

# Direct Line

## CPO Initiation Season '97:

# The Best Ever

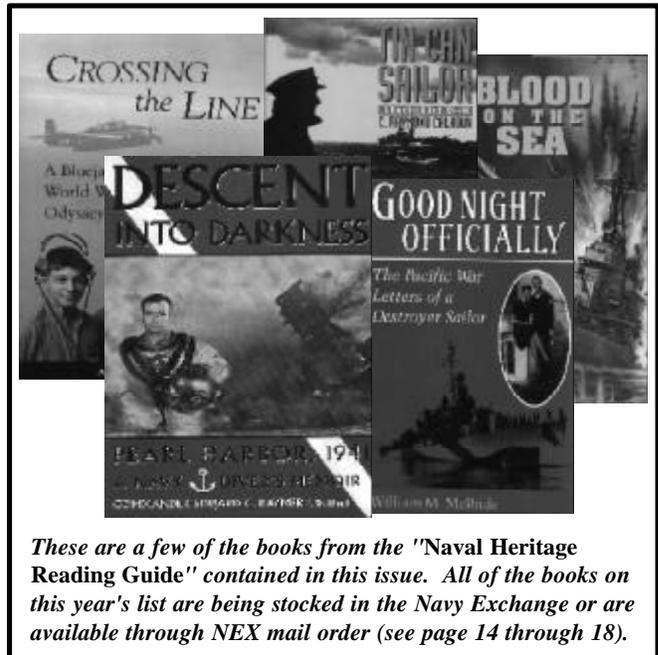
Command Master Chiefs face many leadership challenges, especially in the afloat CPO Mess where life never seems to slow down. It is all too easy for us to get bogged down in reacting to day to day happenings and neglect the very important responsibilities which build pride, unity, and esprit de corps in the mess and throughout the command. Sometimes it is even unavoidable. That is one of the many reasons the tradition of CPO Initiation is so very valuable. This season of pride is scheduled and structured around the most important milestone in an enlisted Sailor's career. It provides us the perfect opportunity to achieve some of the more worthy goals we may have neglected because of the pace of life, or for whatever reason.

The past few years, CPO Initiation Season has seen great things happening which have been good, not only for the selectees, but for the entire CPO mess and the Navy. As in the past, our challenge is to impress upon the prospective Chiefs the full meaning of their achievement, to train and improve them, to celebrate with them as we welcome, congratulate, and accept them into the mess, **and to enjoy doing it.** This year our goals are even more grand. With the addition of the Naval Heritage/Core Values reading requirement (detailed on pages 2 through 4) we are taking on the challenge of teaching something vitally important. We all stand to gain a new appreciation for our heritage and a more complete understanding of our Core Values.

*Chief Petty Officers are the guardians of heritage and our 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 the khakis and anchors.*

### The Inside Story . . .

- 11 - Captain Edward Beach:  
Reading, Writing and the Good of the Navy
- 14 - Naval Heritage Reading Guide



*These are a few of the books from the "Naval Heritage Reading Guide" contained in this issue. All of the books on this year's list are being stocked in the Navy Exchange or are available through NEX mail order (see page 14 through 18).*

It is up to us to ensure that there is continuity of purpose, of character, of values, and of the determination to be victorious. These are lofty words; admittedly they described exalted goals. But they are neither hype nor exaggeration - they are verifiable truth. This CPO Initiation Season we will affirm that truth by examining our heritage in an organized, structured and goal oriented way.

It is amazing how much a united and organized CPO Mess can accomplish in the brief CPO Initiation season. Without a doubt, it will be busy, but it will also be a productive time of growth and achievement. I'm certain of it! I will provide a more complete planning guide in May and address other important issues.

All the best!

# Naval Heritage and Core Values

## - - - Worthy of Examination - - -

CPO Initiation Season provides us with the perfect occasion to focus on our heritage and our values in a meaningful way:

- to identify with the service of those who have gone before us.
- to draw strength from their valor and their sacrifice.
- to learn from their mistakes.
- to shore up our resolve as senior enlisted leaders to truly make a difference in the lives of Sailors.
- to define and articulate our values in a context that satisfies us and promotes true understanding.

We would all readily agree that being able to recite and define our Core Values is one thing; living their true meaning is quite another. Our values are the moral compass - guiding not only our conduct but ideally our very thoughts. A strong, honorable value system ensures that specific challenges will result in predictable, honorable reactions.

True integrity is achieved only when our actions are consistent with our personally held values. So, in a very real sense, our core values must be understood and internalized in order to even attempt to live a life of integrity.

**Values can not be ordered  
into being or memorized  
into existence: they are developed,  
with effort over time.**

“Honor, Courage, Commitment”; this is not an inclusive list, but a symbolic one. They are representative of a much larger set of character traits and individual values which guide us. They cannot be ordered into existence, issued, or even taught in any conventional way. They can only be developed, over time, with great effort.

Our core values are not intended simply to fulfill the requirement for a “motto,” “slogan,” or “bumper sticker.” They must illuminate and guide the lives of professional Navy men and women: Sailors. They have no meaning aside from that which shines through the conduct of Sailors. Whenever Navy Core Values are

discussed or examined, we must ensure that it is done so in the clear context of our heritage and mission. **Perhaps one of the leading reasons Sailors do not identify with our Core Values more quickly is a too shallow sense of our own heritage, our history and our traditions.**

It is too common for our Core Values to be seen as just a list of words: noble in tone, but lifeless and sterile. We simply cannot afford for our Core Values to be seen as commendable, but unattainable goals. Our Navy’s history is rich with displays of valor, sacrifice, and honorable conduct in dangerous, difficult, and even hopeless circumstances. Honor, Courage, and Commitment are attainable virtues; they have been repeatedly achieved at every level of our Navy throughout our history. In our reading this year, we will examine our core values on display on bridges and flight decks, in engineerrooms and firerooms and discover that these values were directly responsible for victory.

**What we fail to value collectively  
fades and ultimately disappears.  
We cannot afford to lose touch with  
our past. Too much is at stake.**

These values are the essence of why we exist as a force. They constitute the terms of our service, they describe our goals, and make Naval service unique and truly special. But they can only be fully appreciated in the context of our history, our traditions, and our current mission.

The addition of any new Navy-wide requirement must always be done thoughtfully and with great attention to detail, especially when it is to be part of something as important as advancement into the CPO Mess. The Naval Heritage/Core Values reading requirement has, in fact, been very thoroughly examined and all the preparation necessary to accomplish it Navy-wide has been completed. Fleet, Force, and many Command Master Chiefs have provided recommendations, as have many senior officers (see Admiral Johnson’s quote, page 6) and our civilian leadership (see Secretary Dalton’s letter, page 6) and esteemed naval historians (see page 7).

It holds the promise to make us prouder and to lead to a more meaningful understanding of our Core Values. It is all about the CPO Mess fulfilling its obligation, leading from the front, and keeping promises.

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## The Assignment:

# Focus On Heritage

This requirement for all CPO selectees to learn more about our past is related to, but not really exactly about, history. Certainly one of our goals is to learn more about our history, but our focus is on our heritage. Understanding the distinction between history and heritage is, in fact, important to achieve our objective. History is defined in simplest terms as a record of the past; a record of dates, names and places, and analysis of developments. It can be, and sometimes is, dry and impersonal. Our heritage, however, is dynamic and very personal, even intimately so. While history records the frequent clash of differing value systems, our heritage is about our values and why and how they prevailed.

Our Naval Heritage is our legacy, a gift from those who served before us — a gift that comes with an obligation to study it, understand it, preserve it and pass it down untarnished and intact.

**Naval history informs Sailors - naval heritage empowers Sailors. When our Core Values of Honor, Courage, and Commitment are discussed in the framework of our heritage, it invokes great pride in our service. Pride, when channeled correctly, is a great catalyst modifying personal conduct, strengthening unity and commitment.**

Our goal is to ensure that all Chiefs in the mess (especially our new Chiefs) understand that our Navy's prior successes were possible because of the courage and commitment of Sailors who preceded us. The very honor of our Navy and our nation has been repeatedly upheld by Sailors throughout our history. *Too many Sailors learn, too late, that naval service is a proud privilege that only a few citizens are fortunate enough to experience.*

The basic task is simple enough: the CMC/COB will assign each CPO Selectee a required text from list "A" of the Naval Heritage Reading List to read prior to the convening of CPO Indoctrination Course (CPOIC). Modify the CPOIC by adding a three-hour block dedicated to a facilitated discussion of Navy Core Values within the framework of the reading. Instructor guides for this block will be distributed well before the July Selection Board report out, to enable preparation for leading this discussion.

You may assign either a specific title, or give the selectee a limited choice of titles from a subset of list "A." It will be helpful to have several different readings to generate discussion. For example, in a group of 20 CPO selectees, four or five books assigned and used as a basis for the discussion will offer better opportunity to achieve the desired results.

This discussion must be led and facilitated by the CMC/COB, selected sponsors, and other Chiefs as assigned. Please encourage your commanding officer to assist in this leadership discussion. While it is not necessary for the instructors to have read every title, it is essential that they be familiar with books assigned and they must have read one or more. Remember always we are leading from the front, what we require of selectees we must do, or have done, ourselves. There are many ways to ensure this discussion is lively and useful - some will be outlined in the instructors guide, but many others will come from creative thinking within your own CPO Mess, including the selectees.

All books have been deemed appropriate by competent authority, including: the Naval Historical Center, the Naval War College historian, and Naval historian Dr. Steve Rosenberg (see page 7), who holds the Mahan chair for Naval History at the National Defense University and has generously agreed to be the advisor for this initiative. Dr. Rosenberg observed that ". . . the Naval Heritage Core Values reading initiative is a really good program, one that builds on the best of the Navy's leadership heritage, namely individual initiative. . . . Further, the books in the reading guide are all good ones, and Chiefs and Chief initiates will profit from reading any of them." Dr. Rosenberg goes on to say of the Chief's initiative, ". . . what you are doing is important. I think it could stimulate some important new work by naval historians, and influence training and indoctrination throughout the Navy."

## Understanding the Reading List

The Naval Heritage Reading List is divided into three parts:

**LIST "A": REQUIRED READING LIST.** The books in section "A" of the reading list are principally Bluejacket memoirs, books written by enlisted Sailors or books with an enlisted perspective that showcase our heritage in interesting and thought-provoking ways. This section also includes a few biographies of naval leaders who served during crucial periods in our history and a selection of battle and campaign accounts. There are also books which were deemed to have value because they tell the story of a great ship (*The Ship That Held The Line*, see page 17), or preserved something unique (such as a series of lively letters from a wartime Sailor to his wife *Good Night Officially* by YN2 Orville Raines, see pages 10 and 15), or because they focused on a specific rating or community (*Descent into Darkness*, about Navy divers, see page 16). All books in list "A" are being stocked in every Navy Exchange worldwide and displayed in a high profile manner, either in, or near the uniform department or Navy Pride section.

**LIST "B": REFERENCE AND SUPPLEMENTAL READING.** These are books that have value for ship and station libraries, and for CPO Mess and Wardroom libraries, in continuing or expanding the learning effort. This list represents a cross section of

reading that should be readily accessible to all hands to promote the pursuit of knowledge.

It includes additional titles that will be of interest to many, including some excellent volumes of photos; some additional, more focused reference material (campaign accounts); and a few works of fiction that are well-written, relevant, and have great value in stimulating thought on the issues beyond the adventure (*Run Silent/Run Deep* by Capt. Edward Beach - see pages 11-12 and 17) and *The Cruel Sea* by Nicholas Monsarrat). Sections "B" will be stocked in all large Fleet Area Exchanges and available via the toll free uniform 1-800 number (see page 18).

**LIST "C": EXTENSIVE STUDY.** The complete 15 volume collection of Samuel Eliot Morrison makes up this list. These volumes are considered the definitive historical analysis of the Navy in World War II and would make an excellent addition to CPO Mess libraries. They will only be available through the Navy Exchange toll free number for your ordering.

Selection of a book to read in preparation for the CPO Indoctrination Course should be done by the CMC and CPO Mess leadership. There is enough variety to avoid repetitive discussion and ensure the CPO Indoc is lively and thought provoking.



### Navy Exchange: Supporting The Effort

The Navy Exchange is an enthusiastic partner with the CPO Mess in this endeavor and is making all these titles available and facilitating their purchase in the most convenient manner possible. List "A", which selectees must read from, is being stocked and displayed in all Navy Exchanges worldwide. The display will generally be in the Uniform Shop section, but will be in the Navy Pride section if the uniform shop is too small. The books are being sold at the Navy Exchange wholesale,

and during the CPO Initiation Season, selectees may use the Deferred Payment Plan (DPP) to purchase up to four volumes or \$50 worth of Naval Heritage reading when it is done simultaneous with the uniform purchases. While many of these titles are also available in the larger book store chains, and via mail from their publishing companies or a clearing house, they are almost certain to be more expensive. Additionally, for isolated locations, all titles will be available via the Mail Order Uniform Outlet utilizing the Navy Exchange toll-free number.

**Thanks and "Bravo Zulu" to the Navy Exchange for their support.  
It is appropriate that these important items be put in the same  
professional category as the uniforms we wear.**

## Today's Chiefs Welcome The Challenge

**ACC Billy R. Robertson, USNR**  
Norman, Oklahoma

January 7, 1997

ETCM(SW) John Hagan, USN  
Master Chief Petty Officer of the Navy  
Bureau of Naval Personnel, PERS-00D  
2 Navy Annex  
Washington, DC 20370-0000

Dear Master Chief Hagan:

Initiation was something I will always remember and am glad I got the opportunity to participate. As a selectee, I learned to rely upon support from my fellow selectees, friends, and family to help me accomplish tasks that would not have been possible on my own, and I learned to trust my fellow Chiefs in particular (especially during the initiation itself)! I found I was able to motivate myself to accomplish more in a short time (or improvise) than I ever thought possible, and to complete tasks that were outside my comfort zone.

I am sending you a picture from our pinning ceremony at NAS Dallas, Texas. The ceremony itself was very impressive and memorable for my family, especially my children, since they had never been to a military ceremony of any sort before. They still talk about it.

Sincerely,



Billy R. Robertson  
ACC USNR



*ACC Billy Robertson's wife and sponsor pin on his anchors at the culmination of initiation season. His letter, above, describes his satisfaction at meeting the challenges of the season.*

*The letter above is from a huge volume of positive feedback I received from our new Chiefs. These letters detail pride in completion of the initiation season and all of the evolutions involved and an eagerness to help do it even better..*

### Direct Line

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ETCM(SW) John Hagan  
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Washington, DC 20370-0000

(703) 695-5591 Fax: (703) 693-8471

E-mail: [p00d1@bupers.navy.mil](mailto:p00d1@bupers.navy.mil)

*Your contributions and feedback are welcome.*

*Please call or write*

# Leadership Support For Naval Heritage Initiative



**THE SECRETARY OF THE NAVY**  
WASHINGTON, D.C. 20350-1000

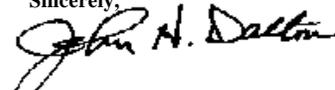
**GREETINGS TO ALL COMMAND MASTER CHIEF PETTY OFFICERS**

I heartily support the Master Chief Petty Officer of the Navy's initiative to require our Sailors to become more familiar with the historical literature of our great Navy. The Naval Heritage Reading List is a treasure of great value to the most senior as well as the most junior members of our team.

The United States Navy has a history that is longer, richer and more glorious than any other institution in America. Our service is older than the Republic. For more than two centuries and two decades, from the coasts of America to the ends of the world's furthestmost seas, the Navy has served our country. With blood and sweat, imagination and discipline, and with honor, courage and commitment, our predecessors have created a record that endures.

Respect for their legacy and their traditions should be a powerful incentive for Sailors to retrace the course and speed of our Navy's celebrated history. In the reading list presented here, the MCPON has selected the works that can best teach us about what has come before. These are our best sources of inspiration and guidance. I commend these readings to you. Enjoy!

Sincerely,

  
John H. Dalton



## Roger That . . .

"I am pleased with the teamwork and leadership the Chiefs Mess is exhibiting in preparing the newest Chiefs for their roles as senior enlisted leaders. The emphasis you are placing on our Core Values and our heritage is extremely powerful and strengthens not only the unity of the Chiefs Mess, but will be quickly felt at every level of the Navy."

Admiral Jay L. Johnson  
Chief of Naval Operations



## NATIONAL DEFENSE UNIVERSITY

NATIONAL WAR COLLEGE  
WASHINGTON, D.C. 20319-6000

REPLY TO  
ATTENTION OF:

6 January 1997

Dear MCPON Hagan:

First, I think that you have put together a really good program, one that builds on the best of the Navy's leadership heritage, namely individual initiative. Calling for chief petty officers, as the true keepers of the Navy's traditions, voluntarily and enthusiastically to get involved in understanding the service's heritage and past accomplishments is a great idea. Further, the books you have selected in the Reading Guide are all good ones, and chiefs and chief initiates will profit from reading any one of them. . . .

I want to make a couple of comments first that will help explain where I am coming from. First, there is the question of how history can or should be used to educate professionals about their profession. There are three ways to do this, I believe. One is to inspire professional readers with stories of past accomplishments which will illustrate important and hopefully timeless qualities and values. That is what you are emphasizing at present. The second is to inform readers of facts and events which they previously may have been unaware of, or of which they were only dimly informed. This not only imparts knowledge; it helps to explain an institution's origins and the complexity of its development. I know that that has been going on as well, because pretty nearly every year since I have been in the Navy, I have been contacted by CPO initiates asking me questions about obscure but interesting Navy facts and traditions that they have been tasked with investigating. . . .

The third approach is what I call using history to empower readers. It is a combination of inspiring and informing as well as something more. It is to give readers a sense that history is not something that was fixed (the old "one damned thing after another") or preordained. Rather that history is the record of alternatives chosen by individuals and groups, and that those in positions of responsibility must be award of possible alternatives so that they can choose or reject them as appropriate. This last approach requires, in the words of one of my old graduate professors, "knowing the past well enough so as to be liberated from it." It means not falling back on such sayings as "history repeats itself," and understanding enough about both the past and the present so as to make informed choices about the future. . . .

One underlying problem is this: the American historical profession has not given naval history the kind of attention it needs and deserves. Naval history is not taught at all in high schools, and is rarely taught at the college level, outside of ROTC programs. There are only a few universities that offer a graduate concentration in naval history. The upshot of all this is that the books which might be most useful in the kind of program you are running may not yet have been written. One exciting outcome of this training project might be to stimulate the writing and publication of a new kind of naval history, focussing on the experiences and contributions of the enlisted Navy. . . .

As you can see from these comments, I think what the chiefs are doing here is very important. I think it could stimulate some important new work by naval historians, and influence training and indoctrination throughout the Navy.

Sincerely,

DAVID A. ROSENBERG

Admiral Harry W. Hill Professor of Maritime Strategy

***Professor Rosenberg has generously agreed to be our principal advisor on this project. The Naval Historical Center, The Naval War College Historian, and others have also contributed to, reviewed, and endorsed our selections.***

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# Frequently Asked Questions

## - Why a reading list? Wouldn't it be simpler to read from "all available sources"?

A reading list is necessary for Navy-wide access to the material (in this case through the Navy Exchange). It is essential to focus us on our terminal objective, which is centered on Naval Heritage and Core Values. Our objectives include not only finding a good number of enlisted memoirs and other books that meet the criteria but also promoting the publication of more such books. We have begun this initiative with a very extensive list in the hopes that the variety will lead to the fullest exploration of the subject and make it more enjoyable for all involved.

## - Why is my favorite Navy book not on the list?

First, recommendations for additions to the list are welcome and encouraged. Forward to MCPON, attn: JOC Hardman. The list is dynamic and will be revised regularly. So, it could be an oversight, which will be corrected. This list is focused on Naval Heritage, not leadership of professionalism, or management or even history. While there are many worthwhile topics, they are not all appropriate for our very specific purposes of promoting a fuller understanding of our heritage and our Core Values. We need to stay focused as we begin this important initiative and resist having it become "all things to all people. . ."

It is necessary to make judgments as to accuracy, quality and readability, but the great variety of selections should go a long way toward satisfying most. Fiction works have been left off List "A" (required reading selections) entirely and limited on the other lists (there are three in list "B"). This is because so much fiction is entertaining, even realistic and gripping to read, but lacking the requisite reverence for the absolute truth of Navy life and historical conflict. Additionally, I believe that Sailors will find the non-fiction narrative of real Sailors is more interesting and exciting than even the best fiction.

## - Why not start at an earlier point in Sailor's careers?

This is an excellent and entirely logical recommendation. Certainly we should be teaching our heritage and our Core Values from recruit training on. There are now several hours devoted to the subject at RTC and discussion of increasing the time and finding more effective methods is ongoing. The Chiefs are leading the Navy in this effort and I expect to see what we are doing spread quickly into the Petty Officer Indoctrination Class and ultimately the Leadership Continuum Courses, both Officer and Enlisted. I am convinced that our Core Values and our heritage are truly intertwined and inseparable and any effort to teach or promote Core Values in any other context will not be fully successful.

## - What are some common mistakes to avoid? What is the best way to execute this project?

Although there is not one best way to do this project, because there are so many different CPO Mess issues and situations, certainly there are some givens in planning and executing.

- + Start early - Assign a motivated Chief, Senior Chief, or Master Chief to coordinate the initiative in your CPO Mess. Encourage as many Chiefs as possible to begin reading titles from list "A" right away and use their input.
- + Ensure that CPO Selectees complete their assignments. This requirement must be made clear and then it must be led, facilitated, and monitored. Ensure selectees understand the goals of the assignment, get started and complete their reading. You must eliminate any potential for selectees to avoid doing what is required of them. We are reading with a stated goal of understanding our Core Values better. Shore up the selectee's discipline by inquiring regularly about their progress and other Q&A methods.
- + Do not allow the discussion to be a "book report" or series of book reports. It must be a real dialogue about our values — an examination by conversation, exchange, even debate of the best way to understand, teach and preserve our Core Values. The selectees must read with an eye toward those portions of the books that illustrate important and timeless qualities and values.

## - How about the cost of the books? Any comment or suggestion?

I believe that most selectees will want to own the book, will use the Navy Exchange wholesale service and DPP convenience and will consider it a special souvenir or memento of the Initiation Season and read it again later or lend it to others. In the case of CPO selectees, the actual out-of-pocket cost for one book is not significant; and although it is

See "Q&A" on page 9

"Q&A" continued from page 8

## Questions & Answers

not reimbursed, the DPP option makes it convenient and painless. It could be one of the best professional investments the young Chief ever made. A separate effort is underway to get all books on our list distributed to station libraries and paperback titles distributed to ships, squadrons and displaying units. This will not likely be complete in time to help with the '97 Initiation Season.

### **- Is there really time to do this in addition to all the other taskings associated with CPO initiation?**

I am convinced that this project brings its own energy source, and that it really is a "batteries included" kind of package. While it is not self starting, and a modest investment of energy is required, the proverb - "Well begun is half done" applies. Getting organized early and making sure selectees understand their tasking, get the book, and get started is "well begun." Most Sailors read regularly, and all of us want to know more about our heritage and be better equipped to lead young Sailors. This is about doing something truly worthwhile that is long overdue. The time will be well invested.

### **- What about the CNO's Professional Reading List?**

This is a separate list, currently undergoing review, for both content and focus. There is currently no firm tasking centered on this list, and the availability of titles varies. This list was published some years ago and was meant to promote professional reading for general professional growth without any specific objectives. The Naval Heritage Reading list may ultimately absorb or replace it, or become the catalyst to revive and update the CNO Professional Reading Program.

## "Mother Was A Gunner's Mate"

A CPO book review by CTIC Eileen Arnold

Since I was a little girl, my Mom told us, (my brother and sister and I) stories of what it was like during the war, how she enlisted as a WAAC and served at an airbase, and later what it was like as a government worker in Japan during the occupation. To me the phrase, "Ah, your mother wears Army boots" was not an insult, but a statement of fact of which we were proud. We would ask to hear our favorite stories over and over again, and, as we got older, would say "Mom, you should write a book." My mother never got the chance to do that, but Josette Dermody (Wingo) wrote one for her boys so that their friends would believe them when they said, "Mother was a gunner's mate during World War II."

This book, from the Naval Heritage Reading Guide, manages to evoke images of the 40's and World War II. Dermody keeps the reader aware of the hardships endured by the civilian population, such as food rationing, blackouts and heavy work schedules in the war industries, by relating the contents of letters she receives from home.

Her story takes us from the middle of the war through VE day and finally, VJ day. Her description of Navy boot camp at Hunter College in New York City evoked vivid memories of my own boot camp experience at Orlando. Unending shots and perpetually sore arms. Early mornings. Drilling and PT. And learning to get along with women from all over the country and from different backgrounds. It sounds much like boot camp today.

Dermody purposely failed the typing test to avoid becoming a yeoman enabling her to attend Specialist (G) school at Great Lakes Naval Training Station, otherwise known as Gunner's Mate school. Women trained along side men with the ultimate goal of becoming instructors. Upon completion of training she was ordered to her ultimate duty station, Treasure Island, California.

In reading this book as part of the Chief Initiation Season I was very interested in her observations of the Chief who was in charge of the training shop at Treasure Island. Dermody is not polite in her description of him. I find her description very revealing: "None of us had noticed the Chief appear like a line squall the lookout didn't see. He's a huge man with ham hands, the belt holding up his uniform gray pants must be 46 inches around, but I would never accept a challenge to punch him in the stomach. A person could break a hand that way, I mean, even if you're a guy. Regular Navy all the way. If it wasn't for the war he would be retired in a nice place with a rose garden near San Diego. We adore him but we can never resist the temptation to give him a hard time. He doesn't treat us worse than anybody else, he doesn't treat us better than anybody else. He treats us Waves like anybody else. He makes us feel like real Navy. Do your job. Do it right. Memorize the rocks and shoals - Navy regulations. Keep your nose clean. Keep your language clean around ladies. That's his one thing." This was a Chief who treated his people right and looked out for them. A Chief anyone would want to emulate.

This is not a book about battles or famous people. It is not a story about high-ranking officers in positions of authority. Rather, it is a story about an ordinary individual who volunteered to serve her country in time of war and successfully carried out the duties given her. It is our story.

*Chiefs - try your hand at a book review. Submit to JOC Hardman and we will share your views with the CPO Mess Navy-wide!!*

# A Peek Between The Covers

## *Crossing the Line - A Bluejacket's World War II Odyssey*

by Alvin Kernan

Wonderfully written memoir of the authors experiences, which took him from Pearl Harbor (where he was at sea in USS ENTERPRISE on 7 December) to wars end. He recounts almost matter of factly a wartime experience that few could match. All hands, but especially Sailors who have flown air crew or worked the flight deck or ordnance mission, will proudly relate to this story. Entering the Navy just prior to the official beginning of WWII from the rugged wilderness of Montana, he began his service as an AOAR and mustered out at wars end as a decorated AOC with V-7 pilot experience.

## *In Love and War*

by James B. & Sybil Stockdale

Co-authored by ADM Stockdale and his wife, Sybil. Mrs. Stockdale wrote the even numbered chapters about her efforts and perspective and ADM Stockdale recounts his prisoner of war experience in the odd numbered chapters.

## *Goodnight Officially*

by William M. McBride and YN2 Orville Raines

This book is comprised of letters home from YN2 Orville Raines to his wife. Raines was a Dallas newspaper reporter prior to his service in USS HOWORTH during World War II in the South Pacific. His letters recount his assignment from April 1944 until his death in a kamikaze attack off Okinawa.

## *Every Other Day*

by George B. Lucas

A collection of letters written by a young officer from the seagoing tug TERN to his wife back home. He used his idle time to acquire new skills and his letters describe his experiences.

## *What a Way to Spend a War: Navy Nurse POWs in the Philippines*

by Dorothy Still Danner

Eleven Navy nurses were taken captive when Japanese troops overran the Philippines at the onset of World War II. These brave women endured captivity by concentrating their efforts on providing medical care for their fellow captives. Faced with the lack of medical supplies, their ingenuity saved the lives of many prisoners of war. This makes excellent reading for all hands, but will be especially interesting to the Hospital Corps.

## *The Golden Thirteen - Recollections of the First Black Naval Officers*

by Paul Stillwell with Gen. Colin L. Powell

The extraordinary experiences and achievements of the 13 black enlisted men who received their commissions in the Navy in 1944. Their recollections provide a revealing picture of how the Navy and American society have changed during the 20th century.

## *Proudly We Served*

by Mary Pat Kelly

This is the heroic story of the destroyer escort USS MASON during WWII. In October 1944, MASON escorted six convoys across the Atlantic. This story of the experience of the all-black crew during the U.S. Navy's tentative moves toward racial integration in the enlisted ranks. This examination of wartime discrimination makes a significant contribution to the history of WWII and will provoke all Sailors to deeper thoughts about the true meaning of equal opportunity. It is good to look back thoughtfully even when you don't like what you see.

## *On Watch*

by ADM Elmo Zumwalt

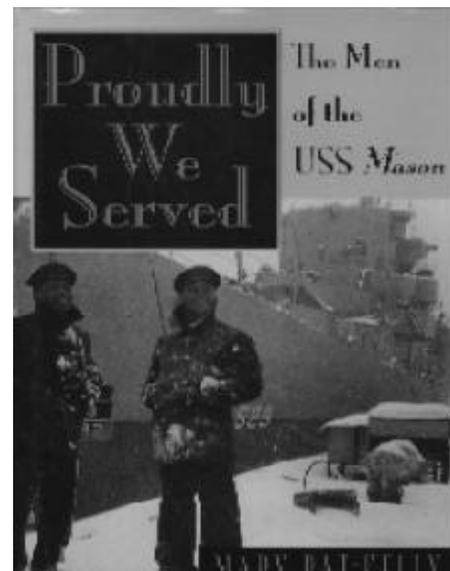
Admiral Elmo Zumwalt writes of his 1970-74 tenure as Chief of Naval Operations and his successful efforts to modernize and improve the morale of our Navy during times of extraordinary difficulty. Admiral Zumwalt led our Navy through extraordinary times. Our first term retention was 11% and dropping. Race relations in the Navy reflected the violence and turbulence in society. As Captain Edward L. Beach said (see page 12) "we need to know what went before in order to behave wisely now." The wisdom, compassion and commitment of Admiral Zumwalt are a rich part of our legacy.

## *The Last Patrol*

by Harry Holmes

The story of the 52 U.S. Submarines lost on combat patrol during World War II. These individual vignettes focus on their final dive before the sea closed over them forever. The fate of some of these boats was only disclosed after the war's end when the Japanese combat records were available. The courage and valor displayed by these Sailors, who sacrificed their all, is inspirational.

See "Review" on page 11



## A Pair of Tales From One Proud Bluejacket



*Ted Mason, at the left in the picture above, enjoyed liberty in Waikiki with M. G. (Johnny) Johnson on 5 December 1941. It was the last picture they took before the attack on Pearl Harbor. Mason later served on USS PAWNEE (ATF 74), pictured below on a shake-down cruise in San Francisco Bay in November 1942.*



## "We Will Stand By You" and "Battleship Sailor"

- 2 books by RM2 Theodore C. Mason

Ted Mason was an honor graduate of high school and wanted to go to college, but financial circumstances and the employment prospects led him to enlist in the Navy. He was a young, junior Sailor on USS CALIFORNIA at Pearl Harbor and witnessed the entire attack from the open main top of the battleship. His description of the most humiliating defeat ever inflicted on our Navy is fascinating and disciplined writing. His portrayal of enlisted life in the '40s is both entertaining and thought provoking. His irreverent thoughts and opinions of our national planning and leadership at every level would appear almost disloyal if it were not in the context of his own obedience, competence, discipline and sacrifice both on CALIFORNIA and later on the fleet workhorse, USS PAWNEE.

He served in combat throughout the South Pacific on PAWNEE. His portrayal of ship-

board life at sea and travel to exotic foreign shores under all sorts of conditions is compelling reading and provides great entertainment. It gives the reader much pause to seriously ponder the stern stuff of which Sailors of his generation were made.

Of these two books by RM2 Mason, *We Will Stand By You* is the more far reaching and likely to lead the reader to research and explore the World War II era. PAWNEE steamed, worked, and fought from Guadalcanal to Pelilieu. There are timeless stories of Sailors trying to make sense of the bureaucracy which attempted to manage the training, distribution, advancement, etc., of a Navy that had grown so large so quickly. Today's Sailor will have no trouble relating. These are great books by a loyal, patriotic and proud Sailor, Radioman Second Class Ted Mason, USN(R).

### "Review" continued from page 10 Book Review

#### *Blood on the Sea*

by Robert Sinclair Parkin

This series of short vignettes tells the story of warships of a special breed lost at sea. Most of the warships were lost in combat, many with all hands. Although the stories are short, the brevity does not make the reader callous to the sacrifice and valor of the Sailors who manned these workhorse warships. There are many instances recounted which speak to our values and can be easily related to today's mission and its many challenges.

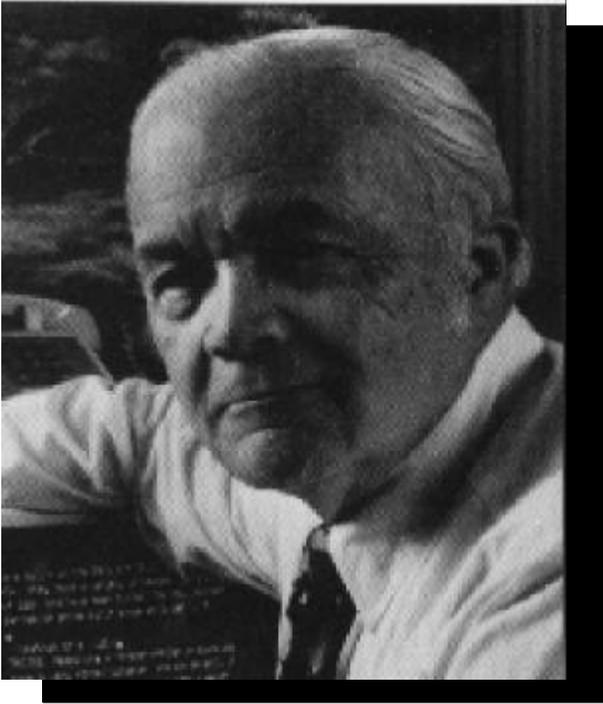
A Reuben James survivor, Shipfitter First Class Fred Zapasnik is quoted as saying, "...After my eyes adjusted to the darkness, I was horrified to see that there wasn't anything left of our ship forward of the fourth stack... I called out to a group of men assembled by the after deck house - that the forward section of the ship was gone and we had better abandon ship..." From one in the group came back the answer "Abandon Ship! Who the hell gave that order?"

Reuben James had broken in half and the bow section sunk. Still one Sailor knew instinctively only the Captain can order "Abandon Ship."

There is ample occasion to pause and reflect on the things that are more important in the recounting of the careers of these destroyers. The reader will need a world map handy, because the stories of these workhorse warships chart the course of conflict which raged for five years in every corner of the globe.

*Blood on the Sea* whets the appetite for more knowledge; it provokes profound thoughts about the terms of our service and the sacrifice which may lay in the future of today's Sailor as certainly as it is engraved in the past.

# Reading, Writing & the Good of the Navy



**By Captain Edward L. Beach, USN(Ret.)**

My personal naval heritage amounts to a lifetime of reading about it, serving in it during my active years, and since then writing about it. My father, also a retired Captain, wrote a number of books about the Navy before my time, and I read all of them as a child, feeling almost as though they had been intended for me personally—as, in a manner of speaking, they were. He also had a number of naval history books in his library, and I read all of them too. By consequence, even before entering high school, I knew a great deal about our Navy, and those grand old ships in which its early history was made. In the seventh grade I stood up in class and argued with our history teacher about the Battle of Santiago, pointing out that our history book incorrectly cited Admiral Schley as our victorious commander there, instead of Admiral Sampson, in command of our forces. She thanked me nicely for my interest, and a few days later the first question on her weekly test was, “Who was the American commander at the Battle of Santiago?” “Sampson,” I wrote, “not Schley!” And I underlined the last two words.

I thought that was the end of it, but when the papers were returned to us, to my astonished dismay my answer was marked wrong. I’ve since forgiven

that fine teacher, who was great in all other respects, but the story is still as fresh in my mind as if it had happened last month, for it illustrates our problem with history: We often learn it incorrectly because someone wrote it down incorrectly. The printed word rules and it’s our obligation—all of us—to have it right.

Later on, at the Naval Academy and in subsequent active service, I discovered how true this was. I found an astonishing ignorance, among individuals who should have known better, about details I had known well for years. Even some of the texts we studied at Annapolis had their facts wrong, but were nonetheless held to be positive truth because they were the printed word. Partly because of this, I began writing in midshipman publications, concentrating on getting my facts correct. After graduation I wrote many official reports as the war clouds loomed, and more during the 44 months it lasted. History, and what I myself had experienced, somehow coalesced. It is simply mandatory that the story of our Navy be accurately told, and this is what has been driving me.

We need to know what went before in order to behave wisely now. That’s not all we need, of course; but it helps far more than most people will admit. But one can’t read everything that’s out there, and so “reading lists” are created. Something in each of the listed books or articles was seen by someone as containing useful wisdom. Some of the ideas may be obscure in their application. But there can be no question: the person who reads heavily about his profession knows more about it, and can more confidently cope with whatever comes his way, than the fellow who expects to be struck by genius when crises happen.

The opposite of this truism is also true. We know that with age and experience come greater balance and understanding; without them there is more chance of wrong choices being made. Yet, in today’s world, we seem to believe youth and energy to be more valuable. This is disproportionate. There is more to life, and to a career, than watching some-

See "*Beach*" on Page 13

"Beach" continued from Page 12

one else performing on a big vacuum tube. The moving picture captivates. It can show brawn and skill, but really little else. Like a mind-altering drug, it unfavorably affects the intellect. It prevents growth, for it can't show analysis, reflection, reason, and thought—things our Navy needs desperately today.

In our modern Navy we need more of everything than ever before. Brawn and skill, yes, but nowadays skill far more than brawn. Too, awareness; balance; judgment; ability and understanding; experience—one's own or that of others; coolness under fire of whatever kind, including intellectual fire. We need better morale, too, and that brings up our morals, a similar but very different word. We need sternly to revitalize our personal and intellectual concepts of both.

In short, our Navy of the oncoming 21st century needs everything we can give it, and it needs all of it more than ever.

Today's Navy is at the greatest crossroads of its history. While experiencing the drawdown incident to the end of the international tensions that resulted from World War II, it must more than ever gird itself to fight new kinds of battles. Doing this without study of what has gone before, and how and why, would be the same as turning on a computer without first reading the instruction book.

This, too, can successfully be done, but only by persons well grounded on how computers work. The same is true about the Navy, an infinitely more complicated entity, which, all the same, must always function like a fine, well-oiled machine that is part electronics, part computer, part engineering, part aircraft and submarine, but is mostly simply people who need to know where they've been in order to see where they're going.

## Captain Edward L. Beach, U. S. Navy (Retired)

Captain Edward L. Beach, USN(Ret.), is a 1939 graduate of the United States Naval Academy at Annapolis, Maryland.

At the Naval Academy, Captain Beach was Regimental Commander and the second highest ranking member of his class. Captain Beach served in the Pacific during World War II and commanded a submarine by war's end. During his active duty career, he commanded the first nuclear submarine to circumnavigate the globe submerged, served as Naval Assistant to General Omar N. Bradley, Chairman of the Joint Chiefs of Staff, and as Naval Aide to the President of the United States, Dwight D. Eisenhower, and was the recipient of 12 naval decorations, 10 of them for combat, including the Navy Cross.

Since his retirement from active duty, he has received many other honors, including the Alfred Thayer Mahan Award for Literacy Achievement and the Theodore Roosevelt Distinguished Service Medal. Captain Beach is the author of three novels - *Run Silent, Run Deep*, *Dust on the Sea*, and *Cold is the Sea* - and six previous works of nonfiction on naval matters. His best selling novel "Run Silent, Run Deep" was adapted for a 1958 movie by the same name starring Clark Gable and Burt Lancaster and is still considered the classic tale of submarine warfare from World War II.

Novelist Tom Clancy said of Captain Beach's *The United States Navy - 200 Years* "The best book yet from the finest naval author of this generation."

Recently Captain Beach addressed the CNO's Senior Enlisted Leadership Forum. He shared some wonderful words and fascinating anecdotes from his service in World War II. It was truly and honor to hear his views on the importance of our heritage. We presented Captain Beach with a specially mounted Chief's statue; we look forward to another visit with him in the near future.

# Naval Heritage/Core Values Reading Guide



## **"A" LIST: REQUIRED READING LIST**

*Available at all Navy Exchanges with Uniform Shops or Navy Pride Stores or through toll-free telephone ordering*

### **The Fighting Liberty Ships - A Memoir**

A.A. Hoehling

### **Inchon to Wonsan: From the Deck of a Destroyer in the Korean War**

James Edwin Alexander

### **Bluejacket: An Autobiography**

Fred J. Buenzle with A. Grove Day

### **A Sailor's Log: Recollections of Forty Years of Naval Life**

RADM Robert D. Evans with intro by Benjamin Franklin Cooling

### **Tin Can Sailor - Life Aboard the USS Sterett, 39-45**

C. Raymond Calhoun

### **Battleship Sailor**

Theodore C. Mason

### **Brave Ship, Brave Men**

Arnold S. Lott

### **The Fleet the Gods Forgot**

W.G. Winslow

### **The Ghost That Died at Sunda Strait**

W.G. Winslow

### **We Will Stand By You - Serving in the Pawnee, 1942-1945**

Theodore C. Mason

### **Crossing the Line: A Bluejacket's WW II Odyssey**

Alvin Kernan

### **Mother Was A Gunner's Mate: WWII in the WAVES**

Josette Dermody Wingo

### **Diary of a Black Gang Engineer: A Sailor's Log 1899-1901**

Frederick T. Wilson - *(Not Yet Available)*

### **Man-of-War Life**

Charles Nordhoff

### **Thunder Below**

ADM Eugene B. Fluckey, USN(Ret.)

### **Master of Seapower: A Biography of Fleet Admiral Ernest J. King**

Thomas B. Buell, introduction by John B. Lundstrom

### **My Fifty Years in the Navy**

Adm Charles E. Clark with introduction by Jack Sweetman

### **Raiders of the Deep**

Lowell Thomas, introduction by Gary E. Weir

See "Naval Heritage" on page 15

"*Naval Heritage*" continued from page 14

**"A" LIST- Continued**

**The Atlantic War Remembered - An Oral History Collection**

John T. Mason, Jr.

**The Battle of Cape Esperance - Encounter at Guadalcanal**

CAPT Charles Cook, USN (Ret)

**The Golden Thirteen - Recollections of the First Black Naval Officers**

Paul Stillwell with Colin L. Powell

**The Last Patrol**

Harry Holmes

**Proudly We Served - The Men of USS Mason**

Mary Pat Kelly

**Raiders from the Sea**

John Lodwick

**Ultra in the Pacific: How Breaking Japanese Codes & Ciphers Affected Naval Operations Against Japan**

John Winton

**Bull Halsey: A Biography**

E.B. Potter

**Submarine Diary - The Silent Stalking of Japan**

RADM Corwin Mendenhall

**Devotion to Duty - A Biography of Admiral Clifton A.F. Sprague**

John F. Wukovits

**Every Other Day: Letters from the Pacific**

George B. Lucas

**In Love and War: Revised and Updated**

Jim & Sybil Stockdale

**Good Night Officially**

William M. McBride

**Nimitz**

E.B. Potter

**Ship's Doctor**

Capt. Terrence Riley

**What a Way to Spend a War: Navy Nurse POWs in the Phillipines**

Dorothy Still Danner

**Fatal Voyage**

Dan Kurzman

**Naked Warriors**

CDR Frances Douglas Fane and Don Moore

**Devil Boats**

William Breuer



See "*Naval Heritage*" on page 16

"Naval Heritage" continued from page 15

**"A" LIST- Continued**



**The Ship That Held the Line**

Lisle A. Rose

**Tin Can Man**

E.J. Jernigan

**Iwo**

Richard Wheeler

**Descent Into Darkness**

CDR Edward C. Raymer

**Blood on the Sea**

Robert Sinclair Parkin

**On Watch**

ADM Elmo Zumwalt



**"B" LIST: REFERENCE**

*Available at large Navy Exchanges or through toll-free telephone ordering (see page 18).*

**Against All Odds: The Battles at Sea, 1591-1949**

Alexander McKee

**American Naval History - An Illustrated Chronology of the U.S. Navy and Marine Corps, 1775-Present**

Jack Sweetman

**The Book of Navy Songs**

The Trident Society

**Gray Steel and Black Oil: Fast Tankers and Replenishment at Sea in the U.S. Navy, 1912-92**

Thomas Wildenberg

**Nautilus: The Story of Man Under the Sea**

Roy Davies

**Sea Power: A Naval History**

E.B. Potter

**Sharks of Steel**

Steve & Yogi Kaufman

**Air Raid: Pearl Harbor! - Recollections of a Day of Infamy**

Paul Stillwell

**Assault on Normandy - First Person Accounts from the Sea Services**

Paul Stillwell

**E-Boat Alert - Defending the Normandy Invasion Fleet**

James Foster Tent

**The Fast Carriers - The Forging of an Air Navy**

Clark G. Reynolds

**Heroes in Dungarees - The Story of the American Merchant Marines in WW II**

John Bunker

**The Little Giants - U.S. Escort Carriers Against Japan**

William T. Youngblood

**Unsung Sailors - The Naval Armed Guard in WWII**

Justin F. Gleichauf

**The First Team: Pacific Naval Air Combat from Pearl Harbor to Midway**

John B. Lundstrom

**The First Team and the Guadalcanal Campaign: Naval Fighter Combat from August to November 1942**

John B. Lundstrom

**Admiral John H. Towers - The Struggle for Naval Air Supremacy**

Clark G. Reynolds

**Admiral William A. Moffett - Architect of Naval Aviation**

William F. Trimble

**Admiral William Shepherd Benson - The First Chief of Naval Operations**

Mary Klachko and David F. Trask

**The Magnificent Mitscher**

Theodore Taylor

See "Naval Heritage" on page 17

"Naval Heritage" continued from page 16

**"B" LIST- Continued**

**The Rickover Effect - How One Man Made a Difference**

Theodore Rockwell, forward by ADM James D. Watkins

**Allied Escort Carriers**

Kenneth Poolman

**At Dawn We Slept**

Gordon W. Prange

**Prisoners of the Japanese**

Gavon Daws

**The Two Ocean War**

Samuel Eliot Morrison

**The Naval Air War, 1939-1945**

Nathan Miller

**Victory at Sea - World War II in the Pacific**

James F. Dunnigan and Albert A. Nofi

**The Lost Ships of Guadalcanal**

Robert D. Ballard

**Crisis in the Pacific**

Gerald Astor

**History of the U.S. Navy, Vol. One, 1775-1941**

Robert W. Love, Jr.

**Clash of the Titans**

Walter J. Boyne

**The Battle of Leyte Gulf**

Thomas J. Cutler

**Okinawa - The Last Battle of World War II**

Robert Lackie

**Normandy**

VADM William P. Mack

**War at Sea**

Nathan Miller

**War Beneath the Sea**

Peter Sudfield

**The Pacific Campaign: The U.S.-Japanese Naval War, 1941-1945**

Dan van der Vat

**Miracle at Midway**

Gordon W. Prance

**John Paul Jones - America's Sailor**

Clara Ann Simmons

**Authors at Sea: Modern American Writers Remember Their Naval Service**

Robert Shenk

**Rocks & Shoals: Naval Discipline in the Age of Fighting Sail**

James E. Valle

**Fighter Squadron at Guadalcanal**

Max Brand

**The Unsinkable Fleet: The Politics of U.S. Navy Expansion in World War II**

Joel R. Davidson

**Run Silent/Run Deep**

CAPT Edward L. Beach

**The Cruel Sea**

Nicholas Monsarrat with intro by CAPT Edward L. Beach

**Decision and Dissent with Halsey at Leyte Gulf**

Carl Solberg

**The Pacific War Remembered - An Oral History Collection**

John T. Mason, Jr.

**PT 105**

Dick Keresey

**Red Scorpion - The War Patrols of the USS Rasher**

Peter T. Sasgen

**Fighting Squadron - A Sequel to Dive Bomber**

Robert A. Winston

**The Pirate of Tobruk - A Sailor's Life on the Seven Seas, 1916-1948**

Alfred B. Palmer with Mary E. Curtis

**Submarine Commander**

Paul Schratz

**We Pulled Together and Won! Personal Memories of the World War II Era**

Reminisce Books

**Feet Wet**

RADM Paul T. Gilchrist

**War in the Boats**

CAPT William J. Ruhe

See "Naval Heritage" on page 18

"Naval Heritage" continued from page 17

**"B" LIST- Continued**

**And I was There**

RADM Edwin T. Layton

**Submarine Admiral**

ADM I. J. Galntin

**All at Sea**

Louis R. Harlany

**Slow Dance to Pearl Harbor - A Tin Can Ensign in Prewar America**

CAPT William J. Ruhe

**Battleships in Action, Vols I & II**

H. W. Wilson

**The Peoples Navy**

Kenneth J. Hagan

**Longitude**

Dava Sobel

**U-Boat Commander**

Peter Cremer

**Kinkaid of the Seventh Fleet: A Biography of Admiral Thomas C. Kinkaid, USN**

Gerald E. Wheeler

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**"C" LIST: REFERENCE**

*Available through toll-free telephone ordering (see numbers at right).*

**History of U.S. Naval Operations in World War II**

- Samuel Eliot Morrison
- Vol. I: The Battle of the Atlantic
- Vol II: Operations in North African Waters
- Vol. III: The Rising Sun in the Pacific
- Vol IV: Coral Sea, Midway and Submarine Actions
- Vol V: The Struggle for Guadalcanal
- Vol VI: Breaching the Bismarks Barrier
- Vol VII: Aleutions, Gilberts and Marshalls
- Vol VIII: New Guinea and the Marianas
- Vol IX: Sicily -- Salerno -- Anzio
- Vol X: The Atlantic Battle Won
- Vol XI: The Invasion of France and Germany
- Vol XII: Leyte
- Vol XIII: The Liberation of the Philipines, Luzon, Mindinao, the Visayas
- Vol XIV: Victory in the Pacific
- Vol XV: Supplement and General Index

**Words of Wisdom**

**"Good role modeling by the Recruit Division Commander . . . is the most effective and important CORE VALUES teaching tool."**

**as stated by RADM Pat Tracy, USN Commander, NTC Great Lakes**

**now VADM Pat Tracy, USN Chief of Naval Education & Training**

**"In leadership, personal example is not the most important thing, it is the only thing."**

**Albert Schwietzer**

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Bermuda	800-626-0485
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Japan	0031-11-4026
Singapore	1100-198
South Korea	008-1-800-958-8272
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Fax Orders	1-800-551-6289 (CONUS)
	1-757-420-7987

# Simple Coin - Great Memento



Exchanging and collecting Command Coins has been happening on a modest scale for some time now, most notably among the Naval Special Warfare communities. Prior to this, "Navy Unit Coins" were mostly limited to commissioning coins which are occasionally minted and distributed among the plankowners (at one per Sailor) and were far too prized to be traded.

The habit of exchanging command coins is worthwhile, and CPO Initiation Season provides the opportunity to encourage more of this endeavor. The design of a CPO Mess Command Coin can reflect great pride in our service and identification with the mission. These coins can now be obtained at prices that put them in the range of most CPO mess treasuries. They can be sold within the CPO Mess and command. The designs vary greatly, but even the simplest and least expensive design makes a very nice keepsake. The ship, squadron, or command CPO Mess could find many uses for such a unique memento.

Consider challenging your selectees to design a ship, squadron, or unit coin which radiates pride, and communicates our mission and our values and our commitment to victory. It would be great to see CPO Messes participating in join ups and dining-ins, or just exchanging visits in foreign ports and trading these inexpensive mementos to commemorate the event. A specially designed coin would be a great commemorative item for Khaki Night Out celebration, dining-in, dining-out or Initiation Day activity.

After an initial mold charge has been paid, additional coins are very reasonably priced. Typically, the mold charge ranges from \$120 to \$300. Individual coins range in price from \$1.85 to \$2.50 depending upon colors used, edging, amount of detail, etc. For example, this means 50 coins may cost about \$4.25 each, but 200 coins approach a very affordable \$2.25 each.

Additionally, larger coins can be obtained which are suitable for mounting on plaques and displaying in many ways including Command ESWS boards, Sailor of the Year displays or Quarterdeck Command Boards.

There are many ways to buy these coins, but the most reasonable is for the mess to deal directly with a manufacturer.

CTRCM(SW/SS) Duffy Merrill, CMC at COMNAVFORKOREA has made contact with companies that can produce these coins and has generously offered to assist any CMC who would like to explore this option. He can be reached at 011-822-7913-5127 or DSN 315-723-5127.



# Initiation Season Ideas That Work!

The best way to ensure total success in your CPO Initiation Season is to begin planning early. The following article was extracted from a lengthy, thoughtful paper written by AVCM(SW/AW) Roger S. Hale, USN(Ret), who recently retired as CMC of USS ANZIO (CG 68). This is exactly the kind of thoughtful feedback I am looking for to share Navy-wide — keep it coming . . .

Roger was a first rate CMC who knew the value of a good initiation season and how it could unify the CPO Mess and make it more effective. Through his many years of successful initiation seasons he learned what worked. I know you will find the ideas helpful as you plan your initiation season. I am sharing a portion of it unedited with you and will include more in the Spring follow-on CPO Initiation Season “*Direct Line*,” as well as a similar excellent input received from the CPO Initiation Committee at NTTC Corry Station/Pensacola (see page 22).

## *Tips For Your Next Initiation*

From AVCM(SW/AW) Roger S. Hale, USN(Ret)

I have jotted down some notes based on my experiences and observation of some of the perils and concerns that I have encountered throughout my years of CPO Initiation involvement. Some may be helpful, insightful, or even nothing more than regurgitation of other information you have on file, but I feel compelled to share it with you anyway. Some of it may come across as “Do’s and Don’t” but it is really geared more as a reminder for CMC’s when establishing the ground rules for their initiation organization.

**INITIATION COMMITTEE:** Delegate most of the operations of the initiation to a committee, and staff it with trusted people. Ensure that they are free to make decisions and organize events, but they also need to understand from the outset, that final approval of ALL events/concepts/exceptions, etc. rests solely with the CMC (no dodging the bullets, or letting splinter groups run amuck).

**PLANNING:** Although I am not a planning freak, I found that the best initiations were the ones that had a detailed time line planned and printed in advance. To preclude too much was given away accidentally, we even had false plans printed and conveniently laying around the mess for cover pick-up by the selectees during meal hours to mislead them as to what to expect. Planning forces everyone to maintain order, take responsibility for the proper execution of events, and most of all, shows unity and organization to the new selectees. Nothing could be worse than to display disorganization and chaos when training new motivated people, especially when they have been led to believe that Chiefs do everything right and with aplomb.

**STAFFING:** Junior Chiefs should not have any significant responsibilities in the upcoming initiation. Unfortunately, these are the same people that are the most motivated to participate. CMCs should resist the urge to go with the ones that want to do it, and go with the common sense approach to task the more senior people to organize, and let the new chiefs work in the periphery, as they themselves are still learning the lessons from last year.

**FOLLOW THROUGH:** This is one issue I found to be the most detrimental to an organization in the long run if not enforced early on to all the Chiefs in the mess. If a task is given, then marked progress and logical conclusion should follow. To task an individual or group and never bother to see whether the task was accomplished or not, is to demean the whole process of what a Chief Petty Officer is. We do not need to instill the trait or character flaw in new Chiefs that allow them to decide when and where they will follow through or enforce rules, regulations, and policies. Remember the guidelines of the training environment, “condition, standard, behavior” and all with measurable progress and/or check points.

**SPONSORS:** Personally, I believe the sponsor is the most critical element of the initiation, next to the personal involvement of the CMC. I have found that if all the ground rules, duties, and responsibilities of the sponsor are outlined from the start, WITH THE SPONSORS, then the rest of the initiation is a cake walk (or as close as you can get). I firmly believe that the CMC should appoint the sponsors.

Through trial and error, listening to input from others, and analyzing lessons learned from every source imaginable, I have discovered the CMC will have better control and ensure that a more structured initiation is performed if he selects the sponsors. In one initiation, I was advised to allow the selectees to select their own sponsors as this would ensure compatibility, and a close bond between the sponsor and the selectee. This sounded logical and I adopted it as policy for that year’s initiation. Unfortunately, I had two selectees that almost drifted away because the sponsors themselves were not up to the job, and I didn’t discover it until almost too late. This may work for some, but good old fashioned leadership, guidance, and realistic feedback are more important to the new selectee, and will leave a more lasting impression in the long run.

Additionally, the CMC should make every possible effort to allow maximum one-on-one face time with each selectee. This enhances the sense of accomplishment to each selectee, as well as gives the CMC the

See "*Initiation Ideas*" on page 21

"Initiation Ideas" continued from page 22

## Initiation Ideas

opportunity to personally groom the selectees. But most of all, if a selectee is starting to slip (having trouble, attitude slips, or outside interference diverting his focus), it is the other selectees that notice it first (trust me), and that information is vital to the integrity of the group and has to come to the attention of the CMC quickly in order to prevent further erosion.

The last note on sponsors is the little known (therefore little practiced) responsibility of the sponsor to guide the new Chief Petty Officer throughout the next year as a Chief. It is crucial that all participants understand that the sponsor's functions do not end at the pinning. Therefore it is imperative that the sponsor be available in the command to assist the selectee throughout the next year. I have found that many potentially good chiefs drift away because all the attention and feedback disappears after the pinning. We as a mess start to take it for granted that the new Chief IS a Chief, and therefore has all the wisdom and insight he will ever need. Obviously not true, but easy to assume. I for one am the product of a sponsor that took his responsibilities seriously and prevented me from falling on my sword very early on.

### **BEWARE OF THE AUGUST**

**CHIEF:** I use this title for the person in the mess that never seems to come alive within the mess until the list of new CPO's is published. This is the only time of the year when they take this persona of "The Chief" to heart. The initiation becomes their sole focus for six to eight weeks, then they go back into the shadows until next year. From my experience, there is one or more in every mess, and these people need to be watched carefully. They themselves were not properly initiated, nor do they grasp what it is all about, and often do not agree with changes necessary to improve our initiations and challenge every change as "politically correct hogwash." These are the clowns you read about in after action reports. As long as the CMC can identify them and prevent them from tainting the new chiefs, all should go well. The moral of the story being, "**The Chief is not in place to ensure that initiations live on, but that the initiation is in place to ensure the Chief's community lives on.**" This can only be done through professional guidance and prudent planning, most important, the CMC knowing his chiefs (knowing your people, hmmm, where have I heard that before?)

**SANITY CHECK:** One of the most interesting events and biggest concern in the way I managed (led?) Initiations was when the Commanding Officer actually accepted the invitation to attend and observe the initiation. There was no real surprise in his attending, but when he

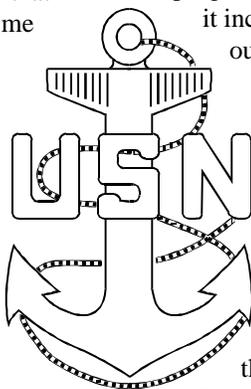
stayed for the whole event and actually participated, that was an interesting twist. He was not an active participant, but he did converse with the judge on occasion and watched it along with the Executive Officer. If ever I had to really stand back and evaluate my own ethics, that was the day. Fortunately, I had embraced all the new information coming out on initiations, I stood firm in how it was to be organized and performed, and ensured that each of my Chiefs was also on board with the guidelines (not an easy feat). It could not have been better, but I have to admit it is scary looking back at it, knowing that it took only one of the chiefs to get out of the box, or slackening in my own convictions earlier on in the process to have ended my career, and potentially, that of my fine Chief Petty Officers, as any infraction would have been translated to the entire mess, FOREVER.

**LEGEND AND LORE:** When I was CMC of CVW 7 on GEORGE WASHINGTON, I remember a book being passed around the mess full of old naval lore and trivia. We made it a policy to ask questions on the subject whenever we signed a Charge Book. The selectees had to have the answer by initiation day, but we constantly asked them on their progress with the answers when we saw them. Not only did

it increase the selectees knowledge level, but it increased our knowledge base as well. We started having our own drills in the mess seeing if we could stump each other. I believe the initiative of required reading will have the same effect and is far more comprehensive in scope. I am an amateur historian, and there are many chiefs in each mess that also delight in history. This untapped resource may be the best place to start.

**VACANT CHIEF'S RANKS:** I just want to comment on the subject of the vacant holes in the ranks during pinning (detailed in the May-June "Direct Line"). This is an ABSOLUTELY GREAT IDEA. I wished I had done that with my last pinning ceremony. That has to lend an incredible air to the whole event.

**LASTING MEMENTO:** One of the things I am most proud of in my time on ANZIO was that each year group of new Chiefs were required to collectively leave behind something that was unique to them that became a permanent fixture in the Chiefs' Mess. The first year I did this, the selectees made a plaque that had the well known hallmark phrase "What you see here, what you hear here, what you say here, stays here when you leave here." It is proudly mounted on the bulkhead in the mess. The next year, the selectees acquired a large brass bell and had it mounted to a beautiful wooden plaque and positioned near the main entrance for bonging when the occasion presents itself (normally only during initiation times). It is impressive and is also adorned with a commemorative plate depicting it as a contribution of the 1995 CPOs.



*Bravo Zulu and thanks to Master Chief Hale - still contributing from retirement.*



## Corry Station Selectees Set the Pace! Pensacola Street Sign Tells the Story

It's no surprise that NTTC Corry Station's CPO Mess lead the way during last initiation season. Corry has been setting the standard for many years, not only with their tremendous involvement in the community, but in many, many areas, including their aggressive pursuit of excellence during CPO Initiation Season.

Last July, the Corry selectees were hard at work laying sod outside the front gate of Corry Station. After much hard work (petitioning the city, obtaining the approval of all residents, getting and staying involved . . .) the road that leads into the base, formerly known as "Entrance Road" was recently renamed "Chief's Way." The City of Pensacola has already hung the unique street signs, which display the CPO anchors and stars and the Selectees were tasked with enhancing the appearance of the entire road front. Bushes and trees were planted, sod laid, and old railroad ties dug up and put down as border. "Chief's Way" is the responsibility of this group of Selectees until next year's new crop is selected. At that time, the street will be turned over to the new group to maintain, thereby ensuring the appearance of "Chief's Way" always meets the high standards normally associated with the Chief Petty Officer community.

In addition to everything else the Corry selectees are doing, they recently painted 15 classrooms in a local elementary school and provided assistance to the local Girl Scouts. The Selectees have planned a special worship service celebrating the selection of new additions to the Chiefs' Mess. Corry Station continues to lead the way by setting the example on how to do the Initiation right. Because they strive to exemplify our Core Values, they are able to instill pride in Selectees and provide them with an initiation that is above reproach and a model for others to follow.

***Bravo Zulu to NTTC Corry Station — Chiefs on the move!***

*Note: In the "Initiation Season Edition of 'Direct Line,'" I will include the "Lesson Learned" Memorandum from NTTC Corry Station CPO Initiation Committee - plenty of good ideas we just have to share them.*

### ***Ingleside's Chief Selectees Bring Out the Best***

Students at Cook Elementary School in Ingleside, Texas, can now visit any State in the country without leaving their school's playground.

Chief Petty Officer selectees from various commands at the "Mine Warfare Center of Excellence" refurbished the school's playground as part of the initiation season. One of their activities included stenciling a 35-foot map of the United States on the playground pavement."

"These Sailors are enhancing the education of our students, and their efforts will definitely be remembered." Cook Elementary secretary Gloria Gonzalez said. "I can tell the Sailors really care about the future of our children."

# 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 my office and asking how many tiles are between the front door and the building entrance is wasted and cannot be justified. Similarly, phoning any office 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 Naval 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.

## Physical Fitness Training Is A Critical Element Of Initiation Season



Chief Selectees at Naval Submarine Base Kings Bay, Georgia, pictured at left, acquired custom matching physical fitness gear and participated in a vigorous fitness program as part of their 1996 initiation season (including sponsors). Kings Bay selectees ran in formation to a cadence while carrying flags (U.S., Navy, and CPO) to clearly identify them to the entire command. A solid PT program is not only a good idea, it is a critical element of a successful initiation season and offers unique opportunities for promoting teamwork and building unity. Don't make it optional and set goals for your group PT.

# Parting Thoughts

## Mind Your P's & Q's

Nowadays a term meaning "Be on your best behavior." In old days, Sailors serving aboard government ships could always get credit at the waterfront taverns until pay-day. As they would only pay for those drinks which were marked up on the score-board, the tavern-keeper had to be careful that no Pints or Quarts had been omitted from the customer's list.

## No Quarter

This term, indicative of a fight to the death, gathers its meaning from the reverse of "Giving quarter," an old custom by which officers, upon surrender, could save their lives by paying a ransom of "One Quarter of their pay."

## *Salt From The Sea*

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