

Initiation Season '97 Special Edition

Direct Line

Vol. 17, No. 4

"To The Senior Enlisted Leadership of the Navy"

June-July 1997

Building On A Strong Heritage

CPO Initiation evolved from the local command level selection process of over 50 years ago in which CPO hopefuls carried their "charge books" and recorded and performed meaningful taskings assigned by Chiefs. In doing so, they demonstrated their fitness to be advanced. The original purpose of CPO Initiation was to recognize the great significance of being advanced to Chief Petty Officer and to ensure it was never taken lightly. Today we carry on the tradition for the same reason that gave it birth; because advancement into the CPO Mess is much more than a paygrade promotion – it is a radical change in lifestyle and it brings profoundly important new responsibilities and obligations.

ADVANCEMENT TO CHIEF PETTY OFFICER IS SIMPLY TOO SIGNIFICANT TO MARK IN ANY ROUTINE OR ORDINARY WAY.

The specific goals of congratulating, welcoming, training, and celebrating with the newest members of our CPO Mess have never been more clearly understood and accepted and it has never been more important to do it well.

This edition of "Direct Line" contains the Student Assignment Sheet and Facilitators Guide for the Naval Heritage/Core Values discussion (pages 4 through 9) and a variety of information directed at assisting the CMC and COB to plan and execute the best CPO Initiation Season *ever*.

This year we will focus on our heritage and our Core Values. We will learn the history of "Anchors Aweigh," and sing the "victory verse" (pages 12-13), and establish a standard service song protocol (page 14). We will work hard on strengthening our true commitment to the CPO Mess and increasing the strength of the CPOA ashore (pages 2-3).

All training events are mandatory for all selectees. Pure social events and events of celebration are always voluntary, but all our experience of the past few years indicates beyond any doubt that --

FIRST CLASS PETTY OFFICERS WANT TO BE INITIATED CHIEFS. DON'T DISAPPOINT THEM!

Keep them busy with meaningful, value added activity. I am proud that the CPO mess is leading the Navy to a fuller appreciation of the importance of being thoughtfully true to our past and it's traditions.

Muster the selectees – challenge them to work as a team and stand by to be impressed. The synergy which they achieve will be amazing.

Command Master Chiefs – take charge and carry out the plan of the season!

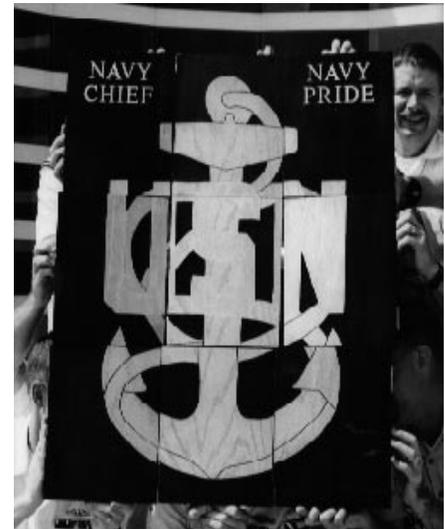
All the best!

John Hagan
JOHN HAGAN

The Inside story . . .

4 - Naval Heritage/Core Values Reading Discussion Guide

12 - The Story of "Anchors Aweigh"



1996 CPO Selectees at the Trident Training Facility in Kings Bay, Georgia, created their charge books as a team effort. When all nine books were placed together, the inlaid wood formed the CPO anchor.

"Direct Line" is the newsletter of the Master Chief Petty Officer of the Navy to all Command Master Chiefs and Chiefs of the Boat. "Direct Line" is published at the discretion of the Master Chief Petty Officer of the Navy, not based on regular publication dates. "Direct Line" is distributed via bulk mail to every Navy command in which enlisted personnel are assigned and is also available via the Internet at <<http://www.navy.mil/homepages/bupers/mcpon/direct.html>> and a text only version is posted on the CMC Forum of Bupers Access. Local reproduction is authorized and encouraged to ensure the widest possible distribution to include Commanding Officers, Executive Officers and the entire CPO Mess.

CPO Initiation Season: *A Test And Measure Of Our True Commitment*

CPO Initiation Season is a time that tests and measures our true commitment.

In the last issue of "Direct Line," I wrote about commitment (Core Values, Empty Words or a Way of Life) in a general and philosophical manner. In that article I emphasized how apparent the depth of our true commitment is to those around us and how it affects their own personal discipline and motivation. Since then, I have thought a little more about the specifics of how our true commitment is measured by those around us. Commitment may be (and usually is) inconvenient. In fact, it occurred to me convenience is a sort of off center antonym for commitment.

Perhaps the most routine test of our true commitment is wrapped up in the "convenience excuse." Too often, if something is inconvenient we are quick to "reevaluate" whether or not we "really made a commitment" or whether another, more attractive choice is an option.

Commitment is demonstrated in many ways on many scales. The oath of enlistment, voluntarily taken, affirms our commitment on the grand scale, but it is the less grand, day to day scale of life, which sorts out the truly committed from those whose "commitment" is confused with "convenience." Our core value, commitment, is not about the contractual obligation which expires at EAOS.

- It is about keeping promises, no matter how inconvenient.
- It is about doing what is required, even when it is more difficult than expected.
- . . . leading by word and deed – by personal example
- . . . modeling our Core Values
- . . . wearing our uniform, not just correctly in strict accordance with Uniform Regulations, but with a pride which shines and gleams and is apparent to every observer
- . . . learning about our heritage and cherishing it as a priceless legacy.

During the CPO Initiation Season the CPO Mess has a special challenge, a unique set of obligations, a commitment to keep. I fully realize, as does every CMC and COB who oversees Initiation Season, that this **commitment** is in addition to the regular workload, which in many cases is running very high. That is precisely why we need every Chief's participation. Too often, all the achievements of Initiation Season are the result of the energy and work of 10% of the mess. We can't achieve all we must with out the full commitment of the entire CPO Mess.

The truly committed Chief understands that membership in the Chiefs' Mess comes with obligations which are not subject to personal reassessment. CPO initiation and advancement day is not the end of anything, but the beginning of all of our obligations as Chief Petty Officers.

CPO Mess Membership: *CPO Association Ashore The Focus Of Attention in '97*

CPO Mess effectiveness is the product of strong, effective, goal oriented leadership. This year I am setting as a Navy-wide goal that we work as hard as possible to achieve 100% membership in the CPO Associations ashore . . . not just 100% of the new CPO's, but 100% of all Chiefs.

If we are truly an elite, proud and unique segment of the Navy – (and the armed forces . . . and I believe, beyond any doubt, we are all that and more) then each of us should be PROUD members of the most appropriate CPOA.

100% membership is the only appropriate, acceptable goal.

The CPO Mess afloat is one of the great strengths of our Navy. It has a greater degree of unity built into the situation. The CMC usually has the great benefit that the total focus is on the morale and mission inside the lifelines. In the afloat mess, the CMC is always the president and there is often greater continuity of purpose for that reason alone.

Ashore, where the CPO Association Officers are usually nominated and elected, the CPOA represents many commands often with diverse missions. This presents a different challenge. Occasionally, the CPOA is too closely tied to the club or bar and social functions, which some perceive as too narrow a purpose for the CPOA.

See "CPOA" on Page 3

CPO Indoctrination: **Ties The Season Together**

CPO Indoctrination is a unique training requirement. It is locally planned and taught. It is conducted by the Chiefs with maximum flexibility and creativity. It is the ideal means to tie up and relate many of the different objectives and goals of CPO Initiation Season. Schedule it as late as possible and practical and publicize and coordinate it carefully to avoid the need for a straggler session if at all possible.

Remember when you schedule CPO Indoc that the Naval Heritage reading assignment will take some selectees a month or more to complete. Maximum lead time in the instructor assignment is necessary. CPO Indoc instructors are assigned out of the Mess, and we schedule the time, place and terms of the course, therefore it provides us unparalleled opportunity to showcase CPO competence, talents and professionalism.

- Assign only proven instructors and where possible, ensure they are subject matter experts if the subject is technical.
- Ensure there is adequate time for instructors to prepare for their assignment. Require the assigned instructors to tailor and personalize their lesson guides and collect them for your files. Good ideas and successful initiatives need to be retained and shared. Make it clear to every instructor that they must fully prepare for this assignment and complete it in a totally professional manner. There are still too many reports of poorly conducted CPOIC, with out of standards instructors, arriving poorly prepared or reading a lesson plan.
- Don't hesitate to lengthen the course in order to accomplish the goals you set. Twenty-five hours (22 plus the three hour Naval Heritage/Core Values discussion) is the minimum course length which could easily be lengthened to 32 hours (4 full days) or 35-40 (5 full days) to facilitate PT and other legitimate training.
- Continue selectee PT during CPO Indoc. Consider changing the routine and integrating PT into the day before lunch (mid-morning) or mid-afternoon one or more days as a break in the routine.

Assign the facilitator(s) for the Core Values/Naval Heritage reading discussion very carefully. Where possible, the CMC/COB and CO/XO should take part in leading this discussion. Begin by having the students share the content/outline of their assigned reading(s) and then facilitate a discussion on the relevance of our Core Values to our mission. The "Facilitators Guide" (pages 4 to 7) is written in very general terms.

It is meant to assist, but not to limit you as you explore the readings and guide the discussions.

Your feedback on improving the lesson guide is requested. Mail or fax personalized, tailored lesson plans to my office.

"CPOA" continued from Page 2

Exactly how you respond to this tasking to strengthen your CPO Association will be determined by your individual circumstances. A few recommendations:

Inform every Chief who is not a member of your CPO Association of our goal of 100% membership and participation and why. It really is a credibility and effectiveness issue. This will probably result in some immediate growth, and more importantly, it will provide you with some of the reasons Chiefs have not joined and participated earlier. Don't discount the objections without first hearing them out fully. Note the reasons given and seriously analyze them before the next meeting. Discuss them at the next CPOA meeting and respond to those which generated real discussion about changes. There is always room for improvement in even the best of organizations.

**NO ONE CAN DO EVERYTHING,
BUT EVERYONE CAN DO SOMETHING.**

Direct Line

**Master Chief Petty Officer of the Navy
ETCM(SW) John Hagan
Bureau of Naval Personnel, PERS-00D
2 Navy Annex, Room 1046
Attn: JOC Cleve Hardman
Washington, DC 20370-0000**

Tel: (703) 614-4854

Fax: (703) 693-8471

E-mail: p00d1@bupers.navy.mil

*Your contributions and feedback are welcome.
Please call or write*

CPO Indoctrination:

Naval Heritage/Core Values Facilitator's Guide

The following four pages are provided as a facilitators guide for the Naval Heritage/Core Values discussion as part of CPO Indoctrination.

GENERAL:

- A. This is a three-hour lesson. Presentation of this topic will require sufficient time for the CPO Selectee to acquire and read one of the books on the Naval Heritage Reading list. As such, the timing of the CPO Indoctrination course after the CPO Selectees are announced must take this requirement into consideration.
- B. This seminar should be facilitated at least in part by the CMC/COB and the Commanding Officer's participation is strongly encouraged.
- C. This guide is meant to assist with promoting a full and productive discussion of a rich and complex subject. It is purposefully general to avoid limiting the discussion. The CMC may guide the discussion in a way most appropriate to the local situation taking into account the books read and the command mission, etc.

STUDENT PREPARATION:

- A. Student Support Materials:
 - 1. CMC/COB assigns specific book to be read (or a subset of list "A" from which to choose) being careful to ensure that several different books are read by the selectees who will attend CPOIC together
 - 2. CPO Indoctrination Naval Heritage Reading Assignment Sheet
- B. Reference publications:
 - 1. MCPON's "Direct Line," Vol. 17, No. 2 of March 1997
- C. Topic preparation:
 - 1. Read: one title assigned from reference (a), taking notes as outlined on the "Student Assignment Sheet"
 - 2. Complete: CPO Indoctrination Naval Heritage Assignment Worksheet

FACILITATOR PREPARATION:

- A. The facilitator (lead instructor) will read at least one of the books from list "A" of reference (a).
- B. Ensure the Command Master Chief or the CPO Indoctrination Coordinator assigns each CPO Selectee one reading from list "A" in reference (a). Before conducting this seminar, allow sufficient time for the Selectee reading. Typically a minimum of three weeks is necessary given the other demands of CPO indoctrination.
- C. Distribute one copy of the CPO Indoctrination Naval Heritage Reading Assignment Worksheet to each Selectee coincident with the assignment. Discuss in detail your expectations for the assignment. Stress that the discussion will be more than a book report, but will focus on our core values of honor, courage, commitment in the context of our heritage (reading assignment) and today's mission.

FACILITATION:

Time: 00:00 - 00:50

A. Introduction

1. Self and topic
2. Importance of lesson:

Chief Petty Officers are the guardians of our heritage and traditions. This is not collateral or secondary to our other military and professional responsibilities. In fact, it may well be the most important long term obligation that comes with our khakis and anchors. When our core values of honor, courage, and commitment are discussed in the framework of our heritage, it evokes great pride in our service. Pride, when channeled correctly, modifies behavior and binds our CPO community together. Our core values cannot be ordered into existence. They are not taught in any conventional manner. They are developed only with great effort over an extended time. The purpose of this lesson is to instill an understanding of the relationship of our core values to our mission by examining our heritage. *Our core values are the essence of our character; ideally they become our inner nature.*

3. Overview

- a. THIS IS NOT A LECTURE BY THE FACILITATOR!
- b. The job of the facilitator is to:
 - (1) Generate discussion between selectees by guiding the selectees through the topics and by asking open-ended questions, which relate our core values to current issues, or which juxtapose current challenges with those which faced Sailors of the past.
 - (2) Ensure all topics are discussed.
 - (3) Ensure all selectees participate in the discussion.
 - (4) Prevent the discussion from getting stalled or contentious by returning it to the basic premise and establishing a consensus on fundamental issues.

B. Define and discuss the Navy's core values of honor, courage and commitment. Use the material below as discussion points, but make the selectees provide and discuss their own definitions and elements. They should use their contemporary Navy experience as well as the examples from their heritage reading in this discussion.

1. Definition of values - Closely held ideals or principles that govern our behavior and our judgment. *An operative system of values results in predictable, honorable reactions when under stress or faced with temptation. Personal values modify behavior.*

2. Honor

- a. A good sense of appropriate behavior.
 - (1) Respectful of authority, customs, traditions.
 - (2) Fosters respect for the Navy in others.
- b. An honorable person:
 - (1) Is honest in personal dealings.
 - (2) Has a good sense of moral integrity.
 - (3) Is responsible, reliable and trustworthy in the exercise of leadership responsibilities

3. Courage

- a. A courageous person is:
 - (1) Brave
 - (2) Loyal, patriotic
 - (3) Acts on his/her beliefs in a thoughtful manner
- b. Relationship to valor -- valor is strong, courageous action displayed. Valor is a result of loyalty, good training and a strong belief in the mission/cause.
- c. The mental or moral strength to resist opposition, danger, hardship and temptation.

4. Commitment

- a. Being obligated or emotionally dedicated.
 - (1) Resists the natural urge to reassess obligations and commitments when they are difficult or inconvenient.
- b. A committed person:
 - (1) Is dedicated to fullest accomplishment of individual, personal goals
 - (2) Works well with others as a part of a team to achieving goals
 - (3) Is concerned for others

5. Discuss the effects of diminished values.

- a. Low self esteem, loss of self-respect for others
- b. Absence of firmly founded life goals, personal commitment, and personal discipline
- c. Distorted notions about freedom
- d. Greater challenges to Navy recruiting and training which is oriented to the more conservative, value centered recruit of the past

C. During period 1, ensure each selectee participates and all titles assigned for reading are summarized. Follow the summary of the books with a discussion of each element of our core values listed below. The selectees should support their discussion with specific examples from their reading that demonstrate how the elements of our core values were present in the past conduct of Sailors and how it helped them prevail in time of conflict. The selectees should also discuss examples from their reading that illustrates how each of the elements may have been lacking and its impact.

The facilitator's job is to generate the discussion that should be picked up by the selectees and become self-sustaining. The facilitator should guide the discussion in a way that ensures each element is fully discussed in the time allotted.

**NAVAL HERITAGE/CORE VALUES
FACILITATORS GUIDE - PAGE 4**

1. Honor
 - a. Conducting oneself in the highest ethical manner in all relationships. Being honorable and truthful in all dealings.
 - b. Being willing to make and accept honest recommendations.
 - c. Encouraging new ideas and delivering the bad news when required.
 - d. Abiding by an uncompromising code of integrity (taking responsibility for one's actions and keeping one's word).
 - e. Fulfilling or exceeding ethical and legal responsibilities in public and personal life twenty-four hours a day.
 - f. Having no tolerance of improper behavior or the appearance of such behavior. Being always mindful that any improper personal conduct by any Sailor dishonors the institution.
 - g. Being mindful of and truly thankful for the privilege we have to serve our country, having a full and deep understanding of the terms of our service.
2. Courage
 - a. Having resolve to meet the demands of our profession/mission when it is hazardous, demanding, or otherwise difficult.
 - b. Making decisions in the best interest of the Navy and the nation without regard for personal consequences. Doing what is right even in the face of personal or professional adversity.
 - c. Adhering to a higher standard of personal conduct and decency, even when there is personal sacrifices.
 - d. Having loyalty to the nation by ensuring the resources entrusted to us are used in an honest, efficient and careful way.
3. Commitment
 - a. Resisting all urges to reassess "professional" obligations when other, more attractive, "personal" options are presented.
 - b. Keeping promises no matter how inconvenient, refusing to reassess obligations when other more attractive options are presented.
 - c. Being constantly aware of the obligation which accompanies the oath of enlistment and willingly accepting the day to day impact of that obligation on the personal level.
 - d. Demanding and showing respect up and down the chain of command.
 - e. Caring for the safety, professional, personal and spiritual well-being of Sailors and their families.
 - f. Showing respect to all people without regard to race, religion, or gender. Treating each individual with human dignity.
 - g. Fully accepting and understanding priorities: that the "Quality" of Sailor's work is more important than the "Quality" of life, always balancing mission/people priorities with diligence and wisdom.
 - h. Committing to positive change and constant improvement. Setting personal and professional goals consistent with Navy's values and mission and working with discipline to achieve them.

D. Summary

1. Navy's Core values are defined in many ways, but the most convincing definition is the conduct of Sailors.
 - a. Personal conduct of Sailors
 - b. Naval Heritage
 - (1) Sailors Creed -- inclusive of all E-1 to O-10 -- learned and recited by all recruits since 1994 modified to make it inclusive in 1995
 - (2) Legacy to be prized and upheld
2. Core values supported through naval training
 - a.. Recruiting - DEP Goal Card
 - b. Training Pipeline
 - (1) Recruit training
 - (2) "A" School BMTC
 - (3) GMT in the fleet
 - (4) Leadership Continuum

CPO Indoctrination:

Naval Heritage/Core Values Assignment Worksheet

TO THE CPO SELECTEE:

Our Core Values of Honor, Courage and Commitment were officially adopted by the Navy on 9 October 1992. Although those three words were formally adopted to summarize and symbolize the values that must govern all we do only recently, they have been displayed time and again by Sailors throughout our history. It is that history and the demonstration of these core values, most impressively in very trying, dangerous and even hopeless circumstances, that have given the our Navy the proud heritage we share and strive to uphold today.

As well as these three words describe our core values, you should recognize they are only a symbolic summary of the many values and traits which constitute the character of a Sailor. For instance, **HONOR** involves the *demonstration of fidelity, respect, honesty, responsibility and integrity*; **COURAGE** has elements of *loyalty, patriotism, valor, sacrifice, purposefulness and conviction*; and **COMMITMENT** encompasses *competence, teamwork, reliability, self discipline, sacrifice, tenacity, perseverance, concern and respect*.

ASSIGNMENT:

1. Each CPO selectee will read at least one book from the Naval Heritage Reading List. (Selectees will be assigned a title to read by the Command Master Chief/Chief of the Boat who will ensure several different titles are read to provide a broad base for formal discussions in the course curriculum).
2. On a list of our core values are listed a subset of elements, traits, or actions that comprise each individual value (use the list in paragraph two, above, as a starting point). The CPO selectee is to read being particularly responsive to these instances which illustrate the elements of the core values noting the occurrence for future discussion. **KEEPING FORMAL NOTES SUFFICIENT TO PREPARE TO PARTICIPATE IN THE DISCUSSION PERIOD SCHEDULED DURING CPO INDOCTRINATION COURSE IS REQUIRED.** While reading, for example, note page numbers for future reference on page 2 of the worksheet or keep narrative notes.
3. The CPO selectee will be prepared to discuss, at a date to be determined by the CPO Indoctrination Coordinator and in a seminar format with other CPO selectees, each of the elements of the core values, drawing from and discussing those actions supporting or not supporting each element from the selected reading. In preparation for this discussion, the selectee shall keep notes on the assigned reading and using a good quality dictionary, thesaurus and other suitable reference sources shall become familiar with the conventional definitions of our Core Values and the other involved elements partially listed in italics in paragraph two (above) of this worksheet.
4. The goal of this exercise is to relate the demonstration of core values in today's Navy with the way core values were demonstrated throughout our heritage and how they contributed to success in the face of challenge.

HONOR

- Conducting oneself in the highest ethical manner in all relationships. Being honorable and truthful in all dealings.
- Being willing to make and accept honest recommendations.
- Encouraging new ideas and delivering the bad news when required.
- Abiding by an uncompromising code of integrity (taking responsibility for one's actions and keeping one's word)
- Fulfilling or exceeding ethical and legal responsibilities in public and personal life twenty-four hours a day.
- Having no tolerance of improper behavior or the appearance of such behavior. Being always mindful that any improper personal conduct by any Sailor dishonors the institution.
- Being mindful of and truly thankful for the privilege we have to serve our country, having a full and deep understanding of the terms of our service.

COURAGE

- Having resolve to meet the demands of our profession/mission when it is hazardous, demanding, or otherwise difficult.
- Making decisions in the best interest of the Navy and the nation without regard for personal consequences. Doing what is right even in the face of personal or professional adversity.
- Adhering to a higher standard of personal conduct and decency, even when there is personal sacrifices.
- Having loyalty to the nation by ensuring the resources entrusted to us are used in an honest, efficient and careful way.

COMMITMENT

- Resisting all urges to reassess "professional" obligations when other, more attractive, "personal" options are presented.
- Keeping promises no matter how inconvenient, refusing to reassess obligations when other more attractive options are presented.
- Being constantly aware of the obligation which accompanies the oath of enlistment and willingly accepting the day to day impact of that obligation on the personal level..
- Demanding and showing respect up and down the chain of command.
- Caring for the safety, professional, personal and spiritual well-being of Sailors and their families.
- Showing respect to all people without regard to race, religion, or gender. Treating each individual with human dignity.
- Fully accepting and understanding priorities: that the "Quality" of Sailor's work is more important than the "Quality" of life, always balancing mission/people priorities with diligence and wisdom.
- Committing to positive change and constant improvement. Setting personal and professional goals consistent with Navy's values and mission and working with discipline to achieve them.

Naval Heritage/Core Values Reading Initiative Gains Widespread Support



ADM Frank B. Kelso II, USN, (Ret)
Springfield, Virginia

22 April 1997

Dear Master Chief Hagan,

I have read the March '97 DIRECT LINE which you were so kind to send me. The change that it describes in our Navy is more than I could have ever believed. It is a change of enormous significance, which has been gradually emerging over at least the past twenty years. I am so very happy to see that you and the senior enlisted leadership of the Navy have recognized the evolution taking place. You have demonstrated the courage to stand for the core values so necessary for a quality navy.

It is impossible for the Navy to change, as it must without the strong leadership of the Chiefs Mess. DIRECT LINE signals a change from a past that should be remembered and recognized for its accomplishments to the present, which is different. The leadership of today must set a new standard of professionalism and integrity for our Navy. You have clearly taken that step.

I believe much can be learned from those who have preceded us. To ingest what they have written is the best path to their successes. That you and your cohorts have set such a path for the initiation of the new leaders in khaki is truly remarkable. I salute you for the boldness of your leadership. There is no question in my mind that your direction is correct. I wish you every success!

Sincerely,

Frank B. Kelso II
ADM US Navy (Retired)

Hail to the Chiefs

THE CHIEFS MESS IS REALLY THE SHINING PIECE OF OUR NAVY TODAY. YOU ARE TAKING THE LEAD, TAKING CHARGE AND SOLVING PROBLEMS AT THE LOWEST LEVEL BETTER THAN EVER. WHAT YOU HAVE DONE WITH THE CPO INITIATION TOOK IT OFF THE LIST OF POTENTIAL PROBLEMS AND PUT IT IN THE COLUMN TITLED "NAVY PRIDE."

ADM JAY L. JOHNSON, USN
CHIEF OF NAVAL OPERATIONS

*Spoken to the CNO's Senior Enlisted Leadership Forum
22 May 1997*




*Commander in Chief
United States Pacific Fleet*

20 May 1997

Aloha,

For more than a century our Chiefs have played an integral role in the guiding and training of our Sailors as well as offering their wisdom and experience to our officer corps. Preparing our Chief Petty Officers for the immense responsibility they are about to undertake requires a dedicated commitment to ensure they receive an indoctrination program that is relevant, instructional and that instills a sense of pride in our Navy, our history and our traditions. We have made a commitment to our Chiefs that they will receive the training they need to successfully fulfill their tremendous responsibilities.

I am pleased to have the opportunity to show my support for the Chief Petty Officer initiation program. This great Navy of ours if founded on 221 years of *tradition*, and I am proud of the Navy's efforts to preserve and build upon the important tradition of the Chiefs' initiation. When the initiation is conducted properly, it preserves the integrity of the entire Chiefs' community and forever changes the individual in a positive way. Preparing our Chief Petty Officer selectees for their new roles in the Navy is one of the most important training efforts we can undertake. While the Chief Petty Officers of the future will face expanding challenges, the legacy of the Chiefs Mess is known throughout the services and we can be justifiably proud of the role our Chiefs play in keeping this great Navy afloat!

Sincerely,

Archie Clemens

ARCHIE CLEMINS
Admiral, U.S. Navy

The Story Of "Anchors Aweigh"

By **Lion G. Miles**

The Navy's song, "Anchors Aweigh," is known throughout the world as one of our most stirring marches. Recently incorporated into new Chief Petty Officers' training, it stands as a fitting symbol of the pride each Sailor should have in the Navy he serves.

The song itself has a proud history, going back ninety years to its beginnings as a football song at the U. S. Naval Academy. At that time, my grandfather, Alfred H. Miles, was a midshipman in the Class of 1907 and a member of the Academy's choir. It had been a tradition for the bandmaster, Lieutenant Charles A. Zimmerman, to



ZIMMERMAN

*Naval Academy Bandmaster
Wrote tune as Naval Academy march*

assist the bandmaster by writing lyrics that could be used as a marching song at the next Army-Navy football game.

Two weeks later Zimmerman came to choir practice with the rough draft of a new song. He tried it out on the choir and it became an immediate favorite. That night before taps, Midshipman Miles jotted down his new lyrics and gave them the title we know today:

It caught on and was sung for the first time in public at the Army-Navy game of 1906 before a crowd of 30,000 in Philadelphia.

Army had defeated Annapolis the previous five years, but Navy turned the tide in the 1906 game by rolling over the cadets, 10-0. It was hailed as a great victory and my grandfather liked to think it was his new song that "broke the jinx." Whatever the truth, the football game is long forgotten but "Anchors Aweigh" remains as the Navy's most inspiring anthem.

Alfred Miles went on to become a pioneer in

write a march for each class of middies during their final year at Annapolis. As my grandfather recalled later, he told Zimmerman one day at choir practice that none of the previous class marches had ever "stuck" because they lacked "the proper rhythm." He volunteered to

early submarines, serving with the then Ensign Chester A. Nimitz on the Navy's first operational submarine, USS PLUNGER. In World War I he was decorated for his analysis of the U-boat threat and for helping to develop the new convoy system that defeated the German Navy.

Bandmaster Zimmerman died in 1916, leaving my grandfather as the surviving author of the Navy's song. When radio and sound movies arrived in the 1920's, "Anchors Aweigh" became increasingly popular and was used in a number of films with naval themes. At one point, Miles took the movie companies to court to assure that his lyrics were not cheapened by commercialism and would not be disrespectful of the Navy.

During World War II he returned to active duty from retirement and established the Section Base at Little Creek, Virginia, where he commanded 30 Inshore Patrol vessels. In 1942 he composed a "Victory



MILES

*Wrote original lyrics while a
Midshipman at the Academy*

Verse" for "Anchors Aweigh," which, in its modified form, is the lyric now used in CPO Initiation – "Stand Navy out to sea/Fight, our battle cry." It was later recorded by the popular bandleader, Fred Waring.

Captain Miles retired a second time in 1944 after 36 years of active duty, but, being the "salt" he was, he joined the U. S. Maritime Service and skippered Sinclair Company oil tankers around the world for another four years. His first love was always the Navy and until his death in 1956 he remained proud of the contribution he had made to the creation of our best-known march, "Anchors Aweigh." It long ago outgrew its football image and is now recognized as the "official Navy song." Miles would be prouder still to know that all new Chief Petty Officers sing his words at their initiation.

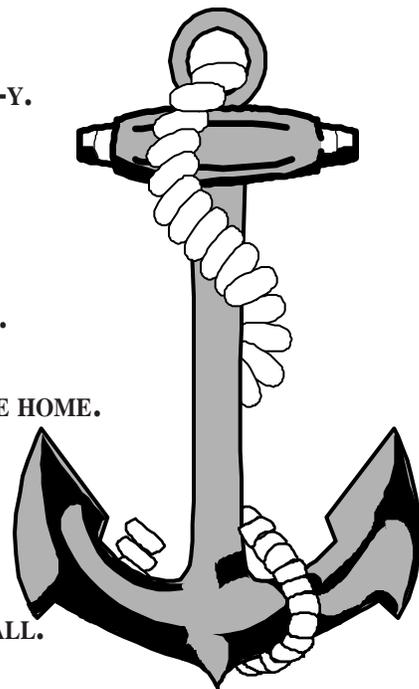
Lion G. Miles is the grandson of the Captain Alfred H. Miles, who wrote the original lyrics of "Anchors Aweigh" while a Midshipman at the Naval Academy. Lion G. Miles father also served in the Navy. He was Executive Officer of USS ASHEVILLE (PG-21) sunk in action as part of the Asiatic Fleet in early 1942. I was fortunate enough to meet him at the memorial service in honor of USS ASHEVILLE as part of the 200th birthday celebration of my hometown, Asheville, North Carolina. Lion G. Miles served four years as a P-2 pilot before a full career as a commercial pilot for American Airlines. Now retired and living in Stockbridge, Massachusetts, and loves the Navy just as his father and grandfather.

"Anchors Aweigh"

STAND, NAVY, OUT TO SEA, FIGHT OUR BATTLE CRY;
WE'LL NEVER CHANGE OUR COURSE, SO VICIOUS FOE STEER SHY-Y-Y-Y.
ROLL OUT THE TNT, ANCHORS AWEIGH. SAIL ON TO VICTORY
AND SINK THEIR BONES TO DAVY JONES, HOORAY!

ANCHORS AWEIGH, MY BOYS, ANCHORS AWEIGH.
FAREWELL TO FOREIGN SHORES, WE SAIL AT BREAK OF DAY-AY-AY-AY.
THROUGH OUR LAST NIGHT ON SHORE, DRINK TO THE FOAM,
UNTIL WE MEET ONCE MORE. HERE'S WISHING YOU A HAPPY VOYAGE HOME.

BLUE OF THE MIGHTY DEEP; GOLD OF GOD'S GREAT SUN
LET THESE OUR COLORS BE TILL ALL OF TIME BE DONE, DONE, DONE,
ON SEVEN SEAS WE LEARN NAVY'S STERN CALL:
FAITH, COURAGE, SERVICE TRUE, WITH HONOR, OVER HONOR, OVER ALL.



From My Perspective . . .

The lyrics published here are the result of an exhaustive review of the history of the song, including personal conversation with Mr. Lion G. Miles, grandson of Captain Alfred Miles, author of the lyrics. (Lion G. Miles owned the publishing rights to the song until 1982 when it passed into the public domain.) The version of "Anchors Aweigh" we sing today evolved from the Naval Academy march composed by Zimmerman in 1906, but in 1942 it became a very different song when the lyrics "Stand Navy Out to Sea, Fight, Our Battle Cry" were pinned by Captain Miles. Thirty-six years after he wrote the original verse which is still used as a Naval Academy fight song at sporting events, the words in this "victory verse" speak with eloquent brevity to our mission and its importance. They allude to our unique sea duty experiences and the emotions which accompany them. The third verse masterfully weaves references to our core values and our mission together in a stirring way. This verse was also authored by Captain Alfred Miles and minor changes were made to make it inclusive.

Navy Band leadership has promulgated guidance to all band leaders to ensure that "Anchors Aweigh" is not played when crowds are being dismissed and dispersing or during receptions and other times when it is awkward or inappropriate for the proper protocol to be followed. A change to Navy Regulations, Chapter 12, "Honors and Ceremonies," is pending (page 14).

"Anchors Aweigh" is our song – symbolic of all that is good and great about our Navy. It is the proper focal point for our service pride, and a rich part of our heritage.

Navy Regs Change Set To Offer Proper Respect For Our Service Song

Protocol for performance and use of *“Anchors Aweigh”* has been proposed for inclusion in Chapter 12, United States Navy Regulations. Together with MUCM Jeff Taylor, MUCS Larry McIntyre and LCDR Mike E. Mitchell, Head, Navy Music Program (Pers-64), I have submitted recommendations for formal protocol standards for our service song to be incorporated in Chapter 12, "Honors and Ceremonies." Changes submitted include:

“Anchors Aweigh” -- the official song of the U. S. Navy

1. *“Anchors Aweigh”* is the official service song of the United States Navy. As such, certain standards of protocol govern its performance to ensure proper courtesies and respect are rendered, appropriate to the occasion. However, these articles are not intended to restrict its performance, but to provide guidelines regarding the many and varying uses of *“Anchors Aweigh”* as an official song of the U. S. Navy. *“Anchors Aweigh”* can be appropriately used for many different purposes and in varying settings to include, but not limited to, the following: As an official part of Honors & Ceremonies, as a spirited Naval Academy fight-song, and for any occasion that brings credit to the Navy, promotes esprit de corps, and honors the services and sacrifices of Sailors past and present.

Procedures during playing of *“Anchors Aweigh”* as part of official ceremonies & events

1. Whenever *“Anchors Aweigh”* is played as part of an official ceremony or event, or during a band concert where its performance is in honor of the military, all Naval service personnel not in formation will immediately come to attention, face the source of the music, and stand-fast until the song has ended. Persons in formation will be brought to attention and the formation commander will face in the direction of the music. Naval Service personnel will comply with these guidelines when in uniform or civilian attire.
2. When performed during ceremonies, *“Anchors Aweigh”* will be played toward the end of the proceedings prior to the master of ceremonies announcing, “This concludes the ceremony . . .” *“Anchors Aweigh”* will not be used as a “signal” for members to fall-out and depart the area or used as background music anytime after the event has concluded. Following the announcement indicating the ceremony or event is concluded, Navy Bands will immediately strike-up *“White Hat March,” “On The Quarterdeck,” “American Sailor March”* or other similar marches written in honor of Sailors and the sea.

Procedures during non-ceremonial performances of *“Anchors Aweigh”*

1. The performance of *“Anchors Aweigh”* in non-ceremonial settings as a morale booster and a means to promote esprit de corps is very effective and can be used appropriately in a variety of settings to include, but not limited to, the following: By a Navy Band marching in a parade; as a cue for the crew to man-the-rail; as a rallying-cry at Navy sporting events; to celebrate the announcements of moored and underway; and at any time its performance serves to generate pride and enthusiasm in the United States Naval Service.
2. Whenever *“Anchors Aweigh”* is played during non-ceremonial events (i.e., Naval Academy athletic competitions), all current and former Sailors will stand and join in the singing of our service song.

Learning the words and music has become an integral part of our annual CPO Rites of Passage. In recognition of this, I have worked with Navy Band to refine the lyrics of the most appropriate verses for all Sailors. I also sought the advice of other Master Chiefs. Those lyrics are reflected on page 13 of this “Direct Line” and represent only minor changes.

With recognition of all the accepted standard practice uses and renditions, CONSIDER THE APPLICATION. In a ceremony, *“Anchors Aweigh”* should clearly be an integral part, noted in programs and bulletins as such, and should always be accorded the utmost respect when performed, per the guidelines recommended for Chapter 12, U. S. Navy Regs. Always remember how much a part of tradition of our great Navy our service song is. Always STAND and when appropriate, SING IT with great pride.

ANCHORS AWEIGH!!

Lessons of Success

On 20 September 1996 the Chiefs Mess at Corry Station concluded the Initiation Season with a Khaki Ball marking the end of a successful and enlightening period.

The season included a variety of training sessions, group activities, and fund raising efforts. Here are a few excerpts of Corry Station's success to give you some ideas which may prove to be helpful in your Initiation Season planning.

TRAINING SESSIONS

Weekly training sessions from the beginning were a unifying experience for all of the participating commands. Training on core values, tradition, leadership, and history was the focus. The importance of a common theme among the chiefs during training was clearly stressed. Nothing can replace the spontaneous, on the spot, react to what the slug says or does . . . so even that played an important role in the initiation process. Be careful and don't let training turn into anything else. If it is called training, it must be value added.

COMMITTEE MEETINGS

Initiation committee meetings were held every Thursday, one hour prior to the training sessions. There were 21 Committees overall. Throughout the entire process, we had tremendous committee support from Chiefs. Initiation committees included those for Initiation Day, Photography, and Initiation Eve.

NEW IDEAS

There were some things done in 1996 that Corry Station had not done before. We hope these will continue in future initiations.

- Family picnic
- Spouses luncheons
- Talent show
- Lunch time book signings at the Club
- Weekly Newsletter
- Initiation night/morning at Blue Angel Park
- Ice breaker half-way through (social between Slugs and Chiefs)
- Church service
- Involvement of Chiefs spouses association
- New Chiefs adopting and caring for "Chief's Way" for the entire year
- Golf Tournament

CPO INDOCTRINATION

We ran a split shift, over a three day period, to accommodate a six plus two schedule. This afforded maximum flexibility. There are a few things that should

be done early in the planning stages to ensure success of this important evolution:

- Organize classes early
- Order books early
- Complete graduation certificates early
- Schedule the CO as a guest speaker
- Schedule more senior CPO's to do the training

SPOUSES LUNCHEONS

We had two spouses luncheons this year. One at the beginning and one the day of the pinning. Both, overall, were successful. The biggest lesson learned with the spouses luncheon was to allow for some "social time." The first one was scheduled immediately into the process to tell them some of what to expect, try and put them at ease without giving too much away. We made sure they did not worry about anything and ask for their support and understanding over the next nine weeks.

The second one was coordinated by the CPO Spouses Association and went over much better! We scheduled it the day of the pinning to give them a heads up about what to expect at the pinning and the Khaki Ball. The spouses association gave each spouse a plant, and that was well received.

Don't forget name-tags for the spouses and remember that some spouses may be very new to the Navy.

Involve the CPO spouses at both luncheons.

CHOIR

During the night before activities, when we had them singing to the skipper and others in housing, it was painfully obvious they hadn't had enough choir practice. They knew "Anchors Aweigh" inside and out, but very little else.

Have more dedicated "choir only" time throughout the entire process. It pays off in the end, and can be embarrassing if you do not. Ending each PT session with "choir practice" is a good way to accomplish more time dedicated to this activity.

SPONSORS

Not all sponsors performed as well as they should have. We had early meetings, even before the list came out going over what a sponsor should and should not do. The expectations were very clear, but we still had some problems.

If a sponsor is not working out, don't hesitate to talk to him or her and if it continues, do not hesitate to find a replacement.

See "Lessons" on Page 19

CPO Selectee PT: Fitness is Only One of Many Payoffs



Group physical fitness offers a combination of benefits. Selectees improve their personal fitness while improving their team building.



A 1996 CPO Selectee demonstrates his pride in participating in group physical fitness as part of the CPO Initiation Season.

Selectee PT sessions offer the opportunity for everyone to sweat together and get fitter, but that is only one of the many possibilities.

When selectees are mustered for PT and given some short term fitness goals and a schedule to follow it becomes an important element of their overall initiation season experience with tremendous potential to accomplish more.

LEADERSHIP LABORATORY: PT sessions should be led in a crisp, efficient, military manner. They offer the opportunity to do a little close order drill; to fall-in and form-up efficiently so that the maximum time can be spent on useful activity.. Leading stretching exercise, calisthenics and cadence calling are great practical leadership exercises which require confidence and the authoritative use of voice. Rotate some of each sessions responsibilities to the selectees who need this sort of confidence building training.

TEAMWORK: As soon as the selectees begin to work as a team everyone finds the experience more efficient and enjoyable. Teamwork lessons are taught almost without effort coincident to accomplishing the fitness objectives in the most enjoyable and efficient manner possible.

PRIDE, CAMARADERIE, MORALE: Never underestimate the effectiveness of singing and cadence calling while running in step to build unity and promote cohesion and teamwork. Valuable lessons are learned when selectee PT gear is designed which reflects creativity and pride. The morale of the group, sponsors and everyone else rises.

DISCIPLINE: Discipline is a learned behavior trait. When the selectee rises 90 minutes earlier for six to nine weeks to muster for PT, puts a good effort into each session, and it carries on to a personal PT effort on the weekend, resolve is shored up and personal discipline is improved.

The cadence calls provided (page 17) are just the beginning of the possibilities. Task you selectees with writing and refining creative CPO Pride "Jodies" and send them to me. I will share them via a future "Direct Line."

CPO selectee PT sessions are not optional. Schedule them for minimal interference with assigned work and muster all selectees. Combine commands whenever possible and practical at least occasionally.

Task the selectees with acquiring and creating a "CPO Pride" guide-on flag and carry it on group runs. CPO pride and our Navy Core Values can be combined in many ways to create a unique guide-on pennant or flag.

Teamwork and enhanced unity are great by-products of a well run PT effort, but that not withstanding, don't allow the lowest fitness level in the group to dictate either the starting point or the tempo. All selectees are, by definition, in full compliance with our standards and have been required for over two years to do PT regularly. The best plan will include a quick ramp up to a pace which challenges most in the group and special attention to any who are clearly struggling. It may be necessary to run a remedial PT of sorts for one or two selectees. If so, do it, rather than let one, below standards, selectee dictate the pace.

Sponsors and other Chiefs should show up regularly and contribute to the effort.

Cadence Calls

Never underestimate the value of singing and calling cadence while running in formation in promoting cohesion and a sense of unity and esprit. Calling cadence is a learned art form. Some selectees may have experience (divers, Recruit Company Commanders, Seals, Seabees). Others will catch on fast. Task your selectees with writing new personalized CPO Pride cadence. I really like these (which CNSL FMC Bob Conklin called out during a recent all Master Chief run) because they are all positive and upbeat and speak to the great diversity in our Navy.

“HONOR, COURAGE, COMMITMENT, PRIDE” “RUNNIN’S WORK”

HEY SAILOR

WORLD FAMOUS HERO

(REPEAT) HONOR, COURAGE, COMMITMENT, PRIDE

SHIPMATES BY YOUR SIDE

HEY AIRDALE

AIR WARFARE HERO

(REPEAT)

HEY SKIMMER

SURFACE WARFARE HERO

(REPEAT)

HEY BUBBLEHEAD

SUBMARINE WARFARE HERO

(REPEAT)

HEY SEABEE

BUILD AND FIGHT HERO

(REPEAT)

HEY CORPSMAN

FMF HERO

(REPEAT)

HEY AIR CREW

AVIATION HERO

(REPEAT)

HEY DIVER

DEEP DIVING HERO

(REPEAT)

HEY E-O-D

ORDNANCE HERO

(REPEAT)

HEY SEAL

SPEC WARFARE HERO

(REPEAT)

Submitted by DCCM(SW) Bob Conklin

Force Master Chief

Commander Navy Surface Force Atlantic

(REPEAT)

LEFT-LEFT-KEEP IT IN STEP

LEFT-LEFT-GIVE IT YOUR BEST

YO RIGHT A LEFT

LEFTY RIGHT A LEFT

YO RIGHT A LEFT

I LOVE TO DOUBLE TIME

I DO IT ALL THE TIME

UP IN THE MORNING WITH THE RISING SUN

PUT MY P-T GEAR ON

GONNA RUN TIL THE RUNNIN’S DONE

RUNNIN’S WORK AND JOGGIN’S FOR FUN

(REPEAT)

“WE ARE THE U.S. NAVY”

HEY ARMY

HARD CHARGIN’ HERO

SADDLE UP AND COME WITH ME

WE ARE THE U.S. NAVY

HEY MARINE CORPS

DEVIL DOG HERO

BOARD THOSE GATORS AND COME WITH ME

WE ARE THE U.S. NAVY

HEY COAST GUARD

LIFE SAVING HERO

GET UNDERWAY AND COME WITH ME

WE ARE THE U.S. NAVY

HEY AIR FORCE

HIGH FLYING HERO

TAXI, TAKE OFF AND COME WITH ME

WE ARE THE U.S. NAVY

HEY CIVILIAN

WANT TO BE A HERO

SIGN ON AND SAIL WITH ME

Charge Books Demonstrate Great Creativity

Our charge book entries may reflect any facet of the goals of CPO Initiations Season. All should be congratulatory, followed by a charge (authoritative instructions) which the selectee can accomplish, and which is supportive of our goals or general leadership advice which if followed will yield good results.

Ask every Chief in the mess to commit to make thoughtful charge book entries which are worthy of being preserved and repeatedly revisited over the years to come. It need not be an original thought. Very often a sage proverb or piece of advice which has served you well or remained in your thoughts over the years is the most appropriate charge book entry. A leadership tenet or lesson you finally learned but wish you had learned earlier would be great. Of just add some nautical humor laid out imaginatively and related in a personal way.

Charge book entries need only be thoughtfully made and passed with true best wishes for success to pass muster.

The selectee should be given the tasking of building a charge book or charge book box which reflects pride as soon as possible. Encourage them to meet and plan their charge book construction together and challenge them to be individually creative. Group planning need not lead to mass production, but to more efficiency and a better overall effort.

Their charge books should display pride and creativity:

- CPO Pride
- Rating Pride
- Warfare Qualification and Community Pride
- Creativity: spouses and children and other family members are often great advisors and helpers. Good humor is welcome as part of charge book construction as it is in charge book entries.



Chief Selectees at Naval Submarine School Groton (above) prepared their charge book boxes as a team. When placed together, they formed an American flag. Each individual box featured a CPO anchor.

Three creative Seabees made their charge book boxes (below) in a pie shape. When placed together, they formed a helm complete with an anchor and rating insignias.



MCPON Charge Book Entries

Each year it is an honor to offer an entry for the charge books of newly selected Chief Petty Officers. Last year I signed more than 1,000 entries for new Chiefs Navy-wide. This year I hope to provide an entry for every charge book of every Chief selectee in the Navy. To make this happen, I need your help. After the list is released, forward a list of your selectees to my office. I need their full name, rate, and warfare device. Be sure to include the name and phone number for a point of contact at your command with the appropriate mailing address. Your list can then be forwarded via either fax or mail (one list only, please) to my office fax number (703) 693-8471 or address to Charge Book Entries, Office of the MCPON, Bureau of Naval Personnel (Pers 00D), 2 Navy Annex Room 1046, Washington, DC 20370-0000. Requests must be received no later than 15 August 1997.

As I travel during the Initiation Season, I will personally deliver entries to the selectees participating in the PT session. The other charge book entries will be forwarded via mail.

Roger That . . .

"I WANT THE ONES THAT MAKE IT HERE TO HAVE AN INITIATION AS GOOD AS ANY INITIATION THEY MIGHT HAVE AT ANY STATESIDE LOCATION."

HMCM(SW/AW)

**Tony Spraggins
Command Master Chief
Wintering Over Party
U. S. Naval Forces Antarctica**

Focus Initiation Season On Projects of Value

This planning guide would not be complete without a mention of the need to review all material used during CPO Initiation Season and eliminate those which are useless, inane, or counterproductive. The time consumed by calling any office and asking how many tiles are between the front door and the building entrance is wasted and cannot be justified. Similarly, phoning any agency and asking for basic information available through a little initiative and research is not useful, wastes precious time, and teaches nothing.

Phone calls by selectees to the various offices or the Naval Historical Center or other avenues of research do not add value to the process. Value is added, however, when the selectee is tasked with researching useful information about our Navy and our heritage. There are many available resources for selectees to explore without resorting to picking up the telephone, looking for the easy way out.

Task them with reviewing resources available on the Internet through the World Wide Web. The Naval Historical Center is one of many commands offering great material through this high-tech resource. The Historical Center's homepage can be found at <http://www.history.navy.mil>

Over the past few years the Navy Historical Center has worked diligently with my office to provide meaningful material to support the Chief Petty Officer Initiation Season. However, that cooperation is jeopardized by the volume of calls from Chief selectees asking questions that could easily have been answered by simple research in the local library. Last year, for example, one selectee called the Historical Center to ask "How long is a nautical mile?" The answer is in the dictionary! The Naval Historical Center is staffed by active duty Navy personnel and civilians, but they simply do not have the resource to answer the hundreds of phone-call questions of this nature. Similarly, the Uniform Matters Office is not staffed to deal with trivia questions.

This year place one rule on your selectees for the season -- they are not allowed to pick up a telephone in researching and answering any question. Require them to find the answers locally and they will not only learn the answer, but they will also be exposed to resources that are readily available to them.

Also please review all PQS book (and other material used) for any inane, archaic or offensive tasking which might have escaped earlier edits.

"Lessons" continued from Page 15

KHAKI BALL

The Khaki Ball was great, but there is always room for improvement. Our ball was on a Friday, starting with a cocktail hour at 1800. It might work out better to move this to a Saturday and start an hour earlier.

There is planning to take care of in advance:

- Have the entire event scripted in advance
- Provide the hosting facility with a layout of tables
- Require payment of tickets in advance
- Use a live band instead of a DJ when possible
- Present flowers to the spouses of the new Chiefs during introductions
- Present the Creed to new Chiefs during introductions
- Read the Creed at the Pinning Ceremony and the Khaki Ball.

The formal portion of the ball should be limited to one hour, maximum.

All in all, we had a blast and the entire season was a great success. The committee members made the initiation what it was, and that is the final lesson learned. Keep lines of communication open among the Chiefs. This is paramount, particularly when multiple commands are working together in one location. Use word of mouth, e-mail, bulletin boards, and smoke signals. And a phone tree should be established early.

Naval Heritage Library a Real Command Asset

Naval Security Group Buys Naval Heritage Books For Entire Command

Naval Security Group activities around the world have all received a special set of books, courtesy of COMNAVSECGRU, RADM Thomas Francis Stevens. When Admiral Stevens learned about the CPO initiative via "Direct Line" and got more detailed information from CTOCM(AW) Penny Tardona, CNO-Directed Command Master Chief for the COMNAVSECGRU Force, he directed that the books on list "A" be acquired and distributed to their activities world-wide to be used as a command asset for all purposes, official to recreational/leisure reading. Master Chief Tardona also acquired additional books relative to the specific history of the Naval Intelligence and Security Group claimancy.

The Senior Enlisted Academy Class 75 presented the Academy Library a gift of some 50 volumes from the list and a number of ships and other commands have taken similar actions and begun or added to an existing professional library.

These are great actions and only good can come of the momentum we are currently building around the Naval Heritage/Core Values reading.

I strongly encourage every CPO Mess afloat and ashore to consider such initiatives. It would be particularly useful and appropriate for the afloat CPO Mess to acquire and maintain a shelf or book case of professional reading, prominently displayed and carefully maintained so it could be enjoyed by the Chiefs Mess and all visitors. There is a good variety of material available, enough to satisfy the various tastes in reading desires found in the mess. Each ship's CPO library should be different, perhaps building a core library around the ship's name. For example, USS THE SULLIVANS (DDG-68) would have all the best of the literature written about the various Naval actions which raged around Guadalcanal leading up to the loss of USS JUNEAU in 1942 with the five Sullivan brothers on board, as well as the story of the first ship named in honor of the brothers which was commissioned just months after their loss.

Rating Badges - A Historical Perspective



HISTORY OF THE PETTY OFFICER'S INSIGNIA

Prior to 1866, insignia worn by naval officers and seamen was limited and unsystematic. Some standardization came about during the Civil War, but still relied heavily on distinctions in clothing to mark rank and function. The closest thing to a general naval device was the "eagle and fouled anchor" design found on all buttons, officer's belt plates, and the petty officer's sleeve device.

Some Civil War naval rating badges were stenciled on cotton cloth-white background for summer uniforms and dark background for winter use. Others were individually crafted and stitched with white thread on a dark blue background to match the uniform. Petty Officer were given an "eagle and fouled anchor" device with a star over it. This insignia was the sole device which designated all petty officers. It was worn by Boatswains, Gunners, Carpenters, Sailmakers' Mates, Ship's Stewards, and Ship's Cooks on the right sleeve above the elbow. All other petty officers wore it on the left sleeve.

Courtesy, U. S. Army Military History Institute

"WHY DOES THE CHEVRON OF THE NAVY RATING BADGES POINT DOWN WHEN THE OTHER SERVICES HAVE THE CHEVRON POINTING UP?"

Uniform Regulations 7-1-1885 (printed 1886), page 23.

It was specified that the badge consist of a spread eagle placed above a class chevron. In the interior angle of the chevron, the specialty mark would be worn. Before the Petty Officer device was an eagle and anchor with specialty marks generally worn on the lower sleeve. Besides, in 1885 the Army chevrons had the point down (1851-1902), so the Army made the changes.

From CWO-4 Lester B. Tucker, USN(Ret), Oak Harbor, Washington

CPO Movie Night:

Great Videos Have Much To Offer

One idea that can add to your CPO Initiation Season is a "Movie Night." Consider showing a classic Navy movie. Many are available for rental at your local video store or through purchase at any number of video outlets. One source for great Navy Movies is Belle & Blade. They can be reached by calling (201) 328-8488 from 7AM to 10PM EDT Monday through Friday or from 9AM to 5PM on Saturday. Among the titles offered are the following feature films:

SEA WOLVES	Q SHIPS	SON OF THE NAVY
SHIPS WITH WINGS	CAPTAIN KIDD	CAPTAIN BOYCOTT
BATTLESHIP POTEMKIN	NAVY BLUE & GOLD	IRONCLADS
JOHN PAUL JONES	OLD IRONSIDES	IN THE NAVY
AWAY ALL BOATS	BATAAN	SO PROUDLY WE HAILED
BACK TO BATAAN	THE SEA CHASE	THEY WERE EXPENDABLE
IN HARMS WAY	SANDS OF IWO JIMA	THE FIGHTING SEABEE'S
LONG VOYAGE HOME	OPERATION PACIFIC	PT-109
THE CAINE MUTINY	SINK THE BIZMARK!	CONVOY/MINESWEEPERS
FLAT TOP	ANNAPOLIS STORY	DEEP SIX
TORA, TORA, TORA	MIDWAY	THE FIGHTING SULLIVANS
WAKE ISLAND	THE ENEMY BELOW	CRUEL SEA
RUN SILENT, RUN DEEP	DESTINATION TOKYO	GLORY AT SEA
THE GALLANT HOURS	SUBMARINE ALERT	IN WHICH WE SERVE
TOPEDO ALLEY	TORPEDO RUN	SEA SHALL NOT HAVE THEM

Documentaries are also available. Perhaps the best is the "Victory at Sea" series. This six volume set chronicles the Navy through World War II with actual battle footage. Other documentaries include:

WINGS OVER WATER	BATTLE OF MIDWAY	WWII, AFTER PEARL HARBOR
U.S. NAVY SEALS	DESTROYERS!	SHIP THAT WOULDN'T DIE
SUBMARINE	ASSAULT FROM THE SEA	DECEMBER 7TH, THE MOVIE
RED CELL	HOOK DOWN, WHEELS DOWN	AMBUSH: NAVY SEALS IN ACTION

Lessons From Geese

There are those who fly with the flock, and there are those who remain grounded, a gaggle of the aimless. While we often make claim to being Chiefs -- part of the mess fellowship -- and not E7s, being a lone Chief, even a good one, is not enough.

We must ensure that we are all members of the Chiefs Mess. We must help it fly as a flock so that it does not wander on the ground as a struggling gaggle, unable to fly.

FACT: As each goose flaps its wings, it creates an uplift for the bird following. By flying in a "V" formation, the whole flock adds 71 percent greater flying range than if the bird flew alone.

LESSON: Those who share a common direction and sense of unity can get where they are going quicker and easier, because they are traveling on the thrust of one another.

FACT: Whenever a goose falls out of formation, it suddenly feels the drag and resistance of trying to fly alone, and quickly gets back into formation to take advantage of the lifting power.

LESSON: If we are as smart as geese, we will stay in formation with those who are headed where we want to go and be willing to accept their help as well as give help to others.

FACT: When the lead goose gets tired, it rotates back into formation, and another goose flies at the point position.

LESSON: It pays to take turns doing the hard tasks and sharing leadership. People, like geese, are interdependent on each other.

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 MY SUPERIORS.

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

I PROUDLY SERVE MY COUNTRY'S NAVY COMBAT TEAM WITH HONOR, COMMITMENT AND COURAGE.

I AM COMMITTED TO EXCELLENCE AND THE FAIR TREATMENT OF ALL.



From My Perspective . . .

The "Sailor's Creed" was written by a "Blue Ribbon Recruit Training Panel" in 1993 at the direction of Admiral Kelso, who personally participated in the final edit of the working groups proposal. Admiral Kelso then directed that every recruit be given a copy and required to commit it to memory. Later, Admiral Boorda approved a minor change which made the creed inclusively descriptive of **all hands**. The change involved replacing the word "bluejacket" with **Navy**, which describes E-1 through O-10. All of us in the uniform of Naval Service are Sailors first and in addition, we are officers, chiefs, petty officers -- aviators, Seabees, surface warriors and submariners. It is an important point impacting unity and esprit de corps. Use the term Sailor(s) (always with a capital **S**) instead of service member, personnel, etc., whenever possible.

Selectees Can Design A Coin For The Season Makes A Great Keepsake

Consider challenging your CPO Selectees to design and acquire a CPO Mess Command coin. The coins can be acquired very reasonably from a variety of vendors both overseas and in the United States.

The coin pictured at right cost less than \$2 each for a quantity of 200. They make great mementos for the Khaki Ball, a Dining-In or Dining-Out, Initiation Day or other events. They are also great for presenting to guests of the CPO Mess, etc.

Additional details about creating your own coin and how to contact a vendor are available in the March '97 edition of "Direct Line."



This coin was created for the Spring 1997 CNO Senior Enlisted Leadership Forum.

Secure The Head

by Denzel "Danny" Maxwell Shaver and perfect for a dining-in ditty, published in "The Bilgepump" Shipboard Daily on board the Liberty Ship — USS General W. G. Haan, Homecoming Edition, 21 October 1945

**When Nature calls and beckons to you,
You're rushing to do what she told you to
The saddest words that can be said
Are: "Now hear this, secure the head."**

**As you well know, their sense of timing
is better by far than this poem's rhyming
it's "open house" as you're lying in bed
Up and at 'em, it's: "Secure the head."**

**Now 'twas Nature called you on your way
From sleep, or books, or from your play.
The strain no longer can be endured
But, — "Sorry, Mac, the head is secured."**

*Submitted to "Direct Line" by PRC(AW) J.W.
Dronenburg, Command Chief, VAQ-136.*

Success Stories Wanted!

Tell Me All About Your CPO Initiation Season

Aim your cameras. Keep your pencils sharp. We want to know about your CPO Initiation Season. We want to know what you learned from reading books on the "Naval Heritage/Core Values Reading Guide." We want to display your photographs in Washington, D.C. to put Navy Chief – Navy Pride on view for Navy leadership.

Send photographs, essays, or lessons learned as soon as you can. It will enable us to spread and display with pride the great success of the season. Stories about community projects, photographs of physical fitness activities, reports about non-fiction Naval history reading, and ideas that can be shared about successful initiations are all solicited. I am particularly interested in photos which can be captioned with words like "Honor," "Courage," "Commitment," "Discipline," "Integrity," "Strength" or with any other traits which speak to our mission and our values.

If the response is sufficient, I will put together a special edition of photos, highlights, lessons learned, and success stories and distribute it quickly so your '98 Initiation Season Committees will have the earliest possible benefit.

Parting Thoughts

Foul Anchor

It seems strange that the navies of the world should use as insignia the abomination of all good Sailors: somewhere back in early days a draftsman with more artistic ability than technical knowledge produced the well-known design which shows an anchor with its cable hopelessly fouled around the shank and arms. How such a design could win the approval of the Admiralty Board is beyond comprehension, but the fact remains that the sign of the fouled anchor has become an international emblem.

Bell-Bottom Trousers

Of all the reasons given for the extreme width of Sailors' trousers at the bottoms, the obvious and practical one remains the best: they were easy to roll to the knees when the owner was swabbing decks.

Salt From The Sea

Distribution

- Command Master Chief
- Commanding Officer
- Executive Officer
- PAO/Senior Journalist
- Other: _____

Please copy and distribute this edition to members of your Chiefs' Mess and key personnel in your chain of command.



It's your world too -- RECYCLE! _____

**BUREAU OF NAVAL PERSONNEL
PERS-00D, ROOM 1046
2 NAVY ANNEX
WASHINGTON DC 20370-0000**

**BULK RATE
U.S. POSTAGE PAID
Washington, DC
Permit No. 6184**

FOR OFFICIAL USE ONLY