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FFC, PACIFIC, EUROPE, STRATCOM, MPT&E
LISTEN, LEARN and LEAD



FLTCM MEMORANDUM 07-03

3/30/07

SUBJ: Fleet Master Chief amplifying guidance for Chief Petty Officer Induction

CPO Selectee Training Focus.

To build proud, confident Chiefs capable of deckplate leadership, developing Sailors, and enforcing standards.

CPO Leadership Continuum (CPOLC).

The Center for Naval Leadership (CNL) delivers CPO leadership training to the fleet via three primary, on site training programs: (covering a broad spectrum including both) CPO Selectee Leadership Course, Chief Selectee Training and the continuous monthly Chief's Mess Training. Each of these training efforts is fully aligned with our MCPON's (Mess) Mission, Vision & Guiding Principles, CNO Guidance for 2007 and the Navy Transformation Roadmap.

Chief Petty Officer Selectee Leadership Course (CPOSLC): CPOSLC is an intense three days of sequential and progressive classroom instruction which delivers relevant and current leadership training to our CPO Selectees. Course material is focused on reducing time to competence for the Selectees and provides full immersion into the roles and responsibilities of a Chief Petty Officer. Optimally, CPOSLC should be conducted as an "off-site" where Selectees and Chief trainers are able to fully focus on the material without normal workday distractions. CPOSLC incorporates Fleet feedback from last year's PCPO course and can be taught as a consolidated effort within a region. CMCs and MCPOs utilization as trainers for this course should be maximized for the greatest effect.

Chief Selectee Training (CST): Each CPO Mess dedicates significant time and effort developing training topics to effectively prepare their Selectees for the induction to Chief. CNL provides CST as follow on core leadership training modules to CPOSLC for incorporation into each Chief's Mess selectee training program. These modules represent 10 hours of training and are thus only a small portion of each Mess's total Selectee training effort, however, they, like CMT, this training provides a foundation and continuity across the Navy Chiefs' Mess. The topics focus on core training topics derived from our Mission, Vision and Guiding Principles. These modules should be presented to the whole Chief's Mess and are designed to bring out the voices of experience found within each Mess. Chief Selectee Training will be delivered with the updated CPOSLC material.

Chief's Mess Training (CMT): CNL will produce ten CPO Mess training topics for implementation throughout the year. Initial modules focus on Selectee induction training while later modules review other chief responsibilities. 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. CMT is designed to augment individual command Chief's Mess training, ease the burden of lecture development for complex topics and provide a foundation of continuity across the Navy Chief's Mess. Modules will be updated annually to reflect current navy issues, lessons learned, and feedback from each Mess in order to remain relevant and dynamic.

CPOLC Scheduling and Execution: CPOLC training material will be delivered to the Fleet in May 2007. The first CMT session should be scheduled for June and will cover the CST material, giving each Mess time to fully incorporate CST into the Selectee training program, July's CMT session covers Mentorship and will refresh each chief of mentorship responsibilities within the Mess and more specifically with the new Selectees.

CPOSLC kicks off the formal Selectee training and should commence as soon as possible once the CPO Selectees list is released. Beginning the second week, CST provides two training events per week through the induction season. The last session is an opportunity for the CMC to have a final “expectations” session with the Selectees before the Pinning Ceremony. This last session is also an opportunity for the CMC to invite the Commanding Officer to talk to the command’s newest chiefs.

October restarts the CMT and flows through the remaining 8 topics. This program is flexible to the needs of our Chief’s Messes and our Navy.

Recommended Schedule Of Events (SOE):

JAN 07: CPO test.

MAR 07: Board Eligible list is promulgated.

--Conduct a mock PFA and BCA in March with all board eligible personnel to facilitate a personal check and motivation for upcoming physical fitness training during the induction.

APR 07: Command CPO Selectee Training Plans should be in full development.

MAY 07: CMT/CST modules published and delivered.

MAY 07: Sponsors should have education plans promulgated.

JUN-JUL 07: CPO Board.

JUL 07: Board results announced.

JUL-SEP 07: Induction process.

OCT 07: Best Practices/Lessons Learned sent to Fleet, Force or Region Command Master Chiefs and be uploaded to Directline.

**CPO Training should be conducted at a minimum monthly to encompass Training Modules provided by the Center for Naval Leadership (CNL).

Pre-planning Recommendations:

CPO Induction will be forever remembered by our new CPO Selectees and the effort we put into developing a meaningful and purposeful induction will determine overall success of our newest CPOs for years to come. The quality of the training is an indication of our commitment to our Mess, our Sailors, our commands and our Navy. Consider the following recommendations when constructing your 2007 CPO Selectee Induction plans.

***Engage your CPOs early by starting your Induction Committee early. Each Mess has an incredible amount of experience from previous inductions. By developing a detailed plan early - starting with induction goals and financial planning, the Mess can thoroughly capture individual experiences, generate new ideas and incorporate all into a seamless continuum to produce an outstanding program.**

*Our first priority is mission accomplishment and it’s important that the Selectees see that. The Mess must consider various ways to mitigate impact on workcenters and the command. Be creative! A short term loss can be a long term gain in making a new chief better prepared to execute immediately!

*As professionals, we mitigate risk every day. Induction events are no exception. Conduct Operational Risk Management (ORM) as appropriate.

Notification

This is one of the most important events in the Induction and sets the expectations of the Chief Selects, spouses, Chief’s Mess, Crew, and Wardroom

*Use BUPERS ACCESS for selection board results.

*Ensure non-selected members are appropriately counseled via the Career Development Board process.

*Brief Chief Selects’ and their spouses on the induction 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/CMDCS/SEL should send a congratulatory letter to the Chief Select and to the Chief Selectee’s family (as appropriate).

*Additionally congratulatory letters from the applicable Force Master Chief should be provided.

Sponsor Assignment

Sponsor's play a critical role during the induction for his/her Selectee. 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 Chief selectee. While experience and seniority in the Mess is important, sponsor selection and assignment should consider each Selectee's personality, leadership style, workload, and any other key attributes in order to "match" the team of Chief Select and sponsor as a cohesive unit. One caveat: first-year CPOs generally do not have the foundation of experience necessary to maximize Selectee training and should not be assigned as primary sponsors (unless there are no alternatives).

***Primary sponsors become Selectee's first CPO mentors and have a profound impact on each Selectee's future as a Chief.** This special relationship lasts well beyond 14 SEP, and often for the rest of each chief's career.

*Sponsors will ensure each Chief Selectee's SMART transcript is updated and the Selectee has a detailed understanding of Sailor/Marine Online Academic Advisor (SMOLAA). The CPO Selectee's should provide a written education plan for review and approval.

Engage our new CPO spouses during the CPO Season

Last year several commands developed excellent CPO Spouse programs providing the latest information on programs and resources available for our Sailors, their spouses, and families. Invite spouses to participate in CPO/CPO Selectee community support/volunteer events. This enables them to also develop a sense of unity and trust within our Mess. Order forms for Guidelines for CPO Spouses can be found at www.lifelines.navy.mil/Familyline (case sensitive) and should be ordered at least six weeks in advance for prompt delivery.

Physical Fitness Training

Regular planned physical fitness training is one of the more challenging events each Mess completes. Done wrong, it can be degrading, physically damaging, and demotivating – Physical Fitness Training is **NOT** hazing by another name. For example ordering selectees to perform calisthenics (i.e. punishment push-ups, sit-ups, etc) during any period other than group PT will not be tolerated).

*Cadences should be in good taste and build pride without denigrating people or our sister services.

*Chief Petty Officer Selectee's should have focused PT from the time the board eligible list comes out (March) until pinning. Focused PT does not necessarily mean group sessions, CMC's should define what best works for the CPO Mess and execute to ensure all personnel recommended for selection to CPO are physically ready when the selection board results are promulgated.

*Consideration should be given to the following:

--Conduct a mock PFA and BCA in March with all board eligible personnel to facilitate a personal check and motivation for upcoming physical fitness training during the induction.

*Group PT should be regularly scheduled as part of CPO Induction from July to September. However Physical Fitness is a year long endeavor and a lifelong commitment to ensure Mission readiness and the health of our Navy.
--When able (Requires CO's approval) use the PRT administered during the CPO Induction as an official PRT. To conduct the PRT as "official", commands are required to execute the notification process IAW OPNAVINST 6110.1 (15 weeks prior to PRT) (meaning you must notify SelBrd PO1's about the PRT prior to the Selection Board results being published).

*It is recommended each CPO Mess assign a "Fit Boss" (CPO) to monitor, manage and execute fitness events throughout the year in our Messes. Utilize our MWR fitness experts to assist you in developing appropriate fitness programs for your Selectees and Mess. It is in our charge to lead and lead from the front in supporting the Navy's Fitness for Life.

*****Don't allow Chief Selectee's or mess members to participate in Physical Fitness training without a current Physical Health Assessment and Risk Factor Screening.**

Training Recommendations

Do:

*Command Master Chiefs and Senior Enlisted Leaders can and should log into the Direct Line website to share ideas and lesson's learned from around the Fleet (<https://www.directline.navy.mil/DL/>). Each mess has a number of great ideas – and the Navy Chief's Mess should capitalize on all the great ideas –
PLEASE SHARE YOUR GREAT IDEAS AND BEST PRACTICES!

Battle Stations

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

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.**

While induction events 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.

Pinning Ceremony (Friday 14 September 2007)

*Invite the Commanding Officer and the rest of the command (as practical). **CPO pinning symbolizes success and new responsibility like few other Navy ceremonies and can strike a tremendous positive impression on junior enlisted and officers.**

*Invite Selectee family members and friends (as practical).

*The ceremony should be conducted as a formal, dignified event.
Consider/include the following:

*The ceremony uniform is Service Khaki, with Combination Cover. Alternative uniforms are authorized based on the operational environment.

*Invite a principal speaker

*Read the CPO Creed

*Include family members (if possible)

*Ensure adequate photographic coverage

*Videotape the ceremony (essential if away from home port) and provide copies to each Selectee.

*Consider a reception following the formal ceremony.

*Rehearse the ceremony at least twice.

*Conduct Operational Risk Management (heat, prolonged standing, etc) during this event.

After the Pinning

Remember your first months as a Chief. You were hungry and ready to take charge. **As your mentors did for you, help channel each new chief's energy, pick them up when they fall, and continue to freely provide guidance and wisdom.**

*Conduct counseling and feedback sessions with new Chiefs as appropriate throughout the year.

*Consider conducting a 90-120 day feedback/counseling assessment to set-up/compliment the mid-term CPO counseling conducted in March.

*Gather, analyze, and implement lessons learned and submit them to your Fleet, Force, or CNO-Directed Command Master Chief and via <https://www.directline.navy.mil/DL/>

Keep up the great work, we're looking forward to seeing and hearing your great idea's and sharing your Best practices Navy wide to continually improve the Induction process for our Chiefs and Chief Selectee's.