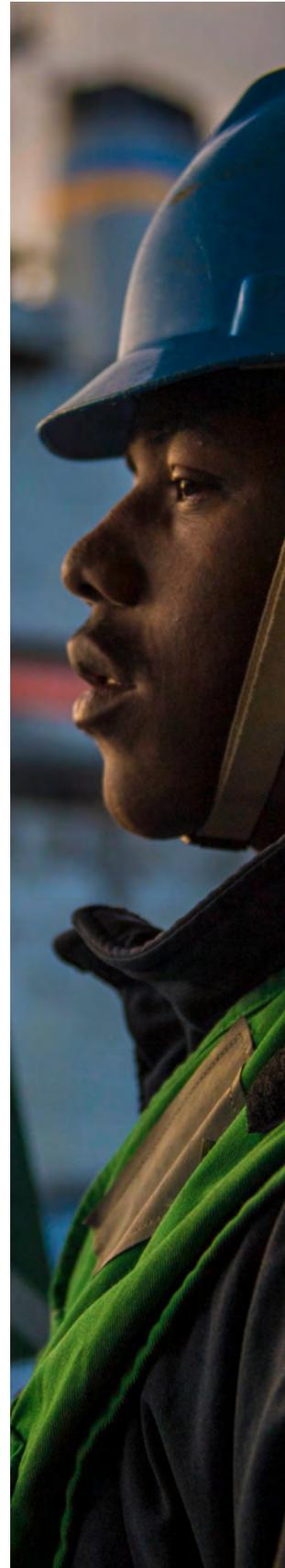
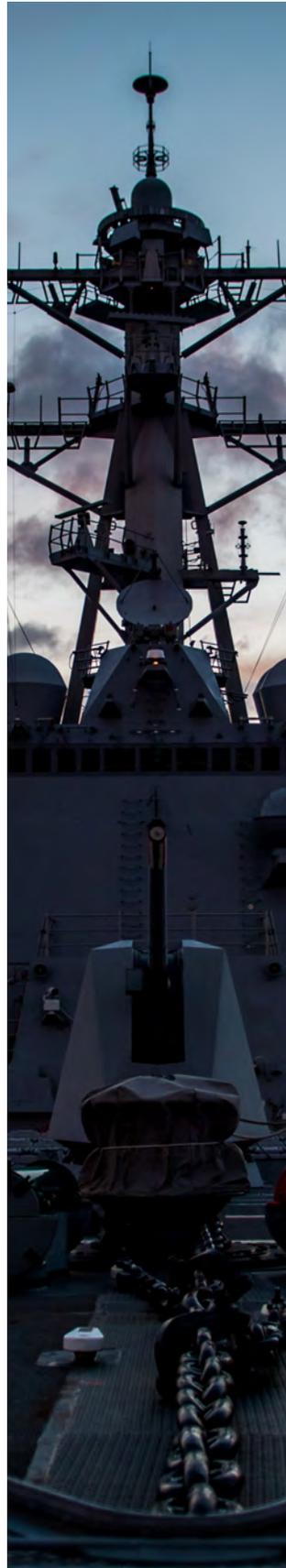


# LAYING THE KEEL



MAY 2019





## **THE SAILOR'S CREED**

**I AM A UNITED STATES SAILOR.**

**I WILL SUPPORT AND DEFEND THE CONSTITUTION OF THE UNITED STATES OF AMERICA AND I WILL OBEY THE ORDERS OF THOSE APPOINTED OVER ME.**

**I REPRESENT THE FIGHTING SPIRIT OF THE NAVY AND THOSE WHO HAVE GONE BEFORE ME TO DEFEND FREEDOM AND DEMOCRACY AROUND THE WORLD.**

**I PROUDLY SERVE MY COUNTRY'S NAVY COMBAT TEAM WITH HONOR, COURAGE AND COMMITMENT.  
I AM COMMITTED TO EXCELLENCE AND THE FAIR TREATMENT OF ALL.**

# INTRODUCTION

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**AS OUR NAVY GROWS AND EVOLVES TO PROTECT AMERICA'S INTERESTS IN A FAST PACED, MORE COMPLEX AND INCREASINGLY COMPETITIVE ENVIRONMENT, MORE WILL BE EXPECTED AND DEMANDED FROM ITS ENLISTED LEADERS AT ALL LEVELS.**

**TODAY, WE ARE THE STRONGEST NAVY IN THE WORLD BY ANY MEASURE – WE HAVE THE MOST CAPABLE SHIPS, THE BEST EQUIPMENT, AND MORE IMPORTANTLY THE FINEST SAILORS. PETTY OFFICERS HAVE BEEN DEMONSTRATING TECHNICAL COMPETENCE AND DEVOTION TO DUTY IN OUR NAVY SINCE 1775. JUST AS OUR CAPITAL ASSETS, PROCEDURES, POLICIES AND TECHNOLOGY HAVE EVOLVED OVER THE COURSE OF OUR HISTORY, SO HAS THE PROCESS TO DEVELOP EFFECTIVE LEADERSHIP QUALITIES THAT ADDRESS THE CHALLENGES OUR SAILORS FACE. OUR SAILORS TODAY ARE RECOGNIZED WORLDWIDE IN THEIR DISTINCT ABILITY TO OVERCOME ADVERSITY, COURAGEOUSLY FACE CHALLENGES AND ACCOMPLISH OUR NAVY'S MISSION AS THE WORLD'S MOST WELL TRAINED AND COMBAT READY FORCE.**

**THE NAVY THE NATION NEEDS WILL REQUIRE OUR ENLISTED LEADERS TO BE CONTINUOUSLY FLEXIBLE, MORE INNOVATIVE AND CONFIDENT IN ACHIEVING OPERATIONAL EXCELLENCE IN TOUGHER AND MORE CHALLENGING ENVIRONMENTS. AS OUR SAILORS OPERATE ON ALL DOMAINS, FROM THE SEA FLOOR TO SPACE, THEIR DAILY DUTIES, MISSION AND CHALLENGES ARE UNIQUE. HOWEVER, THEY MUST BE UNITED IN THEIR UNDERSTANDING OF EXPECTATIONS AND OBLIGATIONS TO DEVELOP THEIR SKILLS FROM TECHNICAL PROFICIENCY TO LEADERSHIP. CHARACTER DEVELOPMENT AND ADHERENCE TO OUR ETHOS MUST BE REINFORCED PERIODICALLY THROUGHOUT A SAILOR'S CAREER BY APPLYING CHALLENGE, TRAINING, EDUCATION, AND ACCOUNTABILITY. THROUGH EXPERIENCE AND A DELIBERATE LEADERSHIP DEVELOPMENT PROCESS THAT POINTS TO OUR TRUE NORTH, THE U.S. NAVY REMAINS THE BEST IN THE WORLD WITH THE BRIGHTEST AND MOST CAPABLE PEOPLE DEFENDING OUR NATION.**

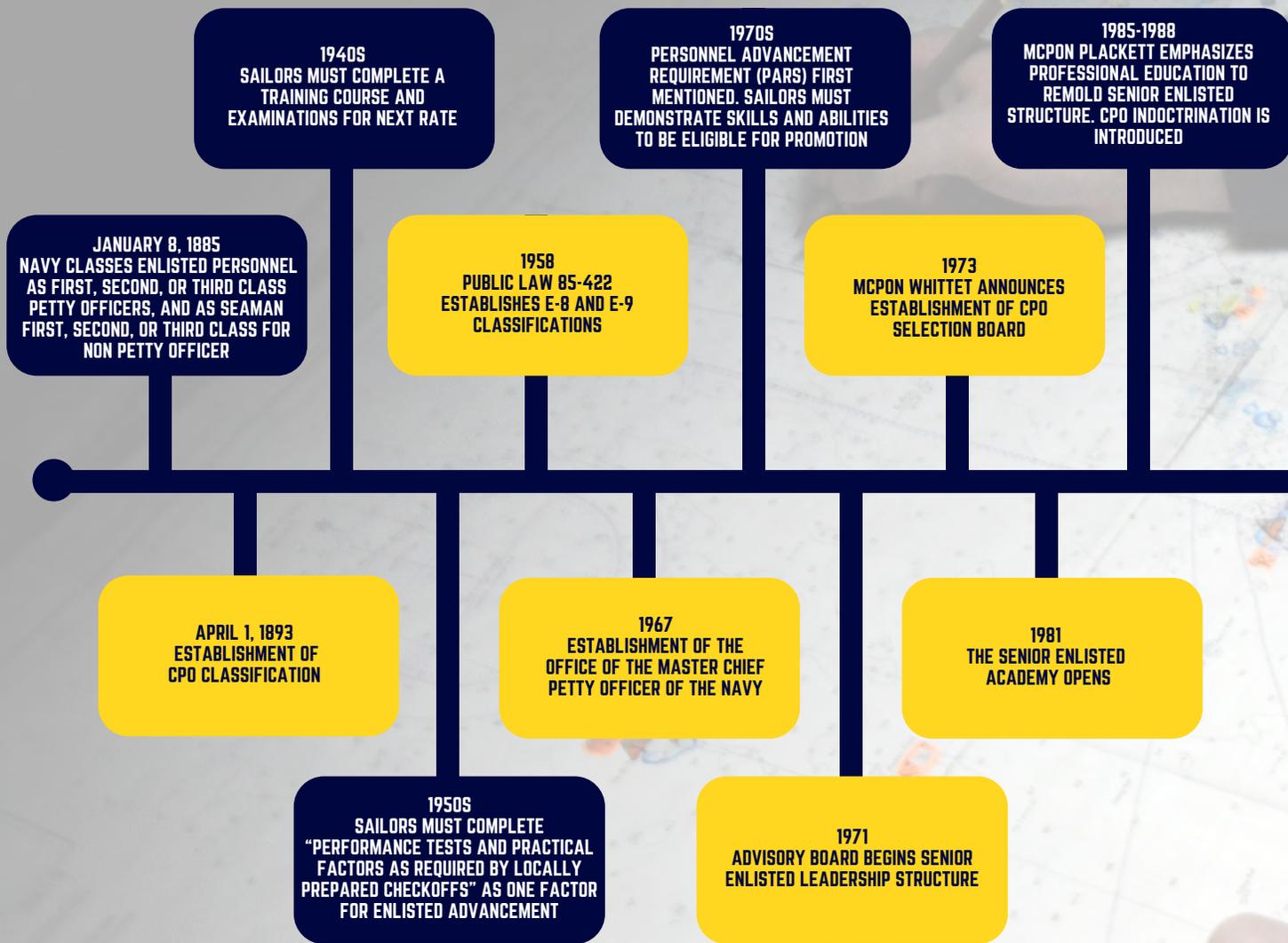
**OUR NAVY CANNOT BUILD THE FRAMEWORK FOR LEADERSHIP DEVELOPMENT WITHOUT FIRST "LAYING THE KEEL." AS OUR FUTURE ENLISTED LEADERS PROCEED FROM THE STERN TO THE BOW OVER THE COURSE OF THEIR CAREERS, MARKING EACH MILESTONE, THEY ARE BUILDING THE BACKBONE OF OUR FUTURE NAVY THAT IS ENDURING AND DEEPLY CONNECTED TO THE HERITAGE OF THOSE THAT HAVE GONE BEFORE US.**

## LAYING THE KEEL – DEVELOPING THE BACKBONE OF OUR NAVY:

-  **FORMAL COURSES SET THE FOUNDATION FOR CAREER LONG LEARNING. THIS FOUNDATION IS FORMED BY A SERIES OF SHORT DURATION, HIGH IMPACT, ADVANCED LEARNING EXPERIENCES, THAT FOCUS ON: CHARACTER, ETHICS, LEADERSHIP, THE PROFESSION OF ARMS, SELF-AWARENESS, AND DECISION MAKING, FACILITATED BY TRAINED AND CERTIFIED SENIOR ENLISTED LEADERS.**
-  **SAILOR 360: ALLOWS US TO CONTINUE THE GROWTH AND DEVELOPMENT CONVERSATION THROUGH A COMMAND OWNED AND MANAGED PROGRAM. BUILDING ON THE CONCEPTS LEARNED IN THE FOUNDATIONAL COURSES, THIS FLEXIBLE, COMMAND SPECIFIC APPROACH IS DESIGNED TO BE INCLUSIVE OF ALL RANKS.**
-  **CONTINUOUS COACHING, MENTORING AND ADVOCACY WILL PRODUCE SAILORS THAT ARE READY TO BE INITIATED INTO THE RANKS OF THE CHIEF PETTY OFFICER. TEACHING TO OUR CPO CREED DURING INITIATION GIVES US THE ABILITY TO ALIGN EVERY CHIEF TO THE IDEALS AND EXPECTATIONS OF THE CPO MESS.**

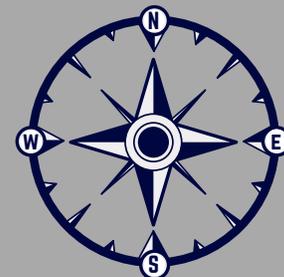
# THE COURSE OF ENLISTED LEADER DEVELOPMENT

DEVELOPING ENLISTED LEADERS IS AN EVOLVING PROCESS. 125 YEARS AGO, THE NAVY TOOK A MAJOR STEP BY CREATING CHIEF PETTY OFFICERS TO PROVIDE ENLISTED LEADERSHIP AND BRIDGE THE GAP BETWEEN OFFICERS AND ENLISTED. ENLISTED LEADER DEVELOPMENT HAS BEEN ON A STEADY COURSE OF FORGING BETTER, MORE COMPETENT AND CAPABLE ENLISTED LEADERS WITH EACH GENERATION – GIVING THE U.S. NAVY AN ENDURING COMPETITIVE ADVANTAGE OVER ITS ADVERSARIES.



E-7 TO E-9

E-6 AND JUNIOR



**2001**  
NAVAL WAR COLLEGE LAUNCHES  
PRIMARY PROFESSIONAL  
MILITARY EDUCATION (PPME) COURSE

**2008**  
PETTY OFFICER FIRST CLASS  
SELECTEE LEADERSHIP COURSE  
(P01SLC) LAUNCHES TO PROVIDE  
“JUST-IN-TIME” LEADERSHIP TRAINING  
FOR THE NAVY’S NEWEST FIRST  
CLASS PETTY OFFICERS

**1994**  
NAVY PROMULGATES NEW LEADERSHIP  
DEVELOPMENT CONTINUUM DESIGNED  
TO PROVIDE FORMAL, CONSISTENT AND  
PROGRESSIVE TRAINING TO ALL HANDS  
AT KEY POINTS IN THEIR CAREERS

**2006**  
PETTY OFFICER INDOCTRINATION WITH  
PETTY OFFICER SELECTEE  
LEADERSHIP COURSE (P0SLC)  
LAUNCHES, FOR NEWLY  
SELECTED E-4S

**APRIL 24, 2018**  
LAYING THE KEEL IS RELEASED.  
SAILOR 360: CONTINUE THE  
CONVERSATION AND CPO  
INITIATION ARE INTRODUCED.

**1990S**  
NAVY LEADERSHIP MANAGEMENT  
PROGRAM (NAVLEAD) COURSES  
TRAIN SAILORS TO APPLY SPECIFIC  
LEADERSHIP SKILLS IN VARIOUS  
WORKPLACE SITUATIONS.

**2006**  
CPO LEADERSHIP COURSE (CPOLC)  
DEVELOPED TO REPLACE  
CPO INDOCTRINATION.

**2011**  
CPO 365 IS INTRODUCED

**2001**  
CMC CONFERENCE HELD TO INTRODUCE  
CPO 21: BUILDING THE CPO & THE CPO  
MESS OF THE 21ST CENTURY

**2007**  
PETTY OFFICER SECOND  
CLASS LEADERSHIP COURSE  
(P02SLC) LAUNCHES

**MAY 2019**  
LAYING THE KEEL UPDATED

# FOUNDATIONAL TRAINING

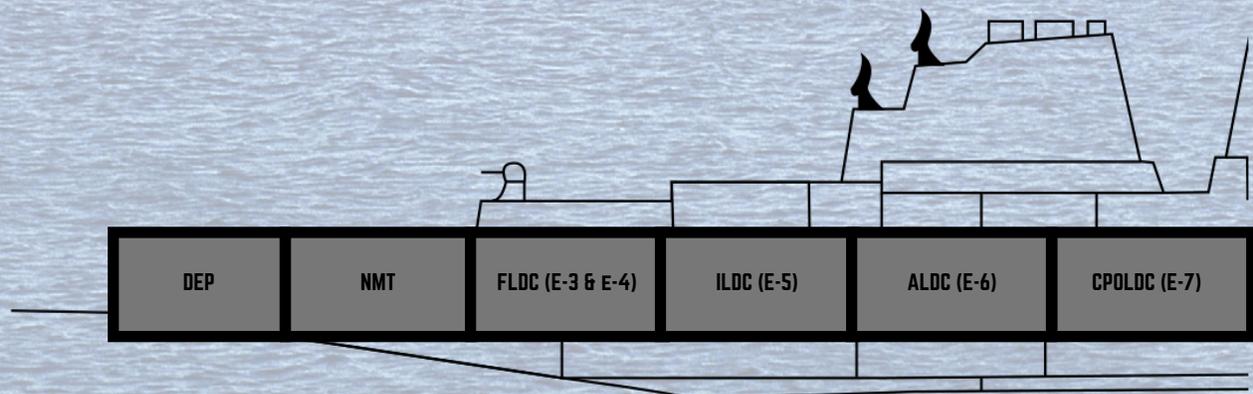
OUR NAVY REQUIRES ENLISTED LEADERS WHO ARE FLEXIBLE, INNOVATIVE AND CONFIDENT. SENIOR ENLISTED LEADERS ACROSS THE FLEET HAVE WORKED TOGETHER TO DEVELOP A "CHARACTER FOCUSED" LEARNING CONTINUUM FOR OUR ENLISTED FORCE. THIS TRAINING, WHICH BEGINS WITH FOUNDATIONAL COURSES, PLACES A PREMIUM ON PERSONAL AND PROFESSIONAL GROWTH THROUGH EXPERT USE OF CHALLENGE, ADVERSITY, FEEDBACK, AND MENTORING.

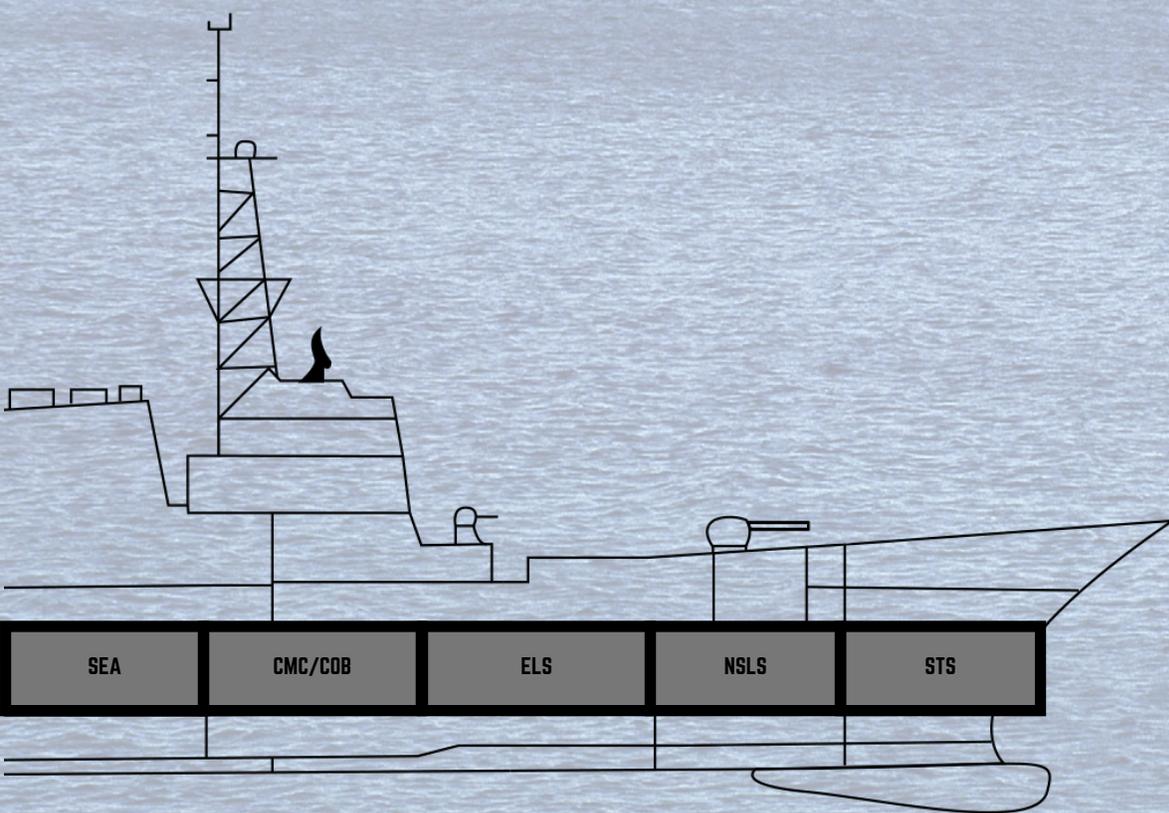
THE ENLISTED LEADER DEVELOPMENT CONTINUUM (ELD) WILL ULTIMATELY REPLACE THE INDOCTRINATION COURSES PREVIOUSLY REQUIRED WHEN SELECTED FOR ADVANCEMENT. RATHER THAN BEING EVENT DRIVEN, ELD INTEGRATES TRAINING THROUGHOUT THE SAILOR'S ENTIRE ENLISTED CAREER. BY INVESTING IN OUR ENLISTED LEADERS CONTINUOUSLY, WE DRIVE EACH LEADER CLOSER TO HIS OR HER THEORETICAL LIMITS OF PERFORMANCE.

COURSES ARE INTENSELY INTERACTIVE AND ARE FACILITATED BY A CADRE OF INSTRUCTORS TRAINED AND CERTIFIED BY THE NAVY LEADERSHIP AND ETHICS CENTER. THEY ARE DESIGNED TO BE DELIVERED IN A LEARNING ENVIRONMENT CLOSE TO THE WATERFRONT OR FLIGHT LINE, BRINGING THE TRAINING TO THE SAILOR ON THE DECKPLATES. THIS HYBRID DELIVERY MODEL ENSURES QUALITY, FLEXIBILITY AND EFFICIENCY OF THESE SHORT DURATION, HIGH-IMPACT ADVANCED LEARNING EXPERIENCES.

## LONG STORY SHORT? FOUNDATIONAL TRAINING COURSES:

- FOCUS ON CHARACTER, ETHICS, SELF-AWARENESS, DECISION MAKING AND LEADERSHIP
- OCCUR AT APPROPRIATE REGULAR INTERVALS THROUGHOUT A SAILOR'S CAREER
- DELIVERED OFF-SITE, CLOSE TO THE WATERFRONT OR FLIGHT LINE
- SHORT DURATION, HIGH-IMPACT ADVANCED LEARNING EXPERIENCES
- VIGOROUS INVESTMENT IN AN SAILOR'S DEVELOPMENT





**THIS FORMAL FOUNDATIONAL TRAINING IS THE CRITICAL FIRST STEP IN "LAYING THE KEEL" AND STARTS THE GROWTH ENGINE UPON WHICH ENLISTED LEADERS AND THEIR COMMAND WILL "CONTINUE THE CONVERSATION."**

# FEEDBACK

COACH | MENTOR | ADVOCATE  
EXPERIENTIAL LEARNING

SELF-STUDY

SAILOR 360

ON THE JOB  
TRAINING

## FOUNDATIONAL COURSES

NMT/LIFE SKILLS/GMT  
(ACCESSION TRAINING)

FOUNDATIONAL LEADER  
DEVELOPMENT COURSE

INTERMEDIATE LEADER  
DEVELOPMENT COURSE

ADVANCED LEADER  
DEVELOPMENT COURSE

CPO LEADER  
DEVELOPMENT COURSE

SENIOR ENLISTED  
ACADEMY

CMC/COB/COMMAND  
SENIOR ENLISTED LEADER

EXECUTIVE LEADERSHIP  
SYMPOSIUM

NAVY SENIOR LEADER  
SYMPOSIUM

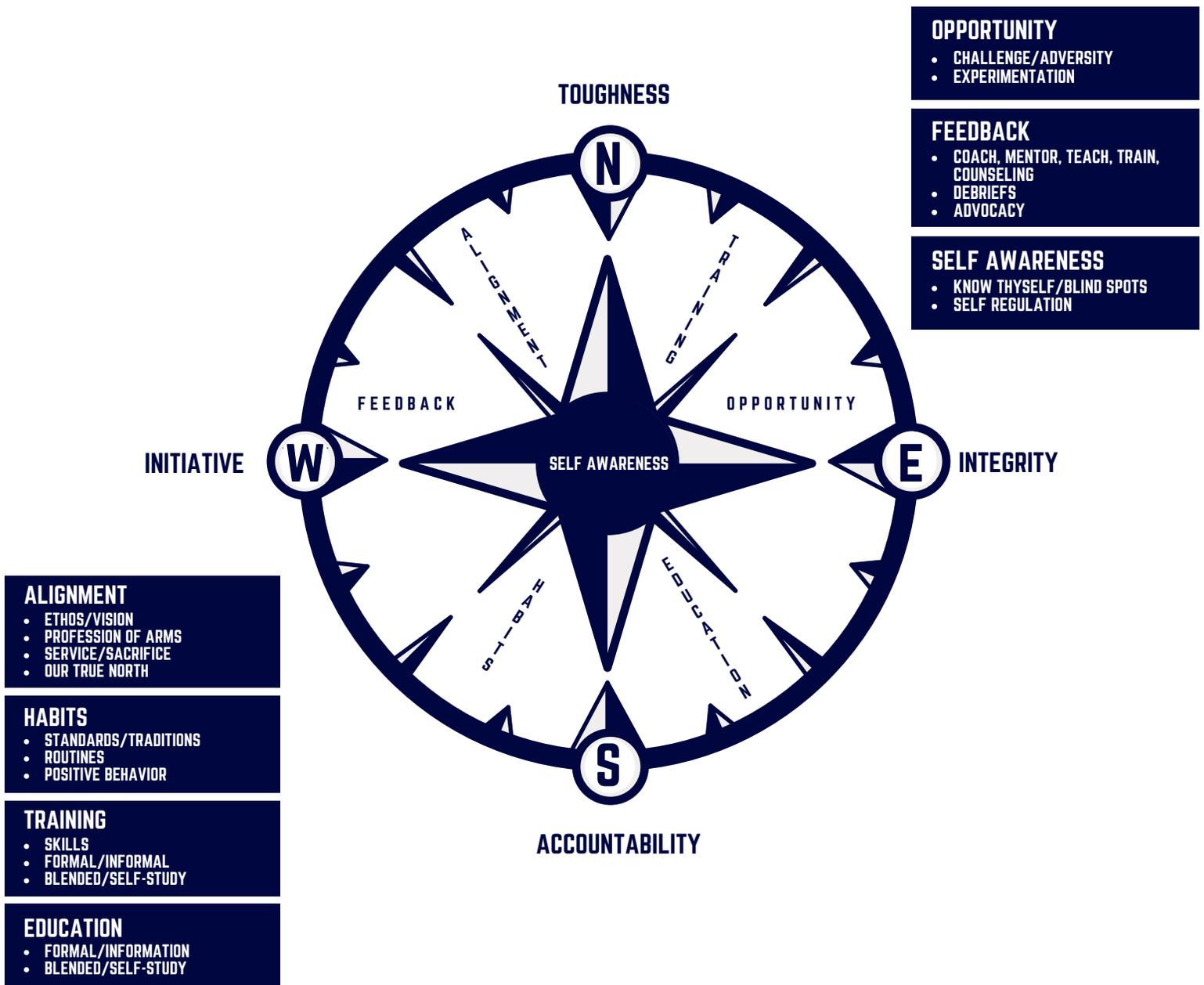
STRATEGIC THINKING  
SEMINAR

## CHARACTER FOCUSED FRAMEWORK

# SAILOR 360: CONTINUE THE CONVERSATION

SAILOR 360 IS AN UMBRELLA TERM FOR INNOVATIVE, CREATIVE, COMMAND-DEVELOPED LEADERSHIP PROGRAMS MODELED AFTER PREVIOUS PROGRAMS SUCH AS CPO 365 PHASE 1 AND SCENARIO-BASED STUDIES. COMMANDS HAVE THE FLEXIBILITY TO TAILOR EXISTING SOURCE MATERIAL TO BEST FIT THEIR OBSERVED NEEDS. EACH COMMAND MUST LEVERAGE ENLISTED LEADERS AT ALL LEVELS TO CREATE A CULTURE OF GROWTH THROUGH THE EXPERT USE OF CHALLENGE, ADVERSITY, FEEDBACK AND MENTORING. EXECUTED SMARTLY AND PROFESSIONALLY, THESE PROGRAMS CAN SCALE UP ACROSS SEVERAL PEER GROUPS OR DOWN INTO SMALL-GROUP DISCUSSIONS.

THE ESSENTIAL ELEMENTS OF LEADER DEVELOPMENT ARE DEPICTED IN THE MODEL BELOW. WHEN THESE ELEMENTS ARE NOT APPLIED FREQUENTLY AT REGULAR INTERVALS, A LEADER'S GROWTH IS STALLED. LEADER DEVELOPMENT BEGINS WITH ALIGNMENT, CULMINATES WITH FEEDBACK AND BEGINS AGAIN WITH ALIGNMENT. APPLYING THE ELEMENTS OF THIS 360-DEGREE APPROACH CORRECTLY ENSURES EXPONENTIAL GROWTH.



**OPPORTUNITY**

- CHALLENGE/ADVERSITY
- EXPERIMENTATION

**FEEDBACK**

- COACH, MENTOR, TEACH, TRAIN, COUNSELING
- DEBRIEFS
- ADVOCACY

**SELF AWARENESS**

- KNOW THYSELF/BLIND SPOTS
- SELF REGULATION

**ALIGNMENT**

- ETHOS/VISION
- PROFESSION OF ARMS
- SERVICE/SACRIFICE
- OUR TRUE NORTH

**HABITS**

- STANDARDS/TRADITIONS
- ROUTINES
- POSITIVE BEHAVIOR

**TRAINING**

- SKILLS
- FORMAL/INFORMAL
- BLENDED/SELF-STUDY

**EDUCATION**

- FORMAL/INFORMATION
- BLENDED/SELF-STUDY

# WAYPOINTS



**SAILOR 360 IS APPLICABLE TO ALL LEVELS IN THE ORGANIZATION. USING THE COMPASS (ESSENTIAL ELEMENTS OF LEADER DEVELOPMENT), WILL ASSIST IN DEVELOPING FOCUSED OUTCOMES AS WELL AS VARIETY IN SESSION TOPICS. INSTITUTING FEEDBACK MECHANISMS WILL HELP DRIVE A CONTINUOUS LEARNING ENVIRONMENT.**



**TRAINING ACTIVITIES AND CONVERSATIONS SHOULD BE RELEVANT TO EACH PAYGRADE AND/OR THE ASSIGNED DUTIES OF THE SAILORS INVOLVED. SAILOR 360 IS NOT CONFINED TO THE CLASSROOM! COMMANDS ARE ENCOURAGED TO BE CREATIVE WITH THE TRAINING LOCATION, TOPIC, AND ACTIVITY.**



**SAILOR 360 SHOULD ALSO STRESS CONTINUED TECHNICAL COMPETENCY DEVELOPMENT APPROPRIATE TO EACH SAILOR, TEAM AND UNIT.**



**LEADERS MUST TAKE OWNERSHIP OF SAILOR 360 IN THEIR ORGANIZATION, AND BE SINGULARLY ACCOUNTABLE FOR THE SAFE, HIGHLY-PROFESSIONAL AND SUCCESSFUL EXECUTION OF TRAINING.**



**SPECIFIC REQUIREMENTS, OBJECTIVES, TOPICS AND TRAINING METHODS VARY TO FIT EACH COMMAND. CONTINUE INCORPORATING "BRILLIANT ON THE BASICS" (NAVADMIN 095/18).**



**LEADERS MUST APPROACH EACH SESSION, CONVERSATION, OR ACTIVITY WITH THE MINDSET OF GROWTH AND DEVELOPMENT FOR THEIR SAILORS AND THE TEAM. QUALITY AND EFFECTIVENESS MUST BE VALUED OVER QUANTITY AND FREQUENCY.**



**SAILOR 360 CAN INCLUDE A VARIETY OF PHYSICAL TRAINING ACTIVITIES, CONDUCTED PER OPNAVINST 6110.1 SERIES. MEDICAL PERSONNEL, AND CERTIFIED FITNESS LEADERS, WILL BE PRESENT AT ALL PT ACTIVITIES.**



**EACH AND EVERY ONE  
OF US IS A SAILOR**



**REGARDLESS OF RATE, RANK OR POSITION, WE'RE  
ALL ON THE SAME TEAM BOUND BY A SET OF CORE  
VALUES AND IDEALS THAT POINT TO OUR TRUE  
NORTH. EACH ONE OF US MUST SET THE EXAMPLE  
OF WHAT RIGHT LOOKS LIKE THROUGH OUR DAILY  
ACTIONS AND BEHAVIORS -- ON AND OFF DUTY.**

# CPO INITIATION GUIDANCE

## BACKGROUND

IN THE CAREER PROGRESSION OF AN ENLISTED LEADER, BECOMING A CHIEF PETTY OFFICER IS THE MOST PROFOUND STEP A SAILOR WILL TAKE. EACH CHIEF PETTY OFFICER SELECTEE THAT UNDERGOES INITIATION HAS VISIBLY DEMONSTRATED SKILLS AND ABILITIES THAT MARKED THEM “BEST AND FULLY QUALIFIED,” READY FOR THIS GREAT LEAP INTO THE MESS. FROM OUR ENLISTED LEADER DEVELOPMENT FRAMEWORK, WE KNOW THAT MUCH OF OUR EDUCATION, TRAINING, PRACTICE AND FEEDBACK HAS BEEN PREDOMINANTLY FOCUSED ON SELF-IMPROVEMENT – ON INDIVIDUAL ACHIEVEMENT AND ACQUISITION OF TECHNICAL SKILLS.

CHIEF PETTY OFFICERS ARE SELFLESS LEADERS WHO ARE EXPLICITLY CHARGED WITH MAKING DIFFICULT DECISIONS AND PROVIDING UNVARNISHED CANDOR TO LEADERSHIP, OUR CHIEFS MUST LEARN AND PRACTICE BUILDING TEAMS OBSESSED WITH WINNING, LEADING FROM THE FRONT, WITH AN APPROPRIATE BALANCE OF BOTH CONFIDENCE AND HUMILITY THAT MUST BE CAREFULLY GROWN THROUGHOUT THE REMAINDER OF THE CAREER.

OUR CHIEF PETTY OFFICERS ARE OUR PRINCIPAL LINE LEADERS, SHOULDERING GREATER RESPONSIBILITY AND ACCOUNTABILITY THAN THEY COULD HAVE POSSIBLY IMAGINED. OUR TASK IS TO DRAW THAT POTENTIAL OUT OF THEM, TO SHOW AND GIVE THEM CONFIDENCE THAT THEY ARE INDEED CAPABLE, WORTHY, AND PREPARED FOR THIS STEP.

## PLAN OF ACTION

OUR NEWEST CHIEF PETTY OFFICERS MUST BE FOCUSED ON TEAM PERFORMANCE AND GOALS AND THEY MUST DE-EMPHASIZE INDIVIDUAL ACHIEVEMENT AND ACCOLADES, PERKS AND REWARDS. THIS ENSURES OUR NEWEST CHIEF PETTY OFFICERS ARE PREPARED TO SHOULDER EXECUTIVE-LEVEL MANAGEMENT, RESPONSIBILITY AND CORRESPONDING ACCOUNTABILITY, IN ADDITION TO BEING EXPERT TECHNICIANS WHO LEAD DAILY TASKING. AS THE ROLE OF THE CHIEF CONTINUES TO EVOLVE, OUR PROCESS OF INITIATION MUST KEEP PACE. RATHER THAN LOOK BEHIND US AT WHAT WE’VE ACCOMPLISHED, WE MUST DRAW ON LESSONS LEARNED AND LOOK FORWARD AT WHAT WE NEED TO DEVELOP THE BASICALLY-TRAINED CHIEF PETTY OFFICER THAT THE NAVY NEEDS TODAY. EVERY CHIEF PETTY OFFICER MUST BE ENGAGED, ALERT, AND ENERGETIC IN THEIR PARTICIPATION AND SUPPORT OF ALL ASPECTS OF THE PROGRAM IN ORDER TO BE SUCCESSFUL.

EVERY ACTION AND PROGRAM SHOULD BE LEVERAGED TO TEACH AND PREPARE OUR NEW CHIEFS TO BE TEAM-BUILDERS WHO ARE SELFLESSLY FOCUSED ON MISSION ACCOMPLISHMENT. SELECTEES, BOTH INDIVIDUALLY AND AS A GROUP, SHOULD BE CHALLENGED BOTH MENTALLY AND PHYSICALLY, AND THE EVENTS OF A PROGRAM SHOULD BE TAILORED AROUND THE UNIT’S MISSION. SELECTEES ARE NOT TEMPORARILY ASSIGNED AWAY FROM THEIR COMMANDS FOR THE DURATION OF INITIATION; THEY SHOULD BE EXPECTED TO SHOULDER THE NORMAL DAILY ROUTINE, EVEN AS THEY MANEUVER AROUND THE SCHEDULE. THIS WILL PROVIDE A MORE SUBSTANTIVE PERSPECTIVE ON EXPECTATIONS OF “THE CHIEF” AS THEY RELATE TO THE CNO’S CORE ATTRIBUTES CLEARLY DEFINED IN OUR NAVY’S DESIGN TO MAINTAIN MARITIME SUPERIORITY.”

- INITIATIVE: “MORE WILL BE EXPECTED OF YOU, MORE WILL BE DEMANDED OF YOU” AND “CHIEFS BEFORE YOU HAVE FREELY ACCEPTED RESPONSIBILITY BEYOND THE CALL OF PRINTED ASSIGNMENT”
- ACCOUNTABILITY: “YOU HAVE A SPECIAL RESPONSIBILITY TO YOUR COMRADES, EVEN AS THEY HAVE A SPECIAL RESPONSIBILITY TO YOU”
- INTEGRITY: “IT IS REQUIRED THAT YOU BE THE FOUNTAIN OF WISDOM, THE AMBASSADOR OF GOODWILL, THE AUTHORITY IN PERSONAL RELATIONS AS WELL AS IN TECHNICAL APPLICATIONS”
- TOUGHNESS. “HUMBLY ACCEPT CHALLENGE AND ADVERSITY” AND “FORCED TO ENDURE ADVERSITY FAR BEYOND WHAT HAS THUS FAR BEEN IMPOSED UPON YOU”

# INITIATION PLANNING

- INITIATION IS A WELL-CONSTRUCTED AND ORCHESTRATED EXECUTIVE SENIOR LEADERSHIP DEVELOPMENT PROGRAM. EVERY ASPECT IS INTENDED TO TEACH CPO SELECTEES TO NAVIGATE ADVERSITY, FOSTER A CULTURE OF LEADERSHIP, BUILD TEAMWORK, AND TO GROW BOTH PERSONALLY AND PROFESSIONALLY.
- RESPONSIBILITY FOR ALL ASPECTS OF CPO INITIATION RESTS WITH THE CSEL WHO IS SINGULARLY ACCOUNTABLE. THE CSEL WILL BRIEF THE CO AND WARDROOM ON THE PLAN FOR EXECUTION. PARTICIPATION IS MANDATORY!
- CLEARLY DEFINED AND UNDERSTOOD TRAINING OBJECTIVES SHALL BE BRIEFED PRIOR TO COMMENCEMENT OF ANY INITIATION EVENT. EVERY ASPECT OF INITIATION WILL CHAMPION DIGNITY AND RESPECT.
- SAFETY AND PROPERLY APPLIED ORM PRINCIPLES WILL BE AT THE FOREFRONT OF ALL EVOLUTIONS. INITIATION WILL COMMENCE UPON THE RELEASE OF THE NAVADMIN ANNOUNCING ACTIVE OR RESERVE E-7 SELECTION BOARD RESULTS.

# TEACHING TO THE CREED

THE CPO CREED IS READ EACH YEAR AT EVERY CPO PINNING CEREMONY. IT'S WHAT NEWLY-PINNED CPOS, THEIR FAMILIES, THEIR SAILORS, THEIR OFFICERS AND THEIR FELLOW CPOS HEAR AND COME TO UNDERSTAND AS THE IDEALS, VALUES AND EXPECTATIONS OF A CPO. THE PHRASES IN THE CREED ALIGN ALL CPOS AND ENERGIZE THEM TO PROVIDE VIGOROUS LEADERSHIP, ENABLING OUR NAVY TEAM TO FIGHT AND WIN IN ANY ENVIRONMENT – FROM THE SEA FLOOR TO SPACE.

DURING INITIATION TRAINING, CPOS WILL EDUCATE AND DEVELOP CPO SELECTEES TO THE INDIVIDUAL AND INSTITUTIONAL IDEALS EMBEDDED IN THE CREED USING A PROVIDED CURRICULUM. THIS CURRICULUM CONTAINS SIX MODULES, WHICH CAN BE FOUND ON [NAVY.MIL/MCPON](http://NAVY.MIL/MCPON).

# DESIRED OUTCOME

CONFIDENT, YET HUMBLE LEADERS RELENTLESSLY DEDICATED TO THE CONTINUOUS IMPROVEMENT OF THEIR TEAMS AND THEMSELVES. DRIVES EXCELLENCE IN LEADING OUR NAVY TEAM FORWARD ACROSS THE OPERATIONAL AND WARFIGHTING COMPETENCIES.

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**"BEING HUMBLE DOESN'T MEAN WE THINK LESS OF OURSELVES, IT JUST MEANS WE THINK MORE OF OTHERS."**

# KEY ACTIVITIES DURING INITIATION

IN ADDITION TO TEACHING TO THE CREED, CPO INITIATION WILL CONTAIN THE SAME TIME-HONORED TRADITIONS EMBRACED FOR YEARS, INCLUDING CPO CHARGE BOOKS, MEET-AND-GREET, AND A CAPSTONE EVENT FOCUSED ON TEAMWORK AND TOUGHNESS. CPO MESSSES MUST OWN THIS PROCESS AND TAP THEIR CREATIVE POTENTIAL, USING FORMAL AND INFORMAL TRAINING AND TEAM BUILDING METHODS TO EDUCATE AND TRAIN CPO SELECTS.

**CHARGE BOOKS:** A PROUD AND TREASURED KEEPSAKE. A LIFELONG LIVING DOCUMENT USED TO PASS ON EXPECTATIONS, KNOWLEDGE AND LEARNING EXPERIENCES.

**MEET-AND-GREET AND FAMILY INCLUSION:** A CELEBRATORY EVENT TO CONGRATULATE SELECTEES AND FAMILIES, SHORTLY AFTER THE ADVANCEMENT RESULTS ARE ANNOUNCED. SETS THE TONE FOR A PROFESSIONAL AND POSITIVE EXPERIENCE. AS FEASIBLE, INCORPORATE GOALS OUTLINED IN THE NAVY FAMILY FRAMEWORK INTO THE INITIATION PROCESS. CPO SELECTEE FAMILY SYMPOSIUMS/FORUMS ARE BENEFICIAL EVENTS.

**PROFESSIONAL TRAINING:** COMPLETION OF THE CPO SELECTEE LEADERSHIP COURSE (CPOSLC) AND TEACHING TO THE CREED ARE REQUIRED TO BE CONDUCTED DURING INITIATION AND MAXIMUM PARTICIPATION WILL BE EXPECTED FROM THE CPO MESS.

**PHYSICAL TRAINING.** CONDUCTED PER OPNAVINST 6110.1 SERIES, MEDICAL PERSONNEL AND CERTIFIED FITNESS LEADERS WILL BE PRESENT AT ALL PT ACTIVITIES. THE FOCUS SHOULD DEMONSTRATE HOW TO RUN AN EFFECTIVE PROGRAM AND ESTABLISH A CULTURE OF FITNESS IN AND AROUND THE OPERATIONAL REQUIREMENTS PLACED ON OUR NAVY. ALL PARTICIPANTS WILL HAVE A CURRENT PARFQ. THE CPO MESS SHALL ENSURE MAXIMUM PARTICIPATION AND MAINTAIN PACE WITH THE SELECTEES.

**TEAM-BUILDING EVENTS:** CPO MESSSES SHOULD UNDERTAKE A VARIETY OF EVENTS THAT INFORM ON THE CORE PRACTICES OF NETWORKING, TEAM-BUILDING, TASK AND TEAM MANAGEMENT. EFFORTS SHOULD ALSO INCLUDE WARDROOM PARTICIPATION, TO GAIN PERSPECTIVE FROM OFFICERS. NO EVENT SHALL STRIP VITAL RESOURCES AWAY FROM MISSION PRIORITIES. IF IT IS AN ALL-DAY EVENT, STRICT COORDINATION WITH THE CO IS REQUIRED. EFFORTS SHOULD BE MADE TO LIMIT ONE MAJOR TEAM-BUILDING EVENT PER WEEK.

**CAPSTONE EVENT:** MUST NOT EXCEED 18 HOURS AND SLEEP MUST BE A DELIBERATE PART OF THE PLAN. A CULMINATION OF ALL TRAINING PROVIDED DURING CPO INITIATION. LEVERAGING CPO MESS CREATIVITY, THE EVENT MUST GALVANIZE THE ATTRIBUTES OF INTEGRITY, ACCOUNTABILITY, INITIATIVE AND TOUGHNESS THROUGH PRACTICAL APPLICATION OF ACQUIRED KNOWLEDGE, SKILLS, AND ABILITIES. THIS EVENT WILL ENCOMPASS THE IDEALS ROOTED IN THE CPO CREED AND THE NAVY'S CORE VALUES.

**PINNING CEREMONY:** MUST BE CONDUCTED PER NAVY CUSTOMS, TRADITIONS AND REGULATIONS. THE CPO CREED CONTAINED IN "LAYING THE KEEL" SHALL BE READ. PINNING SHOULD NORMALLY OCCUR THE DAY FOLLOWING THE CAPSTONE EVENT ON THE 16TH OF SEPT. IN THE EVENT THE 16TH FALLS ON A WEEKEND OR MONDAY, THEN PINNING MAY BE CONDUCTED EARLY ON THE FRIDAY PRIOR TO THE 16TH, AS DIRECTED BY THE CO. IN THE EVENT A COMMAND'S OPERATIONAL SCHEDULE PREVENTS NORMAL PINNING, NOTIFY THE RESPONSIBLE FLEET MASTER CHIEF, OR OFFICE OF THE MCPON FOR DIRECT REPORT COMMANDS NLT 01 SEPT.

# ADDITIONAL GUIDELINES FOR INITIATION



**MISSION FIRST.** EVERY SAILOR GOING THROUGH INITIATION IS ASSIGNED PRINCIPAL WORK RESPONSIBILITIES AND THEY MUST MAINTAIN COURSE. IF THE MESS AND SELECTEES ARE SEEN AS CONSISTENTLY ABSENT FROM WORK, IT WILL UNDERMINE CONFIDENCE IN THE MESS AND DISADVANTAGE THE COMMAND. THERE SHOULD BE A BALANCE THAT HELPS CHIEF SELECTEES UNDERSTAND THAT, IN THIS NEW ROLE, MORE WILL INDEED BE DEMANDED OF THEM, AND THAT THEY WILL RELY ON HOURS OUTSIDE OF THE TRADITIONAL WORKDAY TO MEET EXPECTATIONS.



**PARTICIPATION.** RESTRICTED TO ACTIVE, RESERVE, AND RETIRED CPOS, AND OTHER AUTHORIZED SERVICE/NATION EQUIVALENTS. WARDROOM PARTICIPATION IS HIGHLY ENCOURAGED AS IT HELPS REINFORCE THE MUTUAL RESPECT AND ADMIRATION BETWEEN OFFICERS AND ENLISTED THAT IS AT THE CORE OF THE NAVY TEAM.



**COMMUNICATIONS.** THE CMC/CSEL IS PRINCIPALLY RESPONSIBLE AND ACCOUNTABLE FOR ALL EVENTS THAT TAKE PLACE UNDER THEIR CHARGE. THE CMC MUST KEEP THEIR CO AND ISIC/TYCOM CSEL INFORMED OF THE EXECUTION OF INITIATION AND ANY ISSUES THAT MAY ARISE. CMCS/CSELS MUST BE PRESENT AT ALL EVENTS OR (IN RARE EXCEPTION WHEN REQUIRED) CAREFULLY DELEGATE TO COMPETENT LEADERSHIP FOR OVERSIGHT.



**FUNDRAISING.** SELECTEES PARTICIPATING IN INITIATION ACTIVITIES WILL NOT FUNDRAISE IN SUPPORT OF NON-INITIATION EXPENSES. RATHER, THE CHIEF PETTY OFFICER ASSOCIATIONS (CPOAS) MAY VOLUNTARILY FUNDRAISE FOR EXPENSES THROUGHOUT THE YEAR. THE MAJORITY OF INITIATION ACTIVITIES SHOULD NOT REQUIRE FUNDING TO SUSTAIN THEM. IF THERE ARE INITIATION EVENTS THAT REQUIRE MINIMAL FUNDS FOR EXECUTION, THE RELEVANT CPOA SHOULD LOOK TO EXISTING CPOA FUNDING FIRST. IF ADDITIONAL FUNDRAISING IS NECESSARY DURING INITIATION, FUNDRAISING WILL BE FOCUSED INTERNALLY TO THE CPO MESS (BY OUR OWN, FOR OUR OWN) THROUGH EVENTS LIKE AN ANCHOR AUCTION OR LUNCH DURING A TRAINING SESSION/MEETING. FUNDRAISING ACTIVITIES WILL NOT AIM TO SOLICIT THE GENERAL PUBLIC.



**ADVANCEMENT.** COMPLETION OF THE CPO SELECTEE LEADERSHIP COURSE (CPOS LC) OR THE CHIEF PETTY OFFICER LEADER DEVELOPMENT COURSE (CPOLDC, PENDING RELEASE) AND PASSING BCA/PFA REQUIREMENTS PER THE NAVY ADVANCEMENT MANUAL BUPERSINST 1430.16 SERIES IS MANDATORY PRIOR TO FROCKING.



**SPONSORS.** EACH CPO SELECTEE WILL BE ASSIGNED A SPONSOR/ADVOCATE WHO IS ACTIVELY INVOLVED IN ALL EVENTS. A CPO'S SPOUSE CAN ALSO BE ASSIGNED TO MENTOR THE CPO SELECTEE'S SPOUSE OR SIGNIFICANT OTHER AND THEY SHOULD BE GIVEN A SCHEDULE OF EVENTS.



**GOOD ORDER AND DISCIPLINE.** ANY CPOS NOT FOLLOWING ESTABLISHED GUIDELINES WILL BE REMOVED AND, WHEN NECESSARY, HELD ACCOUNTABLE. THE CPO MESS WILL ACTIVELY ENFORCE GOOD ORDER AND DISCIPLINE WITHIN THEIR PEER GROUP.



**SELECTED RESERVISTS (SELRES).** PARTICIPATING IN AUTHORIZED TRAINING EVENTS MUST BE IN AN AUTHORIZED DUTY STATUS UNDER ORDERS. IN ORDER TO ALLOW MAXIMUM PARTICIPATION, SELRES PERSONNEL (CPOS AND SELECTEES) MAY UTILIZE "NON-PAID ADDITIONAL DRILLS."

# LIVING DOCUMENT

**THERE ARE NO GREATER WORDS OF INFLUENCE TO A CHIEF PETTY OFFICER THAN WHAT IS WRITTEN IN THE CPO CREED. SINCE THE INCEPTION OF THE CREED, CPOS HAVE CONSISTENTLY REFLECTED ON THESE WORDS, AND IN DOING SO ENSURED EXPECTATIONS REMAINED ALIGNED ACROSS THE WORLD-WIDE CPO MESS. THE CREED IS A LIVING DOCUMENT AND AN EVER EVOLVING ONE AS WELL.**

**IN THE 1990S THE CPO CREED WAS UPDATED TO REFLECT THE CHANGES IN DEMOGRAPHICS THAT HAD OCCURRED WITHIN THE NAVY OVER THE PREVIOUS 20 YEARS. THE CREED WAS AMENDED TO REFLECT OUR NAVY'S CURRENT VALUES IN ORDER TO SHARPEN THE IDEALS CONTAINED WITHIN AND EMPHASIZE ITS SIGNIFICANCE IN GUIDING CPOS EVERY DAY.**

**INITIATION TRAINING, CULMINATING WITH A "CAPSTONE EVENT" IS SYMBOLIC OF THE STRENGTH OF THE CPO; FOR STRENGTH IS REQUIRED TO FACE DAILY CHALLENGES WITH GRACE AND PASSION. EVERY DAY A CHIEF PETTY OFFICER MUST EARN HIS OR HER ANCHORS BY EXPERIENCE, PERFORMANCE, AND TESTING; NEVER FORGETTING – NOT EVEN FOR A SECOND – THE INCREDIBLE PRIVILEGE IT IS TO WEAR THE CLOTH OF OUR NATION AND SERVE OUR NAVY AS CHIEF PETTY OFFICERS.**

**CPOS HUMBLY FACE AND CONQUER ADVERSITY BY LIVING FIRMLY BY THE HIGH IDEALS FORGED IN THE CREED – A COMPASS GUIDING ALL CPOS TO TRUE NORTH. THE CREED CAPTURES AND ALIGNS EXPECTATIONS OF ALL WHO HAVE THE HONOR OF CALLING THEMSELVES "CHIEF."**

# CPO CREED

DURING THE COURSE OF INITIATION, YOU HAVE BEEN CAUSED TO HUMBLY ACCEPT CHALLENGE AND FACE ADVERSITY. THIS YOU HAVE ACCOMPLISHED WITH RARE GOOD GRACE. POINTLESS AS SOME OF THESE CHALLENGES MAY HAVE SEEMED, THERE WERE VALID, TIME-HONORED REASONS BEHIND EACH POINTED BARB.

YOUR FAITH IN THE FELLOWSHIP OF CHIEF PETTY OFFICERS WAS NECESSARY TO OVERCOME THESE HURDLES. THE GOAL WAS TO INSTILL IN YOU THAT TRUST IS INHERENT WITH THE DONNING OF THE UNIFORM OF A CHIEF. OUR INTENT WAS TO IMPRESS UPON YOU THAT CHALLENGE IS GOOD; A GREAT AND NECESSARY REALITY WHICH CANNOT MAR YOU – WHICH, IN FACT, STRENGTHENS YOU.

IN YOUR FUTURE AS A CHIEF PETTY OFFICER, YOU WILL BE FORCED TO ENDURE ADVERSITY FAR BEYOND WHAT HAS THUS FAR BEEN IMPOSED UPON YOU. YOU MUST FACE EACH CHALLENGE AND ADVERSITY WITH THE SAME DIGNITY AND GOOD GRACE YOU HAVE ALREADY DEMONSTRATED.

BY EXPERIENCE, BY PERFORMANCE, AND BY TESTING, YOU HAVE BEEN ADVANCED TO CHIEF PETTY OFFICER. IN THE UNITED STATES NAVY – AND ONLY IN THE UNITED STATES NAVY – THE RANK OF E7 CARRIES WITH IT UNIQUE RESPONSIBILITIES AND PRIVILEGES YOU ARE EXPECTED TO FULFILL AND BOUND TO OBSERVE.

YOUR ENTIRE WAY OF LIFE IS CHANGED. MORE WILL BE EXPECTED OF YOU; MORE WILL BE DEMANDED OF YOU. NOT BECAUSE YOU ARE AN E7, BUT BECAUSE YOU ARE NOW A CHIEF PETTY OFFICER. YOU HAVE NOT MERELY BEEN PROMOTED A PAYGRADE, YOU HAVE JOINED AN EXCLUSIVE FELLOWSHIP AND, AS IN ALL FELLOWSHIPS, YOU HAVE A SPECIAL RESPONSIBILITY TO YOUR COMRADES, EVEN AS THEY HAVE A SPECIAL RESPONSIBILITY TO YOU. THIS IS WHY WE IN THE UNITED STATES NAVY MAY MAINTAIN WITH PRIDE OUR FEELINGS OF ACCOMPLISHMENT ONCE WE HAVE ATTAINED THE POSITION OF CHIEF PETTY OFFICER.

YOUR RESPONSIBILITIES AND PRIVILEGES DO NOT APPEAR IN PRINT. THEY HAVE NO OFFICIAL STANDING; THEY CANNOT BE REFERRED TO BY NAME, NUMBER, NOR FILE. THEY HAVE EXISTED FOR OVER 100 YEARS, BECAUSE CHIEFS BEFORE YOU HAVE FREELY ACCEPTED RESPONSIBILITY BEYOND THE CALL OF PRINTED ASSIGNMENT. THEIR ACTIONS AND THEIR PERFORMANCE DEMANDED THE RESPECT OF THEIR SENIORS AS WELL AS THEIR JUNIORS.

IT IS REQUIRED THAT YOU BE THE FOUNTAIN OF WISDOM, THE AMBASSADOR OF GOOD WILL, THE AUTHORITY IN PERSONAL RELATIONS AS WELL AS IN TECHNICAL APPLICATIONS. “ASK THE CHIEF” IS A HOUSEHOLD PHRASE IN AND OUT OF THE NAVY.

YOU ARE THE CHIEF. THE EXALTED POSITION YOU HAVE ACHIEVED — AND THE WORD EXALTED IS USED ADVISEDLY — EXISTS BECAUSE OF THE SERVICE, CHARACTER, AND PERFORMANCE OF THE CHIEFS BEFORE YOU. IT SHALL EXIST ONLY AS LONG AS YOU AND YOUR FELLOW CHIEFS MAINTAIN THESE STANDARDS.

IT WAS OUR INTENTION THAT YOU NEVER FORGET THIS DAY. IT WAS OUR INTENTION TO TEST YOU, TO TRY YOU, AND TO ACCEPT YOU. YOUR PERFORMANCE HAS ASSURED US THAT YOU WILL WEAR “THE HAT” WITH THE SAME PRIDE AS YOUR COMRADES IN ARMS BEFORE YOU.

WE TAKE A DEEP AND SINCERE PLEASURE IN CLASPING YOUR HAND, AND ACCEPTING YOU AS A CHIEF PETTY OFFICER IN THE UNITED STATES NAVY.

# CONCLUSION

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AS GREAT POWER COMPETITORS THREATEN THE GLOBAL COMMONS, ENLISTED LEADERS MUST STRENGTHEN OUR NAVY TEAM FOR THE FUTURE. OUR NAVY WILL MAINTAIN A DECISIVE ADVANTAGE ONLY AS LONG AS IT HAS WORLD-CLASS ENLISTED LEADERS AS ITS BACKBONE.

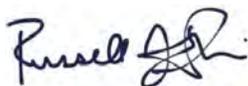
WE MUST MAKE THE MOST OF EVERY OPPORTUNITY FOR ENLISTED LEADER DEVELOPMENT. AS WE FORTIFY AND BROADEN OUR APPROACH WITH FORMAL TRAINING, WE MUST ALSO LOOK WITHIN EACH COMMAND FOR ADDITIONAL COMPETENCY AND CHARACTER DEVELOPMENT BEYOND THE CLASSROOM SETTING. APPROACHING ENLISTED LEADER DEVELOPMENT IN INTEGRATED FASHION WILL STRENGTHEN ENLISTED LEADERS AT EVERY LEVEL, ENSURE ALL CPOS ARE ALIGNED AND MORE UNIFIED THAN EVER IN LEADING THE NAVY TEAM FORWARD, AND EMPOWER CPOS NAVY-WIDE TO DO WHAT CPOS HAVE DONE BEST FOR THE LAST 125 YEARS – MENTOR, COACH, TEACH AND TRAIN EACH GENERATION OF SAILORS TO BE BETTER LEADERS.

A PROFESSIONAL, FORMAL LEADERSHIP DEVELOPMENT CURRICULUM REINFORCED BY INNOVATIVE, MEANINGFUL COMMAND-DEVELOPED TRAINING SUCH AS SAILOR 360 IS HOW COMMAND LEADERS WILL GROW COMPETENCE AND IMPROVE CHARACTER WHILE INSTILLING INTEGRITY, ACCOUNTABILITY, INITIATIVE, AND TOUGHNESS IN EVERY SAILOR. THIS INTEGRATED ENLISTED LEADER TRAINING MODEL MUST ALSO INCLUDE THE ADDITIONAL DIMENSION OF CAREER PLANNING AND MENTORING. "DELIBERATE DEVELOPMENT" IS THE FINAL PORTION OF THE ENLISTED LEADER DEVELOPMENT CURRICULUM AND IS THE ACTIVE, DELIBERATE APPROACH OF MENTORING ENLISTED LEADERS TO SET ASPIRATIONAL GOALS, SEEK ADDITIONAL DUTIES TO EXPAND THEIR BREADTH OF KNOWLEDGE AND EXPERIENCE, AND TO STRIVE FOR DUTY STATIONS TO PROMOTE THEIR LEADERSHIP DEVELOPMENT.

WITH THIS COMPREHENSIVE APPROACH, OUR NAVY WILL RISE TO MEET ITS CHALLENGES BY DELIBERATELY INVESTING IN AND FORGING OUR SAILORS TO BE THE ENLISTED LEADERS OUR NAVY NEEDS.

"WE ARE AN INTEGRATED NAVAL FORCE THAT WILL PROVIDE MARITIME DOMINANCE FOR THE NATION. TO ACCOMPLISH THIS IN THE FACE OF CURRENT AND EMERGING CHALLENGES, WE MUST RENEW OUR SENSE OF URGENCY AND SPEED OF EXECUTION THROUGHOUT THE ENTIRE ORGANIZATION. OUR CORE VALUES AND ACCOUNTABILITY AT THE INDIVIDUAL AND ORGANIZATIONAL LEVELS WILL SHAPE OUR CULTURE AND GUIDE OUR ACTIONS."

- SECRETARY OF THE NAVY RICHARD V. SPENCER



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RUSSELL L. SMITH  
MCPON



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RICHARD P. O'RAWE  
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