our Selectees mentally, physically, personally and professionally. They should learn what their limits are and we should help them surpass those limits.

Use a serious tone but don't forget the creativity and humor that have been the hallmarks of our Mess since inception in 1893. When our Selectees have Anchors pinned on their collars and become fellow Chiefs on 16 September, I expect they will look back at Induction as the most difficult, yet rewarding, experience of their careers. It's up to you to make sure they do.



Use common sense and trust your instincts. All of us know the climate in which we live and work and the right way to do business. Act accordingly, but keep this in mind: an easy Induction does no one any good. This is not a “dinner and a handshake.” We are in the business of building, developing and challenging our fellow Chief Petty Officers. Take it seriously.

HOOYAH Chiefs!

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R.D. WEST

Master Chief Petty Officer of the Navy



Guidance for Chief's Induction

1. Conduct of Induction

a. Preparation. Command Master Chiefs will ensure every member of the Mess is involved and engaged. Planning and preparation will be accomplished in conjunction with our Mission, Vision and Guiding Principles.

b. Command Involvement. Induction is designed to prepare a Selectee to walk the deckplates as a Chief Petty Officer. Induction must not be conducted at the expense of our mission or our Sailors. I expect Command Master Chiefs to brief their Commanding Officers and ensure mission readiness does not suffer due to Selectee training. Conducting and executing the mission on the deckplate is what we do!

c. Spouse Involvement. Establish a connection with the Selectee's family. Mutual understanding of the process will enable the Selectee to devote the requisite time and energy toward becoming a strong Chief Petty Officer. Include the family in your planning and make a concerted effort to educate them on the process and goals of Induction. Also include spouses of deployed Selectees in any event to which family members are invited.

d. Training Topics/Materials. The training material provided last year by the Center for Naval Leadership will be used again this Induction. The CPO Selectee Training modules (Phase 1 and Phase 2) incorporate the CPO Mission, Vision and Guiding Principles. If you require another copy of the course material, you may download it off NKO. As you develop your command training, link key training points back to the MV&GP. The CPO Selectee Modules will be updated in FY10. Please send your recommended changes and suggestions to Gretchen.boals@navy.mil.

e. Heritage. Take every opportunity to emphasize CPO heritage. Our retiree community is a national presence. Find the retired Chiefs and ask them to participate, to share their experiences with our Mess. Remind these men and women that retirement does not mean they have been forgotten. They are a precious resource we must continue to cultivate and involve in Induction and Mess activities all year round. Be creative. There is a specific mess on the west coast that maintains one guidon from year to year. Each Induction their Selectees add a battle streamer with all their names on it. What a great way to recognize the Chiefs who have gone before them. Ideas like that are what keep our Mess strong and Induction relevant.

2. Pre-planning Considerations

* Fund raising should be limited to the direct costs for the professional development of the Selectees, and not as a means to raise funds for the Mess. Fund raising time will not exceed training time.

* Consider community relations activities as they are often beneficial elements of team-building skills.



- * Involve spouses. Give them a schedule annotating events they are invited to attend.
- * Plan a Khaki Ball or Dining Out to celebrate the successful conclusion of Induction.
- * Brief your Commanding Officer on the training plan and gain approval. Then brief the wardroom. An informed wardroom can provide substantial support.
- * Other service/nation E7's through E9's may fully participate in Induction with the approval of the cognizant Fleet Master Chief. Full participation throughout the entire process, from the day of notification through the pinning ceremony, is required. Communication among Senior Enlisted Leadership is essential.

3. Notification

This is an important aspect of Induction and sets the expectations of the Selectees, spouses, Chief's Mess, crew and wardroom.

- * Do not notify Selectees or publish the selection list until the Commanding Officer or OIC is informed.

- * Ensure each non-select is appropriately notified, counseled and given a Career Development Board (CDB) as soon as possible. Follow-on CDBs can go into greater depth.

FTS Reserve personnel and those Reservists on any type of orders other than IDT drill weekends will begin their Induction process with their Active Duty counterparts. Drilling Reservists (SELRES) may begin upon notification of their selection during their normal periods of IDT (Drill Weekends). At commands that conduct weekend periods for Drilling Reservists their FTS CPO Selects may participate alongside their SELRES CPO Selects during the planned evolutions. These are only authorized on those commands scheduled IDT weekends.

4. Sponsor Assignment/Responsibilities

Sponsors play a critical role and are the key to the success of the Induction process. It is critical that CMCs take the time to match the right Sponsor with the right Selectee.

Each Selectee should have a primary and alternate Sponsor. If a circumstance arises where a primary or alternate sponsor cannot be present at an event, it is imperative that another CPO is present to assist. However, also be alert for any Sponsor who appears to lose steam during the Induction process: First counsel and then remove the sponsor if a course correction is not made immediately.



5. Involvement of Spouses during Induction

“Guidelines for CPO Spouses,” is a publication written for and by CPO spouses and is an excellent tool to help family members understand their new Chief’s role and responsibilities. CMCs should make this available to all Selectees’ family members. Although an outstanding resource, “Guidelines...” should complement a personal brief by the CMC, not replace it.

Base/Region/Command-wide CPO Selectee Spouse information seminars should be a part of the Induction process. The seminars/forums have proven to be beneficial events for our new Chief Petty Officer Spouses. The information provided begins to develop our spouses as an integral part of the command team and should be a venue shared by both our CPO’s and our CPO spouses.

6. Physical Fitness Training

After appropriate medical screening, PT should be group-oriented, regularly scheduled and started at a slow pace, building intensity through the Induction. Group PT builds camaraderie and a strong sense of esprit-de-corps among the Selectees and with the Chiefs.

Use of unit-specific t-shirts and PT gear is authorized and recommended. PT apparel is not confined to Navy issue PTUs. Unit/CPO pride is always encouraged.

Physical fitness CDs can be ordered at <http://www-nmcphc.med.navy.mil/hp/fitness/index.htm>. Other resources are available from your Command Fitness Leaders or at your installation fitness centers.

Selection-board eligible First Class Petty Officers should be counseled on the physical rigors of Induction and advised that they should start working out well before selection board results are released. Emphasize to them that if they are close to being out of body fat standards, they should fix that problem now. Additionally, through coordination with the Commanding Officer, Induction season PT should culminate with an official PRT when feasible prior to Selectees being pinned on the 16th of September. In order to adhere to program guidance, commands must issue the 10 week notice to all board eligible First Classes (including prospective gains).

Charge Books:

Should be constructed with the expectation that your Selectees will want to proudly display them on their mantle for many years. Charge books should have ample space to post CPO entries/memories throughout their career. Eventually, the final entry in their books should be a retirement letter from the Master Chief Petty Officer of the Navy.



Training Recommendations

Do:

*Select/create activities which support and teach our Mission, Vision and Guiding Principles.

*Have Selectees learn a part of our history and present it to the Mess. That education can be derived from books recommended by the Command Master Chief or personal conversations with our veterans and retired Chief Petty Officers.

*Embrace and learn a part of your command history. Our commands have never been more active and our missions more diverse today than at any time in history.

*Conduct training and activities in a group format. Use this opportunity to discuss the CPO Leadership Development Guide available electronically through your Force or Region Master Chief. The guide will be sent to all Force Master Chiefs on or before 1 April.

*Use the imagination, creativity, and initiative in your CPO Mess to design the final day's event that challenges and welcomes the new Chiefs.

*Remove members from the events who are not following established guidelines.

*Communicate that participation in the final day's event is limited to active or retired Initiated/Inducted Chiefs and retired CPOs. The Mess may invite their Commanding Officers and Executive Officers.

Do not:

*Use props that degrade the process.

*Force or allow Selectees to eat or drink food or liquids for any reason other than energy or a scheduled meal.

*Tolerate physical abuse of any kind.

*Allow cross-dressing or any sexually explicit behavior at any time during any Induction event.



Do not (cont.):

*Allow the consumption of alcohol during or prior to any training event. The responsible use of alcohol is acceptable at Command Sponsored social events *with CO approval* (social event = no training conducted). There will be no alcohol at golf tournaments or any other event where it is physically or logistically impossible for the CMC to have complete situational control of an environment.

Battle Stations/Final Night Events

The Final Night of Induction will be remembered by our Selectees for the rest of their lives. Plan it carefully and conduct yourselves appropriately. Acceptance into our Mess should be meaningful, emotional and earned.

A “Battle Stations” type event is clearly dependent on the location, platform, and operational tempo of the command. 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 challenges and welcomes new Chiefs, and emphasizes the fundamental Guiding Principles which direct our actions.

Pinning Ceremony (Wednesday 16 September 2009)

This is the most memorable event in any Chief’s career and demands careful planning. Each Chief Petty Officers’ Mess should construct a ceremony that is unique to their location, command heritage, Navy traditions and circumstances. If operational commitments dictate otherwise and to ensure total command and family participation, an alternate pinning date can be used with the approval of the cognizant Fleet/Force Master Chief.

Responsibilities

Command Master Chief/Chief of the Boat/Command Senior Chief/Command Senior Enlisted Leader. Each CMC (or in their absence, the most senior MCPO, SCPO or CPO) is responsible and accountable for the conduct of the CPO Induction. As I stated earlier, you will not abdicate your responsibilities to a CPOA—you will lead this process.

Specific CMC responsibilities include:

*Be present during all activities associated with CPO training.

*Demand maximum participation from your CPO Mess in all activities throughout Induction, 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 Selectee and their spouse.
- *Plan annual leave outside of Induction. As Mess leaders you must attend all events, unless operational commitments preclude your presence. If not present, your designated representative must be placed in charge of the event.
- *Brief your Chiefs on SECNAVINST 1610.2A (DON Policy on Hazing). This will give you the appropriate focus and perspective on what is/is not appropriate.
- *Use your judgment, uphold the Guiding Principles and do what you know is right and the Selectees will be appropriately Inducted.
- *Each command should provide their ISIC CMC an after action report on how their Induction was conducted, lessons learned, and best practices to ensure we continue to evolve our training and tradition.
- *On the day following the Pinning Ceremony, each new Chief Petty Officer should be provided a copy of the Senior Leader Development Guide as the next logical step of our enlisted continuum and professional growth and development. Through the course of the year these development guides should be trained to and completed.

To all Chief Petty Officers:

This document does not dictate to you how to induct our new Chief Petty Officers. It does not specify every right or every wrong. I'm giving the CMCs the flexibility to run their Induction the way they see fit. But do not mistake my intent. Stay safe. Every event should be planned in alignment with the Navy Ethos, Navy Core Values and the CPO Mission, Vision and Guiding Principles. Do not haze these Sailors. Train them and develop them.

And when they prove themselves to you...accept them. That's the ultimate goal and I trust every one of you to ensure that when these leaders are accepted into our Mess, they've earned that honor.

Our Navy is stronger because of you and I thank you for that. Induction is yours, but it affects every one of our Sailors. Keep that in mind as we develop our new Chief Petty Officers.

CMC's take charge and move out.

