

## Unit 2: Team-Building

### Lesson 8: Developing Junior Officers

**Lesson Duration:** 120 minutes

#### **ENABLING OBJECTIVES:**

- **EXPLAIN** the duties and responsibilities of a division officer.
- **IDENTIFY** the characteristics of a good working relationship between the Chief Petty Officer and the junior officer.
- **IDENTIFY** ways to develop junior officers.

#### **INSTRUCTOR PREPARATION:**

1. Review Lesson 8 objectives.
2. Review Lesson 8 lesson plan, role-play instructions, and corresponding presentation.
3. Prepare to give an overview of each topic.
4. Prepare to facilitate the questions with the group.

5. Prepare to facilitate a discussion on the posed questions or capture the answers of the participants on a chart pack or white board.

#### 6. Materials:

- a. Lesson 8 presentation
- b. Pens
- c. Sticky notes
- d. Chart pack paper/white board
- e. Role-play scenarios included at the end of this lesson

#### **REFERENCES:**

OPNAVINST 3120.32C

NAVEDTRA 43463-1B PQS for Division Officer Afloat

TITLE	RELATED FACILITATOR ACTIVITY
<b>8-0 Chief Petty Officer Selectee Leadership Course</b>	<b>DISPLAY:</b> Slide 8-0 Chief Petty Officer Selectee Leadership Course.
<b>8-1 Lesson 8</b>	<p><b>DISPLAY:</b> Slide 8-1 Lesson 8.</p> <p><b>SAY:</b> Chief Petty Officers (CPO) are both leaders and followers.</p> <p>Previously you trained, mentored, and led subordinates. As a CPO, you have a special training role regarding junior officers (JO)—one that is recognized by the chain of command.</p> <p>Your relationship with JOs is critical to the success of the command’s mission. This relationship must be collaborative and foster cooperation.</p>
<b>8-2 Objectives</b>	<p><b>DISPLAY:</b> Slide 8-2 Objectives.</p> <p><b>REVIEW:</b> Objectives. Discuss what trainees will be able to accomplish after this session.</p>
<b>8-3 Building Relationships</b>	<p><b>DISPLAY:</b> Slide 8-3 Building Relationships.</p> <p><b>GROUP ACTIVITY (15min):</b> Take a minute to consider past working relationships. What made these relationships positive or negative?</p>

TITLE	RELATED FACILITATOR ACTIVITY																					
	<p><b>DO:</b> Using the chart pack paper, draw a line down the middle of the paper. Label one column “Positive” and the other “Negative.”</p> <p><b>ASK:</b> What were the characteristics of these relationships?</p> <p><b>DO:</b> Capture answers on chart pack paper.</p> <p><b>POSSIBLE ANSWERS:</b></p> <table border="1" data-bbox="716 621 1906 1404"> <thead> <tr> <th data-bbox="716 621 1310 664">Positive</th> <th data-bbox="1310 621 1906 664">Negative</th> </tr> </thead> <tbody> <tr> <td data-bbox="716 664 1310 716">• Ability to engage</td> <td data-bbox="1310 664 1906 716">• Confrontational</td> </tr> <tr> <td data-bbox="716 716 1310 768">• Mentoring</td> <td data-bbox="1310 716 1906 768">• Biases/Stereotypes</td> </tr> <tr> <td data-bbox="716 768 1310 820">• Active listening</td> <td data-bbox="1310 768 1906 820">• Gossiping</td> </tr> <tr> <td data-bbox="716 820 1310 872">• Build trust</td> <td data-bbox="1310 820 1906 872">• Opinions discounted</td> </tr> <tr> <td data-bbox="716 872 1310 924">• Deckplate leadership</td> <td data-bbox="1310 872 1906 924">• Over-demanding</td> </tr> <tr> <td data-bbox="716 924 1310 976">• Consistency</td> <td data-bbox="1310 924 1906 976">• It’s all about me</td> </tr> <tr> <td data-bbox="716 976 1310 1027">• Inclusion</td> <td data-bbox="1310 976 1906 1027">• Blame game</td> </tr> <tr> <td data-bbox="716 1027 1310 1079">• Perspective</td> <td data-bbox="1310 1027 1906 1079">• Complaining about everything</td> </tr> <tr> <td data-bbox="716 1079 1310 1131">• Education</td> <td data-bbox="1310 1079 1906 1131">• Lack of trust</td> </tr> </tbody> </table>		Positive	Negative	• Ability to engage	• Confrontational	• Mentoring	• Biases/Stereotypes	• Active listening	• Gossiping	• Build trust	• Opinions discounted	• Deckplate leadership	• Over-demanding	• Consistency	• It’s all about me	• Inclusion	• Blame game	• Perspective	• Complaining about everything	• Education	• Lack of trust
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TITLE	RELATED FACILITATOR ACTIVITY	
	<ul style="list-style-type: none"> <li>• Experiences</li> <li>• Loyalty</li> <li>• Enthusiasm</li> <li>• Willingness to share</li> <li>• Teamwork</li> </ul>	<ul style="list-style-type: none"> <li>• Disrespect</li> </ul>
<p><b>GROUP ACTIVITY (20 min):</b> Ask the group to focus on the “Positive” list. Discuss how to help ensure “Positive” working relationships.</p> <p><b>REVIEW AND DISCUSS:</b></p> <ul style="list-style-type: none"> <li>• <b>Ability to Engage</b> – We must support each other to accomplish the job.</li> <li>• <b>Mentoring</b> – The CPO’s role is to develop and mentor. History says the Chief must take care in developing officers. Develop and execute a mentoring plan.</li> <li>• <b>Active Listening</b> – Take the time to understand one another and empathize with each other. Good communication starts with active listening.</li> </ul>		

TITLE	RELATED FACILITATOR ACTIVITY
	<ul style="list-style-type: none"> <li>• <b>Build Trust</b> – Working to build trust is critical to the success of the relationship; without trust there will be no meaningful relationship.</li> <li>• <b>Deckplate Leadership</b> – We both need to be consistent and fair on the deckplates; we must communicate daily.</li> <li>• <b>Consistency</b> – Let’s develop our routine and then execute.</li> <li>• <b>Inclusion</b> – Respecting and using the skills and experiences of all involved.</li> <li>• <b>Perspective</b> – We each have unique perspectives that will ensure our division succeeds.</li> <li>• <b>Education</b> – Knowledge is power, and sharing it can make the two of you stronger and powerful.</li> <li>• <b>Experiences</b> – We both have experiences to share.</li> <li>• <b>Loyalty</b> – Show loyalty to the Navy, the unit, each other, and our Sailors.</li> <li>• <b>Enthusiasm</b> – Your attitude is contagious. It’s attitude, not aptitude.</li> <li>• <b>Willingness to Share</b> – There must be an open door to share ideas, thoughts, and reactions. This helps builds teamwork and</li> </ul>

TITLE	RELATED FACILITATOR ACTIVITY
	<p>confidence.</p> <ul style="list-style-type: none"> <li>• <b>Teamwork</b> – We are in this together; we succeed or fail together.</li> </ul>
<p><b>8-4 Building Relationships</b></p>	<p><b>DISPLAY:</b> Slide 8-4 Building Relationships.</p> <p><b>SAY:</b> The best working relationships are built on a foundation of mutual respect. Understanding each team member’s role is a key to fostering a collaborative environment that leads to mission success.</p> <p>A competent Wardroom is a reflection on the effectiveness of the CPO Mess.</p> <p><b>ASK:</b> Who suffers when a Wardroom and a Chiefs’ Mess don’t function well together?</p> <p><b>ANSWER:</b> The entire command</p>
<p><b>8-5 The Role of the Chief Petty Officer</b></p>	<p><b>DISPLAY:</b> Slide 8-5 The Role of the Chief Petty Officer.</p> <p><b>GROUP ACTIVITY (10 min):</b> As a group, discuss the role of the CPO in developing a division officer. Develop a working list of responsibilities that a CPO should train a division officer to be proficient in.</p> <p><b>POSSIBLE ANSWERS:</b></p>

TITLE	RELATED FACILITATOR ACTIVITY
	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Enlisted advancement</li> <li>• Enlisted evaluations</li> <li>• Good order and discipline (GOAD)</li> <li>• Counseling</li> <li>• Operational reports</li> <li>• Professionalism</li> <li>• Setting expectations</li> <li>• Human resource management (programs)</li> <li>• Mentoring</li> <li>• Training program</li> <li>• Maintenance practices (3M)</li> <li>• Organizational fundamentals</li> <li>• Supply fundamentals</li> <li>• Enlisted career development</li> <li>• Partnering</li> <li>• Briefing leadership</li> </ul>
<p><b>8-6 Developing a Division Officer</b></p>	<p><b>DISPLAY:</b> Slide 8-6 Developing a Division Officer.</p> <p><b>SAY:</b> A Chief’s influence on a junior officer can often set the tone that lasts an entire career.</p>

TITLE	RELATED FACILITATOR ACTIVITY
	<p>Your perspective is valuable for them to make decisions that support mission accomplishment and Sailor development.</p> <p>The relationship you build will have a direct impact on their perception of CPOs when they become a commanding officer (CO) or executive officer (XO).</p>
<p><b>8-7 Division Officer Duties</b></p>	<p><b>DISPLAY:</b> Slide 8-7 Division Officer Duties.</p> <p><b>GROUP ACTIVITY (15 min):</b> Break the class into working groups. <i>Note: These groups will stay together until they complete the next group activity on Slide 8-9.</i></p> <p>Ask each group to brainstorm a list of the duties and responsibilities of division officers.</p> <p><b>POSSIBLE ANSWERS:</b></p> <p><b>Responsible for:</b></p> <ul style="list-style-type: none"> <li>• Division and conduct of subordinates</li> <li>• Care of Sailors and morale</li> <li>• Spaces, equipment, and supplies</li> </ul>

TITLE	RELATED FACILITATOR ACTIVITY
	<ul style="list-style-type: none"> <li>• Division safety</li> <li>• Material readiness of division</li> <li>• Administering the Personnel Qualification Standards (PQS) in division</li> <li>• Direct operation of division through Leading Chief Petty Officer (LCPO)</li> <li>• Watch bills of division personnel</li> <li>• Training of division personnel</li> <li>• Maintaining the Division Officer Record book</li> <li>• Division correspondence</li> <li>• GOAD in division</li> <li>• Supervising 3M system in division work centers</li> <li>• Damage Control (DC) equipment in division spaces</li> <li>• Administering the division retention program</li> </ul>

TITLE	RELATED FACILITATOR ACTIVITY
	<p><b>GROUP ACTIVITY (15 min):</b> Review the list with the group. Is anything missing? Ask trainees to rank the duties in order of priority. Ask trainees to think about what resources are available to assist division officers in being successful.</p> <p><b>POSSIBLE ANSWERS:</b></p> <ul style="list-style-type: none"> <li>• OPNAVINST 3120.32C SORN Art 361 and 364</li> <li>• NAVEDTRA 43463-1B PQS for Division Officer Afloat</li> </ul>
<p><b>8-8 Division Officer Duties</b></p>	<p><b>DISPLAY:</b> Slide 8-8 Division Officer Duties.</p> <p><b>REVIEW:</b></p> <ul style="list-style-type: none"> <li>• Maintain a division notebook</li> <li>• Keep informed of the capabilities and needs of each subordinate</li> <li>• Ensure that spaces, equipment, and supplies assigned to the division are satisfactorily maintained</li> <li>• Promptly report repairs which may be required or other defects which need correction</li> <li>• Maintain professionalism</li> </ul>

TITLE	RELATED FACILITATOR ACTIVITY
<p><b>8-9 Developing an Action Plan</b></p>	<p><b>DISPLAY:</b> Slide 8-9 Developing an Action Plan.</p> <p><b>GROUP ACTIVITY (30 min):</b> Break the class into working groups; ask each group to come up with an action plan for developing a division officer. Action plans should include goals, expectations, resources, timelines, and follow-up.</p>
<p><b>8-10 Example</b></p>	<p><b>DISPLAY:</b> Slide 8-10 Example.</p> <p><b>EXAMPLE:</b></p> <ul style="list-style-type: none"> <li>• <b>Goals:</b> List the topics/areas that you have determined to be essential for developing a division officer.</li> <li>• <b>Expectations:</b> List the required actions that both of you will take to accomplish the goal.</li> <li>• <b>Resources:</b> List the sources that are available to assist the division officer in achieving the goal.</li> <li>• <b>Timelines:</b> Establish realistic timelines/deadlines.</li> <li>• <b>Follow-up:</b> Establish plan for tracking/assisting and ensuring completion.</li> </ul>

TITLE	RELATED FACILITATOR ACTIVITY
<p><b>8-11 Role-Play</b></p>	<p><b>DISPLAY:</b> Slide 8-11 Role-Play.</p> <p><b>GROUP ACTIVITY (30 min):</b> Ask for two volunteers to participate.</p> <p><b>ROLE-PLAY:</b> Provide volunteers with the role-play scenario, and give them a minute or two to plan out their role-play. At this point, you may ask the JO to participate. Ask the remaining trainees to be observers.</p> <p><b>ASK:</b></p> <ul style="list-style-type: none"> <li>• What were the goals discussed during the role-play?</li> <li>• What resources did the Chief recommend?</li> <li>• What feedback did the Chief provide to the division officer?</li> <li>• Did the role-play meet some of the “positive” or “negative” relationship characteristics? Explain.</li> </ul>
<p><b>8-12 Knowledge Check</b></p>	<p><b>DISPLAY:</b> Slide 8-12 Knowledge Check.</p> <p><b>ASK THE FOLLOWING QUESTIONS TO CHECK FOR UNDERSTANDING:</b></p> <ul style="list-style-type: none"> <li>• List six duties and responsibilities of a division officer.</li> </ul>

TITLE	RELATED FACILITATOR ACTIVITY
	<ul style="list-style-type: none"> <li>• Identify six characteristics of a good relationship between the CPO and JO.</li>   <li>• Describe how you would develop your division officer.</li> </ul>
<p><b>8-13 Objectives</b></p>	<p><b>DISPLAY:</b> Slide 8-13 Objectives.</p> <p><b>REVIEW:</b> Objectives.</p>
<p><b>8-14 Summary</b></p>	<p><b>DISPLAY:</b> Slide 8-14 Summary.</p> <p><b>SAY:</b> The CPO’s responsibility for training and developing our supervisors makes our role very unique.</p> <p>Nothing will make you more proud than when that young ensign one day asks you to come to his/her change of command ceremony. During the ceremony, the now-commander thanks you personally for the time and dedication you provided in his/her development as a JO.</p> <p style="text-align: right;"><i>Being a “Rudder” - Leading from Behind</i></p>

## **ROLE-PLAY SCENARIO – Lesson 8 Developing Division Officers**

**DIRECTIONS:** In the previous activity, you developed an action plan for developing your division officer. You now need to sit down with the division officer and review the action plan.

**SITUATION:** You have a new division officer within your command. You are committed to providing effective leadership and guidance to this division officer because it is your responsibility and duty to ensure s/he is successful in his/her role.

### **Role of the Chief:**

You have just written an action plan for developing your division officer. The two of you need to sit down and discuss it. Bring the division officer into your office to discuss the action plan.

- Goal: INPORT officer of the deck (OOD) qualifications
- Expectations: All JOs required to be OOD-qualified within 3 months after reporting aboard
- Resources: OOD Personnel Qualification Standards (PQS), CPOs, OODs, and section leaders
- Timeline: Complete PQS and be board-eligible in three months or less
- Follow-up: Weekly review of OOD PQS and discussions with assigned section leader to track progress

## **ROLE-PLAY SCENARIO – Lesson 8 Developing Division Officers**

**DIRECTIONS:** In the previous activity, you developed an action plan for developing a division officer. During this activity, you are the division officer. Your Chief wants to sit down with you and review your development plan. You are excited about working with this Chief; so far you have seen and heard great things.

**SITUATION:** You are a new division officer within the command. You know that in order to be successful, you need to listen to the Chief and do what s/he says. You aren't sure what the Chief expects of you, so for now you will stay out of the way until the Chief directs you otherwise.

### **The Role of the Division Officer:**

You are new to the command. Your Chief has asked to catch up with you regarding your divisional responsibilities. At your last command, the Wardroom just didn't seem to work well with the Mess. So far you have heard great things about the Mess at this command, and you are looking forward to sitting down with the Chief.