



The Master Chief Petty Officer of the Coast Guard

2100 Second Street, S.W.
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Dear Master Chiefs, Senior Chiefs, and Chiefs

In the early 1990's Master Chief of the Coast Guard (MCPOCG) Jay Lloyd saved the Chief's initiation process that was close to being banned by Coast Guard leadership. He created what we all know today as the Chief's Call to Indoctrination or CCTI. Since that time the CCTI program has evolved and now for the most part is a process that we can be proud of. New Chiefs are recognized, mentored, and welcomed into the Mess in ways that were never considered over 20 years ago. MCPOCG Standing Order ONE continues that process improvement by implementing Coast Guard wide best practices in Coast Guard central. The microsite will provide a consolidated location for all the material related to conducting a successful CCTI and every Chief of the Mess will have access.

I chartered a process review team comprised of Chief's of the Mess (COTM) throughout the Coast Guard to review the Chief's Call to Initiation. They reviewed every area of our current CCTI process from Messes around the Coast Guard and have collaborated to produce this final body of work.

I asked the team to focus on the following areas;

1. Emphasize teambuilding, leadership, History, Heritage and Tradition (HHT) and networking.
2. Identify areas of our current process that add little or no value toward the goal of mentoring new Chief's and recommend changes that add value.
3. Maintain the mess concept; strengthen and unify the local Chief's Mess.
4. Celebrate the achievement of advancement to Chief Petty Officer.
5. Foster a sense of pride and unity in the organization.
6. Recognize the significant contribution of Coast Guard families.
7. Mentor junior officers.
8. Reinforce the Coast Guard Core Values of Honor, Respect and Devotion to Duty.

After carefully reviewing our current best practices, suggestions and recommendations the team developed a guide that will assist every COTM and Chief Mess's throughout the Coast Guard in conducting a well organized, enjoyable and meaningful CCTI.

Change is the only constant in our world. I expect Coast Guard Chiefs to continue emphasizing our history and heritage and to reinforce our core values of Honor, Respect and Devotion to Duty. Semper Paratus!

Charles W. Bowen

Master Chief Petty Officer of the Coast Guard



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MASTER CHIEF PETTY OFFICER OF THE COAST GUARD STANDING ORDER ONE

Subj: CHIEFS' CALL TO INDOCTRINATION (CCTI)

Ref: (a) Hazing Awareness Training, COMDTINST 1610.1 (series)
(b) Coast Guard Personnel Manual, COMDTINST M1000.6 (series) CH.8.J & CH.21.B
(c) Coast Guard Equal Opportunity Manual, COMDTINST M5350.4 (series)
(d) Commandant's Equal Opportunity and Sexual Harassment Policy Statements, 5350.21 (series)
(e) Coast Guard Regulations Manual, COMDTINST M5000.3 (series)
(f) Coast Guard Leadership Development Program, COMDTINST 5351.1 (series)
(g) Commandant's Direction, COMDTINST 16010.12 (series)

1. PURPOSE. This MCPOCG standing order provides common practices and guidance concerning the Coast Guard Chiefs' Call to Indoctrination (CCTI).
2. ACTION. Commandant and MCPOCG designated Command Master Chiefs (CMC), Chiefs of the Mess (COTM), unit command chiefs and all chief petty officers shall ensure compliance with the provisions of this MCPOCG standing order.
3. DIRECTIVES AFFECTED. None
4. DISCUSSION. The Master Chief Petty Officer of the Coast Guard serves as the program manager of the CCTI. The purpose of CCTI is to prepare Prospective Chief Petty Officers (PCPO) to perform their roles and responsibilities as a chief petty officer. This event recognizes the achievement of a significant career milestone. CCTI reinforces the responsibilities of the entire chiefs' corps as leaders and mentors. The lessons learned and/or reinforced to the PCPO and chief petty officer community at CCTI include:
 - a. A formal introduction to the command and other chief petty officers. These introductions serve to inform the command that a new senior enlisted leader is present and ready to accept the additional responsibilities as a leader and mentor. It also provides the PCPO with a better understanding of the importance of camaraderie between chief petty officers to help further personal, unit, and organizational goals.
 - b. Our Coast Guard core values of Honor, Respect, and Devotion to Duty and relating these values to the chief petty officer community.
 - c. Coast Guard history and traditions. Our history, heritage, and traditions are a source of pride in the organization and of oneself. The CCTI will ensure that the history, heritage, and traditions of the Coast Guard will remain an integral part of the Chiefs' Mess.
 - d. Teamwork and accountability. The chiefs are traditionally known for teamwork through the effective use of the Chiefs' Mess. The CCTI reinforces this point as an important and

necessary role of a chief petty officer. The CCTI will also teach the importance of accepting responsibility for one's actions and decisions.

- e. **Effective communication.** Communication was identified as a key deficiency in the Workforce Cultural Audit and the Senior Enlisted Needs Assessment (SENA). The CCTI reinforces the importance of effective communication up and down the chain of command.

5. **DEFINITIONS.** Listed below are definitions commonly used with regards to CCTI:

- a. **Chiefs' Call.** A duty and obligation of every chief petty officer to muster, be counted, and share in the responsibility to contribute ideas and thoughts for a common purpose. **Chiefs' Call is a mandatory attendance function.** Listening, engaging, and respecting one another is a primary function of Chiefs' Call.
- b. **Consolidated Chiefs' Mess.** A mess comprised of ALL current and former active duty and reserve chief petty officers who are responsible for properly conducting CCTI's in their geographic area. The geographically located gold badge CMC will designate the geographical boundaries of the Consolidated Chiefs' Mess for the purpose of conducting CCTI.
- c. **Gold Badge CMC.** A Commandant or MCPOCG designated position serving at Area, District, MLC or major Headquarters units to advise the command on enlisted concerns. For CCTI purposes, gold badge CMCs will not normally serve as COTM. The geographically located gold badge CMC is ultimately responsible for guiding, controlling, and ensuring the spirit and intent of CCTI is maintained throughout the process. The geographically located gold badge CMC will coordinate with any other Commandant or MCPOCG designated gold badge CMCs within their area of responsibility.
- d. **Chief of the Mess (COTM).** The COTM should be the senior most chief petty officer who possesses the highest leadership and management skills and has benefited by extensive training, knowledge and experience that has completed the CCTI process in the assigned Consolidated Chiefs' Mess. The COTM will be assigned in writing by the gold badge CMC responsible for the geographic area. While date of rank will normally be used in determining who is appointed as the COTM, circumstances may warrant appointing an individual who is not the most senior person. In these cases, the final determination remains with the geographically located gold badge CMC.
- e. **Prospective Chief Petty Officer (PCPO).** A PCPO is any E-7, E-8, or E-9 active duty or reserve awaiting final training, testing, and personal recognition from the Chiefs' Mess. Once the PCPO has completed the CCTI process they will be formally welcomed into the Chiefs' Mess.
- f. **Theme.** The MCPOCG determines the annual theme that will provide the focus for all calendar year CCTI's and announces the decision prior to 1 January.
- g. **Chiefs' Call to Indoctrination (CCTI).** CCTI's will be scheduled by the COTM. The COTM has discretion over when and how many CCTIs to conduct during a given

calendar year. CCTI is designed to train, test, and appropriately recognize the advancement of a first class petty officer to chief petty officer. To the greatest extent possible a “Consolidated Chiefs’ Mess” CCTI will be held to include ALL geographically located units. Waivers to conduct a CCTI outside of these guidelines **MUST** be approved by the gold badge CMC for the requesting unit in concurrence with the COTM.

- h. Charge book. A decorative binder used to collect pieces of memorabilia relating to CCTI. The major emphasis of the Charge book is to collect “Charges” or “Words of Wisdom” from other chief petty officers that add value and meaning for the new chief petty officer. Entries made in a Charge book shall not contain any profanity, sexual or discriminatory overtones. Charges and comments should be instructive and encouraging. The Charge book should be a keepsake that the chief would be proud to display in future years.
- i. Hat Box. A tradition that tasks the PCPO with constructing a “chief’s hat box” to display their combination cap in a manner reflecting their individual pride.
- j. Look-Away Ceremony. A ceremony held to activate and enhance the listening skills of the PCPO.
- k. Rites of Passage. The indoctrination phase of CCTI is to emphasize to the PCPO the qualities that are needed to succeed as “The Chief.” This can be performed in a Judge/Jury manner, a PCPO Review Board, combination of the two, or in some other manner selected by the Chiefs’ Mess to train and test the PCPO in the purpose of the CCTI. The success of the Rites of Passage is dictated by the amount of involvement and enthusiasm of the PCPO and the Chiefs’ Mess.
- l. Pinning Ceremony. A gathering of chief petty officers and invited guests to formally recognize the achievement of the new chief petty officer. The reading of the Chiefs’ Creed per enclosure (2) and the pinning of collar devices as a minimum should be included in the ceremony.
- m. Sponsor. A chief petty officer has the responsibility of mentoring the PCPO on the purpose and goals of CCTI. If appropriate, the sponsor will interact with PCPO’s family members ensuring that they understand the intent of CCTI. The sponsor will ensure that the PCPO is not subjected to undue ridicule or embarrassment. In addition, the sponsor shall ensure the PCPO's personal safety, values, and moral beliefs are respected.
- n. Guests. Guests must be pre-approved by the COTM. Guests should be pre-briefed on appropriate conduct expected during the CCTI process. Conduct this briefing for all hands as the opening remarks prior to the start of the CCTI and at every major gathering during the entire process.

6. GUIDELINES, POLICY, AND PROCEDURES.

- a. The below guidelines, practices, and procedures are not all encompassing. This MCPOCG Standing Order serves to explain a time-honored military tradition.
- b. Gold Badge CMCs will:
 - (1) Within their area of responsibility, determine the geographical locations of all Chiefs' Messes for the purposes of conducting CCTI and designate the COTMs in writing. Obtain dates and times of when CCTI will be conducted. Notify the Area level gold badge of all CCTIs to be conducted within their geographic AORs.
 - (2) Respond by most rapid means available to all COTM requests. Final approval/disapproval authority rests with the gold badge CMC for the requesting unit.
 - (3) Attend as many CCTIs as possible or designate a representative to attend in their absence all CCTIs within their area of responsibility.
- c. The COTM shall:
 - (1) Identify and invite qualified PCPOs for participation in the next CCTI process. A PCPO is any E-7, E-8, or E-9 active or reserve advanced or frocked who has not completed the CCTI process. Questions regarding participation by any other member should be addressed by the Area level CMC or MCPOCG. Advancement to E-7, including frocking, shall be confirmed by the COTM prior to PCPO being allowed to commence the CCTI process.
 - (2) Select the date, time and location of the CCTI and submit it to the geographically located gold badge CMC for approval. A list of participating PCPOs shall be included.
 - (3) As dictated by local customs, seek volunteers and/or assign persons to positions of importance (i.e.- Judge, Sponsors, Defense Counsels, Script Readers, committee members, Breakfast, Look-Away, "Boot Chief's Mast", "Rites of Passage", Acceptance Dinner, etc.).
 - (4) The COTM will ensure that a sponsor is assigned for each candidate as early as possible in the planning process. Utilizing the chief petty officer with the best knowledge of the PCPO usually works best.
 - (5) Ensure that each PCPO, sponsor, and junior officer receives written instructions as to their roles, duties, and obligations with regards to CCTI.
 - (6) Read the Chiefs' Creed. It is the COTM's decision to determine the proper place to perform this reading.

- (7) Conduct a “Hot Wash” with the PCPOs, sponsors and other participants at the end of the CCTI. Advise the geographically located gold badge CMC of any process improvements or matters of concern that may have Coast Guard wide impact.
- g. The sponsor is one of the cornerstones to a successful CCTI. The COTM must ensure that the sponsor understands the importance of their role. They should receive a thorough explanation of their duties and responsibilities which include, but are not limited to:
- (1) Counseling their PCPO about the purpose and goals of the process; what is expected of them and of chief petty officers; providing information on all tasking and requirements; helping them see the process as a meaningful non-threatening event; and encouraging them to ask questions anytime they don’t understand something.
 - (2) Interacting with the candidate’s family ensuring that they understand the process, what participation will be expected of them, and when.
 - (3) Ensuring their candidate is not subjected to undue ridicule or embarrassment, and the PCPO’s personal values and moral beliefs are respected. Active participation during the CCTI can provide the opportunity to fulfill this duty.
 - (4) The importance of the sponsor as a MENTOR throughout the CCTI process cannot be overemphasized.
- h. Junior Officers:
- (1) Junior Officers play a vital role in the CCTI process. The teamwork and trust built during the CCTI promotes a healthy JO/Chief relationship throughout both their careers. JOs that participate in today’s CCTI’s will become tomorrow’s commanding officers and with a positive CCTI experience, will become supporters of the Chiefs’ Mess and the CCTI process. With this in mind, the COTM must ensure the JO is involved, but that ALL focus remains on the PCPO. The COTM must also ensure that the JO is given a thorough explanation of their responsibilities and understands the importance of their role. JOs should participate in all socials, community services, fund raisers, and the rites of passage.
 - (2) The JO may be assigned by the COTM or can be selected by the PCPO.
 - (3) Commanding officers are encouraged to allow their JOs to participate in this process to the fullest extent possible.
- i. The Consolidated Chiefs’ Mess:
- (1) CCTI is the responsibility of the “Consolidated Chiefs’ Mess” with the COTM being the person considered ultimately responsible for the administration of CCTI. In some remote locations, the unit Chiefs’ Mess will be responsible for conducting the CCTI; however, at most locations in the Coast Guard; it will be the Consolidated Chiefs’ Mess responsible for conducting the CCTI in accordance with these guidelines. The Consolidated Chiefs’ Mess will be formed for the specific purpose of conducting the CCTI. The Consolidated Chiefs’ Mess formed for the specific purpose of conducting

the CCTI will consist of chief petty officers assigned to all the units in that geographic area.

- (2) Members of the Consolidated Chiefs' Mess have a responsibility to contribute their experience, knowledge, wisdom and time to support the CCTI process. The COTM will be kept informed as to who has volunteered/designated to conduct various parts of the CCTI. Chief Petty Officers with a clear understanding of our service's core values: Honor, Respect and Devotion to Duty, should be given strong consideration when selecting personnel to conduct the CCTI. CCTI committees and other personnel directly involved in planning and carrying out the CCTI are to review references (a) through (g).

j. Code of Conduct.

- (1) Per references (a) through (g), hazing and/or harassment prior to or during the CCTI is not appropriate and shall not be tolerated. Activities shall not be held in public or in the presence of junior personnel. Such activities do not foster a professional environment and can be misunderstood by subordinates and casual observers. More positive results are achieved when the individual is treated in a courteous and professional manner. When PCPOs are wearing a Coast Guard uniform, it shall be worn properly at all times.
- (2) No one will be confined. This includes but is not limited to wooden boxes, stockades, chairs, items that may appear to confine, and/or any other form of restraint.
- (3) Alcohol will not be served or consumed during any portions of the CCTI process where PCPO mentoring and training sessions are being conducted. This includes but is not limited to; book signings, song singing, reciting of charges, and performing skits. Alcohol reduces inhibitions, creating the potential for compromising or unsafe situations. Alcohol may be consumed responsibly at "Chiefs' Socials", Bar-B-Qs, fund raisers and Acceptance Dinners. Again, NO PCPO mentoring will be conducted while alcohol is being or has been consumed.
- (4) Costumes;
 - a. If used, any participant (PCPO or JO) that may be wearing a costume must have it approved by the COTM in advance.
 - b. Costumes must serve a purpose and have specific meaning. Examples of acceptable costumes would be Coast Guard related, within boundaries of policy, upholding traditions, history, and related to the CCTI process. A *CCTI uniform* (Sweatpants, t-shirts or coveralls) is also acceptable.
 - c. Under no circumstances would costumes depicting fictional characters such as Sponge Bob, Wonder Woman, the Tin Man or anything similar be considered acceptable. Cross dressing is unacceptable.
- (5) Forcing or encouraging the consumption of substances not normally prepared or suitable for consumption is not authorized. Truth serum is specifically prohibited.

- (6) Animals, sexual items, raw eggs, food or food by-products will not be used.
- (7) The squirting, shooting, spraying, throwing etc, of any object or substance, at or on any PCPO, is unacceptable.
- (8) Props, skits, songs, and tasks performed must be safe. All activities at the CCTI must be in complete compliance with the Coast Guard's hazing, sexual harassment, and Equal Opportunity policies. You must be able to explain professionally how the skit, human trick, or anything else that the PCPO is tasked with, relates to making them a better chief petty officer in today's Coast Guard. There will be no degradation of character, sexual overtones, bodily injury, or undue harassment either implied or threatened at any time. All tasks performed by the individuals during the CCTI process should be planned to demonstrate a message to those individuals. Take the time to ensure the PCPOs understand that message, such as: Trust your fellow chiefs, humility is good, responsibility is greater, etc. Ask yourselves, "Why do we do this?" Does this deliver a message to the person being mentored or is it just for the entertainment of the audience? What is the message and does it apply to being a chief petty officer in today's Coast Guard? Did the PCPOs "get the message?"
- (9) It is the responsibility of every chief petty officer in attendance at the CCTI to conduct themselves properly and point out to others when their conduct is unacceptable.

k. CCTI Funding. Will be prescribed by the COTM and geographically located gold badge CMC.

- (1) The cost for PCPO's and those attending shall be kept to a reasonable amount and should only cover those expenses associated with conducting the CCTI.
- (2) Fundraising activities are an outstanding opportunity to not only to reduce the cost of conducting the CCTI, but to build camaraderie among the participants.

7. The CCTI Time Line (hyper linked document), letters, certificates and best practices will be available in the MCPOCG CCTI microsite. Access will be available for all gold badge CMCs and COTM's.


C. W. BOWEN

Master Chief Petty Officer of the Coast Guard

Enclosures: (1) CCTI Time Line
(2) Letter of designation