



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

20 Dec 16

From: Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education) (N1)
To: President, FY-18 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-18 ACTIVE-DUTY AND RESERVE NAVY LIMITED DUTY OFFICER AND CHIEF WARRANT OFFICER IN-SERVICE PROCUREMENT PROGRAMS
Encl: (1) Board 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, is ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, January 11, 2017, 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-18 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 the 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

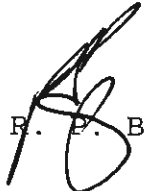
Subj: PRECEPT CONVENING A SELECTION BOARD TO CONSIDER
APPLICANTS FOR PARTICIPATION IN THE FY-18 ACTIVE-
DUTY AND RESERVE NAVY LIMITED DUTY OFFICER AND CHIEF
WARRANT OFFICER IN-SERVICE PROCUREMENT PROGRAMS

years of service by the individual applicant. It is absolutely essential that your evaluation afford each eligible applicant fair and equitable consideration.

d. The selection board shall proceed in accordance with the guidance provided in this letter and the FY-18 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 shall 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 staff 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.


R. P. BURKE

BOARD MEMBERSHIP
FY-18 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 Pierre A. Fuller, USN, 6130 (President)
CDR John W. Popham, USN, 6410
CDR Daniel J. Carius, USN, 6290
CDR Joel A. Doane, USN, 6390
CDR Reynaldo T. Tanap, USN, 6130
CDR Mark A. Nowalk, USN, 6260
CDR David L. Walker, USN, 6110
CDR Matthew P. Beare, USN, 6320
CDR Richard R. Grove, Jr., USN, 6330
CDR Charles E. Ardinger, USN, 6310
CDR Erin E. O. Acosta, USN, 1800
CDR Robert A. Vita, USNR, 6235
CDR Andres Diaz, SC, USN, 3100
CDR Kelly E. Bishop, USN, 6360
CDR Kelvin B. McGhee, USN, 6820
CDR Emily L. Bassett, USN, 1110
CDR Roy L. Henkle, USN, 6120
CDR Craig D. Smith, USN, 6480
CDR Steven J. Dwyer, USN, 6200
CDR John G. Bercey, USNR, 6335
CDR Horacio G. Tan, USN, 6510
CDR Howard D. Watt, USN, 6130
CDR Corey D. Hurd, USN, 6230
CDR Shawn T. Rumbley, USN, 6330
LCDR Sean S. Kido, USN, 1140
LCDR Terrell A. Burnett, USN, 6180
LCDR Troy A. Smith, USN, 1810
LCDR Steven C. Murdock, USNR, 6495
LCDR Robert Crosby, USN, 1120
LCDR Christopher J. Nicoletti, USN, 1320
LCDR Brian A. Evans, USN, 1820
LCDR Kevin J. Altemara, USN, 6830
LCDR Zachary D. Harry, USN, 6200
LCDR Jose Rivera III, USNR, 6415
LCDR Jehan C. Andrabado, USN, 6510
LCDR Brent L. Banks, USN, 1310
LCDR Matthew G. Lawrence, USN, 6280
LCDR Randall L. McAtee, USN, 6820
LCDR Michael V. Holler, USN, 1830
LCDR Lenteisa L. Hill, USN, 6160

BOARD MEMBERSHIP
FY-18 ACTIVE-DUTY AND RESERVE NAVY LIMITED DUTY OFFICER AND
CHIEF WARRANT OFFICER IN-SERVICE PROCUREMENT PROGRAMS
SELECTION BOARD

LCDR Brianna E. Jackson, CEC, USN, 5100
LCDR Haywood Williams, Jr., USN, 6490
LCDR Robert C. Carr, USN, 6530
LCDR Charles S. White, Jr., USN, 6430
CWO5 Daniel E. Connors, USNR, 7118
CWO5 Norman M. Valentine, USN, 7331
CWO5 Torrence L. Morgan, USN, 7131
CWO5 Theresa Payne, USN, 7521
CWO5 Kirk W. Wilson, USN, 7121
CWO5 Kevin Jenkins, USN, 7821
CWO5 Michael J. Hart, USN, 7201
CWO4 Richard D. Barr, USN, 7111
CWO4 Seth J. Lamade, USN, 7151
CWO4 Ronald E. Carpenter, Jr., USN, 7171
CWO4 Charles R. Mogle, Jr., USN, 7491
CWO4 Hector Sandoval, USN, 7331
CWO4 Albertine C. McAlman, USN, 7331
CWO4 Kevin A. Powers, USN, 7411
CWO4 James L. Bastien, USN, 7181
CWO4 Robert A. Long, USN, 7811
CWO4 David J. Meers, USN, 7361
CWO4 Michael H. Graessle, USN, 7321
CWO4 Billy E. Butler, USN, 7281
CWO4 Reinaldo Rodriguez, USN, 7311
CWO4 Jonathan C. Summers, USN, 7411
CWO4 David L. Sledge, USN, 7161
CWO4 Christopher J. Seile, USN, 7831
CWO4 Bruce R. Hendrix, USN, 7261

ADMINISTRATIVE SUPPORT STAFF
FY-18 ACTIVE-DUTY AND RESERVE NAVY LIMITED DUTY OFFICER AND
CHIEF WARRANT OFFICER IN-SERVICE PROCUREMENT PROGRAMS
SELECTION BOARD

1. LT Roy G. Anderson, USNR, will act as a recorder with the following personnel acting as assistant recorders:

LCDR Jessica R. Christiansen	LT Alden Y. Argante
LT Roy A. Aduna	LT Jason C. Kleinsmith
LT Mark D. Nagorniuk	LT Patricia L. Rivera
LT Tyler B. Kelley	LT Jason M. Jones
LT Miguel D. Estrella	LT William S. Keaton
LTJG Jeremia W. Hall	LTJG Theresa C. Schultz
ENS Edward M. Rencherbutler	ENS Andrew C. Sims
CWO4 Alberto A. Rios	CWO3 Jeffrey L. Walker
CWO3 Douglas S. Lively	CWO3 Steven E. Hurt
CWO3 Jerry E. Shenefield	

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

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

LT Beau J. Blanchard	LCDR Stephen P. Milloway
----------------------	--------------------------

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

RDML Richard A. Brown	LCDR Christopher C. Muller
RDML John F. Meier	LCDR Michael S. Newman
CAPT Bradley J. Cordts	LCDR Timothy D. O'Brien
CAPT Christopher Engdahl	LCDR Eric A. Polonsky
CAPT Mark C. Holley	LCDR Van E. Stewart
CAPT Douglas P. Howell	LCDR Jeremy S. Yarbrough
CAPT Jeri L. O'Neill	LT Robert R. Allen
CAPT Martin L. Pompeo	LT Beau J. Blanchard
CAPT Henry P. Roux, Jr.	LT Claire C. G. Born
CAPT Elisabeth S. Stephens	LT Ivan C. Cole
CDR Howard M. Bryant	LT Simon S. Davies
CDR Paul J. Dee	LT Isabel Gomez
CDR John C. Hazlett II	LT Erin T. Janofski
CDR Steven J. Skretkowicz	LT Tramayne L. Jenkins
LCDR Price W. Balderson	LT Jason C. Jensen
LCDR David R. Flowers	LT Kevin M. Loughman
LCDR Johnny W. Kelley	LT Christopher R. McHenry
LCDR Stephen P. Milloway	LT Vincent N. Perry

**ADMINISTRATIVE SUPPORT STAFF
 FY-18 ACTIVE-DUTY AND RESERVE NAVY LIMITED DUTY OFFICER AND CHIEF
 WARRANT OFFICER IN-SERVICE PROCUREMENT PROGRAMS
SELECTION BOARD**

LT Edward R. Polk	Ms. Linda M. Coffield
LT Holly R. Taylor	Mr. Joel Cook
CWO5 Elizabeth Rivera	Ms. Sonya Y. Cox
MCPO(SW/AW) C. E. Christiansen	Mr. John R. Crotts
MCPO(SW/AW/EXW) Leo S. Godet	Mr. James Cutter
MCPO(AW) Amy M. Kelly	Ms. Karen Dapsis
SCPO(SW) Robert A. Tunstall	Mr. Bennie Davis
CPO(AW) Raymond E. Boyd	Mr. Paul W. Davis
CPO(EXW/IDW/SCW) Byron J. Capps	Mr. Jay C. Delfoe
CPO(SW/AW) Patrick R. Harris	Mr. Richard T. DeRousse
CPO(AW) Gavin A. Irby	Mr. Charles D. Eaton
CPO(AW) Catherine P. Kuntz	Mr. Jeremy L. Fisher
CPO(SW/AW) Michael M. Riles	Mr. John Fleenor
PO1(AW) Joshua R. Bright	Mr. Mike Foldes
PO1 Sharleen L. Ciesielska	Mr. John Frantz
PO1 Carolyn Hester	Mr. Christopher Garner
PO1 Kimberly S. Knowles	Mr. Dennis Garza
PO1 Christopher McCollough	Mr. Cornell D. Gaulmon
PO1(SW) Benjamin J. Ryser	Mr. Bryan Gillentine
PO1(SW) Joseph F. Scarlata	Mr. William H. Green
PO2 Santos A. Cedeno	Mr. Keith Grover
PO2 Courtney E. Countiss	Mr. Richard M. Hammer
PO2 Lauren M. Hauck	Mr. Jim Hammerich
PO2(SW) Kari K. Lueth	Mr. Dave Hard
PO2(SW/AW) John T. Myrick	Ms. Dorothy C. Harris
PO2(SW/AW) Alexis P. Williams	Mr. Charles T. Henderson
Mr. Rodger Abernathy	Mr. Max H. Hodge
Ms. Jacqueline S. Anderson	Mr. David L. Howard
Ms. Tracey Armstrong	Ms. Rosalind Hudson-Phillips
Mr. Daryl L. Ballard	Mr. Juan J. Jimenez
Ms. Alison Barnes	Mr. Douglas E. Johnson
Mr. Julion A. Bend	Mr. John Johnson
Ms. Wendy Beyer	Ms. Lorraine A. Johnson
Mr. Robert C. Black	Ms. Patricia A. Johnson
Ms. Patricia O. Boothe	Ms. Crystal Jones
Mr. Brian D. Bourne	Ms. Melissa D. Jones
Mr. James W. Bowman	Mr. Steven P. Jones
Mr. Doug Burgess	Mr. Charles M. Kellum
Ms. B. J. Callis	Ms. Shu J. King
Mr. Clarence Carver	Mr. Alex Kraus
Ms. Lakiesha D. Chalmers	Ms. Karen M. Kumnick
Ms. Janice Chambers	Mr. David B. Lanham
Mr. James C. Clemmons	Ms. Sonia Lewis

ADMINISTRATIVE SUPPORT STAFF
FY-18 ACTIVE-DUTY AND RESERVE NAVY LIMITED DUTY OFFICER AND CHIEF
WARRANT OFFICER IN-SERVICE PROCUREMENT PROGRAMS
SELECTION BOARD

Mr. Thomas R. Lewis	Mr. Robert J. Thompson
Ms. Diane L. H. Lofink	Mr. David C. Tidwell
Mr. Victor A. Loy	Ms. Martha Uselton
Ms. Nancy P. Lubiani	Mr. Carl R. Waelde
Mr. Donald P. Marshall	Mr. Shawn Walther
Mr. Paul D. Martin	Ms. Davida L. Ward
Mr. Paul L. Martin	Mr. Timmy W. West
Mr. Richard P. Mason	Ms. Jessica Whitfield
Mr. Anthony L. Matthews	Mr. Christopher A. Wiley
Ms. Karon D. Matthews	Mr. Bob T. Wilkinson
Ms. Lynda C. McKinney	Mr. Ed Willard
Mr. Chris G. McNulty	Ms. Sharlene Williams
Mr. Jerrico S. Melton	Mr. Charles E. Wilson
Mr. Christopher J. Meunier	Ms. Deborah A. Wilson
Mr. Pratap Muratee	Mr. Jason T. Winfield
Mr. Corey A. Nichols	Mr. Wiley P. Winter
Mr. Tommy D. Owens	Mr. Darrence A. Wolfe
Ms. Keisha R. Parker	Ms. Mindee M. Wolven
Mr. Drew R. Parmley	Ms. Rebecca Yong
Mr. Chuck Pennington	Mr. Alan D. Young
Mr. Richard S. Perry	Mr. Christopher J. Zaller
Mr. Lee Peyton	
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. Cheryl L. Scott	
Ms. Edna M. Shannon	
Mr. Antoine Sharp	
Mr. Michael P. Simrell	
Ms. Angie L. Smith	
Mr. Thor Smith	
Ms. Ruby D. Snowden	
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	

FY-18 ACTIVE-DUTY AND RESERVE NAVY LIMITED DUTY OFFICER AND
CHIEF WARRANT OFFICER IN-SERVICE PROCUREMENT PROGRAM
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 Report

- Addresses Content and Routing of Selection Board Report

E

Oaths

- Provides Oaths for Board Members, Recorder, Assistant Recorders, and Administrative Support Staff

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 staff) 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. DoD Instruction 1320.14 is applied to the selection board by policy.

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 in accordance with 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 evaluation or report, nor should any member conjecture or draw any inference as to the undue 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., other than board members, recorder, assistant recorders, board sponsors, and administrative support staff) 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 an 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 other 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 in 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 staff 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 race, religion, color, sex, gender, gender identity, sexual orientation, national origin, employment, education, 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 participation in the FY-18 Active-Duty and Reserve Navy Limited Duty Officer and Chief Warrant Officer IPP, 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 commissioning.

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 (Electronic Military Personnel Records System Field Codes 17 and/or 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, which is applied to the selection board as a matter of policy.

APPENDIX - B

BEST AND FULLY QUALIFIED SELECTION STANDARD

1. **Fully Qualified.** All applicants recommended for selected 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 that 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 may 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 IA/GSA/OCO/APH 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 extensive specialized training and multiple, non-standard deployments that may take an applicant out of the normal community career path for periods 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 need to comprise 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 (LREC) 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 (OA).** 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, sex, gender, gender identity, 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, sex, gender, gender identity, 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, sex, gender, gender identity, 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 participation

in the FY-18 Active-Duty and Reserve Navy Limited Duty Officer and Chief Warrant Officer IPP; 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 participation in the FY-18 Active-Duty and Reserve Navy Limited Duty Officer and Chief Warrant Officer IPP; 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, sex, gender, gender identity, sexual orientation, or national origin.

APPENDIX - D

BOARD REPORT

1. The record of the board's proceedings shall be compiled by the recorder, assistant recorders, and administrative support staff. 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-18 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 CHNAVPERS.

b. Certification that:

(1) To the best of your knowledge, the board complied with all instructions contained in the precept 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 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 applicants eligible for consideration.
- d. This precept.
- e. Nonselect list.

2. The report of the board shall be forwarded to me for approval 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 staff:

"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?"