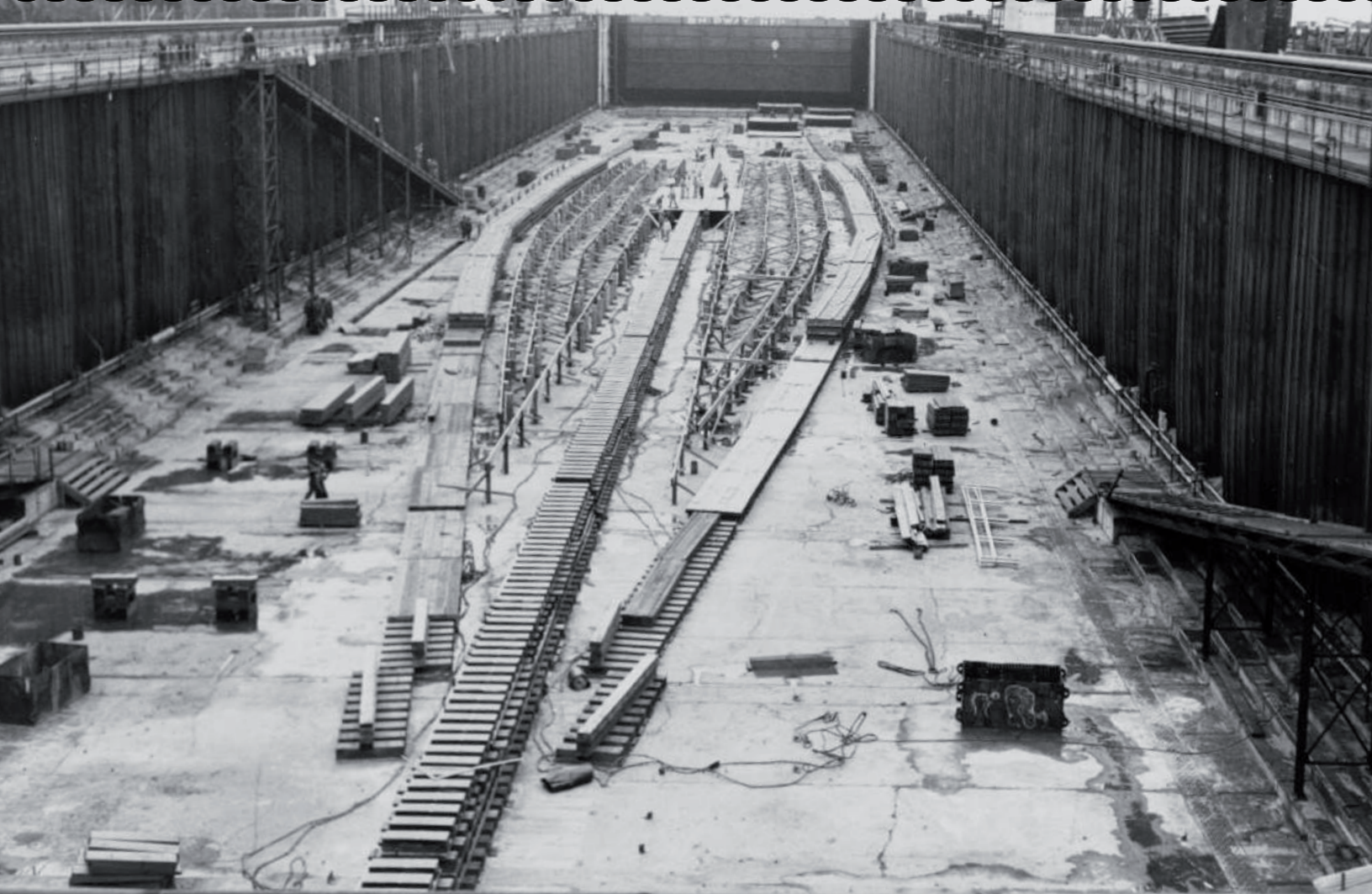




LAYING THE KEEL

DEVELOPING THE BACKBONE OF OUR NAVY



Version 1.0
April 2018



Introduction

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 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 may be unique, but must all be united in their understanding of expectations and in their obligation to develop all of their skills in every realm from technical proficiency to leadership. The character development and adherence to our Ethos that has been habitual since accession into the Navy must be reinforced periodically throughout a Sailors career by applying challenge, adversity, training, education, alignment and accountability through both experience and a deliberative leadership development process. The character that has been forged is hardened and a leader is developed who is aligned with our true North, who is further prepared to continue the legacy established by those that served our Navy throughout its storied history. This will ensure the U.S. Navy remains the best in the world with the brightest and most capable people defending the nation.

Our Navy cannot build the framework for leadership development without starting with "Laying the Keel." As our future Enlisted Leaders proceed from the stern to the bow over the course of their careers, marking each milestone and advancement by adding the frames to their Keel, they are building the Backbone of our future Navy that is both enduring and deeply connected to the Heritage of those that went before them.

LAYING THE KEEL – Developing the Backbone of Our Navy:



Sets the foundation for a series of formal courses throughout the career continuum. Courses are short duration, high impact, adult learning experiences, with focus on: Character, Ethics, Leadership, the Profession of Arms, Self-Awareness, and Decision Making, facilitated by trained and certified Senior Enlisted Leaders.



CPO 365 Phase I evolves to SAILOR 360: Continue the Conversation, as a command owned and managed program to continue the development beyond formal course work at the command level. It's a broad, flexible approach designed to be all-paygrade inclusive.



Formalizes and updates the CPO Creed, and aligns the expectations of every CPO to the Creed. Additionally, educates, develops and aligns CPOs to the ideals in the Creed during the process known as CPO Initiation.

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. Since, 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. The journey continues as the Navy the Nation needs will demand more from its Enlisted Leaders as it operates in a more complex and fast-paced environment.





2011
CPO 365 is introduced.

April 24, 2018
Laying the Keel is released.
SAILOR 360: Continue the Conversation
and CPO Initiation are introduced.

1994
Navy promulgates a new
leadership development
continuum designed to provide
formal, consistent and
progressive training to all hands
at key points in their careers.

2001
Naval War College launches
Enlisted Primary Professional
Military
Education (PPME) course.

2007
Petty Officer Second Class
Leadership Course (PO2SLC)
launches.

2008
Petty Officer First Class Selectee Leadership
Course (PO1SLC) launches to provide
"just-in-time" leadership training for the Navy's
newest first class petty officers.

2001
CMC conference held to introduce
CPO 21: Building the CPO & the
CPO Mess of the 21st Century.

2006
CPO Leadership Course (CPOLC)
developed to replace
CPO Indoctrination.

2006
Petty Officer Indoctrination
with Petty Officer Selectee
Leadership Course (POSLE)
launches, for newly
selected E-4s.



FOUNDATIONAL TRAINING

As the first step in Enlisted Leader Development after Recruit Training Command, the formal courses produced by the Navy's Leadership and Ethics Center are the foundation upon which all future leader development occurs.

Underscoring the imperative of a proper foundation, more than a year of intense study, curriculum development and fleet input were used to create and deliver the pilot courses in the new Foundational Training series. These courses replace existing Selectee Leadership Courses and are of similar length; but the similarities stop there.

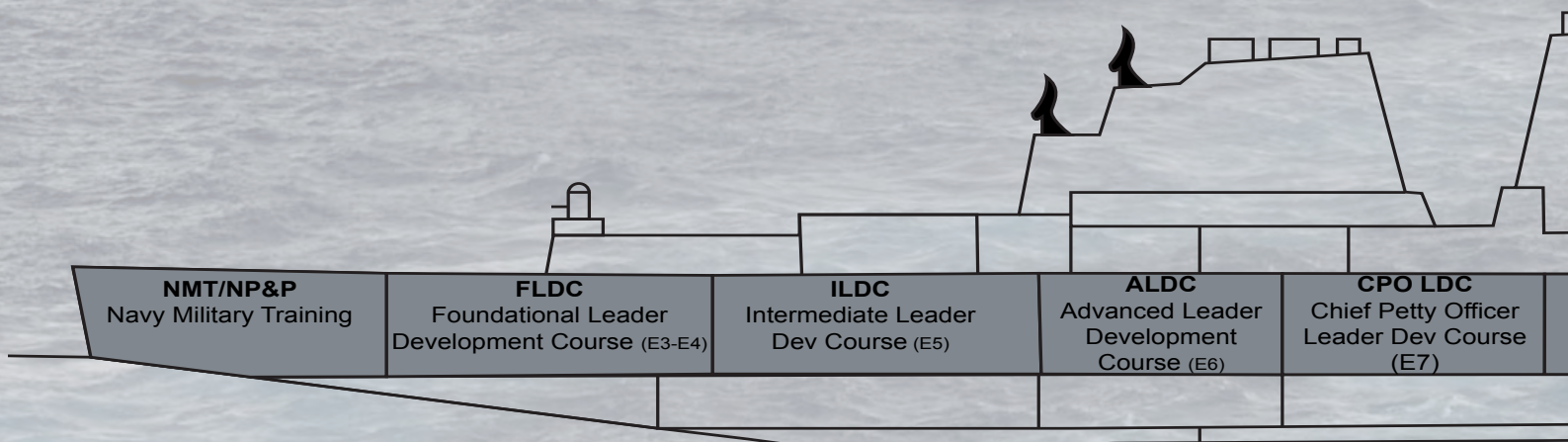
Several years ago Enlisted Professional Development courses migrated from brick and mortar schoolhouses to individual commands. Although some efficiency was realized in this move, there were also unintentional effects as some commands and locations simply don't have the requisite resources to deliver our Foundational Leader Development courses with the quality our Sailors require for a solid foundation. Additionally, this training was traditionally triggered by advancement and targeted to specific paygrades.

Foundational Training courses are intensely interactive and are facilitated by a cadre of instructors trained and certified by the Navy Leadership and Ethics Center. These courses focus on Character, Ethics, Self-Awareness, Decision Making and Leadership, and are designed to be delivered off-site in a location close to the waterfront or flight line. This hybrid delivery model ensures quality course delivery, flexibility and efficiency of these new short duration, high-impact advanced learning experiences. These courses occur at appropriate regular intervals throughout a Sailor's career and are a deliberate, vigorous investment in an Enlisted Leader's development.

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 in a location close to the waterfront or flight line.
- * Are short duration, high-impact advanced learning experiences.

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".



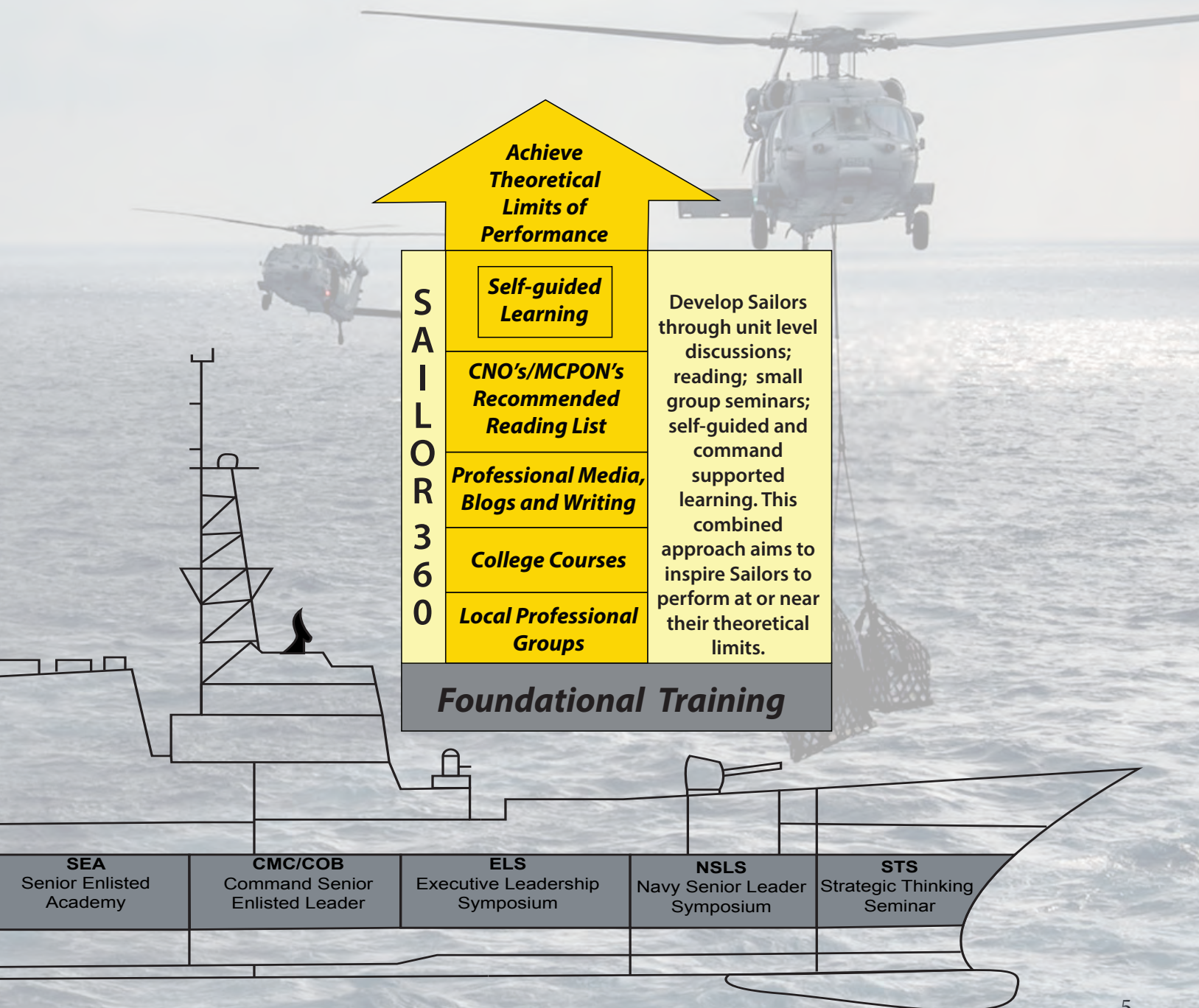
The Sailor's Creed

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.

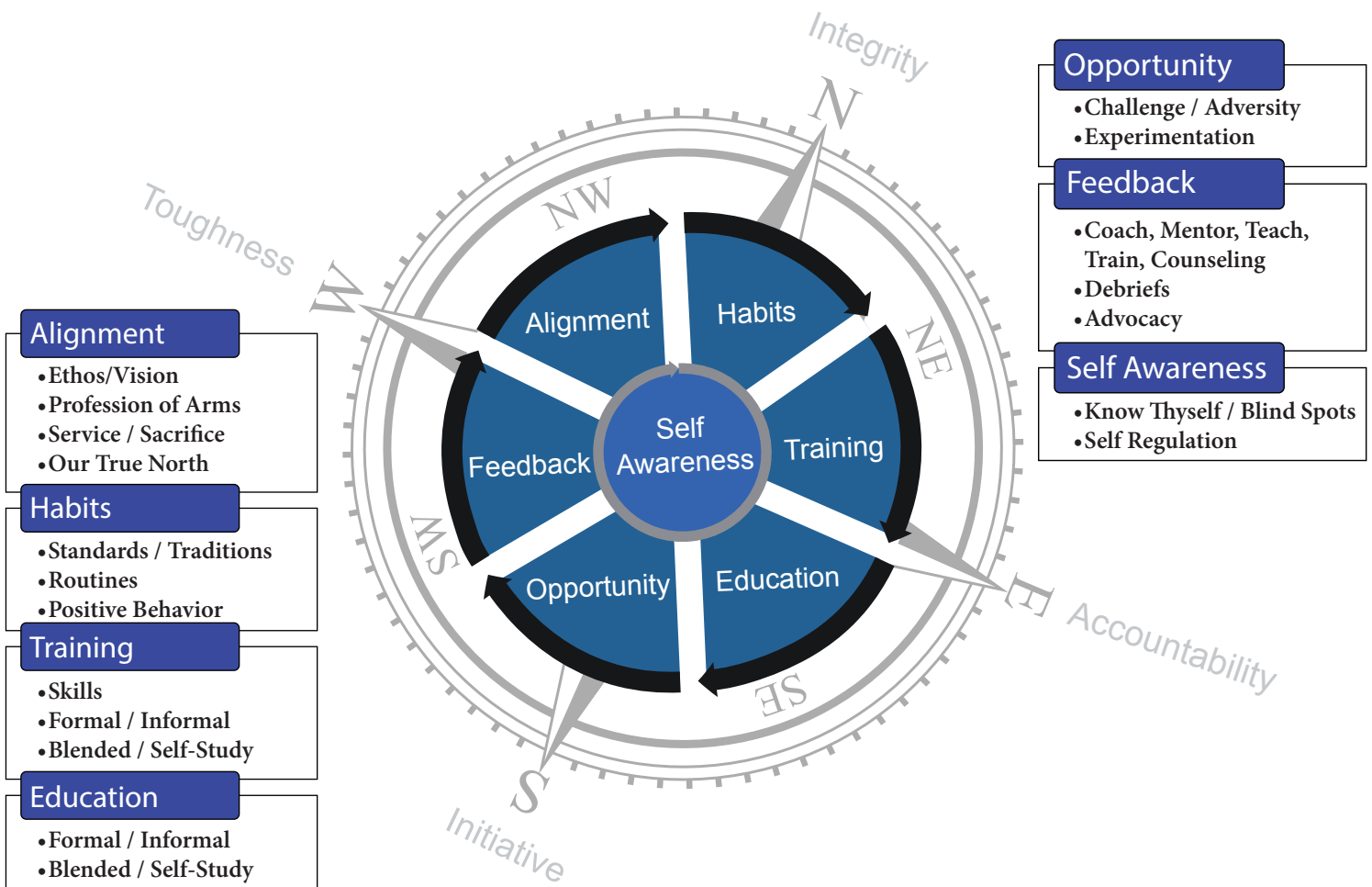


SAILOR 360: Continue the Conversation








As we strengthen and broaden our Foundational Training curriculum, we must also look within our commands to compliment learning achieved in the formal classroom. Enlisted Leaders at all levels equipped with Foundational Training are the subject matter experts each command must leverage to create a growth culture through the expert use of challenge, adversity, feedback and mentoring.

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 like Chief's Mess Training. Because SAILOR 360 is command-developed, leaders have the flexibility to tailor existing source material to best fit their observed needs. Executed smartly and professionally, these programs can scale up across several peer groups or down into small-group discussions. This type of command-led, command-developed and command-tailored character development builds upon Foundational Training and is vital to reaching our theoretical limits of performance.

The leader development process is 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.



Waypoints

-  The conversation occurs at all levels in the organization as determined by command leadership. This is an all hands on deck effort. Leveraging the compass centered on self-awareness will assist in developing focused outcomes. Instituting assessment feedback mechanics 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 should also stress continued technical competency development appropriate to each Sailor, team and unit.
-  Command 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.
-  Leaders must approach each conversation and activity with the mindset of becoming a better advocate for their Sailors. This active step is important in leader development, requiring the leader to be proactive in providing their Sailors with professional opportunities.
-  Also, include a variety of physical training activities, conducted per OPNAVINST 6110.1J. Medical personnel, and certified fitness leaders, will be present at all PT activities.







CPO Initiation

Desired Outcome: A visible, confidently humble Chief Petty Officer relentlessly dedicated to the continuous improvement of themselves and their teams. Drives excellence in leading our Navy team forward across the operational and warfighting competencies.

This statement describes a Chief Petty Officer from the moment the results are released and continues through the rest of his or her life. As Sailors who champion the core values of Honor, Courage and Commitment, CPOs set an extremely high bar as leaders in the core attributes of integrity, accountability, initiative and toughness.

Initiation is a professional education and training environment that starts when the announcement message is released and concludes with the CPO Pinning Ceremony.

Waypoints

-  Effectively train, integrate and accept Chief Selects into the CPO Mess. Similar to new ship systems being tried and tested to their limits, ensuring the vessel is ready to join the fleet, acceptance gives the entire crew confidence in the ship's ability to perform.
-  Instill the unique values, beliefs, and expectations required to contribute effectively and succeed within the CPO Mess and to lead our Navy Team forward.
-  Challenge the team/individual as leaders of integrity, accountability, initiative and toughness; evaluate performance, and provide candid feedback.
-  Cultivate a culture of humility, trust, and loyalty to increase the speed of trust across our Navy.



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 eloquently flowing 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.

CPOs occupy a unique leadership role in our Navy. To fully understand and embrace this role, they must have a deep appreciation for all the elements in this coveted, time-honored spiritual document.





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 several modules, enabling Senior Enlisted Leaders a way to effectively and efficiently deliver this training to Chief Selectees.

Module/Lessons	CPO Creed
1.0 - Leadership, Advocacy, Trust and Tradition	During the course ... each pointed barb.
2.0 - Character and Competence	You must face ... good grace you have already demonstrated.
3.0 - Credibility	By experience, by performance ... position of Chief Petty Officer.
3.1 - Teamwork and Loyalty	
4.0 - Humility	Your new responsibility ... as well as juniors.
4.1 - Interpersonal Relationships	
5.0 - Ethical Decisions	It is now ... your fellow Chiefs maintain these standards.
5.1 - Influence and Honesty	
6.0 - Motivation and Engagement	It was our ... comrades in arms before you
6.1 - Acceptance (Team/Individual)	

Len Joslyn was selected for Chief Radioman in 1983. Len was serving on USS McInerney FFG-8 and was notified in July via naval message of his selection.

“I gave as good as I got from the time I was notified until my anchors were pinned on. I never fully understood the intent of it all until I heard the creed read at my pinning ceremony. I have been retired now for 26 years and I still read the creed from time to time. It helps me keep an even keel in my everyday life. My Navy days were indeed the best years of my life.”






Waypoints

-  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; including discussing accountability for non-participation.
-  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.

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-greets, and a Capstone event focused on teamwork and toughness. CPO Messes must own this process and tap their creative potential, using formal and informal training and team building methods to educate and train CPO Selects.



Key Activities:

-  **Meet-and-Greet:** A celebratory event to congratulate selectees and families, shortly after the advancement results are announced. Sets the tone for a professional and positive experience.
-  **Family Inclusion:** Navy families are important to the Navy's success. As feasible, incorporate goals outlined in the Navy Family Framework into the initiation process. CPO Selectee family symposiums/forums are beneficial events.
-  **Charge Books:** A proud and treasured keepsake. A lifelong living document used to pass on expectations, knowledge and learning experiences.
-  **Capstone Event:** 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. The event culminates in the CPO selectee being accepted into the Mess as **"A visible, confidently humble Chief Petty Officer relentlessly dedicated to the continuous improvement of themselves and their teams. Drives excellence in leading our Navy team forward across the operational and warfighting competencies."**
-  **Pinning Ceremony:** A professional military function conducted per Navy customs, traditions and regulations. The CPO Creed contained in "Laying the Keel" shall be read.

Additional Waypoints

- Participation is restricted to active, reserve, and retired CPOs, and other authorized service/nation equivalents. Wardroom participation helps reinforce the mutual respect and admiration between Officers and Enlisted that is at the core of the Navy Team.
- CPO Initiation should meaningfully contribute to the community and never be a burden or take away resources from the community. CPO activities in the community, with the intent of building teamwork, should benefit the community and never be self-serving.
- Individuals engaged in improper fundraising activities, to include inappropriate use of their official title, position, or organization name, may run afoul of the Joint Ethics Regulation and be subject to adverse command action. Consult the command judge advocate or legal advisor to ensure all fundraising activities are consistent with DoD and Navy policy.
- Completion of the CPO Selectee Leadership Course (CPOSLC) or the Chief Petty Officer Leader Development Course (CPO LDC) (Pending Release), and passing BCA/PFA requirements per the Navy Advancement Manual BUPERSINST 1430.16F is MANDATORY prior to frocking.
- Initiation shall feature a variety of physical training activities, conducted per OPNAVINST 6110.1J. Medical personnel, and certified fitness leaders, will be present at all PT activities.
- Each CPO Select will be assigned a sponsor/advocate who is actively involved in all events. A CPO's spouse will also be assigned, where applicable, to mentor the CPO Selectee's spouse or significant other. Spouses or significant others will be given a schedule of events.
- 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."



A 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 be more inclusive and better reflect how our values in the Navy and CPO Mess had evolved. Once again, the Creed has been updated, 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 beautifully and succinctly 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

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 are 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 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

"To prepare ourselves to lead the Navy today requires a dedicated and coherent approach that starts on day one and continues throughout our careers — we all must create opportunities to become better leaders and make our teams stronger."

- Chief of Naval Operations ADM John M. Richardson, USN

A handwritten signature in black ink, appearing to read 'S. Giordano', with a stylized flourish at the end.

Steven S. Giordano
Master Chief Petty Officer of the Navy

