



## The Master Chief Petty Officer of the Coast Guard

2100 Second Street, S.W.  
Washington, DC 20593-0001

4 Apr 2012

### 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 Equal Opportunity Manual, COMDTINST M5350.4 (series)  
(c) Commandant's Equal Opportunity and Sexual Harassment Policy Statements, 5350.21 (series)  
(d) Coast Guard Regulations Manual, COMDTINST M5000.3 (series)  
(e) Coast Guard Leadership Development Program, COMDTINST 5351.1 (series)  
(f) Commandant's Direction, COMDTINST 16010.12 (series)  
(g) Shipmates #19

1. PURPOSE. This Master Chief Petty Officer of the Coast Guard (MCPOCG) Standing Order provides common practices and guidance concerning the Coast Guard Chiefs Call to Indoctrination (CCTI).
2. ACTION. Gold Badge 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 standing order.
3. DIRECTIVES AFFECTED. None
4. DISCUSSION. The MCPOCG 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. In addition, this event recognizes the achievement of a significant career milestone. CCTI reinforces the responsibility of all Chiefs as leaders and mentors. The lessons learned and/or reinforced at CCTI include but are not limited to:
  - 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 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. 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 is key to successful and effective leadership. Honest and constructive feedback is crucial in personal and professional growth of our personnel and 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 CCTIs 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. 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 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. 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. Chief of the Mess verifies that all members have completed their charge book and performance qualifications.
  - e. Prospective Chief Petty Officer (PCPO). A PCPO is any E-7, E-8, or E-9 active duty or reserve who has yet to complete the CCTI process and be formally welcomed into the Chiefs Mess. Those advanced to officer or warrant officer status or who will advance to officer or warrant officer prior to the acceptance dinner are not permitted to go through the indoctrination process.
  - f. Theme. The MCPOCG determines the annual theme and PQS that will provide the focus for all calendar year CCTIs and announces the decision prior to 1 February each year.
  - g. Chiefs Call to Indoctrination (CCTI). CCTIs will be announced by the Gold Badge Command Master Chief in the geographic District in which the CCTI will be held. CCTI

will be scheduled by the COTM and shall follow guidance provided by the Gold Badge Command Master Chief in accordance with this Standing Order and other guidance provided by the MCPOCG. 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 responsible Area Gold Badge.

- 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 emphasizes to the PCPO the leadership qualities that are needed to succeed as “The Chief.” The CCTI shall be performed in a manner that will train and test the PCPO and may be in a PCPO Review Board or Panel format, as approved by the responsible Area Gold Badge Command Master Chief. Those events previously known as the “Kangaroo Court” are not authorized. The Rites of Passage format should include a Personnel Inspection to be conducted by the COTM with emphasis on ensuring that Chiefs understand the importance of uniformity and attention to detail. 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 Charge 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. The sponsor is responsible for monitoring PCPO progress in regards to completion of charge book and performance qualifications.
- n. Guests. Guests during the rights of passage must be pre-approved by the COTM. Guests should be pre-briefed on appropriate conduct expected during the CCTI process. Additionally, there shall be a conduct briefing for all in attendance 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) Ensure that the CCTI follows the standards set forth in this Standing Order.
  - (2) 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.
  - (3) Obtain dates and times of when CCTI will be conducted, send a message to their AOR with details and instructions and notify the Area level gold badge of all CCTIs to be conducted within their geographic AORs.
  - (4) Respond by most rapid means available to all COTM requests. Final approval/disapproval authority rests with the Gold Badge CMC for the requesting unit. Final approval of format for Rites of Passage rests with the responsible Area Gold Badge CMC.
  - (5) Attend or designate a representative to attend 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. 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) Seek volunteers and/or assign persons to positions of importance (i.e. Sponsors, Script Readers, committee members, Breakfast, Look-Away, Rites of Passage, Acceptance Dinner, etc).
  - (4) Shall ensure that no Kangaroo Court is conducted.
  - (5) 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.

- (6) Ensure that each PCPO, sponsor, and junior officer receives written instructions as to their roles, duties, and obligations with regards to CCTI.
  - (7) Ensure that charge book and performance qualifications are completed.
  - (8) Read the Chiefs Charge. The COTM shall read the Chiefs Charge following the pinning ceremony at the CCTI Acceptance Dinner.
  - (9) 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.
- d. Sponsors: 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 do not understand something.
  - (2) Interacting with the candidate’s family ensuring that they understand the process, what participation is 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.
  - (4) The importance of the sponsor as a MENTOR throughout the CCTI process cannot be overemphasized.
  - (5) The sponsor is responsible for monitoring PCPO progress in regards to completion of charge book and performance qualifications.
- e. Junior Officers:
- (1) Junior Officers (JO) serve a vital role in the CCTI process. The teamwork and trust built during the CCTI promotes a healthy JO/Chief relationship throughout both of their careers. JOs participating in today’s CCTI 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.

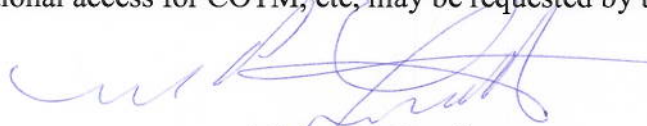
f. The Consolidated Chiefs Mess:

- (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).

g. 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.
- (2) No Kangaroo Court, or similar events are authorized.
- (3) No one will be confined or constrained in any manner.
- (4) 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, etc. 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.
- (5) The Coast Guard uniform shall be worn properly at all times unless appropriate civilian attire is authorized for specific functions (i.e. Bar-B-Q). Costumes are not authorized to be worn by any participants at any time during the CCTI.
- (6) Forcing or encouraging the consumption of any substance including food, drink, “truth serum,” etc, is not authorized and strictly prohibited.

- (7) Animals, sexual items, raw eggs, food or food by-products will not be used.
  - (8) The squirting, shooting, spraying, throwing etc, of any object or substance, at or on any PCPO, is unacceptable.
  - (9) Any task performed must be safe and should be related to Coast Guard work. 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 anything 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?"
  - (10) 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.
- h. CCTI Funding. Will be prescribed by the COTM and geographically located Gold Badge CMC.
- (1) The cost for PCPOs and those attending shall be kept to a reasonable amount and shall 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. Funds raised shall not be donated and shall only be used for offsetting CCTI costs (i.e. bringing dinner cost down, etc). All personnel must obtain guidance from their servicing legal office before executing any fundraising or raffle plan.
7. ADDITIONAL GUIDANCE. The CCTI timeline, scripts, charge and additional information will be available in the MCPOCG CCTI Portal. Access will be available to all Gold Badge CMCs and additional access for COTM, etc, may be requested by the responsible Gold Badge CMC.



Michael P. Leavitt  
Master Chief Petty Officer of the Coast Guard