

Guidelines
for the Spouses of
Command Master Chiefs
&
Chiefs of the Boat

INTRODUCTION

Congratulations! Your spouse has been selected for Command Master Chief (CMC) or Chief of the Boat (COB). This is the highest enlisted position within a command and comes with great responsibility. As the spouse of the CMC/COB, your role as a member of the Command Support Team comes with responsibilities and mentorship opportunities.

The goal of this publication is to provide you with information about the up-coming tour and assist in making it as fulfilling and rewarding as possible. As a CMC/COB, your Sailor will be responsible for the morale, welfare, and training of enlisted personnel as well as the professional development of the Chiefs Mess. This is a challenging responsibility but also very rewarding. Understanding the responsibilities of a CMC/COB and the commitment they have made to their Sailors will make it easier to be supportive when faced with difficult challenges.

It is normal to feel somewhat overwhelmed and intimidated at this stage, however the Navy provides a number of resources to help support our families. A directory of useful resources and websites can be found at the end of this handbook. Your fellow Command Support Team members, the Ombudsman, Chaplain, and Fleet and Family Support Center are also invaluable in providing support for you and your fellow spouses.

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MISSION STATEMENT

The mission of the Navy is to maintain, train, and equip combat-ready naval forces capable of winning wars, deterring aggression, and maintaining freedom of the seas.



THE POSITION OF THE CMC/COB

Command Master Chiefs (CMC) and Chiefs of the Boat (COB) serve as command-level senior enlisted leaders in a variety of Navy commands afloat and ashore. They have a significant role in every aspect of command-wide readiness and mission accomplishment. They report directly to the commanding officer and work closely with the executive officer in the formulation and implementation of all policies concerning the morale, welfare, job satisfaction, discipline, utilization, and training of enlisted personnel. CMCs are also directly responsible for the professional development of the Chiefs' Mess.

The CMC/COB is responsible for:

- Leading Sailors and applying their skills to tasks that enable mission accomplishment
- Promoting the professional growth and personal development of Sailors
- Communicating the mission requirements, policies, core values and standards
- Strengthening and supporting the chain of command through aiding in the formulation and implementation of policy

While the primary job is to take care of people by solving problems at the lowest level of the chain of command, the CMC/COB has the ear of the highest level of the chain of command as well. The CMC/COB is not expected to know all the answers or to solve all the problems, although they normally have a very high level of understanding of Navy policies and issues. Through networking, they strive to find the answer and to direct personnel to the appropriate agency.

THE CMC/COB SPOUSE

Now that your spouse has been selected for assignment as a Command Master Chief or Chief of the Boat, he or she must attend the CMC/COB Capstone Course at the Naval Leadership and Ethics Center in Newport, RI before reporting to their new command. The CMC/COB Course was developed in 2004 by the Senior Enlisted Academy to provide first time Command Master Chiefs and Chiefs of the Boat with a unique leadership development program that will help them make the leap from department leadership to command leadership. This “just-in-time” training experience focuses on their new duties and responsibilities utilizing comprehensive case studies and extensive interaction with prospective commanding and executive officers. Experienced post-tour Command Master Chief facilitators provide both mentorship and a challenging program that will help to ensure your spouse’s success as a Command Master Chief or Chief of the Boat.

CMC/COB SPOUSE LEADERSHIP COURSE

The Command Master Chief/Chief of the Boat Spouse Leadership Course (CMCSLC) is an intense one-week course for spouses of Command Master Chiefs, Chiefs of the Boat, and Command Senior Chiefs en route to their command. Spouses of these active duty members attending the CMC/COB course are invited to attend the CMCSLC that is designed to run in conjunction with the CMC/COB course conducted in Newport, RI. The Navy provides funding for travel, lodging, car rental, and per diem.

The course provides spouses with an in-depth program that enriches their knowledge of the choices and contributions they make as the senior enlisted leader spouse. Based on personal values and preferences, each spouse develops a vision statement and, together with their prospective CMC/COB/CSC, develops a Command Master Chief/Chief of the Boat Tour Charter that is in alignment with each of their personal visions.

Additionally, the course provides spouses with an awareness of leadership and management skills that can enhance positive contributions to the family, command and community environments. The course deals with some issues likely to arise in connection with the new command responsibilities, providing ideas on ways to maintain communication links among the command, families, community and service providers.

COMMAND INVOLVEMENT

You and your spouse will design your own level of leadership commitment during this tour. It’s very important that you each understand your expectations of each other as you head into this new assignment. This handbook will provide suggestions as to how you can be involved, but you must determine how much time you have to give and how far your comfort level will reach. Your experience of

“coming up through the ranks” with your husband or wife is invaluable and can be a positive source of advice to the spouses of junior Sailors. Just as the CO and XO spouses are looked to for leadership and support, so is the spouse of the CMC/COB.

Opportunities for involvement:

- Mentor the spouses of the chief selectees during the Phase II training season
- Edit the Ombudsman or FRG newsletter
- Act as an advisor to the Ombudsman, Family Readiness Group (FRG), or enlisted spouse group
- Assist in forming an FRG or Spouse’s Club if one does not exist
- Attend command activities and social events
- Volunteer for organizations such as:
 - Naval Services FamilyLine (NSFL)
 - Board of Directors (Washington, DC)
 - Command Master Chief Spouse Leadership Course
 - COMPASS Mentor
 - Navy-Marine Corps Relief Society (NMCRS)
 - Fleet and Family Support Center (FFSC)
 - USO
 - Base or Spouse Club Thrift Shops
 - American Red Cross (ARC)
- Active involvement in the Command Support Team

PRACTICAL TIPS

To help you succeed in whatever you choose to do in your new, more visible role in the military, below is a suggested list of guidelines.

- **Take care of yourself and your family.** It is wonderful to get involved in your spouse’s command and all the community activities available, but remember to take time out for you and your family. Don’t feel guilty about it and don’t feel as though you have to apologize—people will understand. They have families too.
- **Be yourself.** Don’t pretend or put on an act—people can spot insincerity a mile away.
- **Be friendly and approachable.** While it can sometimes be “lonely at the top,” you may be able to minimize any isolation by being gracious, friendly and approachable. However, balance this with the level of privacy you require for your own well-being.
- **Be a role model.** You will encounter bad behavior among command spouses, and there may be times when you have to talk with people and challenge them to do better. One of the best ways to head off bad behavior is to model the best behavior yourself. Discourage gossip, negative postings on social media and the spreading of discontent. Encourage healthy dialog. Be mindful that even casual remarks you make will be taken very seriously, so try to think before you speak.

- **Be positive.** Whether you are discussing people, the command, the area you live in or military life in general, speak positively and constructively. Remember, others are listening to your every word. If you are feeling negative, choose carefully how and to whom you express your thoughts. Keep in mind there is a difference between negative and realistic, so choose the course that will produce the best positive result.
- **Form community with other CMC/COB spouses.** If a CMC/COB spouse support group exists on your base, join it and participate. If one doesn't exist, reach out to other CMC/COB spouses and get together informally to learn, share and support.
- **Be a mentor.** As a CMC/COB spouse you've been through a lot during your spouse's career. Mentor the junior spouses, especially the CPO spouses. Engaging these spouses, particularly during the Phase II training season to share your knowledge and experience, and help them prepare for the journey ahead. There may be formal mentoring programs on your installation, check with your FFSC.
- **Be present for base events.** Support base events whenever possible. These may include the various military appreciation days such as Military Spouse Appreciation Day, Ombudsman Appreciation Day, and the Month of the Military Child. Your support and/or participation sends out a positive message, and the organizations that run these events will welcome your participation.
- **Stay organized.** Keep notes on the things you are involved with. Have a listing of important phone numbers and resources. These are often available from your Ombudsman or the base Fleet and Family Support Center. There is also a list of suggested resources at the end of this Guide. Also, if possible, have a command roster as well as a full command list for your base, as appropriate.

COMMAND SUPPORT TEAM

While each command is distinct in its makeup, in general, the Command Support Team (CST) consists of the CO's spouse, the XO's spouse, the CMC/COB's spouse, and the Ombudsman. This team helps to build and maintain the well-being and morale of the command families and the command. They support the command by keeping lines of communication open between the family members and the command, and ensuring the command is aware of the needs of its family members. The volunteer spouse members of the team will work closely with the CO, XO, CMC/COB and Chaplain to provide support to the command families.

The CST should meet regularly in order to establish a working relationship with each other and show command families a strong, cohesive team working for them. The enthusiasm and positive spirit of the entire CST benefits the junior spouses and single personnel as well as strengthens the cohesiveness of the command. The presence of friendly and interested leaders is important, particularly during deployments or times of crisis or stress.

The CST may consider attending Ombudsman Basic Training, preferably with their command Ombudsman. This training will provide guidelines and direction in dealing with important family issues and emphasizes the importance of confidentiality.

If you are unable to take an active role in the CST, the CO may choose to select another spouse of a senior CPO to assume this leadership position. This designation is generally provided in writing and should clearly outline the CO's intent and the responsibilities of the position.

THE NAVY FAMILY OMBUDSMAN

THE HISTORY OF THE OMBUDSMAN

In 1970, then Chief of Naval Operations, ADM Elmo Zumwalt, recognized issues and concerns that are unique to Navy families. In response to those issues, he established the Navy Family Ombudsman program. This volunteer program is designed to provide better communication between Navy families and command leadership. With extensive training and support programs, the Navy Family Ombudsman is a highly trained volunteer who is able to offer support and guidance to command families and to act as an official liaison between the command and its families. The flexibility to evolve with the Navy and to adapt to the uniqueness of each command is the source of strength that allows the Ombudsman Program to fulfill its mission of assisting the command by serving the needs of its families.

Before the program's inception, the spouses of the CO, XO or CMC/COB invariably performed the function of the Ombudsman. Today, these leadership spouses are discouraged from holding the official title of Ombudsman, although they are encouraged to act as advisors to the Ombudsman, even attending Ombudsman Basic Training (OBT), when possible. By being familiar with the program, they can step in for the Ombudsman for a few days or weeks in the event of vacation, illness, family emergency, or other situations which would leave the command without an Ombudsman for a short period of time.

THE ROLE OF THE OMBUDSMAN

The commanding officer will shape the Ombudsman position for his or her particular command. It is the CO who determines the priorities of the program, the roles and relationships of those involved in it, and the type and level of support it will receive. The Ombudsman Instruction, 1750.1G, lists guidelines and allowable reimbursements to help COs determine how their program will run. The CO will also determine how many ombudsmen to have for the command. Smaller commands usually have one or two; larger commands like an aircraft carrier will have more. Sometimes the correct number to select depends on the person doing the job and how much work they feel they can handle. It's important to note that all commands are required to have the services of an Ombudsman. When the command is unable to satisfy the role of Ombudsman from within the command family there are several options:

- a. Request that the regional Ombudsman or an Ombudsman from another command fill that position (CO requesting must ask permission of the Ombudsman's CO prior to approaching them for assistance).
- b. File a special waiver requesting that an individual outside of the command (retiree, parent, brother, sister, friend, etc.) be able to train and satisfy their requirements of that position for the command.

Although the Ombudsman is appointed by and works for the CO, the CMC or COB is most often designated as a point of contact for the Ombudsman. Even though the CMC or COB will handle the day to day issues that may occur, the CO is encouraged to meet with the Ombudsman on a regular basis to ensure that everyone is in agreement with how the program is running. An open door policy and regular communication lend to a successful relationship for all concerned. As a new CMC/COB spouse, it is helpful to you if these roles and relationships are made clear and are understood by all of the members of the Command Support Team.

The Ombudsman position covers a wide variety of duties to include:

- Attending Ombudsman Basic Training and understanding the Ombudsman Program Manual
- Attending monthly Assembly meetings to receive up-to-date training and notification of changes in Navy policies that may affect families
- Registering in the Ombudsman Registry at www.ombudsmanregistry.org and submitting the required Ombudsman Monthly/Quarterly Worksheets
- Taking part in crisis management training in order to be prepared for any crisis that may occur
- Meeting with the CO and CMC/COB regularly
- Relaying information to family members as directed by the CO
- Being familiar with local resources
- Publishing a monthly command newsletter
- Sharing pertinent information with the Family Readiness Group
- Taking on-going phone calls and emails from spouses and family members
- Working closely with the CST spouses so that there is unity in the common goals that were set

WORKING WITH THE OMBUDSMAN

Your involvement and support of the Ombudsman Program can be a valuable asset. Also, your assistance to this program is another route for you to enhance the welfare of the command's families. Once you and your spouse have mutually determined what your role will be, it is important that all those involved in the Command Support Team sit down together and discuss each other's part in providing for the morale and welfare of the families and single personnel in the command.

Some important things to consider and discuss when meeting with the Ombudsman are:

- Remember, they are volunteers who have chosen to give their time to the command and their families.
- Confidentiality restrictions prevent the Ombudsman from disclosing the identity of any cases in discussion with you, unless specifically instructed by the Commanding Officer.
- Your experience and knowledge of the Navy, its support programs, and

what it is like to raise a family in the Navy are important assets for the Ombudsman.

- Your openness to being called by the Ombudsman when they are feeling personally stressed can also help preserve morale. But, as always, confidentiality must be preserved and gossip must be avoided.

YOU SHOULD KNOW...

- The Ombudsman position is not a social one. They are not responsible for planning and organizing social activities for the command. They are welcome to help, but it is the responsibility of the other spouses to plan and initiate spouse and/or command social activities. They should not be the homecoming chairman.
- You are encouraged to attend the Ombudsman Basic Training class with your Ombudsman. There are two training options - the traditional classroom training at the local FFSC and eOBT, an electronic version of OBT consisting of five live webinar modules and five on-demand modules. The current instruction time is 16.5 hours. Schedules for both options are posted on the FFSP website at www.ffsp.navy.mil. Search for “Ombudsman Training Schedules.”
- Ombudsmen have first priority in attending OBT/eOBT, but others may attend if space is available. If someone is considering becoming an ombudsman but would like more information, they may take the OBT Orientation On-Demand at www.ffsp.navy.mil. Search for “Ombudsman Training Materials.” This 90 minute overview of OBT provides basic information regarding the roles and responsibilities of a command Ombudsman.
- Try to attend the training graduation of the Ombudsman. It communicates tremendous support.
- If at all possible, you and/or the CO and XO’s spouses should attend the monthly Ombudsman Assembly meetings with your Ombudsman. Not only will this keep you up-to-date on changes and policies, but it will show the Ombudsman that you value their role.
- Certain situations are known as reportables, meaning that if they occur, they must be reported to the proper entity. These things are listed in the Ombudsman Instruction 1750.1G and are as follows:
 - 1) All suspected child abuse and neglect
 - 2) Alleged domestic abuse
 - 3) Suspected and/or potential homicides, violence or life endangering situations
 - 4) All suspected and/or potential suicide risks
 - 5) Other issues identified by the commander or commanding officer as reportable

If you witness any of these situations, or any other incident as determined by the CO, please contact the CO, CMC/COB, or Ombudsman immediately.

- There may be times when service members from other service branches are attached to your command. Therefore, it is important to know that those services offer programs similar to the Navy Family Ombudsman Program.
 - The Marine Corps has Family Readiness Officers (FROs), a staff position that supports command spouses. Their primary focus is to help families become self-sufficient and to match available resources to the needs of family members.
 - The Coast Guard Ombudsman serves as a liaison between the unit Commanding Officer and the families and assists the command by providing information about activities of interest to family members.
 - The Air Force's Key Spouse Program is an official unit/family program designed to enhance readiness and establish a sense of Air Force community.
 - The Army Family Readiness Support Assistance (FRSA) provides administrative support to the Family Readiness Group (FRG) Leaders. Family Readiness Groups are official, command sponsored organizations established to provide official, accurate command information; provide a network that facilitates mutual support; advocate more efficient use of available resources; and empower families to resolve problems at the lowest possible level.



FAMILY READINESS GROUP

Family Readiness Groups are a command-sponsored organization of family members, which may include spouses, children, and command members. Groups may also include other interested partners such as the FFSC command representative, retirees/former command members, parents and friends of the command members. The purpose is to increase mission readiness by increasing family readiness for the total Navy family, enabling them to meet the challenges of the mission and a military lifestyle.

Activities sponsored by the FRG may be informational, supportive, and/or social. An FRG's goals can include preparing for deployments and homecoming, providing family support during deployments or mobilization, helping families adjust to challenges, assisting one another in times of personal, unit or area crises, and promoting confidence, cohesion and commitment. An FRG can also promote the knowledge that the command considers its members an important part of the Navy team. Activities may specifically include departure and homecoming preparation and activities, informational and educational briefs, and holiday celebrations. FRGs also provide important communication links between the command and the families using websites, emails, newsletters, and other modes of outreach.

The FRG is formally organized, with officers and/or chairpersons, advisors from the Command Support Team, a command point of contact, by-laws governing the organization of the group, and endorsement of the commanding officer. The group may raise and maintain funds, per Navy regulations outlined in OPNAVINST 1754.5B, for support of group activities.

If you are arriving at a command with an existing FRG, talk with the departing CMC/COB spouse to find out what the FRG has been doing, learn about its leadership, and gauge the existing level of support the current CMC/COB spouse provided. This can help you know the group's expectations for your involvement. Discuss what your role will be with your spouse, and then, if appropriate, meet with the FRG board to introduce yourself and offer your support, and begin attending FRG activities. Your presence and support will make a difference.

If you are arriving at a command that does not have an existing FRG and there is interest in starting one, obtain permission from the CO to move forward with establishing it. Your Fleet and Family Support Center can offer assistance and provides FRG training. Further guidance is also available in the *Family Readiness Groups Handbook* located at www.nsfamilyline.org.

THE NAVY COMMAND

THE SEA COMMAND

A ship, boat, squadron, group, staff and detachment are examples of the many varied sea commands. These units have in port, at-sea and deployment periods. They may also undergo a shipyard/new construction period. The needs of the crew and their families remain the same, but the priorities change as the mission changes. It is important to note that in sea commands, the families are usually a more closely knit group than shore commands. In sea commands, the Command Support Team has a more active role.

In Port Period

Although many of us who have been part of a sea command may find it difficult to believe, statistics say that about half of a sea command's life is spent in the homeport. This in port period is still a very critical and busy time for both the command and families. The command fills its time with inspections, repairs, personnel training, equipment testing and preparations for exercises and upcoming deployments.

The time in port is an excellent time for social activities. In port periods can also present an opportunity to establish and/or maintain connections in preparation for deployment. Establishing the email list, telephone tree, a "buddy system," and planning monthly get-togethers and children's activities during in port times eases the transition into the deployment period. (See the "Deployment" section on page 25 for further information.)

Most commands will have Hails and Farewells, promotion parties, and/or holiday functions during this time. Some are for the command as a whole and some may be for smaller groups, such as the wardroom, the Chiefs' Mess, or individual divisions.

Shipyard Period/New Construction/Homeport Change

Over the years, as our Navy ships have become more technically complex, they have required more extended periods in overhaul in both the Navy and civilian shipyards. Unfortunately, this has resulted in some ships receiving repairs at facilities distant from their homeport. It is not uncommon for these shipyard periods to last nine months to a year, and some may require a homeport change.

For a variety of reasons, some families may choose not to make the PCS move to the new homeport. As far as the spouses and families are concerned, these overhaul periods and homeport changes are akin to preparing for deployment. Even though the spouses are only a telephone call away, careful coordination by the Command Support Team can ensure a free flow of information and support to the families.

Usually, when a ship has families in both the shipyard location and the old homeport, the CO arranges to have an Ombudsman in each place to help maintain communication between the families and the command. Homeport changes require special efforts by the command to assist in the resettling of families who have chosen to make the move. It is essential that the needs of the families who stay behind at the old homeport not be forgotten.

New ships have a pre-commissioning crew stationed at the shipyard about a year before the completion date. They work with the shipyard during the final stages of construction. After the commissioning, the new ship and crew proceed to the homeport and take their place on the operations schedule.

Shipyard periods, pre-commissioning and homeport changes are very stressful on the members and their families. The command, the Ombudsman and the Fleet and Family Support Center staff realize the hardships involved and the effects on everyone. Their goal is to offer support and resources in order to reduce stress and increase the quality of life. The CMC/COB spouse can help by supporting the hard work of the Ombudsman, participating when possible in unit functions, and being available to listen to the families' concerns.

THE AVIATION COMMAND

While almost everything mentioned in “The Sea Command” applies to aviation commands, there are a few things that are unique to the aviation community.

The Increased Element of Danger

Naval aviation presents an element of additional danger into the lives of everyone in the community, including families. They are periodically faced with the reality of accidents and fatalities. This is the most difficult challenge for the Command and Command Support Team. It is important to disseminate information to all families as soon as possible with specific instructions on the wishes of those directly involved. It is also important to maintain your composure with a calm, confident, compassionate demeanor in an attempt to avoid hysteria amongst the spouses, particularly if the squadron is deployed. By having a Command Support Team in place, they are better able to deal with any and all contingencies.

Some squadrons are organized around a detachment concept. This means that small groups within the squadron, known as detachments, are sent to deploy on ships away from the rest of the squadron. If you are the CMC's spouse on a ship with an air detachment, it is important to make sure to include them in information and activities.

THE SUBMARINE COMMAND

While sea and submarine commands share similar in port periods, overhaul periods, deployments and homeport changes, the submarine command's at-sea experience is different, as are their security considerations.

The Communication Challenge

A submarine's unique operating style and limited availability to receive mail makes communicating at sea particularly difficult. Email has improved this historical challenge. The ability to send email from and receive email on submarines continues to improve with technology. In addition, you can expect to receive strong, central support from the home squadron or group. As this is a vital and valuable resource for you, please become familiar with your contact person at the squadron or group.

Small Crew Size

Due to the small size of the crew(s) on submarines, one Ombudsman may be adequate, two may work better, but this is a decision for the CO to make. Due to relatively small numbers, it is not unusual for all the spouses to come together, regardless of rank, especially during deployments.

THE SHORE COMMAND

Not all commands go to sea. Much of what is discussed in this booklet is equally applicable to sea or shore commands. While commands ashore generally do not face the challenges of deployment, they do experience duty nights, travel, detachments operations, and a variety of other activities that create similar frustrations. The leadership roles in the Command Support Team are still crucial to the command's mission. Additionally, all commands must be prepared to deal with any crisis that may occur including natural disasters, such as hurricanes, fires, etc.

The Command Secretary

In a shore command, the CO's secretary can be an important ally, and is usually the command's corporate memory. They can keep you informed of command functions you might want, or need, to attend such as award and retirement ceremonies, "all-hands" parties, or any event where your presence would be welcomed and appreciated. Ask the CO to confirm your addition to the secretary's email list for general information. Also, make a point to meet face-to-face to establish a good relationship.

Social Activities

By nature, the families in a shore command are usually not as closely knit a group as in a sea command. It is typical to expect less group activities or participation since there is generally less of a need for a support structure. Suggestions to get what may be diverse groups on base together include working towards common goals, such as food drives for needy families at Thanksgiving, a Christmas wrapping booth on base to raise money for toys for children (i.e., Toys-

for-Tots) or a bake sale to raise funds to buy something special for the local military medical facility. All events on base should be cleared both with the command and the local legal office.

THE STAFF COMMAND

Supply Corps

The broad responsibilities of the Supply Corps include providing equipment and parts to sea and shore commands, operating food and hotel services, running the Navy Exchanges, and handling various administrative duties such as financial management, data processing and inventory control.

While Supply Corps officers serve side-by-side with their line counterparts on shore and at sea all over the world, Supply Corps commands are shore commands. The discussion of “The Shore Command” is certainly relevant to Supply Corps CMC spouses. The spouses and families of the officers and enlisted personnel of the Supply Corps command deal with the same issues and have the same concerns as the personnel of other shore commands. As the CMC spouse of a Supply command, it is helpful to be knowledgeable about your community, shopping and recreation areas, availability of military and community housing and local medical care procedures. Providing a welcoming sponsor to incoming families is always appreciated.

Judge Advocate General Corps

Individual commands within the Judge Advocate Generals Corps are called Naval Legal Service Office (NLSO) commands. The CMC spouse of a NLSO serves the families assigned to their spouse’s command. Activities vary depending on group dynamics. Groups may have individual customs and needs determined by the number of working spouses, young children, geographical location, etc. Encourage the members of the group to participate in designing a supportive community based on present circumstances.

Although all NLSOs are ashore, either in CONUS or overseas, personnel frequently deploy on temporary duty assignments. Assure their spouses that the legal command is available at any time to provide support. In addition to personal support or assistance from the command, it is advisable to have an understanding of other available services such as the Red Cross, Fleet and Family Support Centers, etc. The spouses and families of the officers and enlisted personnel of the NLSO face the same issues and have the same concerns as the personnel of other shore commands. It is helpful to be conversant with local school issues, shopping and recreation areas, availability of military and community housing and local medical care procedures. Providing a welcoming sponsor to incoming families is invaluable.

Medical Corps/Dental Corps

For CMC/COB spouses of a medical command, activities will vary with the size and location of the command. Building an esprit de corps and teaching military tradition is an important focus. This can be done by helping to ensure that command members and their families receive a warm welcome and receive information about family support resources in the area. In the large commands, a team approach is essential; involve not only the CO/XO spouses, but also the command Ombudsman, and spouses of the Directorates.

School Commands

For the CMC/COB spouse of a school command, attention might be directed to the needs of the students and their families. Although they may not be in the area long, offer them opportunities to participate in command and community social gatherings when appropriate. Try to give the students and their families a sense of belonging to the naval service community.



THE OVERSEAS TOUR

There is one thing that is predictable about going overseas—it is going to be different. Be prepared to have everything take on a new color and meaning. Keeping an open mind can make all the difference in the world.

Special Challenges

Because you are the spouse of the CMC/COB, the other command spouses may rely on you more than when you are in CONUS (Continental United States). The Ombudsman will be an invaluable ally.

Two major challenges involve communication and transportation. Communication is important not only between the command families, but also with loved ones in CONUS. Some spouses may suffer a feeling of abandonment if the unit deploys, and the impact of emergencies is magnified during an overseas assignment. A well-organized and well-led Family Readiness Group makes an enormous difference overseas.

The naval service makes many resources available to you to help make this tour a memorable and rewarding experience. Plan ahead and use these resources. The Fleet and Family Support Center is a tremendous help before and during the tour. Each center is responsible for base and intercultural orientation programs.

Each active duty and family member going overseas should have a sponsor assigned by the command, be sent a welcome aboard package and receive a welcome letter from the Ombudsman. It is important to have the Ombudsman or someone from the Family Readiness Group contact each newcomer within a day or two of their arrival and offer information about the base services, etc. Living overseas may be the most rewarding tour of duty a family will ever experience, but the first few days are critical. Please be sure that every spouse feels like they have someone to call upon if needed.

Life in a Fishbowl

A few words of caution: Some small overseas duty stations may become “goldfish bowls.” Be careful of what you say or do. Remember that overseas duty means you are living in a foreign country. You are the guest. Be aware of all security precautions and be careful of your discussions in public. Obey all local base laws as well as host country laws. Be certain every spouse in the Family Readiness Group is also aware of the laws, and encourage everyone to attend the Intercultural Relations for Newcomers (ICR) course offered by the local Fleet and Family Support Center.

DEPLOYMENTS

The Navy's mission is to maintain, train, and equip combat-ready naval forces capable of winning wars, deterring aggression, and maintaining freedom of the seas. In order to achieve this mission, our Sailors must deploy to locations around the world, sometimes with very little notice. The Navy has developed the Optimized Fleet Response Plan to create a more stable and predictable deployment cycle while maintaining the ability to provide rapid deployment of sea-based air and ground forces.

Constant Family Readiness

Due to the Navy's mission and today's global climate, families need to be prepared for a deployment at any given moment. While the pre-deployment brief is an excellent opportunity to encourage families to update important documents and verify DEERS eligibility, it's important for our families to stay up to date on these issues at all times, not just before a deployment.

The Ombudsman can play a large role in this by providing checklists and reminders in the monthly newsletter. They can also include contact information for local resources and services such as the Navy Legal Office or the Chaplain.

Ombudsman

The Ombudsman should have an updated roster of command families at all times. During a deployment, the Ombudsman will utilize this information to keep families informed of any news or information about the command and its schedule. The Ombudsman and Command Support Team will maintain good credibility by always providing families with facts, thus preventing rumors. In the event of a crisis or disaster situation, the Ombudsman may serve as a point of contact for evacuated families and their Sailors.

The Emotional Cycle of Deployment

Because of your position within the Command Support Team, you may be called upon for assistance or support during a deployment. It helps to understand and be familiar with the emotional cycle of deployment and its stages:

- Anticipation of Departure
- Detachment and Withdrawal
- Emotional Disorganization
- Recovery and Stabilization
- Anticipation of Return
- Return Adjustment and Renegotiation
- Reintegration and Stabilization

COMPASS, a Naval Services FamilyLine Program, covers all of the stages in great detail and can be an excellent resource for you and your command spouses.

The Fleet and Family Support Center also offers a variety of deployment support programs to assist commands, Sailors and their families.

Operations Security (OPSEC) and Social Media

The urge to share information on social media is strong, particularly during a deployment. Encourage your families to avoid posting about locations and times of deployments, morale or personnel problems, security procedures, intentions, capabilities, or operations.

Emergencies

While the Ombudsman can be relied upon to handle most things, it is not unusual for spouses to call other members of the Command Support Team for reassurance and assistance. In some cases you may determine a professional is needed to deal with an emergency issue. Keep all the necessary phone numbers (Ombudsman, Chaplain, Fleet and Family Support Center, Family Advocacy, Legal Assistance Office, Navy-Marine Corps Relief Society, Red Cross and others) close at hand. Remember, any personal information should be kept confidential.

Encourage your command families to download and utilize the Navy Family Accountability and Assessment System (NFAAS) website and smartphone app to update their whereabouts and request assistance in the event of a disaster. For more information on handling emergencies, refer to the “Guidelines for Emergencies” section on page 27 of this book.

Helpful Hints

Below are a few important reminders and tips for you during deployment:

- Remember to take care of yourself. Do not overextend yourself. If you need help, ask for it.
- Get involved with your peer group. Many units deploy as part of a squadron or battle group so there will be other CMC/COB spouses to reach out to for support.
- Try to be positive and keep a sense of humor. If the spouse of the CMC/COB is worried or anxious, the others may think they are not being told of a problem in the command.
- Be compassionate and understanding.
- Refuse to even entertain gossip or malicious talk.

GUIDELINES FOR EMERGENCIES

In the event of a command emergency, the Ombudsman should be the first person notified by the parent command. In some commands, an officer is designated as the official Point of Contact (POC) for emergency situations. As a member of the Command Support Team, you should be familiar with the notification procedure.

NOTE: While you may be informed initially, it can happen that you are not kept informed as things evolve, especially in cases where privacy and confidentiality are an issue.

Get the Information Out Quickly

In an emergency situation, the command will direct how information is to be disseminated. If the CO or POC wants the Command Support Team to pass along details of the information available to all the families, then every attempt must be made to contact every spouse at home or at work as soon as possible. Getting information out quickly is most important so families do not hear the news first from the media or other spouses.

One of the best ways to disseminate information in an emergency is through the telephone tree. It is extremely important that the same information be passed on to each spouse in the exact same words. When messages are communicated from person to person, sometimes misinterpretation can occur between the sender and the receiver of the “official” message. To be certain of accuracy, write down the information given to you word for word.

Do not engage in speculation—this is not the time to discuss opinions of what happened. Remember, any comments you make could be misinterpreted as fact. Assure all spouses that as new information is given out, they will be contacted through the telephone tree, emails or predetermined method set by the command.

Another excellent way to get the information out is by putting a message on the Ombudsman “Careline.” The Ombudsman can update the message as they get new information.

Suggest that each spouse keep the telephone line open and also keep either you or the Ombudsman informed of their whereabouts. If the POC suggests an all-spouse get-together, do what can be done to get as many together as possible. Try to keep any who cannot attend fully informed.

Handling the Media

An emergency situation may be headline news, and if so, it is possible that a member of the media may contact a member of the Command Support Team or any other spouse for comment. No family member is required to have any contact

with the media. Should these types of calls occur, immediately contact the Public Affairs Office and/or ask the Public Affairs Office for assistance. The official POC will keep you and the families fully informed. Please refer to the “Guidelines for Media Inquiries” on page 30 for further discussion.

Emergency Support Services

You may feel alone in times of emergencies. There are outstanding support services available to help you and the spouses involved. The Chaplain Corps and the American Red Cross are excellent resources. Depending on the emergency, there may be an emergency center set up on base. For more information about these and other services, please review the “Information and Assistance” section beginning on page 40 of this book.

Handling Suspected Child or Spouse Abuse

If you should witness child or spouse abuse, suspect child or spouse abuse, or be asked for guidance by someone else who has witnessed or suspects child or spouse abuse, you should know there is a system for reporting.

First, know what constitutes abuse in your location. All states have mandatory child abuse/neglect reporting statutes however, child abuse definitions vary by state. Second, be certain that the information given to you is first-hand and not simply rumor or gossip.

Options available to you are to contact the command if in port, the Ombudsman, a Family Advocacy Program counselor, Social Services or the Chaplain. The Family Advocacy Program counselor must investigate the charge and decide whether suspicions are founded or unfounded. This is required by law. If you feel that the life, health, or safety of an individual is in imminent danger, contact 911 or the local emergency services.

Finally, keep all information regarding an alleged family advocacy case in the strictest confidentiality. The Ombudsman can help you understand the process to follow in such an event. Take the time to go over this with him or her before you need the information.

CASUALTY ASSISTANCE CALLS PROGRAM (CACP)

The Casualty Assistance Calls Program (CACP) was instituted to provide assistance to the Next of Kin (NOK) of a service member who is critically ill, injured, missing, or deceased. There are several offices within the Navy’s CACP that provide support and management of casualty cases. A Sailor designated as the Casualty Assistance Calls Officer (CACO) to the NOK will work with these offices while carrying out their duties. The CACO is assigned by one of the Navy regions to provide assistance to the families of ill, injured, missing or deceased members. The CACO is the official representative of the Navy. The CACO will be courteous, helpful, and compassionate toward then NOK and will reflect the Navy’s concern

for its personnel and their families while performing this important mission. The CACO can advise the family concerning burial, interment, immediate financial relief, legal assistance, transportation, and survivor benefits, as the situation warrants. The CACO continues as the families' liaison with the Navy until all entitlements have been received. The CACO will likely not be from the same command as the casualty. The command will assign a Command Representative for specific responsibilities at the command, and to be the point of contact for the CACO.

For the families of Sailors that are seriously or very seriously ill or injured, the CACO will assist with the families' travel, when warranted by the attending physician, to the bedside of the Sailor and to coordinate assistance from other support organizations. For Sailors in a Missing status, the CACO will express the Navy's concern for the member reported unaccounted-for and will assist the NOK. The CACO will also keep the NOK apprised of new information and advise them of actions taken to locate the Sailor.

In the case of a death, the CACO will express the Navy's sympathy and help the survivors adjust to the new conditions by providing guidance, information, and assistance.

The Navy CACP Regional Program Managers (RPM) are responsible for the execution of casualty assistance duties within their respective areas of responsibility. The RPM has trained personnel that provide the CACO support and are available for assistance and guidance throughout a case. The CACO, in turn, must work closely with the RPM to carry out their duties to the NOK.

In the event a service member becomes seriously ill, injured or dies while on leave or at home, a family member must notify the service member's command or the nearest military facility immediately. The family should give the service member's name, rank or rate, social security number or DoD ID number, and home address along with any available details pertaining to the injury or death.

The Command Support Team can assist the family with various support services during such an emotional and stressful time. It is important to keep in mind the family and people assisting them may be exposed to any number of possible emotional responses and stresses while dealing with the unusual and difficult circumstances of a casualty case. Any additional support the command can provide, such as an Ombudsman to aid the family, will make the case easier for all involved. If you are assisting in a casualty situation, any concerns, questions, or information you have should be directed to the Command Representative.

GUIDELINES FOR MEDIA INQUIRIES

Below are some tips for handling media inquiries.

- Upon arrival at the command, identify and meet your unit's Public Affairs Officer (PAO). Put the PAO's name and phone number in your mobile phone.
- Anytime your spouse's name or command appears in a news article, you could be contacted by a journalist. Remember, you are under no obligation to speak to the press. Generally, the Ombudsman should not interact with reporters.
- When asked for comment, get the reporter's name, the name of the news outlet and telephone number, and tell them you will call them back. Then call the PAO, and let the PAO work with the reporter. If your unit is deployed, the support command will have a PAO who will assist you with any media inquiries.
- You may be asked for comment on situations about which you know a great deal or about which you know nothing. If you are unsure of the answer or cannot discuss it, say so. It is always acceptable to admit you don't know something; it is rarely acceptable—and viewed negatively—to say, “no comment.”
- If you do talk to a reporter, remember that even innocent conversation is part of the interview. Small talk is considered “on the record” and can appear in a news story. Therefore, your comments should be positive in tone, carefully thought out, and general. Do not provide information regarding operations, future intentions, or developments. Remember, you are not an official naval spokesperson. Most reporters are sincere, hardworking, and just trying to get a human interest story. However, there are some who may seem to want you to say something outrageous or extreme, and you can be misquoted or misrepresented.
- Anytime you interact with a reporter, if your PAO didn't help you before and during the conversation, inform your PAO afterwards.
- Journalists play an important role in American society, and can be very useful in getting across the message that Navy families are proud of their service members and their country.

POST CMC/COB TOUR OPPORTUNITIES

In addition to the traditional CMC/COB billets, there are a few billets that are even more selective. These are Force Master Chiefs (FORCM), Fleet Master Chiefs (FLTCM) and the Master Chief Petty Officer of the Navy (MCPON).

The MCPON has a panel of senior enlisted personnel that consists of approximately ninety Flag Officers (FO) or General Officers (GO), CMCs, 16 Force Master Chiefs, and four Fleet Master Chiefs. These Master Chiefs are considered the MCPON's leadership mess. The positions represent designated headquarters and regional commands throughout the world.

The job openings are announced and current commanding officers must nominate the applicants. In order to be considered for one of these positions, you must have served at least one successful CMC or COB tour. A very detailed package is submitted and the acquiring Admiral makes the selection based on the package and personal interviews with the candidates. The entire panel meets twice a year and several other times throughout the year in smaller groups. These Master Chiefs represent the interests of the enlisted personnel entrusted to them in their area of responsibility and, as a group, the enlisted population of the entire Navy.

In the past, some spouses of the leadership mess have been invited to attend an annual forum with their Sailor. They attend briefs with the Master Chiefs, both as a couple and separately. The topics discussed are designed to prepare senior leadership spouses for issues and people they may encounter through these positions. Even if they do not actively participate in command activities, they may interact with Flag leadership, ambassadors, foreign dignitaries and foreign military leadership while stationed overseas. The goal is for senior leadership spouses to feel comfortable in their roles and be knowledgeable about current Navy issues.

MCPON'S MISSION, VISION, AND GUIDING PRINCIPLES FOR CPOS

Mission

Provide leadership to the Enlisted Force and advice to Navy leadership to create combat ready Naval Forces.

Vision

A senior enlisted force that serves first and foremost as Deck-plate Leaders committed to developing Sailors and enforcing standards; remains responsive, aligned and well-connected to both Leadership and Sailors; and conducts itself in a consistently professional, ethical and traditional manner.

Guiding Principles

Deck-plate Leadership: Chiefs are visible leaders who set the tone. We will know the mission, know our Sailors, and develop them beyond their expectations as a team and as individuals.

Institutional and Technical Expertise: Chiefs are the experts in their field. We will use experience and technical knowledge to produce a well trained enlisted and officer team.

Professionalism: Chiefs will actively teach, uphold, and enforce standards. We will measure ourselves by the success of our Sailors. We will remain invested in the Navy through self-motivated military and academic education and training and will provide proactive solutions that are well founded, thoroughly considered, and linked to mission accomplishment.

Character: Chiefs abide by an uncompromising code of integrity, take full responsibility for their actions and keep their word. This will set a positive tone for the Command, unify the Mess, and create esprit de corps.

Loyalty: Chiefs remember that loyalty must be demonstrated to seniors, peers, and subordinates alike, and that it must never be blind. Few things are more important than people who have the moral courage to question the appropriate direction in which an organization is headed and then the strength to support whatever final decisions are made.

Active Communication: Chiefs encourage open and frank dialogue, listen to Sailors and energize the communication flow up and down the chain of command. This will increase unit efficiency, readiness and mutual respect.

Sense of Heritage: Defines our past and guides our future. Chiefs will use heritage to connect Sailors to their past, teach values and enhance pride in service to our country.

HISTORY AND TRADITIONS OF THE CHIEF PETTY OFFICER

While our Navy is rapidly changing in many ways, it is important that our Navy heritage, history and traditions are preserved. Many of our traditions were borrowed during colonial times from the British Royal Navy. As the years passed, early customs gradually became established traditions. As this leads into the Chief's community, we too must understand our past.

In our Navy, the Chief Petty Officers are expected to be the experts on just about all matters pertaining to Navy life. Even in the earliest reference to the term "Chief Petty Officer," a heightened sense of responsibility and trust was expected of the individuals who held the title. They have earned this trust by their sense of good values and demonstration of sound leadership.

History and traditions exert a profound influence upon human behavior. The effect is particularly marked in professional organizations such as the military. Because of imposed discipline, it lends itself to passing on and perpetuating venerated customs, heroic traditions, and dignified ceremonies.

U.S. Naval history is a continuum of success, and its customs, traditions, and memory of past heroes help today's Sailor identify with the Navy's Core Values. Traditions bind us to the past and, at the same time, lend an air of dignity and respect to the modern Navy.

Chief Petty Officers are the caretakers of our history and traditions. History and traditions play a major role in how Chiefs operate today and today's Navy has been shaped by our Chief Petty Officers. They have done this through their honor, courage, and commitment. It is important to have an understanding of the origin of the Chief Petty Officer.

ORIGIN OF THE CHIEF PETTY OFFICER

The first use of the term "Chief" was on June 1, 1776 but it wasn't until 1893 that the Navy established the pay grade of Chief Petty Officer (CPO). The original rating badge had three chevrons, an eagle and three arcs (rockers). It was the basis for today's CPO chevron, which has a single rocker and became official in 1894. The fouled anchor was first used as a cap device with the CPO uniform in 1905 and became an official part of the CPO uniform as a collar device in 1959.

In 1917, the first female Chief was sworn into the U.S. Navy as a yeoman. Formal structuring of the pay grades occurred in 1920. Instead of being paid by job description, the grades were established by rank from Seaman Apprentice to Chief Petty Officer. The pay grades of E-8 and E-9, Senior Chief and Master Chief Petty Officer, were created in 1958. The position of Master Chief Petty Officer of the Navy (MCPON) was created in 1967, and Master Chief Gunners' Mate Delbert D. Black was selected as the first Master Chief Petty Officer of the Navy.

NAVY HERITAGE AND CORE VALUES

America's naval service began during the American Revolution on October 13, 1775, when Continental Congress authorized a few small ships creating the Continental Navy. Esek Hopkins was appointed Commander-in-Chief and 22 officers were commissioned, including John Paul Jones.

From those early days of naval service, certain bedrock principles, or core values, have carried on. Values are principles considered worthwhile by an individual or group. They come from an individual or group's interpretation of principles and are affected by such things as family, religion and culture. Ethics are a body of moral principles that set standards of behavior for members of an organization. These standards reflect shared values expressed in a code of ethics people agree to uphold.

America's Navy also embraces a code of ethics whose impact is even greater than ethical codes of other institutions. The consequences of unethical behavior in a military setting can be much graver than elsewhere. The American people have entrusted our military to uphold the Constitution and defend our way of life. This charge demands no less than the most worthy values and highest standards.

Core values are key values an organization adopts to achieve its purpose and ensure its survival. They are so vital that conduct which threatens or erodes them is considered unethical and a threat to the organization's ultimate survival. They consist of three basic principles:

Honor: "I will bear true faith and allegiance..." Accordingly, we will: conduct ourselves in the highest ethical manner in all relationships with peers, superiors and subordinates; be honest and truthful in our dealings with each other, and with those outside the Navy; be willing to make honest recommendations and accept those of junior personnel; encourage new ideas and deliver the bad news, even when it is unpopular; abide by an uncompromising code of integrity, taking responsibility for our actions and keeping our word; fulfill or exceed our legal and ethical responsibilities in our public and personal lives twenty-four hours a day. Illegal or improper behavior or even the appearance of such behavior will not be tolerated. We are accountable for our professional and personal behavior. We will be mindful of the privilege to serve our fellow Americans.

Courage: "I will support and defend..." Accordingly, we will have: courage to meet the demands of our profession and the mission when it is hazardous, demanding, or otherwise difficult; make decisions in the best interest of the Navy and the nation, without regard to personal consequences; meet these challenges while adhering to a higher standard of personal conduct and decency; be loyal to our nation, ensuring the resources entrusted to us are used in an honest, careful, and efficient way. Courage is the value that gives us the moral and mental strength to do what is right, even in the face of personal or professional adversity.

Commitment: “I will obey the orders...” Accordingly, we will: Demand respect up and down the chain of command; care for the safety, professional, personal and spiritual well-being of our people; show respect toward all people without regard to race, religion, or gender; treat each individual with human dignity; be committed to positive change and constant improvement; exhibit the highest degree of moral character, technical excellence, quality and competence in what we have been trained to do. The day-to-day duty of every Navy man and woman is to work together as a team to improve the quality of our work, our people and ourselves.

Chief Petty Officers are the guardians of our Navy’s heritage and traditions. This is not collateral to their other military and professional responsibilities. In fact, it may be the most important long-term obligation that comes with the khakis and anchors. Discussion on this topic of our Navy’s core values of honor, courage and commitment within the framework of our heritage should evoke great pride in our service. Pride in self, the mess, and the Navy they serve binds our CPO community.



THE FOULED ANCHOR

Somewhere back in the early days of Naval Draftsmen, sailors with artistic ability produced the well-known design that shows an anchor with its chain hopelessly fouled around the shank and arms. It seems very strange that the navies of the world should use an insignia of the one item that is the abomination of all good ocean-going sailors. How such a design could win approval is beyond comprehension. But the fact remains that the sign of the Fouled Anchor has become an emblem well known throughout the entire world.

This anchor is the emblem of the rate of a **CHIEF PETTY OFFICER** of the **UNITED STATES NAVY**. Attached to the anchor is a length of chain and the letters “U.S.N.” These identify a Chief Petty Officer of the United States Navy. To a Chief, the letters and anchor have a noble and glorious meaning.

- The “**U**” stands for Unity, which reminds us of cooperation, maintaining harmony and continuity of purpose and action.
- The “**S**” stands for Service, which reminds us of service to our God, our fellow man and our Navy.
- The “**N**” stands for Navigation, which reminds us to keep ourselves on a true course so that we may walk upright before God and man in our transactions with all mankind, but more importantly, with our fellow Chiefs.
- The “**Chain**” is symbolic of flexibility, and it reminds us of the chain of life that we forge day by day, link by link. May it continually be forged with honor, courage, morality and virtue.
- The “**Anchor**” is emblematic of the hope and glory of the fulfillment of all God’s promises to our souls. The golden or precious Anchor by which we must be kept steadfast in faith and encouraged to abide in our proper station amidst the storm of temptation, affliction and persecution.



BUILDING NEW CHIEFS

A major role of the Command Master Chief or Chief of the Boat is the training of new Chiefs. Every year in late July a new group of Chief selectees is announced. As you may recall from when your Sailor was selected, the following six weeks will be quite busy for the new Chief selectees, but the CMC/COB and the other Chiefs will be putting in extra hours, too.

The purpose of the training season is to ensure that our newest chiefs are ready to perform at the level our Navy demands of them. In the 2013-2014 CPO 365 Guidance, MCPON Mike Stevens states: “The ingenuity of our Chiefs in fusing mission requirements with opportunities to conduct productive training will keep us methodically moving in the right direction. I want to reiterate the significance of instilling fundamentals like good order and discipline, our Core Values and the Navy Ethos early on, and of reinforcing them throughout the year with practical application.”

Shortly after selection results are announced, a meeting will be scheduled with the new selectee spouses. As the CMC/COB spouse, you have the opportunity to answer questions, address any concerns, and discuss what the selectee spouses may be able to expect in the weeks to follow. If you choose, you may also share your contact information in case they have questions or concerns along the way. It is helpful and appreciated if you or your spouse communicate regularly with the selectee spouses.

During the meeting you may also provide the spouses with a schedule of upcoming events they’ll be invited to attend and/or assist with. Your presence at these events is also greatly appreciated as it affords the selectee spouses with another opportunity to ask questions and learn from your experiences. Plus, it is an excellent way to show support.

PHASE II TRAINING

To maintain and even raise the already high standards of the CPO Mess, the newest Chiefs must be ready to perform at the levels the Navy demands of them.

Every year the CPO’s Mess must go through the essential process of transforming those newly selected into Chief Petty Officers. This annual process, known as Phase II of the year-long CPO 365 Program, is also a source of renewal for the CPO Mess. It is the process where the Navy takes the finest First Class Petty Officers and through developing, training, guiding and testing, brings them into the CPO mess.

Before the Navy receives a new ship from a builder, it must be tested during acceptance trials. All systems are tried and tested to their limits, ensuring that

vessel is ready to join the fleet. Each year, the newest Chief Petty Officers are put through a similar process of building and testing. Acceptance trials give the crew confidence in their new ship's mission capability. CPO training gives the crew confidence in the CPO selectee's ability to perform as a Chief.

When you look at it through this analogy, the culminating event for the CPO selectees is their acceptance trials. It's their opportunity to prove that they are ready to assume the title and responsibilities of a Chief Petty Officer. Properly executed, this culminating event shows the Navy's confidence in them and, even more importantly, that they have the self-confidence to function as integral members of the CPO Mess.

Today Navy Chiefs are better prepared with the knowledge, skills, abilities, and tools they will need to take on the responsibilities of a Chief on that first day after their pinning. Through Phase II training they are instilled with core values and a sense of pride. Physical fitness training is incorporated to promote a healthy lifestyle. Selectees also receive substantive practical classroom training and exercises on developing their Sailors, specifically in the preparation of evaluations, awards and recognition, honors and ceremonies, counseling, and mentoring.

Phase I of the CPO 365 Program was designed to prepare the foundation of teamwork and leadership that will be required of a Chief Petty Officer. The goal of Phase II is to utilize those skills to develop the Navy's best enlisted leaders. We owe it to our new Chiefs, our Navy, and, most of all, our nation.

FINAL TEST

The Final Test is a culmination of all training provided during CPO 365. It galvanizes the basic attributes of trust, teamwork, dedication and endurance through practical application of knowledge, skills and abilities acquired throughout the year. Functional checks will be executed on:

- Leadership
- Critical Thinking
- Competency (Tailored to specific warfare communities or geographic areas)
- Knowledge (Brilliant on the Basics and other programs and policies)
- Fitness (Incorporating all aspects of NOFFS)
- History and Heritage
- Acceptance (Determined by demonstrated leadership/teamwork during Final Test)

New Chief Petty Officers must demonstrate the composure and confidence necessary to effectively lead Sailors and within the Mess. The Final Test should validate the Mess' CPO 365 training topics and techniques, and provide convincing proof that the selectees are ready for their new roles.

-Passage from the MCPON's 2013-2014 CPO 365 Guidance

PINNING CEREMONY

The Pinning Ceremony is a time honored event, steeped in tradition, to welcome the newest Chief Petty Officers into the CPO Mess. For this event the Commanding Officer and Command Master Chief or Chief of the Boat muster the crew so all can witness this meaningful transition. Each new Chief is recognized and receives their anchors and cover. Their families and friends are invited and encouraged to attend in order to share in this major milestone. Traditionally, this ceremony is held on September 16th, unless otherwise directed by the Master Chief Petty Officer of the Navy.

KHAKI BALL

The last organized event during this season is the Khaki Ball. This ball is traditionally held a few days after the newly selected Chiefs are pinned. This is an opportunity for the Chiefs Mess to welcome the new Chiefs and their spouses into the Chief's community. The Khaki Ball is a major event in the new Chief's advancement and should be attended with pride.

Many people will ask you what you're planning to wear. Try to set the tone for others to follow. The uniform is service khakis for service members and civilian informal for spouses or guests. A good rule of thumb to remember is to "dress to the uniform." If your spouse is wearing khaki, a dressy dress or suit is usually appropriate.



SOCIAL PROTOCOL

The following guidelines are important to know and observe. As the spouse of a CMC/COB, other spouses may look to you for guidance in the right thing to do in certain situations. While rules of etiquette are important to follow, always keep in mind that no rules will replace a warm heart, a friendly smile, and the sincere desire to share in the fellowship and camaraderie of the sea services.

TRADITIONAL SOCIAL EVENTS

Dining In: On occasion, the Chiefs Mess of a unit, command, or several small commands will meet for a Dining In. This is a formal military dinner and only military personnel attend. The service members wear their dress uniforms and observe a great deal of protocol including a ritual of toasting and speeches. For all its formality, a Dining In is usually a festive affair that everyone enjoys.

Dining Out: A Dining Out is the same as a Dining In except that the spouse or a guest is invited and encouraged to attend. Formal or semi-formal attire is required for this event. This event builds camaraderie with the fellow CPOs and their spouses or dates and is a very important opportunity to form a more cohesive Chiefs' Mess.

Navy Balls: The Navy has several traditional balls, which are a testimony to our naval heritage. The most significant is the Navy Birthday Ball, held in October to celebrate our Navy's birthday. This ball is a very formal event, which includes a guest speaker, a variety of toasts to many facets of military life, a recitation of The Lone Sailor Table, and a cake cutting ceremony in which the oldest and youngest Sailors present are honored with cutting the birthday cake. Dress for this event is formal. Other commands and service organizations may hold specific balls throughout the year, such as the Submarine Birthday Ball or the Seabee Ball.

Khaki Ball: The Khaki Ball is normally held a few days after the newly selected Chiefs are pinned. This is an opportunity for the Chiefs Mess to welcome the new Chiefs and their spouses into the Chief's community. The uniform is service khakis for service members and civilian informal for spouses or guests. This is a major event in the new Chief's advancement and the Ball should be proudly attended.

Hail and Farewell: Hail and farewells are an important and meaningful tradition to welcome new shipmates and families and bid farewell to those departing.

INTRODUCTIONS

Knowing how to introduce other people is a basic part of good manners. Generally, there are no hard and fast rules for introductions, except in military and diplomatic protocol. Here are some tips and guidelines for introductions and introducing people in various situations.

Introducing Members of the Military

When you introduce members of the military to someone, introduce them by rank or title. When an enlisted person is being introduced to an officer, this is especially important, because professionally they do not address each other by their first names. By giving titles, rates, and ranks, you provide the necessary information to both parties.

Introducing Military Spouses

When meeting other military spouses, you should do what comes naturally. A little sensitivity and tact will tell you when it will be comfortable and appropriate to be on a first name basis. However, when first introduced to a spouse senior to yourself, it is best first to address them by Mr. or Mrs.

Other Practical Tips and Suggestions

- When a woman is being introduced to a group, she extends her hand and greets each person. If the group is large, only those nearest the newcomer should rise (if seated) and say “Hello.”
- A firm handshake should accompany a greeting. A man usually waits for a woman to offer her hand. When two women are introduced, the more senior woman should extend her hand first.
- If in doubt about the need to introduce someone you know to someone standing near you, introduce them.
- When greeting a person you have met in the past but do not see often, reintroduce yourself in your greeting. This puts the person at ease in case they do not remember your name. Also, by stating your name, they will be cued to say their name in case you have forgotten.
- It is always proper to include the rate or rank of a military person whom you are presenting: “Mrs. Downs, this is my husband Senior Chief Kessler.”
- As a final suggestion, it is helpful if you include in your introduction a brief comment about the person you are introducing. It helps put people at ease and can help new people find common ground.

ATTIRE GUIDELINES

Occasionally, you will receive invitations to various social events, military and civilian. Accept, if at all possible, as this will give you an opportunity to meet new and interesting people. The attire for these invitations is usually specified and can range from informal to formal depending upon the time of day and geographic location.

Very Formal Occasions

Occasionally, a very formal evening event after 6:00 p.m., will require full dress evening wear specified as “White Tie.” This is very seldom worn except by flag officers or those in the diplomatic corps. When required, white tie is worn to evening dances, weddings, dinners, receptions, and on state occasions.

Military: Formal dress uniform.

Civilian: Gentlemen wear a tail coat with matching trousers, a white waistcoat, wing collared shirt and white bow tie. Ladies wear very formal evening gowns.

Daytime Formal Occasions

For a formal daytime function, such as a wedding, the following applies:

Military: Seasonally appropriate Service Dress Uniform.

Civilian: Gentlemen wear cutaways. Ladies wear dresses or suits appropriate to the occasion as styles dictate.

Evening Formal Occasions

The attire specified for a formal evening function is “Black Tie.” This may be worn to formal events after 6:00 p.m. such as dinners, receptions, dances, or weddings.

Military: Seasonally appropriate Dinner Dress Jacket Uniform.

Civilian: Gentlemen wear dinner jackets or tuxedos. Ladies wear formal evening gowns.

Ceremonial Occasions

For occasions of state, ceremonies, and solemnities, parades and review, military personnel participating wear the seasonally appropriate ceremonial uniform.

Military: Seasonally appropriate Service Dress Uniform.

Civilian: Gentlemen generally wear dark business suits. Ladies wear dresses or business suits appropriate to the occasion as styles dictate.

Informal Occasions

Business and informal occasions such as luncheons, receptions, or dinners will call for “Informal Attire” or “Civilian Informal.”

Military: Seasonally appropriate Service Uniform.

Civilian: Gentlemen wear dark business suits. Ladies wear afternoon dresses or suits; or for evening events, dressy dresses, suits, or long skirts.

Casual Occasions

Casual functions may include dinner parties, picnics, barbecues, and sporting events. For gentlemen, “casual attire” may range from an open collar shirt or sweater to a sports coat. For ladies, attire may range from pants or dressy walking shorts to casual skirts. Shorts and jeans are not appropriate unless specifically indicated by the host or hostess.

Note: In many areas of the country, dress requirements can vary for the “casual” social occasions. For example, in one part of the country, “casual” may mean shorts and sandals, and in another area may mean dressy pants or skirts. When in doubt, inquire as to the local custom or ask your host/hostess.

Retired Military Personnel

Retired military personnel, not on active duty, may wear the prescribed military uniform to military functions as considered appropriate. Such occasions may include commissioning ceremonies, military weddings, or receptions in which military guests are expected to be in uniform.

FLAG ETIQUETTE

During a ceremony, when the flag is being hoisted or lowered, or the flag is passing in a parade or review, you should face the flag and stand at attention with your right hand over your heart. Uniformed service members should render a military salute. During honor ceremonies, those in uniform show respect to flags of other countries with a salute. All others should stand at attention.

This includes morning and evening colors observed on all military installations. Morning colors is the daily ceremony of raising the national flag. Evening colors is the ceremony in which the flag is lowered and put away for safekeeping. The national anthem is played during each of these ceremonies. It is important whether on foot or in a vehicle that everyone observes colors. While outdoors, you should show respect by stopping any activity and standing and facing the flag or music with your right hand over your heart. If you are in a vehicle, stop and sit silently for the duration of the ceremony. If you are on an overseas base, your host country’s anthem will also be played with our anthem. Please render it the same respect you show our anthem.

NATIONAL ANTHEM ETIQUETTE

During the playing of the national anthem, you should face the flag, or the music if the flag is not displayed, and stand at attention with your right hand over your heart. Men not in uniform should remove their hat with their right hand and hold it at the left shoulder, the right hand held over their heart. Uniformed service members should stand at attention and render the military salute at the first note of the anthem and hold their salute until the last note is played. The same marks of respect prescribed during the playing of the national anthem should be shown during the playing of a foreign national anthem.

SERVICE SONG ETIQUETTE

It is customary for service members to stand when their service song is played. Family members may also rise. On some occasions, all service members may stand during the playing of all service songs. Take your cue from those around you.

The service songs are:

Army: *The Army Goes Rolling Along*

Marine Corps: *Marines' Hymn*

Navy: *Anchors Aweigh*

Air Force: *The U.S. Air Force*

Coast Guard: *Semper Paratus*



THE LONE SAILOR TABLE (POW/MIA)

Components:

You will need a small round table set for one or four, chair(s), white tablecloth, Bible, black napkin, red rose, red ribbon, yellow candle, yellow ribbon, lemon slice(s), salt, wine glass, and an optional cover.

Ceremony Script:

Those who have served and those currently serving the uniformed services of the United States are ever mindful that the sweetness of enduring peace has always been tainted by the bitterness of personal sacrifice. We are compelled to never forget that while we enjoy our daily pleasures, there are others who have endured and may still be enduring the agonies of pain, deprivation and internment. Before we begin our activities this evening, we will pause to recognize our POWs and MIAs.

We call your attention to this small table, which occupies a place of dignity and honor near the head table. It is set for one, symbolizing the fact that members of our armed forces are missing from our ranks. They are referred to as POWs and MIAs. We call them comrades. They are unable to be with their loved ones and families tonight, so we join together to pay our humble tribute to them, and bear witness to their continued absence.

The table is smaller than the others, symbolizing the frailty of one prisoner alone against their oppressors.

The white tablecloth represents the purity of their response to our country's call to arms.

The empty chair depicts an unknown face, representing no specific Soldier, Sailor, Marine or Airman, but all who are not here with us.

The table is round to show that our concern for them is never ending.

The Bible represents faith in a higher power and the pledge to our country, founded as one nation under God.

The black napkin stands for the emptiness these warriors have left in the hearts of their families and friends.

The single red rose reminds us of their families and loved ones; and the red ribbon represents the love of our country, which inspired them to answer the nation's call.

The yellow candle and its yellow ribbon symbolize the everlasting hope for a joyous reunion with those yet unaccounted for.

The slices of lemon on the bread plate reminds us of their bitter fate.

The salt upon the bread plate represents the tears of their families.

The wine glass turned upside down reminds us that our distinguished comrades cannot be with us to drink a toast or join in the festivities this evening.

Let us pray to the Supreme Commander that all of our comrades will soon be back within our ranks.

Let us remember and never forget their sacrifices. May God forever watch over them and protect them and their families.

- Passage taken from "Social Usage and Protocol Handbook, OPNAVINST 1710.7A"



FREQUENTLY ASKED QUESTIONS

- 1. I've seen other CMC/COB spouses that are extremely involved and seem to know exactly what to do. I feel clueless—can you help me?**

You're not the first spouse to feel this way. Read this book, and then try to meet other CMC/COB spouses to form a support network for yourself. Get to know the members of the Command Support Team and your Ombudsman. Also, when you meet a new CMC/COB spouse, go out of your way to be available as a mentor to them.

- 2. I feel left out of things sometimes—the Officers' spouses have their own group and the CPO spouses keep me at a distance. Why is this happening?**

This happens sometimes to spouses of senior leadership personnel. You've heard the saying, "It's lonely at the top?" Well, it can be. Just try to be open and friendly, and most importantly, sincere. You may want to consider having a chief spouse event to foster camaraderie.

- 3. I support my husband's career, but I really don't have time to be very involved. Can I limit my involvement to one area, or is it all or nothing?**

If you feel that you can only concentrate on one area, feel free to do so. You may decide you only want to edit the newsletter every month, or plan a holiday party for the children. Make sure the CO and your spouse know what you'll be doing so that they can assign someone else to fulfill other responsibilities that would normally fall to you. You determine how much or how little you can do for the command.

- 4. Do I have to attend command functions, social events and receptions?**

No, you don't have to, but if at all possible, try to attend some things. You'll find that you can have a good time at these events and they give you a chance to meet other spouses that share your experiences.

- 5. Will I be asked to stand in if we don't have an Ombudsman for a period of time?**

Generally, Command Support Team members are discouraged from officially holding the position of Ombudsman. However, if an Ombudsman leaves unexpectedly or has a family emergency or takes leave, you may be asked to fill in until he/she returns or another one is appointed. It should never be for an extended period of time. This is one reason why you are encouraged to attend Ombudsman Basic Training. Also be proactive by sending additional people who are interested in being future Ombudsman to training as this will only help your command.

6. We just got married and I know nothing about the Navy. How can I be an effective member of the Command Support Team?

First of all, welcome to a wonderful organization. Be assured that there are others out there that will help you acclimate to this strange new world you've entered. As soon as possible, attend a COMPASS course (see page 53). Let the other CST members know of your concerns, and they will guide you along each step of the way. Most importantly, don't pretend to know things you don't or have experienced things you haven't. Your sincerity will win over any exaggerations.

7. When we attend an official event or dinner, I seem to be one of the only civilians following flag protocol. Should I continue to do so, alone, or do as the other folks are doing, even though it's incorrect?

Follow protocol. Hopefully, others will start to follow your example.

8. I feel like everyone watches every move we make, both professionally and personally. I hate to feel like we're being judged. Do others in this position feel this way?

Yes, unfortunately, some people will watch you. Some see you as an example of how to do things correctly, and a few are waiting for you to mess up. Be confident and secure in who you are and what you do, have a strong moral and ethical code, and to ignore other people's judgments.

9. If my spouse makes a mistake, will he or she be fired?

If you read the news, you may occasionally find issues being raised with someone in a leadership role. It would have to be pretty bad to be fired over it. Your spouse did not get to where he or she is being careless or incompetent. Don't worry about this. If the worse case happens, you'll find the strength to deal with it. Some people will gossip, but more people will stand by you.

10. My husband's CO wants me to call him by his first name all the time. I call him by his title in front of command members, and he always makes a big deal of it. What should I do?

Continue to call him by his title unless it's a truly social event in civilian clothes. Even in these situations though, if junior command members are present, you should use his title.



NAVAL SERVICES FAMILYLINE

Naval Services FamilyLine is a non-profit organization of Navy family volunteers whose mission is to empower sea service families to meet the challenges of a military lifestyle with information, resources, and mentoring. FamilyLine provides the following courses, workshops, and publications free-of-charge to Navy commands and families:

COURSES AND WORKSHOPS

COMPASS

COMPASS is a team mentoring program developed by spouses, for spouses. It is held several times a year in locations worldwide. This unique course will help spouses understand and meet the challenges of the Navy lifestyle. Joining the Navy can sometimes seem like traveling to a foreign land with its own language, customs, traditions, and even healthcare system! It can be a shock to many spouses and families. This twelve-hour program (typically taught in three four-hour sessions) will provide spouses with a realistic understanding of what they can expect from being a Navy family.

Command Spouse Leadership Course

This spouse-led course held in Newport, RI, was designed to capitalize on the positive impact spouses have on commanding officers. This one-week course includes lessons in situational leadership, values, ethics, conflict resolution, stress and crisis management. In addition to in-depth discussions of the Ombudsman Program and the Command Support Team, attendees will have an opportunity to learn from the real-life experiences of former commanding officers and spouses.

Command Master Chief Spouse Leadership Course

This one-week course is designed exclusively for spouses of senior enlisted personnel. Modeled after the Command Spouse Leadership Course, this course provides lessons in situational leadership, values, ethics, conflict resolution, stress and crisis management. It also touches on aspects of naval heritage, customs, and traditions. Attendees will learn about the responsibilities of being a Command Master Chief and they impact their lifestyle. It is crucial that spouses fully understand their role in the Command Support Team.

Continuum of Resources and Education (CORE)

CORE is a network of schools, seminars, workshops, classes and people dedicated to empowering the Navy spouse, educating the Navy family, and promoting the Navy lifestyle. CORE is flexible in its use of resources, topics and styles of presentation adapting to a variety of locations and community populations.

PUBLICATIONS

Sea Legs: A Handbook for Navy Life and Service

Sea Legs contains useful information on matters such as family support services, benefits and privileges, healthcare, social customs and protocol, changing duty stations, and deployments. The Navy's history, its mission and structure, a naval terms glossary, and a very useful list of resources are also included.

Social Customs and Traditions of the Sea Services

This book acquaints spouses with the social customs, traditions, and organizations that are part of the sea service communities. It also addresses sea service etiquette, entertaining, ceremonies, and attire guidelines.

Are You Ready? Guidelines for Navy Family Emergency Preparedness

This handbook includes valuable information on creating a Family Emergency Plan, completing Emergency Contact Cards, and compiling a Basic Emergency Supply Kit. Additionally, there is detailed information regarding what to do before, during, and after various types of emergency situations.

Guidelines for the Spouses of Commanding Officers and Executive Officers

This book is an invaluable aid in defining the spouse's role as a member of the Command Support Team. It was written by Navy spouses who have experienced the command tour. This guide is also an excellent supplement to materials provided at the Command Spouse Leadership Course.

Guidelines for the Spouses of Command Master Chiefs and Chiefs of the Boat

This book helps to define the important role of the CMC/COB Spouse as a member of the Command Support Team. It also includes information relating to deployments, support resources and emergency guidelines.

Guidelines for the Spouses of Chief Petty Officers

This book is an excellent source of information for spouses of new Chief Petty Officers as they navigate their way through the CPO training season. It offers answers to many common questions and provides guidance on the training season and beyond.

Guidelines for Navy Reserve Families

This guide is designed to provide Reserve members and their families with information that will assist them in preparing for their military lives. It includes helpful material written by personnel from the Fleet and Family Support Program, Navy Reserve Forces Command, and experienced Reserve spouses.

Naval Services FamilyLine Portfolio

This free portfolio contains an assortment of materials that can be useful for new spouses, Welcome Aboard packages, pre-deployment briefings, CORE workshops, and spouse seminars. It includes Sea Legs, Social Customs and Traditions of the Sea Services, Guidelines for Navy Family Emergency Preparedness, and various brochures from Military OneSource, National Military Family Association, Navy-Marine Corps Relief Society, TRICARE, COMPASS, Military Spouse Employment, and more.

More information about Naval Services FamilyLine's courses, workshops, and publications can be found at: www.nsfamilyline.org.



FLEET AND FAMILY SUPPORT PROGRAMS (FFSP)

Fleet and Family Support Programs (FFSP) support individual and family readiness through a full array of programs and resources which help Navy families to be resilient, well-informed and adaptable to the Navy environment. These programs include:

SAILOR AND FAMILY INFORMATION AND REFERRALS

Considering the complex maze of services available, sailors and their families often need help navigating the system. Through this program, sailors and Navy family members can receive information and referral regarding a wide range of personal and family readiness issues to include Personal Financial Management, Relocation Assistance, Transition Assistance, Spouse Employment, Exceptional Family Member Program, Deployment Support, Ombudsman Program, counseling, Stress/Anger Management, Sexual Assault Prevention and Response, Child Abuse and Domestic Violence, and New Parent Support.

To request assistance, please visit the FFSP website at:
http://www.cnic.navy.mil/ffr/phone_directory.html.

A directory of local Fleet and Family Support Centers (FFSC) can be found at:
http://www.cnic.navy.mil/ffr/family_readiness/fleet_and_family_support_program/regional_office_program_directory.html.

(If this URL doesn't work, use the link below)
<http://goo.gl/hZfvFT>

DEPLOYMENT READINESS

Concerned about how you and your family will adjust during periods of separation? FFSC plays a key role in the preparation process by assisting in getting crew and family members ready for each phase of deployment.

- **Pre-Deployment:** FFSCs assist Sailors and their families in understanding and coping with the demands associated with the Navy lifestyle, especially with increased frequency of deployments, with the goal of improving readiness.
- **During Deployment:** FFSCs focus on families during deployments and offer empowering programs and services.
- **Return and Reunion:** Reunions may be more challenging than anticipated as Sailors and family members adjust to life on shore together again. FFSC offers Hints for a Happy Homecoming, Returning to Children, and Returning to Children: Strategies for Single Parents.

- **Reintegration:** Establishing a “new normal” can take several months or more. FFSC offers resources to help families renegotiate roles and responsibilities, communicate with your children, and maintain resiliency and balance.

OMBUDSMAN PROGRAM

An Ombudsman is an official representative of the Commanding Officer. He/she plays a vital role in establishing and maintaining current and accurate communication between the command and its family members. The FFSC provides support and up-to-date information about the Ombudsman program, Ombudsman training, and maintains the Ombudsman Registry located at: www.ombudsmanregistry.org.

PERSONAL FINANCIAL MANAGEMENT (PFM)

FFSC provides financial education, training, and counseling that emphasize long-term financial responsibility through instruction on sound money management, debt management, saving, investing, and retirement planning.

- Command Financial Specialists assist with basic financial planning, managing checking accounts, and credit and debt counseling
- Consumer information on car buying strategies, and choosing adequate and affordable insurance
- Information on retirement planning and the Thrift Savings Plan (TSP)
- Assistance in budgeting for deployment and changing duty stations

TRANSITION ASSISTANCE

Whether you are retiring or separating, FFSC can help with your transition from military life to the civilian world. Transition Goals, Plans, Success (Transition GPS) is a program that ensures Sailors and their family members are substantially prepared for civilian life.

Transition GPS covers:

- Translating military skills and experience into civilian workforce terms
- Financial planning
- Certification and training resources
- Employment workshops
- Federal and civilian job search techniques
- Resume writing
- VA Benefits and e-Benefits
- Interviewing Skills

Military Families in Transition (MFIT) is a 24/7, on-demand series to help families prepare for a smooth transition into civilian life. MFIT provides a clear overview of FFSC services, Transition GPS, VA Benefits and the Pre-separation Checklist (DD Form 2648).

FAMILY EMPLOYMENT READINESS PROGRAM (FERP)

FERP provides no-cost consultations, programs and services to help families in the job search process. Consultants are available to guide spouses and family members on career planning, job seeking and resume writing, as well as to help them prepare for interviews and negotiate offers.

RELOCATION ASSISTANCE PROGRAM (RAP)

Whether you are expecting orders for an overseas tour or changing homeports or duty stations, FFSC can help you prepare through a range of services.

- The “Smooth Move Workshop” addresses move-related topics such as who pays what for your move, how to ship your personal property, and the sponsorship program.
- Obtain information about personal property entitlements, travel pay and allowances, and create a budget for the move.
- Plan your overseas move, get your passport in order, obtain information on visa requirements, learn about cultural adjustments and how to accommodate the financial and emotional needs of relatives left behind.
- Learn details about your new homeport, including housing availability, cost of living, child care, schools and recreation.
- Get one-on-one assistance from experienced relocation counselors.
- Pick up a Homeport Change Kit for commands moving to a new location that includes “how to” videos, brochures and pamphlets, and ideas on how to disseminate information to Sailors and their families.
- Use the Lending Locker for household goods while your belongings are in transit. The Center can loan fold-out mattresses, portable car seats, strollers, dishes, pots, pans and utensils.

EXCEPTIONAL FAMILY MEMBER PROGRAM (EFMP)

Enrollment in the Exceptional Family Member Program is mandatory for service members with qualifying family members. Special needs include additional medical, dental, mental health, developmental or educational requirements, the requirement for adaptive equipment, assistive technology devices and services, and/or wheelchair accessibility. EFMP Liaisons are located at the FFSC can:

- Provide information, referral and system navigation to special needs families
- Link families with available military, national, and local community services
- Provide non-medical case management
- Develop and maintain Individual Service Plans (ISP)
- Partner with the Military Treatment Facility Coordinators to provide information, education and marketing.

SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR)

When traumatic situations arise, FFSC can provide the support and resources necessary for recovery and rebuilding. This includes:

- Trained advocates who offer information and emotional support to victims during medical, investigative and legal processes
- Annual awareness and prevention education training
- General training for all military personnel designed to enhance sexual assault awareness, prevention and intervention in home, work and social environments

FAMILY ADVOCACY PROGRAM (FAP)

The goal of the Family Advocacy Program is to prevent domestic violence by encouraging people to examine their own behavior and take steps to learn and practice more healthy behaviors.

The Family Advocacy Program provides a variety of interventions and treatment services to meet the needs of individuals and families. FAP provides counseling, clinical case management, treatment groups, and refers families to military and civilian resources as appropriate.

Professional services of licensed counselors are available free of charge at FFSCs. These services are available to active duty personnel and their family members. Even Sailors who are unmarried can have couple's counseling with their partners.

NEW PARENT SUPPORT (NPS)

The New Parent Support Home Visitation Program was developed to assist military families in ways that friends and family would do if they were back home. This program offers expectant parents and parents of newborn and young children the opportunity to learn new skills and to improve existing parenting skills in the privacy of their home.

Navy families and other military families expecting a child or with children up to three years of age are assessed to determine if they need assistance managing the demands of a new baby.

In the program, new Moms and Dads can be referred to community new baby programs, and are eligible to participate in a voluntary home visitation program, free of charge.

The New Parent Support Home Visitation Program can help you:

- Cope with stress
- Manage the additional physical and emotional demands of parenting due to separation and deployment of the service member

- Nurture children to promote growth and development
- Answer questions about the everyday challenges of parenthood
- Locate local services and resources that can help parents with young children

CLINICAL SUPPORT

FFSC provides confidential counseling by professional, licensed clinicians. Clinical counseling services are free of charge to active duty personnel and family members. You do not need a referral from your command, TRICARE or your primary care physician. Services offered include:

- Short-term clinical counseling for individuals, groups and families
- Crisis intervention and/or response to disasters and other catastrophes
- Group counseling and/or educational groups
- Referral to other military and community resources

LIFE SKILLS EDUCATION

Most of us don't learn everything we need to know in school. Life lessons are information gained from experience. The Life Skills program offers tools to help you navigate and enhance your relationships at work and home. Life Skills classes include:

- Anger Management
- Communication Skills
- Conflict Management
- New Spouse Orientation
- Parent Education
- Stress Management
- Suicide Prevention

NAVY-MARINE CORPS RELIEF SOCIETY (NMCRS)

Since 1904, the Navy-Marine Corps Relief Society (NMCRS) has stood ready to respond to the many financial challenges that face Sailors, Marines and their families. These include family emergencies, high unemployment among spouses and retirees, the rising cost of living, and even natural disasters.

NMCRS provides:

- Interest-free loans and grants for unexpected financial emergencies
- Budget counseling to better manage personal finances
- Free in-home visits by registered nurses for health issues or concerns
- Interest-free loans and grants for undergraduate education
- Thrift Shops offering low cost, gently used clothing and household items

The Navy-Marine Corps Relief Society, headquartered in Arlington, VA, is a non-profit, charitable organization staffed by nearly 3,700 volunteers, and a small cadre of employees in offices around the world—ashore and aboard ships.

Volunteers have always been the backbone of the Society, making up more than 90 percent of their workforce. Volunteers make it possible for donated funds to directly assist Sailors, Marines, and their families.

NMCRS volunteers:

- Receive specialized training
- Receive extensive support and resources
- Connect with other volunteers and build friendships
- Get assistance with child and dependent-care and mileage expenses
- Help others and make a difference
- Build experience to add to their resumes
- Feel appreciated and have fun

Society volunteers have unique backgrounds and experiences, and they have different reasons for serving. However, they all desire to support the community of active duty and retired Navy and Marine Corps service members and their families. For many, volunteering can help build job-relevant skills and experience. Others find that they can use skills they already have to serve in a new area. Volunteer opportunities in the Society include leading a team, performing mission-related tasks, and providing support and assistance.

For more information about the Navy-Marine Corps Relief Society, please visit: www.nmcrcs.org.

INFORMATION AND ASSISTANCE

Disclaimer: This section is provided for information dissemination purposes only. The Department of Defense, the Department of the Navy, Commander, Navy Installations Command, and Naval Services FamilyLine do not officially endorse any of the organizations below that are non-federal entities. Also, the web addresses below change frequently. All information reflects our best knowledge at the time of printing. We regret any errors.

GENERAL MILITARY INFORMATION AND ASSISTANCE

United States Navy

Official Department of the Navy Website

www.navy.mil

Commander, Navy Installations Command (CNIC)

Responsible for worldwide shore installation support for the United States Navy under the Chief of Naval Operations (CNO).

www.cnic.navy.mil

Department of Veterans Affairs

Administers a variety of benefits and services that provide financial and other forms of assistance to service members, veterans, their dependents and survivors.

1-800-827-1000

www.va.gov

ID Cards - RAPIDS

To find the office closest to you to obtain an ID card

www.dmdc.osd.mil/rsl

Military One Source

A DOD Information and Referral Program providing comprehensive information on every aspect of military life at no cost to active duty, Guard, and Reserve service members and their families.

CONUS: 1-800-342-9647 OCONUS: 800-3429-6477

TTY/TTD: 1-866-607-6794

Espanol: 1-877-888-0727

www.militaryonesource.mil

Morale, Welfare and Recreation (MWR)

Covers a wide scope of worldwide operations that provide Sailors and their families with the finest facilities, programs and activities to meet their recreational and social needs.

www.navymwr.org

National Military Family Association

Non-profit organization focusing on issues important to military families.
www.militaryfamily.org

NAVY 311

Provides non-tactical, on-demand informational assistance for non-emergency services and can answer questions related to: Maintenance, ship parts and/or repair, logistics, personnel or career matters, training, IT systems, quality of life, facilities, medical support, chaplain care, ordnance, and other topics.
1-855-NAVY311 (1-855-628-9311)
www.public.navy.mil/spawar/peois/navy311/pages/home.html

Navy Customer Service Center

Receive a variety of information on many important topics including: pay and benefits, selective reenlistment bonuses, CSB/Redux, service record entries, PCS moves, reenlistment, continuation, FITREP/Evals, promotion, advancement, rating conversion requests, and a gamut of other information.
1-866-U-ASK-NPC (1-866-827-5672)
www.npc.navy.mil

Ombudsman Registry

Allows family members to locate their Ombudsman, and will enable them to send an email to the listed assigned Command Ombudsman.
www.ombudsmanregistry.org

CHILD AND YOUTH PROGRAMS

Child Development Centers (CDC)

Provide full and part-day child care for ages six weeks to five years of age.
www.navymwr.org

Let's Move

Program developed by First Lady Michelle Obama to solve the epidemic of childhood obesity within a generation.
www.letsmove.gov

Military Families Near and Far

An online resource with tools, information, and materials to help your family stay connected when a service member is far away.
www.familiesnearandfar.org

United Through Reading

Helps ease the stress of separation for military families by having deployed parents read children's books aloud via DVD for their child to watch at home.
www.unitedthroughreading.org

DEPLOYMENT ASSISTANCE

Everyone Serves

A handbook for family and friends of service members during pre-deployment, deployment and reintegration.

www.everyoneservesbook.com

Fleet and Family Support Centers (FFSC)

Offers a variety of deployment support programs to assist commands, Sailors and their families.

www.ffsp.navy.mil

Military Kids Connect (MKC)

An online community of military children (ages 6-17 years old) that provides access to age-appropriate resources to support children from pre-deployment through a parent's or caregiver's return.

www.militarykidsconnect.org

Reserve Affairs

Supports the Reserve Component community through initiatives including the Yellow Ribbon Program, Wounded Warrior Care, Employer Support of the Guard and Reserve, TRICARE Reserve Select and Military OneSource.

<http://ra.defense.gov>

Yellow Ribbon Reintegration Program (YRRP)

A DoD-wide effort to promote the well-being of National Guard and Reserve members, their families and communities by connecting them with resources throughout the deployment cycle.

www.yellowribbon.mil/yrrp

EDUCATION AND SCHOLARSHIPS

Anchor Scholarship Foundation

For dependants of qualified surface Navy members.

www.anchorship.com

Chief Petty Officer Scholarship Fund

For children of Chief Petty Officers of the sea services. Sponsored by Chief Petty Officers world-wide.

www.cposf.org

Department of Defense Dependents Schools

571-372-5863

www.dodea.edu

Dolphin Scholarship Foundation

For children and stepchildren of qualified active, retired and former members of the Submarine Force.
www.dolphinscholarship.org

FinAid

Links to scholarships, loans, grants, and other financial educational aid.
www.finaid.org

Free Application for Federal Student Aid (FAFSA)

Apply for federal and state financial aid.
www.fafsa.ed.gov

Military Child Education Coalition

To serve as a model of positive leadership and advocacy for ensuring inclusive, quality educational opportunities for all military-connected children.
www.militarychild.org

Military OneSource Exceptional Family Member Program

Offers DOD families with special medical and/or educational needs access to information, resources, and each other.
1-800-342-9647
www.militaryonesource.mil/efmp

Navy-Marine Corps Relief Society

Offers a variety of scholarships and education assistance to active duty service members and their dependents.
1-800-654-8364
www.nmcrs.org/pages/education-loans-and-scholarships

Seabee Memorial Scholarship Association

For children and grandchildren of Seabees.
www.seabee.org

Scholarships for Military Children Program

Sponsored by the Fisher House Foundation.
www.militaryscholar.org

Servicemembers Opportunity Colleges (SOCNAV)

Degree programs for Navy Sailors and their spouses.
<http://www.soc.aascu.org/Default.html>

U.S. Department of Education

Find information about all of your education needs and questions.
www.ed.gov

Voluntary Education Program

Detailed information on programs and services, and links to the voluntary education programs, Veterans Affairs, Department of Education and many other educational sites.

www.militaryonesource.mil/voluntary-education

Wings Over America

Provides college scholarships to dependents of the Navy Aviation community.

<http://wingsoveramerica.us/>

FAMILY EMPLOYMENT

Career One Stop

Tools to help job seekers, students, businesses and career professionals.

www.careeronestop.org/

Military Spouses' Corporate Career Network (MSCCN)

MSCCN is a non-profit organization that offers no-cost services to all military-affiliated spouses, retired military spouses and caregivers to war wounded heroes.

www.msccn.org

Military Spouse Employment Partnership

MSEP is a targeted recruitment and employment solution for spouses and companies that connects military spouses with employers seeking the essential 21st century workforce skills and attributes they possess.

<https://msepjobs.militaryonesource.mil>

USA Jobs

USAJOBS is the U.S. Government's official system/program for federal jobs and employment information.

www.usajobs.gov

FINANCIAL INFORMATION

Basic Allowance for Housing - BAH

www.defensetravel.dod.mil/site/bah.cfm

COLA and Overseas Housing Allowance

www.defensetravel.dod.mil/site/cola.cfm

Navy-Marine Corps Relief Society (NMCRS)

Responds to the many financial challenges that face Sailors, Marines, and their families since 1904, including family emergencies, high unemployment among spouses and retirees, the rising cost of living, and natural disasters.

1-800-654-8364

www.nmcrs.org

Pay and Allowances

www.dfas.mil

Servicemember's Group Life Insurance (SGLI)

Provides low-cost term life insurance coverage to eligible servicemembers.

1-800-419-1473

www.insurance.va.gov

Thrift Savings Plan (TSP)

A defined contribution retirement savings plan for Federal employees.

www.tsp.gov

HEALTH CARE

Defense Eligibility Enrollment Reporting System (DEERS)

To enroll in DEERS or make changes to your contact information.

1-800-538-9552.

www.tricare.mil/DEERS

Fisher House

Provides homes where military and veterans' families can stay at no cost while a loved one is receiving medical treatment. These homes are located at major military and VA medical centers nationwide, close to the medical center or hospital it serves.

1-888-294-8560

www.fisherhouse.org

Military Crisis Line

Confidential support is available 24 hours a day, seven days a week, 365 days a year by phone, online chat and text. This free service is available to all service members, including Veterans and members of the National Guard and Reserve, coping with stress, anxiety, posttraumatic stress disorder, challenges with civilian life, difficulties in relationships, transitioning back to employment, and education.

1-800-273-8255 Press 1

In Europe call 00 800-1273-8255 or DSN 118

Text 838255

www.veteranscrisisline.net

Navy Wounded Warrior Safe Harbor

The Navy's organization for coordinating the non-medical care of seriously wounded, ill, and injured Sailors, Coast Guardsmen, and their families.

855-NAVY WWP (628-9997)

safeharbor.navylive.dodlive.mil

TRICARE

The health care program serving Uniformed Service members, retirees and their families worldwide.

www.tricare.mil

TRICARE Dental

A voluntary, premium-based dental insurance plan for family members of active duty and Reserve service members.

1-855-638-8371

<http://www.tricare.mil/Dental.aspx>

LODGING AND HOUSING

Department of Defense Lodging - Air Force

1-888-AF-LODGE (1-888-235-6343)

<http://af.dodlodging.net>

Department of Defense Lodging - Army

1-800-GO-ARMY-1 (1-800-462-7691)

<http://army.dodlodging.net>

Department of Defense Lodging - Navy Gateway Inn and Suites

1-877-NAVY-BED (1-800-628-9233)

<http://ngis.dodlodging.net>

Navy Housing

www.housing.navy.mil

Navy Lodge

1-800-NAVY-INN (1-800-628-9466)

www.navy-lodge.com

MAGAZINES AND NEWSPAPERS

All Hands Magazine

www.navy.mil/ah_online/

Armed Forces Journal

<http://www.armedforcesjournal.com>

Department of the Navy Information Technology Magazine

<http://www.doncio.navy.mil/chips/>

It's Your Move (PDF)

www.transcom.mil/dtr/part-iv/dtr_part_iv_app_k_1.pdf

Marine Corps Times

www.marinecorpstimes.com

Military Living Magazine

www.militaryliving.com

Military Spouse Magazine

www.militaryspouse.com

National Military Family Association Newsletter

www.militaryfamily.org

Navy Times

www.navytimes.com

Reservist

www.uscg.mil/reservist

Seabee Online Magazine

<http://seabeemagazine.navylive.dodlive.mil>

SeaPower

www.seapowermagazine.org

TNR The Navy Reservist

www.navyreserve.navy.mil

RELOCATION ASSISTANCE

Defense Personal Property System (DPS)

An internet-based system to manage DoD household goods moves:

www.move.mil

Military Installations

Find out about your next base and “Plan Your Move.”

www.militaryinstallations.dod.mil

Military Youth on the Move

Explore your new community before you arrive.

<http://www.militaryonesource.mil/family-and-relationships/military-youth-on-the-move>

Navy Supply Systems Command

Navy Household Goods and Navy Personal Property
<http://www.navsup.navy.mil/household>

UNIFORM/EXCHANGE SERVICES

AAFES (Army and Air Force Exchange Services)

www.shopmyexchange.com

Marine Corps Exchange

www.mymcx.com

Navy Exchange

www.mynavyexchange.com

NAVAL ACRONYMS AND ABBREVIATIONS

ADAPT – Active Duty Assistance Program Team
AOC – Aviation Officer Candidate
APO – Army and Air Force Post Office
ASAP – As Soon As Possible
AT – Annual Training
AWOL – Absent Without Leave
BAH – Basic Allowance for Housing
BAS – Basic Allowance for Subsistence
BEQ – Bachelor Enlisted Quarters
BOQ – Bachelor Officer Quarters
BUMED – Bureau of Medicine and Surgery
BUPERS – Bureau of Naval Personnel
CACO – Casualty Assistance Calls Officer
CACP – Casualty Assistance and Calls Program
CDC – Child Development Center
CHINFO – Chief of Information
CMC – Command Master Chief
CNO – Chief of Naval Operations
CNP – Chief of Naval Personnel
CNRFC – Commander, Navy Reserve Forces Command
CO – Commanding Officer
COB – Chief of the Boat
COLA – Cost of Living Allowance
COMRATS – Commuted Rations
CONUS – Continental United States
COS – Chief of Staff
CPO – Chief Petty Officer
DEERS – Defense Eligibility Enrollment Reporting System
DOD – Department of Defense
DODDS – Department of Defense Dependent Schools
DSN – Defense Switchboard Network
DVA – Department of Veterans’ Affairs
EAOS – End of Active Obligated Service
EFMP – Exceptional Family Member Program
EOS – Expiration of Service
ETA – Estimated time of arrival
ETD – Estimated time of departure
FFSC – Fleet and Family Support Center
FITREP – Fitness Report
FLTCM – Fleet Master Chief
FMF – Fleet Marine Force
FORCM – Force Master Chief
FPO – Fleet Post Office

FRG – Family Readiness Group
FRO – Family Readiness Officer
FSGLI – Family Servicemember’s Group Life Insurance
FTS – Full Time Support
HQMC – Headquarters, Marine Corps
IDT – Initial Active Duty Training
IRR – Individual Ready Reserve
JAG – Judge Advocate General (lawyer)
JCS – Joint Chiefs of Staff
JNROTC – Junior Naval Reserve Officer Training Corps
JRB – Joint Reserve Base
KVN – Key Volunteer Network
LDO – Limited Duty Officer
MCAS – Marine Corps Air Station
MCPON – Master Chief Petty Officer of the Navy
MWR – Morale, Welfare and Recreation
NAS – Naval Air Station
NAS JRB – Naval Air Station Joint Reserve Base
NAVFAC – Naval Facility
NAVSTA – Naval Station
NCO – Noncommissioned Officer
NFAAS – Navy Family Accountability and Assessment System
NMC – Naval Medical Command
NMCRS – Navy-Marine Corps Relief Society
NOFFS – Navy Operational Fitness and Fueling Series
NOSC – Navy Operational Support Center
NROTC – Naval Reserve Officer Training Corps
NSFL – Naval Services FamilyLine
OAL – Ombudsman-at-Large
OCONUS – Outside CONUS
OCS – Officer Candidate School
OOD – Officer of the Deck
OPNAV – Office of the Chief of Naval Operations
OSD – Office of the Secretary of Defense
PAO – Public Affairs Officer
PCO – Prospective Commanding Officer
PCS – Permanent Change of Station
POC – Point of Contact
POD – Plan of the Day
POE – Port of Embarkation
POW – Plan of the Week
PSD – Personnel Support Detachment
PXO – Prospective Executive Officer
RAC – Relocation Assistance Center
RC – Reserve Components

RCC – Regional Command Center
ROTC – Reserve Officers’ Training Corps
RPA – Reserve Program Administrators
SAPR – Sexual Assault Prevention and Response
SAPRO – Sexual Assault Prevention and Response Office
SARC – Sexual Assault Response Coordinator
SATO – Scheduled Airlines Ticket Office
SBP – Survivors Benefit Plan
SEA – Senior Enlisted Advisor
SECDEF – Secretary of Defense
SECNAV – Secretary of the Navy
SEL – Senior Enlisted Leader
SELRES – Selected Reservist
SGLI – Servicemen’s Group Life Insurance
SITREP – Situation Report
SOPA – Senior Officer Present Afloat
SPC – Suicide Prevention Coordinator
STARC – State Area Command
TAD – Temporary Additional Duty
TAMP – Transition Assistance Management Program
TBD – To Be Determined
TLA – Temporary Lodging Allowance
TLE – Temporary Lodging Expenses
UA – Unauthorized absence
UCMJ – Uniformed Code of Military Justice
USO – United Services Organization
WO – Warrant Officer
XO – Executive Officer

NAVY ENLISTED RATES AND INSIGNIAS

Paygrade	Rate	Abbreviation	Upper Sleeve	Collar and Cap
E-1	Seaman Recruit	SR	None	None
E-2	Seaman Apprentice	SA		None
E-3	Seaman	SN		None
E-4	Petty Officer Third Class	PO3		
E-5	Petty Officer Second Class	PO2		
E-6	Petty Officer First Class	PO1		
E-7	Chief Petty Officer	CPO		
E-8	Senior Chief Petty Officer	SCPO		
E-9	Master Chief Petty Officer	MCPO		
E-9	Master Chief Petty Officer Of the Navy	MCPON		

NAVY OFFICER RANKS AND INSIGNIA

Paygrade	Rank	Abbreviation	Collar	Shoulder	Sleeve
O-1	Ensign	ENS			
O-2	Lieutenant Junior Grade	LTJG			
O-3	Lieutenant	LT			
O-4	Lieutenant Commander	LCDR			
O-5	Commander	CDR			
O-6	Captain	CAPT			
O-7	Rear Admiral (Lower Half)	RDML			
O-8	Rear Admiral (Upper Half)	RADM			
O-9	Vice Admiral	VADM			
O-10	Admiral	ADM			

NOTES