

MCPON GUIDANCE MEMORANDUM (MGM) #2016 – 01



DEPARTMENT OF THE NAVY
MASTER CHIEF PETTY OFFICER OF THE NAVY



2015-2016 CPO 365 Guidance

It is well known that Chief Petty Officers (CPOs) are professional leaders who are accountable individually and together as a CPO Mess for our actions. Each of us has the responsibility to understand and follow the policies and regulations of our profession. CPO 365 is designed as the single sustained leadership training method for our entire CPO Mess. This guidance provides us with commonality of purpose as we safely and effectively develop Chief Petty Officers.

CPO 365 has been and will continue to be an evolutionary process, as Chief Petty Officers, spanning the globe, continue to embrace CPO 365 with their own unique spirit. Regardless of geographic coordinates, it opens minds and contains focused objectives that are common denominators towards enduring progress. 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 and emulating what others are doing.

As delegated by the Chief of Naval Operations (CNO), the Master Chief Petty Officer of the Navy (MCPON) is responsible for developing and overseeing the implementation of CPO 365 Guidance. This guidance will provide the Chief Petty Officers Mess with a universal, safe, and effective method of training for all future CPOs to meet the mission of the Navy. This must be done in a manner that is in keeping with the Navy's Core Values, regulations and laws.

As described in Navy Regulations, Commanding Officers (COs) are singularly accountable for the safe, successful execution of training within their Commands or Units. As delegated by the CO, unless otherwise directed, it is the responsibility of the Command Senior Enlisted Leader (CSEL) to serve as their CPO 365 direct representative and be keenly involved from beginning to end. Aside from thorough process preparation, CSELs will brief the CO on their CPO 365 process and provide regular updates to keep them informed of progress. As Chief Petty Officers, it is our duty and responsibility to train our reliefs, and critical, that we be all-in and fully engaged with CPO 365. CSEL leadership reinforces the conviction that CPO 365 is instrumental to the professional growth of Sailors and relevant to command success.

We should all be proud of our CPO 365 program and possess confidence that it preserves the right traditions while preparing our First Class Petty Officers (FCPOs) for promotion to the next paygrade. Both objectives stand essential to the esteem of our Mess and the professional prosperity of our Sailors. Your leadership, your commitment, and your energy are the fuel for this process ... they will keep this distinguished institution, our U.S. Navy Chief Petty Officers' Mess, vibrant and meaningful. I want to emphasize the significance of our Navy Ethos, Navy Core Values, and Chief Petty Officer Mission, Vision, and Guiding Principles (MVGP).

Chief Petty Officers are one of the most respected groups of enlisted leaders in the world. Our responsibility is to ensure we provide the type of education and training that makes this statement true today and in the future.

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 have the utmost confidence in your ability as a Mess to continue to build upon the legacy of success forged by all that have worn anchors.

A handwritten signature in black ink that reads 'Mike Stevens'.

MIKE STEVENS
Master Chief Petty Officer of the Navy

A thick, stylized horizontal line drawn in black ink, consisting of several overlapping, wavy strokes.

General Guidance for CPO 365

CPO 365 guidance affords command leadership the flexibility to conduct education and training in alignment with the Navy Ethos, Navy Core Values, and CPO MVGP. This guidance does not include every aspect of how we develop new Chief Petty Officers nor does it specify every right or wrong.

The two phases of CPO 365 are designed to ensure our CPO Mess and FCPOs are continually and steadily developing to succeed in future leadership positions. CPO 365 needs to challenge all of us physically and intellectually, and hone the principles of accountability, integrity, toughness, and initiative. With honest all-around effort during Phases I and II, CPOs and FCPOs will have a solid foundation that supports heightened success.

CSELs are singularly accountable for the safe, successful execution of education and training; however, as Chief Petty Officers we all have a duty and responsibility to train our reliefs, and it's critical that we be all-in and fully engaged with CPO 365. Respect the dignity and welfare of all participants while pushing one another to new limits; we deserve, and should expect, nothing less. Done correctly, this process will never come close to anything that can be construed as hazing.

Keep the process constructive and professional; CSELs will brief Commanding Officers on their local CPO 365 process and provide regular updates to keep them informed of progress. CSEL leadership reinforces the conviction that CPO 365 is instrumental to the professional growth of Sailors and relevant to command esprit de corps.

Involve the wardroom early and often. Effective commands leverage the synergy of healthy wardroom/CPO Mess relationships to strengthen teamwork and trust. Junior and mid-grade officers participating in today's process will become tomorrow's Commanding Officers.

Involve families early and often. Be transparent; keep them up to speed on training schedules and invite them to participate whenever possible. Frequent family engagement goes much further in demonstrating the importance of them to our readiness and career success--they will welcome the inclusion.

Other service/nation participation for E-7 and above is authorized, granted they participate for the entirety of Phase I and Phase II. At the discretion of the gaining CPO mess, a person can start at one command and complete the training at another command.

While fundraising accomplishes some of the team-building goals of an effective CPO-365 program, fundraising is conducted year-round by members of the CPO Mess, as a "by-your-own-for-your own" non-Federal entity. All fundraising will be conducted IAW DoD and Navy (legal and ethics) policies.

Make safety and situational awareness your principal considerations in every aspect of the processes. Anticipate and mitigate risk ahead of time as you do with all other evolutions, and do not confuse legitimate tradition with 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 into unacceptable conduct.

Phase I

CPO 365 Phase I is mandatory for all First Class Petty Officers, regardless of time-in-rate or board eligibility. Your years of experience bring great value to CPO 365 and will undoubtedly contribute to process success and that of all participants. Furthermore, as a First Class Petty Officer, the Navy has an expectation that you are a leader and as such, the CPO Mess has a responsibility to ensure we are setting the conditions for our FCPOs to be successful.

Phase I starts September 17 and concludes when the NAVADMIN announcing CPO selection results is released. The intent of Phase I is to strengthen a Sailors' foundation of leadership, management, and technical capability through interactive, scenario-based, professional development, and the shared experiences of both FCPOs and CPOs. Done correctly, the result is a more confident, competent, and effective leader.

Phase I Training Guidelines

Conduct individual and/or group activities focused on leadership, management, and technical capability. Training must not interfere with operations or be held at the expense of mission accomplishment. CSELs 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. CSELs will inform their Commanding Officers on the training plan, gain approval, and brief the wardroom.

Safety and Operational Risk Management (ORM) must be at the forefront for all evolutions being conducted.

It is vital that CPO 365 training is relevant and continuously refreshed in all facets. The below topics are not all-inclusive, rather, intended to provide you with basic ideas and concepts to keep your training program active and the current. It is the responsibility of each CPO Mess to establish a training plan with the highest degree of periodicity that will ensure the absolute best education and leadership training through experience-based discussions and scenarios. A "Starter Kit" of topics includes:

- CNO's "A Design for Maintaining Maritime Superiority"
- Navy Ethos/Navy Core Values/Ethics
- CPO Mission, Vision, and Guiding Principles
- MCPON's Zeroing in on Excellence
- Brilliant on the Basics (BoB)
- Destructive Behaviors
- Operational Risk Management
- Navy Customs, Courtesies, and Traditions
- Family Advocacy/Domestic Violence
- Fraternalization
- Work-Life Balance/Operational Stress Management
- Technical Competence and Authority
- Time Management and Planning
- Selection Board Precepts and Process
- Situational Leadership and Motivational Strategies
- Social Media
- Effective Communication
- Team Building/COMREL
- Division in the Spotlight programs
- Wardroom Relationships

Phase I Responsibilities

- The CSEL is overall responsible and accountable to their CO for CPO 365 within their organization.
- The CSEL will brief the CO and Wardroom on the purpose of CPO 365 and your Mess' plan for execution; including a discussion of accountability for participation/non-participation.
- In the CSEL's absence, a designated representative will attend CPO 365 events.
- The CSEL is responsible for developing local Personnel Qualification Standards (PQS).
- The CSEL will actively mentor officers, CPOs, and FCPOs, periodically soliciting feedback.
- In our efforts to continually improve the process, the TYCOM FORCM/ISIC CSEL will periodically pulse their CSELS and communicate best practices and lessons learned for future review by the FLTCMs.
- The CSEL in coordination and cooperation with the Reserve Component will ensure Reserve Component Sailors are incorporated into the command's CPO 365 training process. Reserve Component Selected Reserve (SELRES) Sailors who travel long distances to drill are authorized to complete Phase II at their closest Navy Reserve Activity (NRA). Our SELRES Sailors should not be penalized because of the possible reduced time they have to participate and apply to the process. Commands need to embrace these challenges, bring them on board as part of the team, and provide training like any every other FCPO.
- The CSEL will engage our retired Chiefs community and encourage their participation through shared experiences and lessons of years past.
- The CSEL will ensure good order and discipline is maintained.
- The CSEL will incorporate physical fitness and nutrition education.

Phase I Physical Fitness Training

- PT should follow a building-block process that gradually increases aerobic capacity and muscular strength. Emphasize proper form early and avoid events that could injure personnel unaccustomed to high-intensity exercise. Medical personnel will be present at all physical training evolutions.
- PT should be group-oriented, build camaraderie, and reflect a strong sense of esprit-de-corps among all participants.
- CPO Pride T-shirts are authorized for wear during all PT sessions. The Navy PTU shorts are the only authorized shorts. Shirts must be well-fitting and present a professional military appearance.
- Selected Reservists will only participate in structured PT events while in an authorized drill status.

Phase II (Tested, Tried, and Accepted)

CPO Phase II is mandatory for those FCPOs selected for CPO. Those FCPOs not selected for advancement to CPO will work to develop the training plan for the upcoming Phase I process.

Phase II starts when the NAVADMIN announcing CPO selection is released and concludes with the Pinning Ceremony. Phase II is a professional education and training environment designed to:

- Effectively integrate Chief Selects into the network of the CPO Mess;
- Instill the values, beliefs, and expectations required to contribute effectively and succeed within the CPO Mess;
- Challenge the team/individual toughness and resilience of the Chief Select(s), evaluate performance, and provide feedback;
- Cultivate a culture of humility, trust, and loyalty across our Navy.

Safety and ORM should be at the forefront for all evolutions being conducted.

Phase II Training Guidelines

For CPOs and Selectees, Phase II will contain the same time-honored traditions we have embraced for years, including CPO Charge Books, meet-and-greets, and a Capstone event focused on the critical relevance of teamwork, toughness, and resilience. Chief Messes should tap their creative potential and use formal and informal training/team building challenges, charge books, and command generated PQS to educate and train Chief Selects.

Phase II Advancement Requirements (Mandatory)

- Complete Chief Petty Officer Selectee Leadership Course (CPOSLC);
- Meet BCA/PFA requirements IAW the Navy Advancement Manual prior to frocking;
- Conduct CDBs on all non-selected FCPOs and those in an "H" (hold) status.

Phase II Responsibilities

- The CSEL is overall responsible and accountable to their CO for the conduct of Phase II.
- The CSEL will coordinate with the CO prior to release of Selection Board results to determine the best method to inform those selected or not selected.
- The CSEL will brief their CO and Wardroom on the purpose of Phase II and your Mess' plan for execution; including a discussion of accountability for non-participation.
- The CSEL will ensure a sponsor/co-sponsor is assigned to each CPO Select and are actively involved in all Phase II events.
- The CSEL will brief their CO on potential impacts to "pinning" for those Selectees who have not been accepted during the Capstone event or still awaiting "H" (hold) status.
- The CSEL will ensure the Mess understands the concept of Acceptance (collective vs individual).
- In the CSEL's absence, a designated representative will attend Phase II events.
- The CSEL will designate a CPO mentor to support Phase I non-select training plan development.
- The CSEL will remove CPO Mess members from Phase II events who are not following established guidelines and, when necessary, hold them accountable. Furthermore, the CPO Mess will actively enforce good order and discipline within their peer group.
- The CSEL will ensure selected Reservists participating in authorized training events are in an authorized duty status. In order to allow for maximum participation, SELRES personnel (CPOs and FCPOs) may utilize "non-paid additional drills." Inactive Duty Training (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.
- The CSEL will establish a connection with the family and give spouses or significant others a schedule annotating events they are invited to attend.
- The CSEL shall request a Chief's, Senior Chief's or Master Chief's spouse to act as a mentor for the CPO Selectee's spouse or significant other

Phase II Activities

- **Meet-and-Greet.** When the advancement results for Chief Petty Officers are announced, take the opportunity to congratulate Selectees and families on their selection and conduct a celebratory meet-and-greet. Highlighting the intent and history of CPO 365, set the tone that provides a professional and positive experience. This is completed by immediately communicating with and involving families and significant others of each Selectee. Be sure to include families and significant others of deployed Selectees in any event to which family members are invited.
- **Family Involvement.** Based on current operations and OPTEMPO, inclusion of our CPO families has never been more important than today. 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. Embrace the use of social media to include our families, including those who are geographically separated. Social media ensures family and friends are able to share this important career milestone and demonstrate the transparency now associated with CPO 365.
- **CPO Selectee Spouse/Significant Other Information Symposiums/Forums.** These have proven to be beneficial events for our new Chief Petty Officer spouses or significant others. When possible, seminars/forums should be a coordinated effort between Messes to strengthen the process and the information/training made available. Include spouses or significant others of deployed Selectees in any event to which family members are invited.
- **Charge Books.** Encourage Selectees to actively use the charge book as a means for documenting knowledge gained during CPO 365. The charge book is one of our primary tools to network the CPO Select to the Mess. CPOs should provide experience-based entries that will assist in the continual development of CPO Selects. Vessels should be constructed with the expectation that a CPO Select will want to proudly display and reference the Charge Book contents for many years. CPO Selects should be encouraged to leave ample space allowing for future CPO entries throughout their career.
- **Capstone Event.** A culmination of all training provided during CPO 365. Leveraging CPO Mess creativity (i.e. Battle Stations), the event must galvanize the basic attributes of trust, teamwork, dedication, and endurance through practical application of knowledge, skills, and abilities acquired throughout the year. This event should encompass our CPO Mission, Vision, and Guiding Principles, while also focusing on Zeroing in on Excellence, and will validate our CPO 365 training topics and techniques.
 - It is recommended that the Capstone Event begin no earlier than **0600** on September 15 and conclude no later than **2359** on September 15.
 - Do not use obsolete props that undermine the concepts of dignity and respect.
 - Participation is restricted to active, reserve, and retired Chiefs, and other service/nation equivalents. The Mess is encouraged to invite members of the Wardroom.

***Note:** Tested, Tried, and Accepted is determined by our level of effort and the quality of training provided to prepare CPO Selects for the rank of Chief Petty Officer.

- **Pinning Ceremony.** The pinning ceremony demands careful planning and should be a professional military function conducted IAW Navy customs and traditions and U.S. Navy Regulations.
 - If operational commitments dictate, an alternate pinning date may be requested via the respective FORCM/ISIC Master Chief and approved by the operational AOR FLTCM.
 - Selected reservists may conduct their pinning ceremony the first drill-weekend following the 16th.
- **Service Song.** 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 stand and join in the singing of our service song if it is deemed applicable by the senior CPO present.

Resources and References)

'A Tradition of Change--CPO Initiations to CPO 365'

CPO 365 Development Guide:

http://www.365chief.com/uploads/3/2/1/7/3217904/official__cpo_365_development_guide_feb_2013.pdf

NPC Website: <http://www.public.navy.mil/bupers-npc/Pages/default.aspx>

21st Century Sailor Office website: <http://www.21stcentury.navy.mil/Pages/default.aspx>

Navy Advancement Manual (OPNAVINST 1460)

The Navy Operational Fueling and Fitness Series (NOFFS) at www.Navyfitness.org.

OPNAVINST 6110.1J

Keep What You've Earned Campaign: http://www.public.navy.mil/bupers-npc/support/21st_Century_Sailor/nadap/campaign_events/drinkresponsibly/Pages/default.aspx

Personal training plans found at http://www.navy-prt.com/files/Personal_Training_Plan.pdf.

Naval History and Heritage Command website at: <http://www.history.navy.mil>

Chief Petty Officer Selectee Leadership Course (CPPD-LEAD09-004) is found here (include link).

Guidelines for CPO Spouses

U.S. Navy Regulations

Guidelines for Customs and Traditions

Navy Customs, Courtesies, and Traditions

DoD and Navy Legal sources regarding fundraising

