DEPARTMENT OF THE NAVY
MASTER CHIEF PETTY OFFICER OF THE NAVY

MCPON's 2012-2013 CPO 365 Guidance

CPO 365 started anew September 17, 2012. We have now authored two compelling chapters in a formidable narrative that defines the journey from First Class Petty Officer (FCPO) to the Chiefs' Mess and energizes the strength intrinsic to our gold fouled anchors. This is your success story, brought to life by creatively blending 119 years of prominent tradition with a passionate commitment to provide the leadership our Sailors demand and should expect from the Chief Petty Officers' Mess. We are all beneficiaries of this evolving process to *Zero in on Excellence* ... First Classes, Chiefs, the Wardroom, our Total Force … and have a vital stake in keeping it on an upward trajectory. Necessity and nature dictate that we constantly breathe new life into it if we want the practice to remain relevant and to effectively support the CNO's *Sailing Directions* and his tenets of warfighting first, operating forward and being ready.

Messes spanning the globe have infused **CPO 365** with their own unique spirit. As CPOs move between duty stations, that spirit becomes transient and takes root in distant places. Good ideas born in Pohang are suddenly part of the plan in Pensacola, and a training curriculum devised in Norfolk takes center stage in Naples. Regardless of geographic coordinates, it is open minds and focused objectives that are the common denominators of enduring progress. Vertical and horizontal collaboration among counterparts also has phenomenal potential in dispersing best practices. It is okay, even encouraged, to share how your Messes are keeping the fire alive for 12 months and to emulate what others are doing that might work well inside our own lifelines.

My guidance for **CPO 365** will seem familiar in many respects but fundamentally different in others. The process is gaining tangible traction and growing in scope. The ingenuity of our Chiefs in fusing mission requirements with opportunities to conduct productive training will keep us methodically moving in the right direction. I want to reiterate the significance of instilling fundamentals like good order and discipline, our Core Values and the Navy Ethos early on, and of reinforcing them throughout the year with practical application. Additionally, look for occasions to incorporate interaction with the Wardroom. Many officers I've met expressed their enthusiasm for enhancing the relationship between our communities. We should leverage every chance to do so as these are the future flag officers, commanding officers and department heads who will take our Fleet over the horizon.

Effective immediately, this guidance and our process will be called **CPO 365** - and **CPO 365** only. **"Induction" is hereby officially and respectfully sundowned.** **CPO 365** will consist of **two** phases. Phase 1 starts September 17 and concludes when the NAVADMIN announcing CPO selection results is released. All FCPOs will participate throughout the duration of Phase 1 regardless of whether they are board-eligible or not.

Phase 2 starts when the NAVADMIN announcing CPO selection is released and concludes with the Pinning Ceremony. All FCPOs will also remain engaged in primary training events during Phase 2, although there will be specific instances where CPO Selectees conduct separate sessions (i.e. fundraising, CPO Selectee Leadership Course and others to be determined by CMCs).

When we announce the selection results for Chief Petty Officers, we will congratulate our FCPOs on their selection and conduct a celebratory Meet-and-Greet for them and their families. We will then continue with the same principled, professional leadership training that we should have been conducting all year. We will NOT abruptly start using a different tone or harsh style of training (as was customarily practiced at some locations in the past). We will respect and treat those that have been selected to become Chief Petty Officers in the same way that we treat each other and that is NOT open to interpretation.

For CPOs and Selectees, Phase 2 will contain many of the same time-honored traditions we've embraced for years, including CPO Charge Books, meet-and-greets, and a capstone event focused on the critical relevance of teamwork and resilience. However, Phase 2 will not result in Selectees being TAD from their commands in secrecy for six weeks, or our Messes involved in any conduct that requires us to review the Hazing Policy before we start. The capstone event, referred to as the "Final Test" will last no more than 18 hours and conclude no later than Midnight on the evening before pinning.

If our process is truly **CPO 365**, all FCPOs will be afforded the opportunity for consistent year-round professional development. Will the group dynamics change once board-eligibility is determined and again when Selectees are identified? Absolutely! But we must work through these challenges and stay committed to developing the leadership skills of every FCPO – **it is my #1 priority**. Developing effective leaders does not happen in a few short weeks - it is a continuous and never-ending process. **CPO 365** is the single sustained method we will use to train, build and develop Chief Petty Officers.

I am not taking anything away from the processes we have effectively used in the past or from those that have trained or been trained by those processes. They worked well for their time and solidly established the prominence of our CPO Mess. However many of my mentors, both active and retired, have taught me that continuous improvement requires change. The United States Navy has been in a constant state of change since 1775 and our ability to adapt and overcome challenge has always been one of the Chief Petty Officers' greatest hallmarks. The changes I am implementing with this guidance continue a logical, necessary and steady evolution at work for 119 years, one that recognizes both the environment in which we operate and the critical need to develop leaders for success in the modern era. It is simply about controlling what we own.

CPO 365 needs to challenge FCPOs physically and intellectually, and to hone the basic tenets of teamwork, time management and tenacity throughout the year. With honest all-around effort during Phases 1 and 2, CPOs and FCPOs will have a solid foundation that supports heightened success. Our Final Test and the pinning ceremony are imperative finishing touches … the time-honored ties connecting the illustrious legacy of those who went before us to the inspirational potential of those who will lead the next generation of Sailors, and ensuring the legacy of excellence remains strong and true.

Make safety and situational awareness your principal considerations in every training event. Anticipate and mitigate risk ahead of time as you do with all other evolutions, and do not confuse legitimate tradition with archaic antics that can lead to injury or misplaced criticism of our methods. Intervene immediately if necessary to prevent someone from getting hurt or if you see Shipmates stepping over the lines of acceptable conduct. Mentorship and bystander intervention have been Mess strengths for years and are key practices that we must teach to our Sailors through example.

Involve families early and often. Keep them up to speed on training schedules and invite them to participate whenever possible. Transparency and frequent family engagement goes much further in demonstrating the importance of them to our readiness and career success. They will welcome the inclusion.

CPO 365 is consequential career development to produce new Chief Petty Officers through challenging, but controlled, mental and physical activities. Done correctly, it will never come close to anything that can be construed as hazing. Keep the process positive and professionally provocative. ***Tested, Tried and Accepted*** is still a precise maxim if we employ innovative methods that balance adversity with encouragement, endurance with acceptance, and conflict with proven paths to resolution. "Dos and Do-Nots" remain in place to eliminate room for interpretation on specific subjects that can run counter to our desired end-state. Respect the dignity and welfare of Selectees while pushing them to new limits. They deserve, and I expect, nothing less.

CMCs are singularly accountable for the safe, successful execution of training. They will be keenly involved from beginning to end. Aside from thorough process preparation, CMCs will brief Commanders/Commanding Officers on their local **CPO 365** process and provide regular updates to keep them informed of progress. This will not be viewed as an "If-I-feel-like-it" program. As Chief Petty Officers, it is our duty and responsibility to train our reliefs, and we must … I repeat … must be all-in and fully engaged with **CPO 365**. CMC leadership reinforces the conviction that **CPO 365** is instrumental to the professional growth of Sailors and relevant to command esprit de corps.

We should all be proud of our **CPO 365** program and possess confidence that it preserves tradition while preparing our FCPOs for promotion to the next paygrade. Both objectives stand essential to the esteem of our Mess and the professional prosperity of our Sailors. **CPO 365** was an original concept of the Fleet and developed by the Fleet. Your leadership, your commitment and your energy are the fuel of this process … they will keep this distinguished institution, our U.S. Navy Chief Petty Officers' Mess, vibrant and meaningful.

The duties and responsibilities of a Chief Petty Officer are for professionals only. We are the most respected group of enlisted leaders in the world and must ensure that we provide the type and level of training that ensures this remains true today and in the future. Please download my **CPO 365 video message** and watch it with your Mess at your next **CPO 365** session. I am proud of each of you and am confident that you will embrace this guidance and get after it like only Chiefs can.

Mike Stevens

MIKE STEVENS
Master Chief Petty Officer of the Navy

General Guidance for CPO 365

This guidance does not include every aspect of how we train new Chief Petty Officers nor does it specify every right or wrong. **CPO 365** guidance allows CMCs the flexibility to conduct training the way they see fit, but do not confuse my intent. Every event will be planned in alignment with the Navy Ethos and our Core Values. It is up to you to train and develop the Sailors under your charge and when they prove themselves to you … accept them into our Mess. I trust every one of you to ensure that when these leaders are accepted into our Mess, they've earned that honor.

The two phases of **CPO 365** are designed to ensure we are continually and steadily preparing our FCPOs to enter the Mess on Friday, September 13. As leaders, do not rely on a 5-to 6-week period to effectively prepare our First Class Petty Officers as full-up and ready to wear Anchors.

Ensure Reserve Component FCPOs are incorporated into the command's **CPO 365** process. Reserve Component Selected Reserve (SELRES) Selectees who travel long distances to drill are authorized to complete Phase 2 at their closest Navy Reserve Activity (NRA). Our SELRES Sailors should not be penalized because of the reduced time they have to apply to the process. Commands need to embrace these differences, bring them on board as part of the team, and provide training like any other FCPO.

The following phases of development and training (CPO 365) are examples of what should occur as we engage our FCPOs and prepare them to enter the Chiefs' Mess.

Phase 1: Begins September 17 and concludes when the NAVADMIN announcing CPO selection is released. It is used to build the foundation in the year-round training cycle. This phase sparks the teamwork and initial training to engage the FCPOs on their road to becoming Chief Petty Officers. All FCPOs will participate throughout Phase 1, regardless of whether they are board-eligible or not.

- CPO Mess trains FCPO Mess on CPO expectations and responsibilities;
- Perform fitness and nutritional assessments of all FCPOs to develop personal training plan that will foster sound physical readiness. Utilize Personal Training Plans to provide constructive guidance to FCPOs. The Navy Fitness Training Plan web site includes numerous other resources that can be considered;
- Visit the Navy Operational Fitness and Fueling Series (NOFFS) web site to identify workouts tailored to your platform, location and individual FCPOs – a great way to get Sailors at different fitness levels involved in a group workout;
- Participate in community service events with CPO/FCPO Messes. This includes, but is not limited to, CPO runs in conjunction with local road races/fun runs and contributions to other community relations efforts such as facilities/landmark restoration projects;
- Conduct periodic CPO/FCPO/Wardroom combined training/teambuilding and PT events;
- Visit/Conduct training at Fleet and Family Support Center (FFSC) and Navy and Marine Corps Relief Society office;
- Conduct regular FCPO Mess Training:
    - Possible subjects include *Sponsor and Indoctrination, CDBs, Mentorship, Recognition, Perform-to-Serve, Navy Equal Opportunity, DAPA/UPC, SAPR, FAP, ORM, and Heritage Junior Officer interaction, Manning (EDVR and AMD), EFM, CACO, Heritage and Chiefs' Mess Training [CMT]*)
- Conduct Career Development Boards (CDB) on all non-board eligible FCPOs.

Phase 2: Begins when the NAVADMIN announcing CPO selection is released and is designed as the final training period to prepare Selectees for entry into the Chiefs' Mess. This phase culminates with the Final Test on September 12, followed by a pinning ceremony on Friday, September 13, 2013. All FCPOs will participate throughout Phase 2, although there will be instances where CPO Selectees conduct separate sessions (specific events to be determined by Command Master Chiefs).

- Conduct CDBs on all non-selected FCPOs;
- Continue regular core **CPO 365** training for non-selected FCPOs;
- Conduct Meet-and-Greet with Selectees and families;
- Conduct Selectee Spouse Symposium;
- Assign Charge Books;
- Complete Chief Petty Officer Selectee Leadership Course (CPOSLC);
- Conduct CPO/Selectee/Wardroom combined training/teambuilding and PT events;
- Perform fundraising necessary to cover Phase 2 Selectee expenses only;
- Complete heritage training;
- Conduct an official BCA and PFA on all FCPOs selected for advancement to CPO;
- Perform Final Test;
- Perform Pinning Ceremony.

At the end of Phase 2, when our Selectees have earned their Anchors, I expect they will look back at **CPO 365** as one of the most challenging and rewarding experiences of their career. We are in the business of building, developing and challenging Senior Enlisted Leadership. Do it professionally!

Notification

This is an important aspect of Phase 2 and sets the expectations of the Selectees, Chiefs' Mess, Wardrooms, crew and spouses.

- CMCs should coordinate with the Commanding Officer or OIC prior to release of Selection Board results to determine the best method to inform those selected or not selected. Due to the many means to communicate this information and the way our Sailors are operating, it's often times impractical or impossible to hold selection results in abeyance until leadership has been informed. Commands must employ the best notification method for the environment in which they are operating.

- Ensure each non-selected FCPO is appropriately notified and given a CDB as soon as operationally feasible. This single event could be the most important part of **CPO 365** when developing future Chiefs. Non-Selected FCPOs are valued members of the command and the Navy and by conducting these CDBs, our Mess can place them on a course for selection in the future. I recognize the challenge here, but trust our Mess to continue to train our FCPOs throughout this period and rise to the occasion as we always do.

- Selected Reservists participating in authorized training events MUST be in a drill status. In order to allow for maximum participation, SELRES personnel (CPOs and FCPOs) may utilize "non-paid additional drills." Incremental IDT periods may be utilized for SELRES that are unable to meet the full IDT Period. At no time will any SELRES personnel participate in any **CPO 365** events without being on some type of orders.

Selectee Meet-and-Greet

This is an occasion for Selectees to introduce themselves to the Mess. Successful ones set the tone for a "positive experience" by involving families and immediately communicating to them, the intent and history of **CPO 365**. There is plenty of time during Phase 2 to conduct training for Selectees – the Meet-and-Greet will focus on discussing the process and welcoming families as soon as possible.

Spouse Involvement during Phase 2

During Phase 2 of training, it is key to further establish a connection with the family and give spouses a schedule annotating events they are invited to attend. Based on current operations and OPTEMPO, inclusion of our CPO families has never been more important than today. We have come a long way in increasing the involvement of families in **CPO 365**. Because it one of the most critical aspects of the process, it is an area where we should look for even more opportunities to engage. Issues such as distance and timing can impact the desired level of participation; therefore an alternate means of disseminating the vital information should be included in the planning process.

- Conduct a Meet-and-Greet that involves families and communicates the purpose of **CPO 365**. It should be both educational and enjoyable for CPOs, Selectees and family members. Do not conduct training at this event.
- Include spouses or significant others of deployed Selectees in any event to which family members are invited.
- Request a Chief's, Senior Chief's or Master Chief's spouse to act as a mentor for the CPO Selectee's spouse. In addition to the CPO Selectee's sponsor, this provides the CPO Selectee's spouse another military spouse with whom to communicate.
- *Guidelines for CPO Spouses* is a publication written for and by CPO spouses; it is an excellent tool to help family members understand their new Chief's role and responsibilities. CMCs should make this publication available to all Selectees' family members. Although an outstanding resource, it should complement a personal brief by the CMC, not replace it.
- Base/Region/Command-wide CPO Selectee Spouse information symposiums/forums should be a part of Phase 2. These have proven to be beneficial events for our new Chief Petty Officer spouses. When possible, seminars/forums should be a coordinated effort between Messes to strengthen the process and the information/training made available.
- Embrace the use of social media to include your families and spouses, including those who are geographically separated. Social media ensures family and friends are able to share this important career milestone and demonstrates the transparency now associated with **CPO 365**.

Sponsor Assignment

Sponsors play a significant role and are keys to success throughout the **CPO 365** process. It is critical that leadership takes the time to match the right Sponsor with the right Selectee. Be alert for Sponsors who appear to lose steam; first counsel, and then remove the Sponsor if a course correction is not made. If a circumstance arises where a primary or alternate Sponsor cannot be present at a training event, it is imperative that another CPO is designated and present to assist.

Training Guidelines

Conduct training and activities in a group format. Training **must not** interfere with operations or be held at the expense of mission accomplishment. CMCs are responsible for maintaining a balance between operational requirements and **CPO 365** events, and for ensuring the chain of command has situational awareness throughout the process. I expect CMCs to brief their Commanders/ Commanding Officers on the training plan, gain approval and then brief the wardroom. An informed wardroom can provide substantial support.

- Safety and ORM should be at the forefront for all evolutions being conducted.
- The Center for Personal and Professional Development (CPPD) unveiled a new ***Chief Petty Officer Selectee Leadership Course*** (CPPD-LEAD09-004) in September 2012. It is available for download on NKO. It has 14 topics divided into three units and includes content such as: Leading and managing a division as a Chief; Mentoring and supporting junior officers; Communicating effectively within the chain of command; and Executing the expectations of your leadership triad.
- Ensure the following topics are addressed and trained to throughout **CPO 365**.
  - CNO's *Sailing Directions* and *Navigation Plan*
  - MCPON's *Zeroing in on Excellence* Initiative
  - 21st Century Sailor and Marine
  - Navy Operational Stress Control
  - Sexual Assault Prevention and Response (SAPR)
  - Suicide Awareness and Prevention
  - Command Managed Equal Opportunity
  - Ethics
  - Family Advocacy Training
  - Navy Alcohol and Drug Abuse Prevention
  - Sexual Harassment Policy
  - Hazing Policy
  - Fraternization Policy
  - Brilliant on the Basics (BoB)
  - CPO Mess Training (CMT) at NKO
- Use this opportunity to discuss the Brilliant on the Basics (BoB) Guide. CMCs should provide every FCPO a copy of the BoB guide to train on and become familiar with throughout the year. Knowing and executing the six elements of BoB will make all FCPOs and our current Chiefs a more informed group and further strengthen our Mess.
- You may utilize the ***CPO 365 Development Guide*** as a resource in compiling your local Personnel Qualification Standards. This document is modeled on successful versions used previously at different locations around the Fleet, and emphasizes many of the priority topics that are relevant in today's Navy. The ***CPO 365 Development Guide*** should be augmented with local references and resources, but duplication of requirements must be minimized to prevent undue consumption of FCPO time.
- Select/create activities which support and teach our Navy Ethos and Core Values.

Physical Fitness Training

Physical Fitness is a continual process, whether group or individually based, and builds camaraderie quicker than almost any other activity. We can benefit even further by capitalizing on Navy programs/resources available to assist in developing/maintaining physical fitness habits.

The Navy Operational Fueling and Fitness Series (NOFFS) may be downloaded from CNIC's Fitness, Sports and Deployed Forces web site at www.Navyfitness.org.

- Prior to participating in any Physical Training, any/all personnel must meet requirements set forth in OPNAVINST 6110.1J (screened and medically cleared)
- Conduct one-on-one fitness assessments of individual FCPOs and develop personal training plans using form at http://www.navy-prt.com/files/Personal_Training_Plan.pdf.
- An official PFA will be conducted IAW OPNAV 6110.1J at the completion of Phase 2 to provide the Commanding Officer with necessary frocking information. Commands will perform the PFA in the Navy Physical Training Uniform (PTU).
- PT should follow a building-block process that gradually increases aerobic capacity and muscular strength. Start out with short runs and simple calisthenics. Emphasize proper form early and avoid events that could injure personnel unaccustomed to high-intensity exercise. Remember to have medical personnel present at all physical training evolutions.
- PT should be group-oriented, build camaraderie and reflect a strong sense of esprit-de-corps among the FCPOs and the Chiefs.
- During PT sessions, the only authorized attire is the Navy Physical Training Uniform (PTU), which will be worn in compliance with Navy Uniform Regulations. CPO Pride T-shirts are encouraged for wear at events such as fundraising, COMREL projects and social gatherings.
- Selected Reservists will not participate in any structured PT events unless on/under orders.

Fundraising

Working closely with the treasurer, the CMC will approve, monitor and account for all Selectee fundraising and expenditures. Selectees are not authorized to engage in individual fundraising campaigns or to accept private donations. Funds raised by Selectees during **CPO 365** will be strictly limited to cover direct costs of their professional development and unit cohesion (i.e. Charge Books/ Vessels, Meet-and-Greets, T-Shirts, recognition packages, etc.). Excess funds will NOT be contributed to Messes, or used to purchase Khaki Ball tickets or provide seed money for the next year's **CPO 365** - they should be donated to Navy charitable organizations. Remember, fundraising is a minor part of **CPO 365**. Fundraising time will not come close to superseding training time.

Navy Retirees

Our retiree community is a national presence. Find retired Chiefs, brief them on this document and the guidelines to be adhered to in the conduct of **CPO 365**, encourage them to participate, and 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 **CPO 365** and Mess activities year round.

History and Heritage

Take every opportunity to emphasize history, heritage and Naval traditions. Our strength is linked to our past. Utilize the Naval History and Heritage Command website at: http://www.history.navy.mil

- Teach your command and Navy history. It is important for new FCPOs to be connected with and fully understand our past as we continue to forge the future.
- An example of heritage is that many Messes now maintain their guidon from year-to-year. Just imagine, a CMC going back to the command they made CPO at 10 years before and showing those Selectees their name on the streamer. Ideas like that keep our Mess strong and **CPO 365** relevant.
- Many areas where our forces are located have rich naval history and many maritime venues to utilize during the course of the year … use them. This drives home where we've been and continues to build upon the foundation from those who have gone before us.
- Have Selectees learn a part of our history and present it to the Mess. That education can be derived from books or personal conversations with our veterans and retired CPOs.

Charge Books

Charge Books are steeped in the celebrated lore of CPO tradition; one of the most prominent and treasured symbols of a Sailor's transition to the Mess. Before constructing Charge Books, Selectees should be well-versed on the origins and true intent of the instrument. CPOs should emphasize those historical references throughout Phase 2 and provide thoughtful entries that are consistent with the original purpose of sharing personal experiences to develop enlisted leaders.

Charge Books should be constructed with the expectation that your Selectees will want to proudly display and refer to them for many years. They should have ample space to post CPO entries/ memories throughout their career, to include entries by retired Chiefs. Eventually, the final entry should be a retirement letter from the Master Chief Petty Officer of the Navy.

The use of electronically generated entries is authorized for those situations in which your travel or deployment schedule would prevent you from being able to pass along words of wisdom to Sailors.

Service Song

Standardize the use of our Service Song, Anchors Aweigh. Whenever Anchors Aweigh is played as part of an **official** ceremony, function or event, all Navy personnel not in formation will immediately come to attention, face the source of the music, and stand-fast until the song has ended. Personnel in formation will be brought to attention and the formation commander will face in the direction of the music. Chief Petty Officers should comply with these guidelines when in uniform or civilian attire. Whenever Anchors Aweigh is played during **non-official** ceremonial functions/events (i.e., athletic competitions, PT, CPO training), all current and former Chief Petty Officers should join in the singing of our service song if it is deemed applicable by the Senior CPO present.

Other service/nation participation

Other service/nation participation is no longer authorized. The development of a Chief Petty Officer is a process that primarily starts on the day a Sailor is advanced to FCPO and begins **CPO 365**. It can, in no way, be replicated in a few short weeks.

Final Test (Thursday, September 12, 2013)

- The Final Test will be a culmination of all training provided during **CPO 365.** It must galvanize the basic attributes of trust, teamwork, dedication and endurance through practical application of knowledge, skills and abilities acquired throughout the year. Execute functional checks on:
    - Leadership
    - Critical Thinking
    - Competency (Tailored to specific warfare communities or geographic areas)
    - Knowledge (Brilliant on the Basics and other programs and policies)
    - Fitness (Incorporating all aspects of NOFFS)
    - History and Heritage
    - Acceptance (Determined by demonstrated leadership/teamwork during Final Test)
- Our new Chief Petty Officers must demonstrate the composure and confidence necessary to effectively lead Sailors and within the Mess. The Final Test should validate your Mess' **CPO 365** training topics and techniques, and leave you convinced that your Selectees are ready for their new roles.
- Use a serious tone that conveys the gravity of this milestone. When our Selectees have Anchors pinned on their collars and become fellow Chiefs on September 13, I expect they will look back at **CPO 365** as the most rewarding experience of their careers. It's up to you to ensure they do.
- Design Battle Station-like events for the Final Test. These battle station events will reflect our Navy Core Values and fully support the spirit and intent of **CPO 365**.
- The Final Test may begin at **0600** on September 12. It must conclude no later than **2359** on September 12.
- Remove members from the events who are not following established guidelines and when necessary, hold them accountable.
- Communicate that participation in the Final Test is limited to active, reserve and retired Chiefs. The Mess may invite their CO/OIC and Executive Officers.
- It must be understood by all participants that the Final Test is strictly a professional training event. There is no room for conduct or actions contrary to good order and discipline.
- Always remember that ***Tested, Tried and Accepted*** is determined by your level of effort and the quality of training provided to prepare FCPOs for the Final Test. Your Mess' continuous investment in training throughout the year and clear communication of expectations for FCPOs will shape the outcome. Accordingly, we must first and foremost be critical of ourselves and ensure a focus on excellence is sustained for the duration of **CPO 365**.

Pinning Ceremony (Friday, September 13, 2013)

This should be one of the most memorable events in any Chief's career. The pinning ceremony demands careful planning and should be a professional military function conducted IAW Navy customs and traditions. Each Mess should coordinate a ceremony that is unique to their location, command heritage, Navy traditions and circumstances. U.S. Navy Regulations provides guidance with respect to the proper military protocol that should be followed.

- This day is about our new Chiefs and their families, not about how elaborate an event we can put on … make it poignant and professional. Remember, bigger is not necessarily better, and new is not necessarily improved.
- Selected reservists may conduct their pinning ceremony the first weekend following the 13th.
- An alternate pinning date may be requested via the respective Fleet/Force Master Chief if operational commitments dictate, or to ensure total command and family participation.

Responsibilities of the CMC

Each leader is responsible and accountable for the conduct of the **CPO 365**. As I stated earlier you will not abdicate your responsibilities to a CPOA or committee — you will lead this process. Specifically:

- As the CMC you or a designated Chief Petty Officer Coordinator must attend all **CPO 365** events. If the CMC is unable to attend the Final Test, the FORCM or FLTCM must be notified as to the reason.
- Include maximum participation from your CPO Mess in all activities throughout **CPO 365**.
- Actively mentor and guide your Enlisted Leaders/sponsors, ensure they are engaged from the beginning to the end.
- Conduct periodic "how-goes-it" interviews with every Selectee and their spouse. Chief Petty Officers should conduct the same reviews with Selectee spouses.
- Use your judgment, uphold our Core Values, and do what you know is right and the FCPOs will be appropriately trained.
- Provide your TYCOM FORCM /ISIC CMC an after action report on how training was conducted, lessons learned and best practices to ensure we continue to evolve our training and tradition. The reports should be forwarded to the respective Fleet Master Chiefs via your ISIC and chain of command. Through this effort we will continue to grow as leaders.
- Fleet Master Chiefs will ensure all lessons learned are reviewed to ensure best practices enable our entire CPO Mess to grow together and learn from each other.

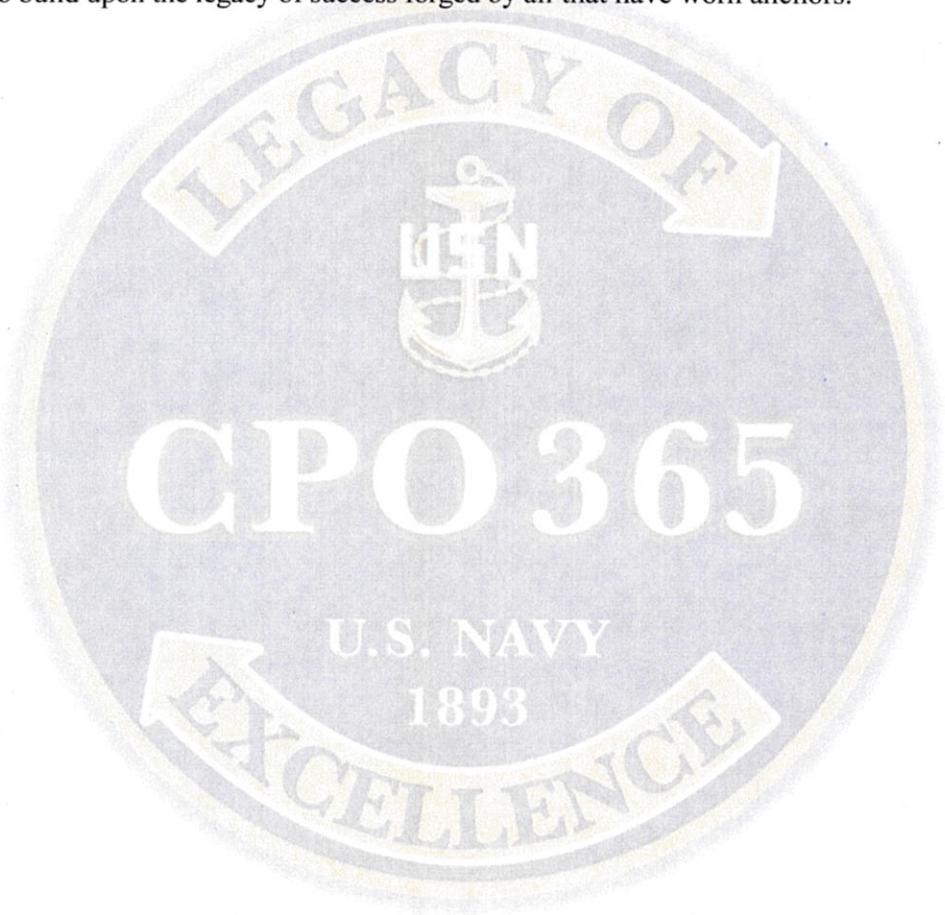
DO:

- ❑ Brief the Commanding Officer and Wardroom on the purpose of **CPO 365** and your Mess' plan for execution;
- ❑ Make Meet-and-Greet a positive event that introduces family members to the Phase 2 process early and gets things going on a high note;
- ❑ Select/create activities which support and teach our Navy Core Values, Navy Ethos, and CPO Mission, Vision and Guiding Principles;
- ❑ Consider having your Selectees participate in unique opportunities like USS CONSTITUTION, Recruit Training Command Back-to-Boot-Camp CPO Heritage Training, and CPO Legacy Academies;
- ❑ Have FCPOs embrace a part of our heritage and present it to the Mess. Topics can be derived from books recommended by the Command Master Chief or personal conversations with our veterans and retired Chief Petty Officers. If possible, invite a retired CPO to address FCPOs;
- ❑ Embrace and learn a part of your command history. Our commands are more active and our missions more diverse today than at any time in history;
- ❑ Conduct training and activities group formats. Use this opportunity to discuss the ***CPO 365 Development Guide*** available electronically at the Command Leadership School web site under CMC/COB Course CMC/COB documents;
- ❑ Remove members from **CPO 365** events who are not following established guidelines;
- ❑ Communicate that participation in the Final Test event is limited to active, reserve and retired CPOs. The Mess may and should invite their Commanding Officers and Executive Officers.

DO NOT:

- ❑ Allow the consumption of alcohol during any interaction between CPO and FCPOs, including social events;
- ❑ Use obsolete props that undermine the concepts of dignity and respect for FCPOs;
- ❑ Force or allow Selectees to eat or drink food or liquids for any reason other than normal nutritional needs;
- ❑ Tolerate physical abuse of any kind;
- ❑ Use profanity;
- ❑ Allow cross-dressing or any sexually explicit behavior at any time;
- ❑ Allow conduct or actions contrary to good order and discipline during the Final Test.

A Final Note

I expect every Chief Petty Officer to read this guidance in its entirety, and for all CPO Messes to discuss it as groups. While the guidance is not all-inclusive, it does provide a proven foundation for effectively developing a new generation of CPOs. Solid leadership, sound judgment, common sense and situational awareness need to prevail in all situations not expressly covered in this document.

I expect you and every member of your Mess to exercise the leadership and professionalism that we are entrusted with each and every day; hence **CPO 365**. We each know the difference between right and wrong and will be held accountable. I have the utmost confidence in our ability as a Mess to continue to build upon the legacy of success forged by all that have worn anchors.