



## CHIEF OF NAVAL OPERATIONS

September 4, 2019

Dear Chief Select,

As I reflect on the critical impact Chief Petty Officers have had on my own life and career, I am convinced of the importance of the Mess as an **institution**. By institution, I do not mean a space, a uniform insignia, or a set of traditions, but rather the sum total of daily acts – large and small – that Chiefs routinely undertake to enable our Sailors to perform at their very best. This is the root of our success in battle over our illustrious 244-year history.

As you undergo this critical transformation, I charge you to enliven this critical institution each and every day. None of us can afford to rest on our laurels – the competitive environment today is too intense and the margins of victory will be close.

Carrying forward the legacy of those who came before you will test you, and will draw on all the skills, knowledge, and experiences that formed the basis for your selection. I'm confident that you'll rise to the occasion and validate your readiness for this paramount enlisted career milestone.

My first Chief told me that our most important weapon system is our Navy team. Today's team is looking to you for training and mentorship, and we need your best efforts more than ever.

Sincerely,

M. M. GILDAY  
Admiral, U.S. Navy