



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON DC 20350-2000

5 Jan 16

From: Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education) (N1)
To: President, FY-17 Active-Duty and Reserve Navy Limited Duty Officer and Chief Warrant Officer In-Service Procurement Selection Board
Subj: PRECEPT CONVENING A SELECTION BOARD TO CONSIDER APPLICANTS FOR PARTICIPATION IN THE FY-17 ACTIVE-DUTY AND RESERVE NAVY LIMITED DUTY OFFICER AND CHIEF WARRANT OFFICER IN-SERVICE PROCUREMENT PROGRAMS
Encl: (1) Board's Membership
(2) Administrative Support Staff
(3) Selection Board Guidance

1. Date, Location, Function, and Membership

a. The selection board, consisting of you as president, the officers listed in enclosure (1) as members, and the personnel listed in enclosure (2) as administrative support staff, are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, January 11, 2016, or as soon as practicable thereafter.

b. The function of the selection board is to consider Regular Navy and Reserve applicants for participation in the FY-17 Active-Duty and Reserve Navy Limited Duty Officer and Chief Warrant Officer In-Service Procurement Programs (IPP). The selection board shall consider carefully, without prejudice or partiality, the record of every eligible applicant. The records and names of all eligible applicants, determined as of the date the board convenes, will be furnished to the board.

c. I have personally appointed the members of this selection board. During the board process the officers assigned as board members work directly for me, under oath. Board members are entrusted with selecting the future leadership of the Navy. The performance of these duties will have a greater effect on the future of the Navy than any other duty they perform. During the board process, all other duties of an assigned member are secondary to the board process, and the utmost care will be given to ensure the process is not compromised or rushed to accommodate outside concerns. Each record reviewed represents years of service by the individual

Subj: PRECEPT CONVENING A SELECTION BOARD TO CONSIDER
APPLICANTS FOR PARTICIPATION IN THE FY-17 ACTIVE-
DUTY AND RESERVE NAVY LIMITED DUTY OFFICER AND CHIEF
WARRANT OFFICER IN-SERVICE PROCUREMENT PROGRAMS

applicant. It is absolutely essential that your evaluation afford each eligible applicant fair and equitable consideration.

d. The board shall proceed in accordance with the guidance provided in this letter and the FY-17 Active-Duty and Reserve Navy Limited Duty Officer and Chief Warrant Officer In-service Procurement Program Selection Board Guidance, enclosure (3).

2. Selection Board Authorized Selections. The total number of applicants who may be recommended in each competitive category will be provided via separate correspondence.

3. Unless expressly authorized or required by me or higher authority, no member of the board, recorder, assistant recorders, or administrative support personnel may disclose the proceedings, deliberations, or recommendations of the selection board. All board members, recorders, assistant recorders, and administrative support personnel must comply fully with these requirements, and I expect you to emphasize the need for strict confidentiality.


W. F. MORAN

BOARD MEMBERSHIP
FY-17 ACTIVE-DUTY AND RESERVE NAVY LIMITED DUTY OFFICER AND
CHIEF WARRANT OFFICER IN-SERVICE PROCUREMENT PROGRAMS
SELECTION BOARD

1. Limited Duty Officer and Chief Warrant Officer:

CAPT William E. Bindel, USN, 6360 (President)
CDR Richard S. Sherman, USN, 6360
CDR Sean I. Fischer, USN, 6820
CDR Paul W. Wilkes, USN, 6810
CDR Daniel C. Stone, USN, 1320
CDR James W. Adkisson III, USN, 1810
CDR Brian E. Reinhart, USN, 1110
CDR Robert S. Mazzearella, SC, USN, 3100
CDR Michelle M. DeBourge, USN, 6330
CDR Eric M. Williams, USN, 6130
CDR Jack D. Miller, USN, 6320
CDR John M. Schiller, USN, 1140
CDR Kenneth L. Holland, USN, 6400
CDR Steven G. Beall, USN, 6480
CDR John R. Bartak, USN, 1110
CDR James C. Dyer, USN, 6400
CDR John G. Jensen, USNR, 6335
CDR Ritchie L. Taylor, USN, 6230
CDR Diana J. Tersak, USN, 6390
LCDR Russell P. Bates, USN, 6530
LCDR Andrew J. Urbanski, USN, 1120
LCDR Walter C. Sibley, CEC, USN, 5100
LCDR Kyle A. Caldwell, USN, 6310
LCDR Hope D. Hair, USN, 6410
LCDR Dana S. Gibson, USN, 6130
LCDR Christopher M. Bateman, USNR, 1317
LCDR Mark K. Corbliss, USN, 6430
LCDR Chad E. Saner, USN, 6160
LCDR Christopher S. Kelley, USN, 1130
LCDR Vincent M. Ambrosino, Jr., USN, 6510
LCDR Douglas W. Pearman, USN, 1800
LCDR Matthew K. Kokkeler, USN, 6830
LCDR Christopher A. May, USN, 6180
LCDR Brian T. Mutsch, USN, 6120
LCDR Michael C. Miller, USNR, 6495
LCDR Glenn E. Mowder, USNR, 6415
LCDR Ronald F. LeFavore, Jr., USN, 6820
LCDR Chad D. Dixon, USN, 6280
LCDR Brian K. Kulbeth, USN, 6290
LCDR Errol C. Johnson, Jr., USN, 6490

BOARD MEMBERSHIP
FY-17 ACTIVE-DUTY AND RESERVE NAVY LIMITED DUTY OFFICER AND
CHIEF WARRANT OFFICER IN-SERVICE PROCUREMENT PROGRAMS
SELECTION BOARD

CWO5 Raymond C. Spann, USN, 7201
CWO5 Romero S. Sahagun, USN, 7331
CWO5 Roddy E. Wiggins, USN, 7361
CWO5 Edward A. Fox, USN, 7811
CWO5 Carl R. Lindee, Jr., USN, 7331
CWO5 Wade F. Reynolds, USN, 7411
CWO4 Bonnie J. Turner, USN, 7181
CWO4 James E. Kay, USN, 7311
CWO4 Tony R. Cochran, USN, 7111
CWO4 John E. Rodriguez II, USN, 7151
CWO4 Kenneth Helm, Jr., USNR, 7138
CWO4 Jerold D. Francis, USN, 7171
CWO4 Darrious L. Burson, USN, 7411
CWO4 William L. Morgan, Jr., USN, 7121
CWO4 Randy J. Morgan, USN, 7261
CWO4 Steven B. Balko, USN, 7131
CWO4 Richard A. Akers, USN, 7161
CWO4 Hobert Reid, Jr., USN, 7821
CWO4 Vanderla L. Akaka, USN, 7821
CWO4 John F. Cowan, USN, 7331
CWO4 Daniel K. Ayars, Jr., USN, 7521

ADMINISTRATIVE SUPPORT STAFF
FY-17 ACTIVE-DUTY AND RESERVE NAVY LIMITED DUTY OFFICER AND
CHIEF WARRANT OFFICER IN-SERVICE PROCUREMENT PROGRAMS
SELECTION BOARD

1. LT Kelly Cruz will act as a recorder with the following personnel acting as assistant recorders:

LT Roel Ybarra	LT Roger L. Heggs, Jr.
LT Dana P. Rockot	LT Rob E. R. Koernke
LT Jason E. Race	LT Eric R. Truemper
LT Beau J. Blanchard	LT Melissa A. Mahoney
LT Maricris Granade	LT Madeleine Fuentes
LT Wayne M. McElmoyl	LT Sharef H. Talbert
LT Jeremy S. Bussell	LTJG Shawn C. Branske
LTJG Waguens Camille	CWO3 Claude Backman
CWO3 Kenneth Rucker	CWO3 Steven M. Ducharme
CWO3 Gizette L. Jusino	CWO3 Jason W. Potts
CWO3 Brian H. Hayner	CWO2 Jesse D. Harrahill II
CWO2 Lawrence W. Obst, Jr.	

The recorder or an assistant recorder will be present during all deliberations.

2. The following personnel are designated to serve as the board sponsors:

CWO3 Mitchell D. Allen	LCDR Stephen P. Milloway
LCDR Eric A. Polonsky	

3. The following personnel are designated to serve as administrative support personnel to the boards:

RDML David F. Steindl	LCDR Stephen P. Milloway
CAPT Bradley J. Cordts	LCDR Timothy D. OBrien
CAPT Paul L. Dinius	LCDR Christopher N. Pratt
CAPT Mark C. Holley	LCDR Eric A. Polonsky
CAPT Martin L. Pompeo	LCDR Jeremy S. Yarbrough
CAPT Henry P. Roux, Jr.	LT Robert R. Allen
CDR Howard M. Bryant	LT Erin T. Janofski
CDR Paul J. Dee	LT Tramayne L. Jenkins
CDR John C. Hazlett II	LT Matthew S. King
CDR Andrew M. McGinly	LT Maura K. Leary
CDR Steven J. Skretkowicz	LT Vincent N. Perry
LCDR Price W. Balderson	LT Edward R. Polk
LCDR Kristopher M. Brazil	LT Van E. Stewart
LCDR David R. Flowers	LT Donald J. Todorowski
LCDR Matthew M. Langreck	CWO3 Mitchell D. Allen
LCDR Richard H. Lay	PSCM(SW/AW) C. E. Christiansen
LCDR Leon M. Leflore	PSCM(AW) Robert A. Ferrari

ADMINISTRATIVE SUPPORT STAFF
FY-17 ACTIVE-DUTY AND RESERVE NAVY LIMITED DUTY OFFICER AND CHIEF
WARRANT OFFICER IN-SERVICE PROCUREMENT PROGRAMS
SELECTION BOARD

YNM(SW/AW/EXW) Leo S. Godet	Mr. Christopher Garner
PSC(SW/AW) Patrick R. Harris	Ms. Elizabeth J. Garrett
PSC Catherine P. Kuntz	Mr. Dennis Garza
YNC(EXW/IDW/SCW) Byron J. Capps	Mr. Cornell D. Gaulmon
YNC(SS) Michael W. Mason	Mr. Bryan Gillentine
YNC(SW) Lazandra P. Wolf	Mr. William H. Green
LN1 Steven J. Cooney	Mr. Keith Grover
LS1(AW/SW) Kedrick D. Cockrell	Mr. Richard M. Hammer
YN1 Shannon N. Murray	Mr. Jim Hammerich
YN1(SW) Joseph F. Scarlata	Mr. Dave Hard
LN2 Lauren M. Hauck	Ms. Dorothy C. Harris
YN2 Brandon D. Franklin	Mr. Max H. Hodge
YN2 Frank L. Holland	Mr. David L. Howard
YN2 Aliscia L. Law	Ms. Rosalind Hudson-Phillips
YN2 Adrian J. Lorduy	Mr. Michael Jennings
YN2 Johathan B. Timm	Mr. Juan J. Jimenez
YN2(SW/AW) Alexis P. Williams	Mr. Douglas E. Johnson
Mr. Rodger Abernathy	Mr. John Johnson
Ms. Jacqueline S. Anderson	Ms. Lorraine A. Johnson
Ms. Tracey Armstrong	Ms. Crystal Jones
Mr. Daryl L. Ballard	Mr. Steven P. Jones
Ms. Alison Barnes	Ms. Shu J. King
Mr. Julion A. Bend	Ms. Kim E. Kirk
Ms. Wendy Beyer	Mr. Alex Kraus
Mr. Robert C. Black	Ms. Karen M. Kumnick
Mr. Brian D. Bourne	Mr. Randy L. Kurschner
Ms. Patricia O. Boothe	Mr. David B. Lanham
Mr. Doug Burgess	Ms. Sonia Lewis
Ms. B. J. Callis	Mr. Thomas R. Lewis
Mr. Clarence Carver	Ms. Diane L. H. Lofink
Ms. Pam Carter	Mr. Victor A. Loy
Mr. James C. Clemmons	Ms. Nancy P. Lubiani
Ms. Linda M. Coffield	Mr. Donald P. Marshall
Mr. Joel Cook	Mr. Paul D. Martin
Ms. Sonya Y. Cox	Mr. Paul L. Martin
Mr. John R. Crotts	Mr. Richard P. Mason
Mr. James Cutter	Mr. Anthony L. Matthews
Ms. Karen Dapsis	Ms. Karon D. Matthews
Mr. Bennie Davis	Ms. Lynda C. McKinney
Mr. Jay C. Delfoe	Mr. Christopher J. Meunier
Mr. Richard T. DeRousse	Ms. Angela S. Moyler
Mr. Jeremy L. Fisher	Mr. William H. Mummert
Mr. John Fleenor	Mr. Pratap Muratee
Mr. Mike Foldes	Mr. Jason C. Myers
Mr. John Frantz	Mr. Corey A. Nichols

ADMINISTRATIVE SUPPORT STAFF
FY-17 ACTIVE-DUTY AND RESERVE NAVY LIMITED DUTY OFFICER AND CHIEF
WARRANT OFFICER IN-SERVICE PROCUREMENT PROGRAMS
SELECTION BOARD

Mr. Tommy D. Owens	Ms. Rebecca Yong
Ms. Doris A. Pembroke	Mr. Alan D. Young
Mr. Chuck Pennington	Mr. Christopher J. Zaller
Mr. Scott S. Perry	
Mr. Durand C. Peterson	
Mr. James A. Price	
Mr. Stephen R. Ranne	
Ms. Amy C. Ray	
Mr. Dondi Reed	
Mr. Stanley Robinson	
Mr. Jay A. Rublaitus	
Mr. Tony V. Sanders	
Ms. Edna M. Shannon	
Mr. Antoine Sharp	
Mr. Michael P. Simrell	
Ms. Angie L. Smith	
Mr. Thor Smith	
Ms. Ruby D. Snowden	
Mr. Larry Sokoloski	
Mr. Lee K. Staley	
Mr. William A. Stephens	
Ms. Lynnette Stinnett	
Mr. Tim Suich	
Ms. Jennifer M. Summers	
Mr. Jim C. Tanner	
Mr. Horace Taylor	
Mr. Robert J. Thompson	
Mr. David C. Tidwell	
Ms. Elizabeth A. Vaughn	
Ms. Martha Uselton	
Ms. Edna F. Varner	
Mr. Carl R. Waelde	
Mr. Shawn Walther	
Mr. Brian L. Wenger	
Ms. Jessica Whitfield	
Mr. Christopher A. Wiley	
Mr. Bob T. Wilkinson	
Mr. Ed Willard	
Ms. Sharlene Williams	
Mr. Charles E. Wilson	
Ms. Deborah A. Wilson	
Mr. Jason T. Winfield	
Mr. Wiley P. Winter	
Mr. Darrence A. Wolfe	
Ms. Mindee M. Wolven	

FY-17 ACTIVE-DUTY AND RESERVE NAVY LIMITED DUTY OFFICER AND
CHIEF WARRANT OFFICER IN-SERVICE PROCUREMENT PROGRAMS
SELECTION BOARD GUIDANCE

Appendix

Subject

A

General Guidance

- Duties of the Board President
- Board Proceedings
- Marital Status
- Leadership of Diverse Organizations
- Area Tours
- Adverse Information

B

Best and Fully Qualified Selection Standard

- Fully Qualified
- Best Qualified

C

Equal Opportunity and Diversity Guidance

- Addresses Equitable Consideration for all Applicants

D

Board Reports

- Addresses Content and Routing of Post Board Reports

E

Oaths

- Provides Oaths for Board Members, Recorders and Support Personnel

APPENDIX - A

GENERAL GUIDANCE

1. Duties of the Board President. The president of the board has been appointed by me and shall perform prescribed administrative duties. The board president has no authority to constrain the board from recommending for selection those fully qualified applicants whom the majority finds best qualified to meet the needs of the Navy.

2. Board Proceedings. The following directions apply to all board proceedings:

a. Each of you (president, members, recorder, assistant recorders, and administrative support personnel) is responsible for maintaining the integrity and independence of this selection board, and for fostering careful consideration, without prejudice or partiality, of all eligible applicants. DoD Instruction 1320.14 provides specific rules governing the conduct of selection boards and the actions of selection board personnel.

b. You must pay particularly close attention to the rules governing communications with and among other board members, the information authorized to be furnished to you, and the procedures you should follow if you believe that the integrity of this selection board has been improperly affected.

c. You may not receive, initiate, or participate in communications or discussions involving information that DoD Instruction 1320.14 precludes from consideration by a selection board. You are to base your recommendations on the material in each applicant's military record, any information I have provided to the board in accordance with DoD Instruction 1320.14, and any information communicated to you by individual eligible applicants under regulations I have issued.

d. In your deliberations, you may discuss your own personal knowledge and evaluation of the professional qualifications of eligible applicants to the extent that such matters are not precluded by law, DoD Instruction 1320.14, or Service regulations from consideration by a selection board or inclusion in an applicant's military personnel record. You may not discuss or disclose the opinion of any person not a member of the board concerning an applicant being considered unless that

opinion is contained in material provided to the board under the provisions of DoD Instruction 1320.14.

e. When discussing your own personal knowledge concerning the professional qualifications of eligible applicants, the board is reminded that, if such personal remarks could be considered adverse, the member cannot discuss that personal knowledge or evaluation unless such matters are contained in the applicant's official record or other material placed before the board in compliance with the law and Service regulation. In addition, should an applicant's record reveal the removal of an evaluation or fitness report, the member may not discuss any personal knowledge regarding the circumstance that resulted in the removal of the report nor should any member conjecture or draw any inference as to the unduly circumstances involved.

f. I am the only person who may appear in person to address you on other than administrative matters. All communications with this board, other than those that are clearly administrative, must be in writing, given to each of you, and made part of the board's record. I have designated in writing those persons authorized to provide routine administrative information to you.

g. To ensure impartiality, you may not visit or communicate with detailers, placement officers, community managers, or any applicant immediately prior to or during the selection board. As a general rule, communications of any kind or method with outside parties (i.e., persons other than board members, recorder, assistant recorders, board sponsors, and administrative support personnel) before, during, or after the board relating in any way to the selection board or its proceedings, discussions, deliberations, or recommendations are prohibited. Questions concerning the propriety of any communications prior to the board should be addressed to the board sponsors. The proceedings, discussions, deliberations, or recommendations of the selection board shall not be disclosed, nor shall any written or documentary record of such proceedings, discussions, deliberations, or recommendations be used for any purpose, unless expressly authorized or required by me or higher authority, or as outlined in paragraphs 2.i. and 2.j. below.

h. To ensure the integrity of the board process, it is imperative that you advise the board sponsors of any relationship with and eligible applicant that may affect the perceived integrity of the board. Such relationships include, but are not limited to, spousal, immediate relative by blood,

marriage, adoption, or blended family up to the fourth degree of kinship (i.e., first cousin), fiancé(e), significant other, or intimate partner, ex-family member, business relationship, or an accuser/accused in legal proceedings. If you have any doubts or reservations, err on the side of disclosing the relationship. This is a continuing obligation throughout the board proceedings. If necessary, take such action as this will protect the integrity of the board process as outlined paragraph 2.j. below.

i. Before the report of the selection board is signed, the recommendations and proceedings may be disclosed only to members of the board, recorder, assistant recorders, and those administrative support personnel I have designated in writing. After you sign the board report and the public release has been made, only the recommendations of the board may be disclosed. Procedures and processes of the board may be discussed only in general terms. The disclosure of recommendations and proceedings of the board are governed by DoD Instruction 1320.14. The proceedings of the board may not be disclosed to any person not a board member, recorder, or assistant recorder, except to request relief from board duties in accordance with the law and DoD instruction 1320.14.

j. If at any time you believe that you cannot in good conscience perform your duties as a member of the board without prejudice or partiality, you have a duty to request relief by me from this duty. I will honor any such request. If you believe that the integrity of the board's proceedings has been affected by improper influence of military or civilian authority, misconduct by the board president or a member, or any other reason, you have a duty to request from me or higher authority relief from your obligation not to disclose board proceedings and, upon receiving it, to report the basis for your belief.

3. Marital Status. Selection boards are prohibited from considering the marital status of an eligible applicant or the employment, education, gender, or volunteer service of an eligible applicant's spouse.

4. Leadership of Diverse Organizations

a. Our differences give us the strength, courage, and creativity necessary to accomplish our mission in, and meaningfully contribute to, an ever-changing world. The ability to maintain current and future readiness requires that we understand our differences, and recognize the valuable

contributions our differences make to the Department of the Navy and to our Nation. As we build the Navy of the 21st Century, we must be able to operate successfully, and with credibility, across our Nation and in a challenging multi-cultural world. When reviewing an applicant's potential for the next higher grade, consider that the Navy benefits when the officer corps possesses a broad spectrum of experience, background, perspective, innovative talent, and a depth and breadth of vision, drawn from every facet of the society it serves and understanding of the world within which it operates. The Navy needs innovative and bold male and female leaders to lead, think creatively, challenge assumptions, and take well-calculated risks that maximize effectiveness.

b. Today's Navy is composed of men and women representing dozens of different ethnic groups and literally hundreds of cultural heritages. Similarly, our allies, partners, and friends across the globe represent a broad range of experience, backgrounds, perceptions, and understandings - regionally, nationally, or through agreements. To be effective, the Navy officer corps must draw upon its rich diversity of experience, backgrounds, perspective, innovative talent, and depth and breadth of vision. You should give careful attention to selecting applicants who possess these valuable attributes and have demonstrated the potential to lead large organizations in a complex world composed of men and women coming from widely varying backgrounds. The Navy's ability to meet this leadership challenge depends, in part, on having leaders for, and from, our entire Navy who reflect our very best, including performance, background, professional experience, education, and the spectrum of professional communities. These are factors for you to consider in selecting applicants who are best and fully qualified for selection.

5. **Area Tours**. If an applicant's record contains multiple or consecutive tours in a particular geographic location it should not be viewed negatively, provided the applicant has progressed in billet complexity, professional development and leadership responsibility.

6. **Adverse Information**

a. Just as you must consider positive performance, you must consider incidents of misconduct and substandard performance documented in an applicant's official service record when determining those applicants who are best qualified for selection. Adverse information may reflect negatively on an

applicant's suitability for selection and future service in positions of greater responsibility and trust. Members must give careful consideration to each incident. For those eligible applicants who are recommended for selection and who have received disciplinary action, or whose privileged information record (Fiche 2E/EMPRS Field Code 38) contains matters relating to conduct or performance of duty, every board member shall review the information contained therein personally prior to the final board decision.

b. While the Navy is, and will remain, a Service of the highest standards and strict accountability, we do not embrace blind adherence to a zero-defect mentality. All of us have made mistakes in the past; the test is of the character and resilience of the individual and his or her ability to learn and grow from that experience. In selecting the best and fully qualified applicants to meet the future needs of our Navy, you should not automatically discount any applicant who, except for a single incident, would otherwise be considered to be among the best qualified from those you consider fully qualified. Careful scrutiny of the adverse information at issue and the applicant's overall record is necessary to ensure the board recommends the applicants best and fully qualified for selection, and who satisfy the exemplary conduct requirements of section 5947 of title 10, U.S. Code.

APPENDIX - B

BEST AND FULLY QUALIFIED SELECTION STANDARD

1. **Fully Qualified.** All applicants recommended for selection must be fully qualified; that is, each applicant recommended must be capable of performing the duties of a Limited Duty Officer or a Chief Warrant Officer. Applicants who do not meet that standard shall not be recommended for selection.

a. Applicants fully qualified for selection demonstrate an appropriate level of leadership, professional skills, integrity, management acumen, grounding in business practices, and resourcefulness in difficult and challenging assignments. Their personal and professional attributes include adaptability, intelligent risk-taking, critical thinking, innovation, adherence to Navy and DoD ethical standards, physical fitness, and loyalty to the Navy core values.

b. The Navy is composed of men and women representing dozens of different ethnic groups and hundreds of cultural heritages. Fully qualified applicants must be capable of leading personnel from widely varying backgrounds and mentoring a diverse workforce while executing the Navy's strategic diversity initiatives. The Navy's ability to meet this leadership challenge depends, in part, on having leaders who reflect our very best, including performance, professional experience and education.

2. **Best Qualified.** Among the fully qualified applicants, you must recommend for selection the best-qualified applicants within their respective competitive category. Proven and sustained superior performance in leadership positions in difficult and challenging assignments is definitive measure of fitness for selection. Furthermore, successful performance and leadership in combat conditions demonstrate exceptional selection potential and should be given special consideration. Each board member shall apply this guidance when deliberating and voting. Additionally, members will use the considerations below to guide their determination of the best qualified applicants.

a. Individual Augmentee (IA)/Global Support Assignment (GSA)/Overseas Contingency Operations (OCO)/Irregular Warfare/Afghanistan-Pakistan Hands (APH) Program Assignment

(1) The board shall give favorable consideration to those applicants who have displayed superior performance while serving in IA/GSA/OCO/APH assignments in direct support of OCO, Irregular Warfare, and the National Defense Strategy and, in particular, those assignments that are extraordinarily arduous or which involve significantly heightened personal risk. These individuals are developing valuable combat and nation-building skills under stressful conditions. Such assignments may not be typical of the applicant's traditional community career path, and the applicant may be rated by a reporting senior unfamiliar with the applicant's specialty and the Navy evaluation/fitness report system.

(2) IA/GSA/OCO assignments may take an applicant out of the normal community career path for periods up to 1 1/2 years. APH assignments consist of specialized training and multiple non-standard deployments that may take an applicant out of the normal career path for periods of up to 3 1/2 years.

b. Education/Personal and Professional Development

(1) The board shall give favorable consideration to those applicants with professional military education, relevant higher education, and experience in specialized areas. Best and fully qualified applicants seek opportunities to improve performance by increasing their knowledge throughout their careers.

(2) Applying advanced education in subspecialty tours, and achieving specialized skills as reflected in Navy Enlisted Classification Codes (NECs) are significant career milestones.

c. Skill Requirements. The Navy must focus on the skill sets mandated by current needs and on developing the professional competencies required in our future leadership. The Navy and joint force leadership needs to be comprised of a diverse blend of male and female applicants that have excelled in both traditional and specialized career paths. Give due consideration to demonstrated performance and expertise in the competency/skill areas listed below.

(1) **Anti-Terrorism and Force Protection.** The Navy's increasing focus on anti-terrorism and force protection (AT/FP) requires that the Navy retain applicants who possess an understanding of these specialized skills. Be particularly attentive to the records of those applicants who have demonstrated expertise in the areas of anti-terrorism and force

protection. Experience may have been attained either afloat or while serving on major staffs or commands ashore. Evaluate the quality of performance in AT/FP assignments as having weight equal to that ordinarily given to other members of their respective communities who have followed more traditional career paths.

(2) Language, Regional Expertise and Culture Experience.

Applicants who gain competence through assignments requiring foreign language, regional expertise and cultural knowledge provide the Department of Defense a unique combination of technical experience and operational leadership, and provide the Navy the capability to support future operational requirements. When selecting the best and fully qualified applicants to meet the needs of the Navy, you must view the quality of performance required of applicants who have served in or are serving in assignments requiring language, regional expertise and culture knowledge, many of which are critical.

(3) Operational Analysis. An increasingly complex and uncertain security environment requires Navy leadership that can quantitatively determine and articulate capability-based warfare and support structure needs including risk assessments of various options. Such applicants should have demonstrated a proven capacity to produce independent operational analysis of military issues across the entire range of activity in support of Navy program decisions.

APPENDIX - C

EQUAL OPPORTUNITY AND DIVERSITY GUIDANCE

1. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, religion, color, gender, sexual orientation, or national origin. Discrimination on any of these bases is contrary to the Department's values of honor, courage, and commitment. The Navy strives to maintain a professional working environment in which an individual's race, religion, color, gender, sexual orientation, or national origin will not limit his or her professional opportunities. Accordingly, within this board's charter to determine the applicants who are "best and fully qualified," you must ensure that applicants of every race, religion, color, gender, sexual orientation, and national origin are given fair and equitable consideration.

2. Your evaluation of all applicants must be fair and equitable. You should be particularly vigilant in your evaluation of records to take care that no applicant's selection opportunity is disadvantaged by service utilization policies or practices. You should evaluate each applicant's potential to assume the responsibilities of a limited duty officer or chief warrant officer, including his or her ability to successfully lead a diverse organization, the overriding factor being performance of duties assigned.

3. The Navy benefits when we capitalize on the diverse experience, perspective, innovative spirit, background, and ideas in our ranks. Diversity is not founded on statistics, percentages, or quotas. Diversity is about achieving peak performance. Our Navy should draw upon the entire possible set of talents and backgrounds to maximize our warfighting capability, innovate to address new threats and challenges, and take advantage of emergent opportunities.

4. The Navy has assigned some applicants outside of traditional career development patterns, e.g., institutional instructors, recruiting, diversity officers, and equal opportunity billets. These assignments, though greatly beneficial to the Navy, may have foreclosed to the applicants so assigned opportunities available to other applicants. In addition, other utilization policies or practices, such as those based on statutory restrictions on the assignment of women, may have had an effect on career opportunities. Such assignment practices should not prejudice the selection of these men and women for promotion; to

do so may deny the Navy the diversity of talent, background, and experience we should seek and which is necessary for sustained success in our changing world. Successful performance of duties assigned is the key in measuring an applicant's potential for promotion; duties performed well by men and women affected by such utilization policies or practices should be given weight equal to duties performed well by an applicant not affected by such policies or practices.

5. This guidance shall not be interpreted as requiring or permitting preferential treatment of any applicant or group of applicants on the grounds of race, religion, color, gender, sexual orientation, or national origin.

APPENDIX - D

BOARD REPORTS

1. The record of the board's proceedings shall be compiled by the recorder, assistant recorders, and administrative support personnel. The written report of the board shall be signed by the board president, members, recorder, and assistant recorders. It shall contain a list of the applicants recommended for participation in the FY-17 Active-Duty and Reserve Navy Limited Duty Officer and Chief Warrant Officer IPP, with appropriate selection statistics, as well as the following items:

a. All instructions, information, and guidance that were provided to the board, except information concerning particular applicants, which must be retained and transferred to the Chief of Naval Personnel.

b. Certification that:

(1) To the best of your knowledge, the board complied with all instructions contained in the precept and convening order and as appropriate, other letters of guidance or instruction provided by me;

(2) You were not subject to or aware of any censure, reprimand, or admonishment about the recommendations of the board or the exercise of any lawful function within the authorized discretion of the board;

(3) You were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations;

(4) You were not party to or aware of any attempt at unauthorized communications;

(5) To the best of your knowledge, the board carefully considered the records of each applicant whose name was furnished to the board;

(6) The applicants recommended for selection are, in the opinion of the majority of the members of the board, fully qualified and best qualified for selection to meet the needs of the Navy among those applicants whose names were provided to the board;

(7) The applicants recommended for selection, including those who had adverse information provided to the board, are in the opinion of the majority of the members of the board, fully qualified and among the best qualified to meet the needs of the Navy among those applicants whose names were provided to the board, consistent with the requirements of exemplary conduct set forth in section 5947 of title 10, U.S. Code, which states:

"All commanding officers and others in authority in the naval service are required to show in themselves a good example of virtue, honor, patriotism, and subordination; to be vigilant in inspecting the conduct of all persons who are placed under their command; to guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Navy, all persons who are guilty of them; and to take all necessary and proper measures, under the laws, regulations, and customs of the naval service, to promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge;"

(8) You are aware that the names of the selectees will be released to the public after the board report is approved, and you know that you may not disclose the recommended selectees until the names are released to the public; and

(9) You understand that, except as authorized by me or higher authority, you may never disclose the proceedings, discussions, deliberations, or recommendations of the board to any person who is not a board member, recorder, or assistant recorder.

- c. A list of all applicants eligible for consideration.
- d. This precept
- e. Convening order.
- f. Non select list.

2. The report shall be forwarded for approval to me, via Commander, Navy Personnel Command.

APPENDIX - E

OATHS

1. The president of the board shall administer the following oath or affirmation to the recorder and assistant recorders:

"Do you, and each of you, solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and you will not divulge the proceedings of this board except as authorized or required by the Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education) (N1) or higher authority, so help you God?"

2. The recorder or an assistant recorder shall then administer the following oath or affirmation to the members of the board:

"Do you, and each of you, solemnly swear (or affirm) that you will perform your duties as a member of this board without prejudice or partiality, having in view both the special fitness of applicants and the efficiency of the naval service, and you will not divulge the proceedings of this board except as authorized or required by the Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education) (N1) or higher authority, so help you God?"

3. The recorder or an assistant recorder shall then administer the following oath or affirmation to the administrative support personnel:

"Do you, and each of you, solemnly swear (or affirm) that you will not divulge the proceedings of this board except as authorized or required by the Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education) (N1) or higher authority, so help you God?"