



MCPON's Guidance and Objectives

June, 2005

“Every Sailor is a sea warrior”

The business of the Navy will always be combat, and victory is both our mission and our heritage. – Admiral Vern Clark, 2005 CNO Guidance

As Chiefs, leadership, dedication to mission and concern for Sailors are our longest standing traditions. Our predecessors established these traditions; our successors will take up this mantle of tradition by our example. In 1893 the Navy established the rank of Chief Petty Officer in recognition of the need for experienced professionals in a Navy rapidly moving from the age of wood and sail to one of sleek steel and steam. We find an equivalent challenge today in the technological advancements in the Navy and the many threats facing our Nation.

Today, our Sailors engage in missions as diverse as at any time in our history from the continuing combat operations in the Global War on Terrorism, to humanitarian missions, joint operations and operations with our allies around the world. Our advantage remains the creativity, ingenuity and steadfastness to duty of our Sailors. In my travels this past year, I was inspired by the visits with the Sailors who defend America every day and the families who faithfully support them. The honor, courage and commitment of our Sailors, the professionalism and dedication of the all-volunteer force and the support of the loving families they leave behind serve as the foundation of our Navy. They make possible the unprecedented forward defense capability of the most powerful, capable Navy in the history of the world.

Even with the advanced technology at our disposal and Congress' support in providing the resources to take the fight to our enemies, America's competitive edge in ensuring a safer world remains our people. Our challenge is to capitalize on the talents and motivation of each of our Sailors to continue to build our Navy to one ready to face the unknown challenges of the future.

Executing the Basics - CPO Core Competencies

The “Chief” is essential to a successful command.

Just as it has for over 112 years, our Chiefs’ ability to lead and manage Sailors will remain a crucial element in our Navy, essential to our overall success. With an expansion in the scope of responsibility and continued exploration of the true potential and capabilities of our Chief Petty Officers we understand realizing the possible does not mean abandoning the established roles and expectations of the Chief Petty Officer. The “CPO Core Competencies” are more than words; they are a call to action:

CPO Core Competencies

Chief Petty Officers are enlisted warriors who lead and manage the Sailor resources of the Navy they serve. As such, Chief Petty Officers are responsible for, have the authority to accomplish and are held accountable for:

- **Leading** Sailors and applying their skills to tasks that enable mission accomplishment for the U.S. Navy.
- **Developing** enlisted and junior officer Sailors.
- **Communicating** the core values, standards and information of our Navy that empower Sailors to be successful in all they attempt.
- **Supporting** with loyalty the endeavors of the chain of command they serve and their fellow Chief Petty Officers with whom they serve.

Executing the basics – communication: The foundation of our Navy was built with strong leadership and the ability to communicate the mission to our Sailors on the deck plate. Over the course of time the methods we use have broadened with the aid of technology; yet it appears comprehension level of the increasing flow of information has decreased. E-mail, flyers, bulletin board post-its and briefs on TV are all excellent methods of getting out the word. However, simply getting out the word to our Sailors using technology is not the answer. A recent study by the Chief of Naval Information (CHINFO) recognized that Sailors receive more than 70% of information regarding policies, programs and Navy relevant news verbally from their chain of command. We should never underestimate the power of the continuing conversation we have with our Sailors.

Leadership must address behavior, standards and expectations with our Sailors in a continuing dialogue. Daily, I review SITREP’s and OPREP 3’s listing a litany of failures; Domestic Violence, Assault, Sexual Assault/Harassment, Child Abuse, Child Sexual Abuse, Suicide Attempt, Suicide, Robbery, and Death, many which fall into the category of Alcohol Related Incidents. We can never reach our true potential while these events continue to happen. If you are not talking to your Sailors about these issues – who is?

Leaders, where it is not already occurring, reintroduce your Sailors to the tradition of Morning Quarters, where we can look our Sailors in the eye, direct them on the right course and improve the connection from leadership to the deck plate. This is the doorway for the involved leadership we need in development of our Sailors. Quarters' is a tool in every Chief's toolbox that I expect you to exercise regularly.

Professional Military Education

An investment in our senior enlisted is an investment in all of our Sailors...

Our investment in the capabilities and skill of our senior enlisted is an investment in all of our Sailors and in the future of our Navy and a strong statement that this incredible talent is crucial to our ability to meet the challenges we face now and in the future. Historically, we have underinvested in that talent; we must test the bounds of normal convention to develop this untapped potential. We cannot expect new results from the same equation. A smaller Navy will demand more from each individual, not less.

Building upon the foundation of technical expertise and leadership with additional educational opportunities will create a more capable senior enlisted force. Today, the Navy is pursuing growth and development opportunities for our senior enlisted in Joint Professional Military Education (JPME), with a pilot program at the Naval War College and the recently created Keystone course (Joint Forces Command). Some of the initial steps towards the Enlisted Navy Professional Military Education (NPME) continuum consist of the expansion of student throughput at the Senior Enlisted Academy and implementation of the Advanced Education Voucher (AEV) program.

Senior Enlisted Academy: Every Senior Chief in the Navy transferring PCS to operational duty (ship, submarine, squadron, battalion, team, etc) by an interim goal of 1 January 2006 will attend the Navy's Senior Enlisted Academy resident course as an intermediate assignment. Moreover, we are working toward this objective as we refine and expand the SEA non-resident course to accommodate all other Senior Chief Petty Officers by 1 October 2006.

Advanced Education Voucher: Designed to provide additional opportunities for our senior enlisted to achieve completion of a Bachelors or Masters program of study, AEV builds a core of Sailors with an education relevant and consistent with their professional or technical fields and the Navy's mission.

Through these and other efforts, the Navy will realize a professional military education (PME) for all of our Sailors, officer and enlisted, a continuum of learning stretching from accession throughout the length of a career. Fully understanding and appreciating lifelong learning must be taken in the context of the whole of the continuum rather than any one aspect in isolation. As we begin this process, we must ensure those who serve today will achieve these milestones without excessively burdensome requirements.

Safety

Safety – Chief's leadership – all hands responsibility

“Reduce class “A” mishaps by additional 26% this year to continue toward the DoD goal of reducing class “A” mishaps by a total of 50% under FY02 numbers.”

- 2005 CNO Guidance

Safety of our Sailors is one of our most solemn responsibilities. Senior Enlisted Leaders within each command have a responsibility with respect to Safety, Safety Training and ORM. Our Chiefs' contributions to Safety, Operational Risk Management and their role in preventing off-duty mishaps cannot be underestimated. This responsibility is integrated into everything we do and every discussion we have with Sailors. I believe responsibility for safety and a reduction of mishaps falls squarely on the shoulders of the Chiefs' Mess.

Active Reserve Integration

One Navy

The goal of the Navy's total force is not to just work separately side by side, but together. As the Navy moves further into Active Reserve Integration, we must dissolve the perception of the past and focus on each Sailor and their role on the command team. For the Navy to meet the challenges of war commitment, evolving future roles, and financial limitations, we must learn to use all our resources and capabilities in the most effective manner.

Each command must promote an environment using each Sailor effectively. Equally, all Sailors (active and Reserve) must receive the same dedication and appreciation promoting the one-team effort.

Navy Military Training

Every Chief is an NMT Instructor...

Navy Military Training (NMT) is the formal title given to the curriculum and process building on the foundation of sailorization beginning in our Recruit Training Command. As leaders and mentors in our Navy's Chief Petty officer mess we must understand our role in the sailorization continuum and delivery of Navy Military Training.

The foundation of Navy service that NMT builds upon is captured in a few short words of our Sailor's Creed, characterizing who we are and how we represent our Navy core values of Honor, Courage and Commitment. Developing our junior Sailors into the professionals who will serve our country and our Constitution in commands across the globe, our leadership through our actions and our belief in our Sailor's Creed and our Core Values teach our Sailors. Do we say what we believe? Do we understand what we say?

Do we act accordingly? All of our Chief Petty Officers should consider themselves “Navy Military Training instructors”,

Chiefs, while we can teach the formal curriculum content of NMT through interactive and web-enabled means, we only understand the lessons in the context of critical conversation. We need to do this important leadership face-to-face. We do not need to make this effort complicated, but it must be made real. You must continue the process started at Great Lakes (and any follow-on pipeline training) at your commands. You have a myriad of tools (e.g. GMT) available to continue the development of our Sailors – let’s use them.

Culture of Fitness and Health

A key ingredient to a Sea Warrior is a physically fit Sailor

We will be diligent looking after the health and fitness of our Navy. Physical training is a mainstay of today’s CPO transition season and the desire and need for a healthy and fit force is reinforced as a student at the Senior Enlisted Academy. Commitment to this principle must be a constant with all of our Sailors. The positive impact of group physical fitness training on discipline, camaraderie and unit cohesion must not be underestimated.

The enemy will not pause while we get into shape before they attack us. Our message emphasizing a culture of fitness will be reinforced over the next few months. Chiefs – you are expected to lead the way!

Core Values

If you don’t talk with your Sailors - who will?

Daily, hundreds of thousands of Sailors and Marines walk down the brow, off the pier and out the gate each day. They are honored and contributing members of society who add significant value to the communities in which they live, work and visit. They are true ambassadors of the United States of America when they go ashore abroad, as well as ambassadors of the Navy and Marine Corps Team here at home. Their behavior reflects our core values of Honor, Courage and Commitment. Anything less has a corrosive effect on our pride and professionalism within our lifelines and in our host communities.

We must deepen our commitment to raising standards of behavior, cultivating personal responsibility, and preventing Domestic Violence, Sexual Harassment/Assault, Drug Use, Alcohol Abuse, Blue-on-Blue Violence and Hazing.

All Chief Petty Officers and our command’s Senior Enlisted Leaders are responsible must methodically and periodically providing refresher training on these issues, policies and programs.

In accelerating positive change within our Navy, our personal behavior also must reflect to the highest degree our core values of honor, courage, and commitment. Leadership must drive this alignment of values and behavior - the Sailors who serve our great nation deserve nothing less. With clear and consistent standards, we will raise the bar of personal behavior, foster esprit de corps and cultivate an environment of personal responsibility for the collective excellence of each unit, each command, and the entire Navy.

To do this, we must adhere to the highest standards of ethical and personal conduct. As leaders, we must practice involved leadership, and establish a framework for personal excellence that signals to those we lead that ethics and high standards of conduct matter in everything we do: in war, on the waterfront, in the office, and with our friends and family.

Fleet Business

Cost-wise readiness: Understanding the business of running the Navy in support of our war fighting mission.

We need leaders who understand how to lead the necessary changes the the must make. We have raised the bar on our expectations of the Chiefs' community, expecting a higher level of professional expertise. We are getting it. Yet we cannot succeed in our efforts without further developing our business and business leadership skills. Improved enlisted education and employment has the potential to change our war fighting advantage. We need senior enlisted leaders who are better equipped to operate within their level of responsibility and who can also serve as that information "clutch" between senior leadership and the deck plates, capable of translating and communicating the correct messages up and down the chain of command. Rather than going after convenient solutions, our enlisted technicians must be capable of making technical and maintenance decisions that are consistent with the overarching business strategies and goals of the command, ISIC and Navy. Our chiefs must be as professionally competent as possible and must conduct themselves in such a way as to inspire other to reach for their highest potential.

It is imperative that all chiefs understand the vocabulary and employ the concepts of Sea Enterprise. Where should we spend our money for greatest effect? How does it affect readiness and how do we tie unit-level to corporate level priorities? We must understand Return-On-Investment (ROI), productivity, cost-wise readiness, and resource management and how to be stewards through the proper husbanding of resources. We must have a CPO mess capable of operating at a level where they serve as an integral process within Sea Enterprise.

Reduce DUI

Emphasizing mature behavior from our Sailors

The number of Sailors involved in cases of DUI/DWI continues to occur each year at an alarming rate. The impact to our mission readiness is felt at every level. The lost of life, property and careers ruined run counter to our core values and the standards we expect of all Sailors. The demographics of personnel committing DUI/DWI incidents do not discriminate. Every pay grade, every warfare community, every age group, and every ethnic group is represented by DUI/DWI incidents.

All leaders must take personal responsibility to reduce the number of annual DUI/DWI incidents by 25 percent and support Naval Safety Center programs which will meet this goal.

Identity Theft

The current practice of using Social Security Numbers for almost everything we do in the Navy leaves us susceptible to identity theft. With identity theft more and more common throughout the world our leadership, law enforcement, force protection, intelligence, and criminal investigation agencies are working diligently to combat identity thieves. We must all remain aware and understand the ways to minimize this risk. By our actions and through our efforts as leaders we can decrease the probability that our Sailors and families will fall victim to identity theft.

CPO Mess Training/CPO Professional Development

Command Master Chiefs, Chiefs of the Boat and Command Senior Enlisted Leaders are accountable for the establishment and effective administration of CPO Mess training.

The belief that we must invest in the development and growth of our Chiefs, both personally and professionally, has taken root in the leadership culture of our Navy. However, at the unit level, the understanding of the purpose for this investment, and the reason that it must be a requirement becomes murky. The commitment to providing opportunities for growth and development to our Chief Petty Officers often competes with and loses against the priority of daily work loads.

We must move now to an execution strategy bridging the knowing/doing gap that exists in many of our CPO quarters. We bridge this gap for a short time every year during CPO transition, but the Navy wide unity of that effort stops 16 September. To reach the true capability levels of our CPOs, we must establish a clear understanding that we must make time in the workweek to invest in them. It is not enough to rely on “on the job training” and daily experience to give our CPOs the tools they need to succeed. Much as we do with the transition training, we must have a single source of information, direction and focus to the continuous development of our Mess.

Additionally, Senior Enlisted Leaders should explore opportunities such as guest speakers, business/leadership readings and off-site workshops and developmental training. The Chiefs we are training today will be the Master Chiefs, Command Master Chiefs, or even Fleet Master Chiefs of 2015 and will benefit from this effort.

Specific guidance for the CY2005 CPO Transition Season has not substantively changed from that published in 2004 and is a stand-alone document that Command Senior Enlisted Leaders can download from the "DirectLine" website.

MCPON Objectives:

As Senior Enlisted Leaders within our commands we must ensure that our objectives are aligned with our organizations, enhance mission readiness and accomplishment, and develop the Sailors who will carry the fight to the enemy today, while enabling the transformation of our Navy into the one we need for tomorrow.

Accordingly, we must pursue a number of objectives over the next twelve months. Some I will pursue, others we must work on together. To achieve them will require the concerted effort of our Fleet, Force, CNO-Directed, Command Master Chiefs and Senior Enlisted Leaders at all commands:

Here are the things that I'm going to be working on:

- Populate the CMC Five-Vector model with required educational milestones as well as evaluate the capability to include recommended educational/training opportunities.
- Incorporate into all Leadership Continuum courses, Senior Enlisted Academy and CMC/COB course a discussion of the proper conduct of Divisional, Departmental and/or Command Quarters (morning muster).
- Incorporate the Fleet Business Course into the CMC Five-Vector model.
- Implement and evaluate the MCM Command Senior Chief Pilot Program. The projected future of the Navy shows a reduction in total force end strength, combined with optimally manned platforms and future ships with minimum crew manning. To maintain our covenant leadership responsibilities will require new policies and guidelines in the distribution of Senior and Master Chief Petty Officers. Although the level of knowledge, skills, abilities and leadership will not diminish, smaller crew sizes and changing operational missions require us to review the paygrade level of the senior enlisted for all classes of ships. Under this pilot, selected Senior Chief Petty Officers will attend the Senior Enlisted Academy, CMC/COB course and 3M Coordinator training before assignment to an MCM. This pilot will provide Naval leadership with the data to review the crew complement for existing ships and ultimately future platforms.

- Publish via NAVADMIN application requirements for the continuation of the Naval War College proof of concept pilot.
- Establish the initial capability and policy that all Senior Chief Petty Officers reporting to operational duty attend the Senior Enlisted Academy en route to their ultimate duty station by January 2006.
- Develop and conduct a pilot CMC/COB Spouse course to run concurrent with the CMC/COB Course.
- Conduct Task Force Uniform Phase II to include fleet panel, survey and development of recommendations.
- Increase the capacity of the non-resident Senior Enlisted Academy that by the beginning of FY 2007, 100% of all Senior Chiefs (active and reserve element) selected annually will be accommodated by either the resident or non-resident SEA.
- Begin initial implementation of Joint Professional Military Education (JPME) within the U.S Navy enlisted force using the proposed joint staff guidance. Develop the capability to track via the Five-Vector Model.
- Formalize and implement the CMC cross-warfare immersion training within Naval Aviation to all type aircraft.
- Develop and implement a pilot program for CMC cross-warfare immersion training for Surface Warfare.
- Establish at NAVSEA an Enlisted Board of Advisors for Human Systems Integration.
- Establish a Board of Directors for the Senior Enlisted Academy.
- Develop a semi-annual FY06 Spring and Fall Advanced Education Voucher (AEV) selection board schedule to allow selected individuals to commence their programs starting in January and August 2006.
- Formalize via Navy Regulations "Anchors Aweigh" as the official service song of the U.S. Navy.
- Review, develop and implement a revised Sailor of the Year program. Organizational alignment, end-strength and inclusion of all Sailors in Navy and joint commands must be considered.
- Develop and publish the Senior Enlisted Professional Development Reading List as a companion list to the already established Enlisted Profession Development Reading List

These are the things where I need your help:

- Establish/reinvigorate a culture of fitness within the Navy. Incorporate a command, department or division level physical training session led by Chief Petty Officers a minimum of once a week. Chiefs must lead the way in this effort, which means that we must also meet the standards.
- Achieve 50% participation in Thrift Savings Plan Navy-wide.
- Develop and implement a recommended training plan for unit level CPO development and training.
- Incorporate a spouse command indoctrination program within each command's indoctrination program to include ombudsman involvement.
- Incorporate the recitation of the Sailor's Creed regularly into appropriate command events (e.g. reenlistments, advancement ceremonies, awards ceremonies, quarters, etc.)
- Work with all Sailor Support Programs to address Core Values and Ethics. Recommend policies and programs to enhance adherence to core values, reduce/eliminate blue-on-blue violence, sexual harassment/assault, domestic (spouse and child) violence, alcohol abuse and drug use while building a strong culture of ethical behavior.
- Within each command take concrete, decisive steps to reduce DUI's/DWI's to the lowest possible level and by at least 25% from the 2004 statistics.
- Review and evaluate individual command practices and policies, which increase the susceptibility of our Sailors to identity theft and implement corrective action. Conduct an information campaign within each command using command leadership and Command Financial Specialist to raise the awareness of Sailors on "Identity Theft"
- In order to further realize our goal of reducing our safety mishap rates including Private Motor Vehicle deaths/accidents, incorporate CPO lead ORM training as an addition to the published GMT training schedule and into Department and Division level training.
- Each command review and update their command's web presence to capitalize on the JCMS capability of providing command links on job requisitions. Use this as your opportunity to tell your command's story to prospective job applicants.

Our Challenge

The placement of quotes at the beginning of this guidance was not a function of mere happenstance – it was deliberate. Combat is our business and every Sailor is a sea warrior. However, we also must recognize our expanding responsibilities in this incredible institution – our Navy. Chief Petty Officers will continue to be the backbone of the

greatest Navy known to man, but just as we evolved from sail to steam and steam to gas turbine we must continue to evolve to meet today's and tomorrow's challenges.

Within every challenge is an opportunity; with every change comes the prospect of improvement. Our challenge is to prevail in the Global War on Terrorism, build the Navy of tomorrow and develop the Sailors who are our future. Continuous improvement requires change, and with change comes risk. However, without change, we lose our relevance and our Navy's ability to dominate the maritime domain will be in jeopardy. We must go forward. Recently on the NKO leadership message board I saw the message below, you also may have seen this anonymous posting:

Gen George S. Patton Jr. said, "Go forward, those who lie in foxholes lie there waiting to die." A Leadership Analogy, It is human nature to stay in our foxholes or comfort zone of relative security. Great leaders accept risk, get out of their foxhole, and influence others to do so as well. It is tough to get out of your foxhole; because as soon as you begin to stick your head out, someone will fire a warning shot to persuade you to stay in your place. Great risk exists outside of your foxhole, so it is always best to employ sound risk management strategies; so you can minimize the size of artillery shot at you and ensure that your cause is worth getting shot at. In the end if you want to lead the way, influence others, or make a difference you must climb out of your foxhole and act on your environment. The only alternative is to stay in your foxhole and be victimized by your environment, never knowing what life has to offer beyond the battlefield. I challenge you to take the lead and make no plans for a defensive posture. Leadership never stops, go forward.

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