

DEPARTMENT OF THE NAVY

BUREAU OF NAVAL PERSONNEL 5720 INTEGRITY DRIVE MILLINGTON, TN 38055-0000

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BUPERS INSTRUCTION 1401.5C

From: Chief of Naval Personnel

Subj: SUPPLEMENTAL GUIDANCE FOR U.S. NAVY SELECTION BOARDS

Ref:

(a) 10 U.S.C.

(b) DoD Instruction 1320.14 of 11 December 2013

(c) SECNAVINST 1401.3B

Encl: (1) Selection Board Rules of Engagement

- 1. <u>Purpose</u>. To provide additional guidance for statutory and administrative selection boards sponsored or conducted by Navy Personnel Command (NAVPERSCOM). Major revision to this instruction includes the update to membership requirements for enlisted advancement selection boards. This instruction is a complete revision and should be read in its entirety.
- Cancellation. BUPERSINST 1401.5B.
- 3. <u>Scope and Applicability</u>. This instruction applies to all Navy personnel assigned to participate in or to provide support to Navy selection boards sponsored or conducted by the Commander, NAVPERSCOM.
- 4. <u>Definitions</u>. For purposes of this instruction, the following definitions apply:
- a. Statutory Selection Board. A selection board established by reference (a) and governed by references (b) and (c). Examples of statutory selection boards include boards for promotion, special selection, temporary promotion, continuation, and selective early retirement.
- b. Administrative Selection Board. A selection board established by order of Commander, Navy Personnel Command (COMNAVPERSCOM) or higher authority. Examples of administrative selection boards include senior enlisted selection boards, screening boards for command or other leadership positions, selection for non-statutory in-service procurement opportunities, scholarship or other degree programs, and duty under instruction positions.
- c. The use of "officer" includes chief petty officers when applied to senior enlisted selection boards.
- d. Unless otherwise noted, the term "member" applies to selection board members and recorders.

e. The term board recorder refers to the former title of "senior recorder" or "head recorder." Assistant recorder will refer to all recorders other than the board recorder. Recorders refer to both the board recorder and assistant recorders as a group.

5. Administrative Selection Board Policy

- a. Administrative selection boards must conform to the policies and format for statutory selection boards per references (a), (b), and (c) to the maximum extent possible. As there are basic differences in their creation, purpose, and make-up, additional guidance is provided herein. Unless expressly indicated within the specific board's precept/convening order, all policies herein apply equally to statutory and administrative selection boards.
- b. COMNAVPERSCOM approves the board schedule. Formal requests for additions to the approved board schedule must be routed to NAVPERSCOM Career Progression Division (PERS-80) and NAVPERSCOM Selection Board Support Division (PERS-35).
- c. The following criteria should be used for establishing or determining the validity of an administrative selection board:
 - (1) The board should be a competitive process,
 - (2) The board should screen eligibles to valid milestones or programs,
- (3) The board should not be used as a screen for other boards. The board should not be used to select a group of eligibles from which actual selects will be chosen at another board or via another process, and
- (4) The board should have a reasonable number of eligibles and selects. Due to the amount of cost and resources required for a selection board, serious consideration should be given to any board containing less than 30 eligibles.

6. Membership

a. <u>Board Membership is a Primary Duty</u>. Board members are personally appointed to the selection board by the Secretary of the Navy (SECNAV) or other convening authority and work directly for that authority under oath. During the board process, all other duties of assigned members are secondary to their board duties.

b. Removal Board

(1) Acceptable reasons for pre-board removal are imminent death or hospitalization of a board member's immediate family member or hospitalization or convalescence of the actual board member. If at any time a member requests relief from duty due to a belief he or she cannot perform board duties without prejudice or partiality, such a request will be approved. Operational commitments are not normally a valid reason for removal.

- (2) If board members or their current command request the member's removal from a board prior to convening for any non-medical reason not directly specified above, a formal request must be made by the first flag officer or civilian equivalent, in their chain of command, to COMNAVPERSCOM, routed through NAVPERSCOM Board Membership Branch (PERS-805).
- (3) Due to the nature of Selected Reserve (SELRES) officer and enlisted careers, subparagraphs 5b(1) and 5b(2) of this instruction may be waived by NAVPERSCOM Career Progression Department (PERS-8), when appropriate.
- (4) Once the board convenes, board member removal will be at the discretion of the convening authority.
- c. <u>Prior Membership</u>. An officer may not be a voting member of two successive selection boards to consider officers of the same competitive category and grade. A voting member of a disbanded selection board, or where the board's recommendations were set aside, is also prohibited from sitting on either the superseding selection board or the successive selection board.
- d. <u>Military Spouse or Relative</u>. Officers may not be members of a board that is considering their spouses or other immediate relatives. Immediate relatives include any relationship by blood, marriage, adoption, or blended family up to the fourth degree of kinship (first cousin). Additionally, spouses must not serve on the same board in any capacity.
- e. Other Relationships. Selection board members are expected to recognize that certain former or ongoing personal relationships, other than kinship, with an eligible under consideration, while not per se disqualifying, may affect the perceived integrity of the board. Such situations may include, but are not limited to: fiancé(e), significant other or other intimate partner, ex-family member, a person with whom there exists a business relationship, or accuser or accused in legal proceedings. Professional relationships or friendships will not normally be considered such a relationship. In these cases, the board member must advise the president, board recorder, or board sponsor of the relationship and take such action as will protect the integrity of the board process, up to and including requesting relief from board duties.
- f. <u>Investigations or Charges Pending</u>. Any officer who has a recent detachment for cause, punitive field code-17, unresolved improper conduct charges, or is the subject of an ongoing Judge Advocate General Manual or similar investigation must not be nominated for selection board duty. "Recent" is defined as since the officer's last selection for promotion or screening for a competitive position or program by a selection board.
- g. <u>Physical Fitness Assessment (PFA) Standards</u>. Any officer who has failed the most recent PFA cycle is not eligible to serve as a member for any selection board until a score of "passed" or "body composition assessment (BCA) pass" is obtained. An officer who is granted a medical waiver following a PFA failure is ineligible for selection board membership until a score of

"passed" or "BCA passed" is obtained. Any officer who was medically waived for the most recent PFA cycle but passed the PFA prior to the waiver is eligible for board duty.

- h. <u>Flag Aides</u>. Flag aides should not serve on a selection board in any capacity if their flag officer is a voting member of that board. Additionally, flag aides should not serve on any concurrent boards while their flag officer is participating in selection board duty.
- i. <u>Officers Pending Retirement</u>. Officers who have requested retirement or who are within 1 year of statutory retirement should not be nominated for board duty. COMNAVPERSCOM will not normally grant membership waivers for these officers, even if an officer serves in a small competitive category.
- j. <u>Detailers and Placement Officers</u>. In addition to the restrictions concerning detailer participation on selection boards set forth in reference (c), the following rules apply:
 - (1) Detailers will not serve as board recorders on statutory selection boards.
- (2) Detailers may serve as assistant recorders on statutory selection boards in exigent circumstances, so long as they do not detail the eligibles under consideration.
- (3) The same rules governing detailer participation on selection boards set forth in reference (c) and this instruction apply to placement officers.

k. Community Managers

- (1) Officers who are involved in duties related to officer community management should not serve as voting members on officer statutory boards. They may serve as assistant recorders in exigent circumstances in cases where they are not involved in community management functions for eligibles under consideration. Community managers may serve as voting members on lateral transfer and redesignation boards and may serve on enlisted selection boards on a case-by-case basis, as appropriate.
- (2) Officers who are involved in duties related to enlisted community management must not serve on enlisted selection boards in any capacity. These officers may serve on officer selection boards on a case-by-case basis, as appropriate.
- (3) Enlisted personnel involved in duties related to enlisted community management may serve on enlisted selection boards in exigent circumstances only.
- 1. <u>NAVPERSCOM Personnel</u>. Personnel assigned to NAVPERSCOM Career Management Department (PERS-4) and its subordinate codes, with the exception of PERS-45, will not serve on selection boards as voting members, with the exception of lateral transfer and redesignation boards. Those who are not directly involved in duties related to detailing may serve on selection boards in exigent circumstances, as appropriate.

- m. "Banked" Officers (Administrative Selection Boards Only). Officers who have screened for a specific position or qualification (e.g., major command), but yet to serve in such position are considered being in the "bank," i.e., remain eligible for future orders. "Banked" officers will not serve as voting members on the same administrative selection board, which is to rescreen or descreen the "bank" members. Recorders and other board assistants who are in the "bank" may participate in the overall board, provided they are absent from the voting tank during confirmation of the "bank." Under no circumstance will officers be present in the voting tank when their records are reviewed.
- n. <u>Enlisted Advancement Selection Board Membership</u>. Board membership consists of officer and enlisted voting members and enlisted recorders.
- (1) The president of an active enlisted advancement selection board will be an Active Component (AC) unrestricted line (URL) flag officer as outlined below. The president of a SELRES or FTS enlisted advancement selection board will be a Reserve Component (RC) flag officer. The president of a SELRES or FTS enlisted advancement selection board should rotate annually between SELRES and FTS.
- (2) Enlisted advancement selection board panel heads should be captains for E-9 and commanders or above for E-7 and E-8, but lieutenant commanders may be used at the discretion of PERS-80. Active enlisted advancement selection board panel heads will be AC officers, but FTS officers may be used in exigent circumstances. SELRES and FTS enlisted advancement selection board panel heads will be RC officers, but AC officers may be used in exigent circumstances.
- (3) Enlisted advancement selection board voting members consist of officers and master chief petty officers (MCPOs). Frocked MCPOs may also serve as voting members on any enlisted advancement selection board. Officers will make up an overall percentage of the members as shown in figure 1 below.

Board	President(s)	SEA(s)	Panel Heads	Officers
Active E9	2 RADM	2	Active CAPT	30%
Active E8	3 RDML	3	Active CDR	20%
Active E7	3 RDML or RDML Select	3	Active CDR	10%
Reserve E8/E9	1 RADM	1	Reserve/FTS CAPT	10%
Reserve E7	1 RDML or RDML Select	1	Reserve/FTS CAPT	10%

Figure-1

(4) Senior chief petty officers (SCPOs) may serve as voting members on E-7 advancement selection boards. SCPOs may serve as recorders on the E-9, E-8, or E-7 advancement selection boards, if not eligible. Chief petty officers (CPOs) and frocked CPOs may serve as recorders on any enlisted advancement selection board, if not eligible. Petty officers (E-6 and below) may not serve in any capacity on any enlisted advancement selection board.

- (5) AC enlisted members may serve on SELRES and FTS enlisted advancement selection boards, and RC enlisted members may serve on AC enlisted advancement selection boards.
- (6) Enlisted personnel interested in serving on enlisted advancement selection boards must complete NAVPERS 1400/02 Enlisted Selection Board Member/Recorder Application and route to PERS-805 via their chain of command and their fleet master chief (FLTCM) and or force master chief (FORCM). If applications received by PERS-805 do not meet the minimum number of board members required, PERS-805 may direct FLTCMs and FORCMs to provide additional board members.
- o. Special Enlisted Advancement Selection Board Membership. A special enlisted advancement selection board may be granted under the same guidelines in reference (c). To the maximum extent possible, special enlisted advancement selection boards should be conducted during a regularly scheduled enlisted advancement selection board. Special enlisted advancement selection board membership will consist of officer and enlisted voting members and enlisted recorders. The membership will consist of the following:
- (1) The president of the concurrent regularly scheduled enlisted advancement selection board.
- (2) The officer and enlisted panel members of the rate-specific panel. To the maximum extent possible, a matching rate and component (AC, SELRES, or FTS) enlisted member should be included in the special enlisted advancement membership. Any member of the panel who was a member of, or eligible for, the regularly scheduled enlisted advancement selection board may not serve on the special selection board.
 - (3) The board recorder and assistant recorder assigned to the rate-specific panel.
- (4) If the special enlisted advancement selection board is not being conducted concurrently with a regularly scheduled enlisted advancement selection board, the membership will consist of the following:
 - (a) A minimum of five members
 - (b) A president meeting the requirements of subparagraph 6n(1) of this instruction
- (c) A senior enlisted advisor and an officer panel head meeting the requirements of subparagraph 6n(3) of this instruction. The remaining members will be enlisted members, with at least one rate and component (AC, SELRES, or FTS) match for each eligible being considered. The enlisted member's minimum rate must meet the requirements of subparagraph 6n of this instruction.
 - (d) One board recorder and one or more assistant recorders, as required.
- p. <u>Senior Enlisted Continuation Board (SECB) Membership</u>. Eligibility and membership requirements are established by the convening naval administrative messgage (NAVADMIN).

The membership generally consists of the following:

- (1) A URL flag officer president
- (2) An AC FLTCM and an RC FORCM, along with the president, will comprise the core membership. Due to force structure, the core FLTCM and FORCMs may serve on consecutive SECBs.
 - (3) A minimum of one commander, or above, panel head for each board panel.
- (4) A minimum of three enlisted members, which should be comprised of only MCPOs holding Navy enlisted classification (NEC) code 8COB or 8CMC, including command master chiefs (CMDCM), FORCMs, or FLTCMs, if available, for each panel.
- (5) If the SECB is considering RC (SELRES or FTS) eligibles, then at least one member on each panel (either officer or enlisted) must represent the same component.
- (6) A non-eligible board recorder and one non-eligible E-7 or above assistant recorder for each panel.
- (7) Enlisted personnel interested in serving on an SECB must complete NAVPERS 1400/02 and route to PERS-805 via their chain of command and their FLTCM and or FORCM.
- q. Special SECB Membership. A special SECB may be granted under the same guidelines in reference (c). To the maximum extent possible, special SECBs should be conducted during a regularly scheduled enlisted selection board. The membership of the special SECB should comply with the requirements of the convening NAVADMIN. The membership generally consists of the following:
 - (1) A minimum of five members
 - (2) A URL captain or above president
 - (3) A minimum of one commander or above panel head
- (4) A minimum of three enlisted members which should be comprised of only MCPOs holding the 8COB or 8CMC NEC, including CMDCMs, FORCMs, or FLTCMs if available.
- (5) If the SECB is considering RC (SELRES or FTS) eligibles, then at least one member (either officer or enlisted) must represent the same component.
- (6) A non-eligible board recorder and one or more non-eligible E-7 and above assistant recorders as required.
- 7. Selection Board Sponsors and Recorders Roles and Responsibilities

a. Board Sponsor

- (1) Serves as the primary advisor to the board president and board recorder for statutory and administrative boards to guide board execution per applicable laws, instructions, and convening authority approved guidance.
- (2) Maintains a running dialogue with the board president on all matters pertaining to the board and its progress.
- (3) Provides the list of eligibles for consideration to the selection board per the approved promotion zone or selection board convening message or order, using the Officer and Enlisted Board System.
- (4) Ensures, in conjunction with the board recorder, that eligible summary records are amended to identify, as required, joint service and qualifications, acquisition professional qualifications, field code 17/38 information flags, and others as identified by the applicable administrative brief.
- (5) Acts as a liaison between the board president and the convening authority to resolve board related questions concerning governing documentation (precept, convening order, eligible records, etc.) as furnished to the board.
- (6) Provides training, using the appropriate administrative brief, precept, and convening order(s), for the board president and board members in conjunction with the assigned NAVPERSCOM Personnel Information Management Department (PERS-3) selection board system operator(s) (SBSO) at board convening. Provides training, in conjunction with SBSOs, and direction for the board recorders as part of pre-convening board preparations.
- (7) Ensures all documentation required by the precept/convening order is forwarded as part of the selection board record of proceedings. Board sponsors must ensure all required signatures are provided by the board president and members prior to the board adjourning.
- (8) Acts as a liaison between the board president(s) and convening authority to support "board call-outs" as scheduled by the respective chains of command.

b. Board Recorder

- (1) Reviews eligible officer or enlisted records prior to the board convening to ensure accurate information is available.
- (2) Assists the board president in ensuring all board actions are per law, instruction, the precept, and the convening order per reference (b).
- (3) Provides an official record of the board deliberations, per reference (b), through the use of a "recorder notebook."

- (4) Supports the selection board president with any and all administrative requirements.
- (5) Must be present during all board deliberations, per reference (b), to certify fair and impartial proceedings of the board and integrity of the board process.

8. Procedural Guidance

- a. Confidentiality. No member or administrative staff of a selection board will disclose the proceedings, deliberations, or recommendations of a selection board, unless expressly authorized or required by the convening authority or higher authority. For members, such confidentiality begins from the time they are officially notified of membership. After notification, the only non-NAVPERSCOM personnel who should know of the membership are the member, the member's commanding officer (CO) or reporting senior, and CMDCM (enlisted personnel only). Members may divulge only the location and dates of travel to an individual designated by their CO or reporting senior for coordinating travel. Communications with PERS-35, PERS-805, Bureau of Naval Personnel (BUPERS) Navy Total Force Operational Support Office (BUPERS-00R), or communication initiated by the board sponsor and the board recorder prior to the board convening is authorized. Communications with any other outside parties prior to the board convening regarding selection board duty are prohibited. Particularly, members may not visit or communicate with detailers, placement officers, community managers, or eligibles immediately prior to or during the proceedings. Board members with an emergent circumstance, e.g., in the permanent change of station orders negotiating process, must go through the board sponsor to coordinate any communication with detailers, placement officers, or community managers. After the board report is approved, only the recommendations of the board may be disclosed. NAVPERSCOM Executive Services Branch (PERS-351) will provide enclosure (1), outlining the requirements for confidentiality, with their official notification.
- b. Handling of Membership List. Prior to and during a selection board, the identity of the selection board's membership (to include recorders) is sensitive and will be disseminated on a need-to-know basis only. The list will be confined to cognizant administrative support staff processing that specific board. The board president and members will not know the composition of a board's membership prior to the convening of the board. After the board report is approved, NAVPERSCOM Career Progression Department (PERS-8) will release the identity of the selection board's membership to the public.
- c. <u>Authorized Personnel in Selection Board Spaces</u>. Only those personnel listed on applicable precepts and convening orders are allowed in the selection board record review/prep room or a voting tank in Wood Hall (building 769) while a board is in session. Flag aides for admirals and vice admirals (O-10 and O-9 officers), due to the need for connectivity, are permitted in the break area, phone bank, and or flag suite at Wood Hall. In no case is a flag aide permitted in the record review/prep room or a voting tank.
- d. <u>Eligibility for Concurrent Board</u>. Board personnel who are eligible for selection by another selection board being held concurrently in Wood Hall must avoid the record review/prep

rooms and voting tank of the concurrent board and must refrain from contact with the personnel of the concurrent board.

- e. <u>Cellular Telephones and Other Devices</u>. Cellular telephones, blackberries, personal laptop computers, and other personal communications devices are prohibited in the board spaces and board common areas. These areas consist of the board prep/review rooms, voting tanks, adjoining passageways, lounge area, and administrative support spaces. Public telephones are available in Wood Hall. Messages to board personnel may be received by the customer service desk at (901) 874-3225/ DSN 882. NAVPERSCOM computer support personnel are exempt from these restrictions; their telephones serve as troubleshooting communication devices.
- f. Travel and Business Rules. COMNAVPERSCOM will fund travel orders for members only. Other administrative personnel will not be funded by COMNAVPERSCOM; they must be funded by the sponsoring community if their presence is desired. Recorders will only be funded for continental United States travel. COMNAVPERSCOM only funds temporary additional duty orders or active-duty for training orders for drilling reservists. To avoid the chance of double travel claims, members on any other type orders (i.e., permanent change of station with intermediary stop) will not be funded. No leave en route is authorized. Rental vehicles are not funded by COMNAVPERSCOM for O-6 and below board members. Shuttle service and government vehicles are available for transportation.

9. Records Management

- a. Records created as a result of this instruction, regardless of format or media, must be maintained and dispositioned for the standard subject identification codes (SSIC) 1000 through 13000 series per the records disposition schedules located on the Department of the Navy/Assistant for Administration (DON/AA), Directives and Records Management Division (DRMD) portal page at https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx.
- b. For questions concerning the management of records related to this instruction or the records disposition schedules, please contact your local records manager or the DON/AA DRMD program office.
- 10. Review and Effective Date. Per OPNAVINST 5215.17A, PERS-80 will review this instruction annually around the anniversary of its issuance date to ensure applicability, currency, and consistency with Federal, Department of Defense, Secretary of the Navy, and Navy policy and statutory authority using OPNAV 5215/40 Review of Instruction. This instruction will be in effect for 10 years, unless revised or cancelled in the interim, and will be reissued by the 10-year anniversary date if it is still required, unless it meets one of the exceptions in OPNAVINST 5215.17A, paragraph 9. Otherwise, if the instruction is no longer required, it will be processed for cancellation as soon as the cancellation is known following the guidance in OPNAV Manual 5215.1 of May 2016.

11. Forms

- a. NAVPERS 1400/2 Enlisted Selection Board Member/Recorder Application may obtained from NAVPERSCOM Web site at http://www.public.navy.mil/BUPERS-NPC/Pages/default.aspx.
- b. Officers requesting to serve on a selection board must utilize NAVPERS 1400/5 Officer Selection Board Member/Recorder Nomination. The form may be obtained from NAVPERSCOM Web site at http://www.public.navy.mil/BUPERS-NPC/Pages/default.aspx.

W. HUGHES
Deputy Chief of Naval Personnel

Releasability and distribution:

This instruction is cleared for public release and is available electronically only via BUPERS Web site, http://www.npc.navy.mil/

SELECTION BOARD RULES OF ENGAGEMENT

Once Notified You Are Going to be A Selection Board Member

Board membership is a privilege but carries with it great responsibility and legal obligations. As a board member, you have a duty to help maintain the independence and integrity of the selection board process, including the secrecy of the board membership that is not announced until the board report is approved. This duty begins the moment you are officially notified by NAVPERSCOM (PERS-8 or PERS-35) that you will be sitting on a selection board. Failure to comply with these orders is a violation of the Uniform Code of Military Justice and could result in administrative and or disciplinary action.

Do not divulge the purpose, location, or dates of travel to anyone except your commanding officer, reporting senior, and command master chief (CMDCM) (enlisted personnel only). You may divulge only the location and dates of travel to an individual designated by your commanding officer or reporting senior for coordinating your travel. Avoid entering the words "selection board" on your calendar or schedule.

Do not visit or communicate in any way with detailers, placement officers, or community managers, except as it pertains to your own emergent circumstance, e.g., you are in the permanent change of station orders negotiating process. Even then, if it can be avoided, delay contact until after the board adjourns.

Do not attempt to get information about or discuss any officer who might be considered by the selection board you will sit. This includes officers above, in, and below the zone.

If anyone other than staff from NAVPERSCOM (PERS-8 or PERS-35), the board sponsor, or the board recorder attempts to discuss or communicate with you in any way, e.g., by phone call, in person, or by e-mail about your prospective participation in the board, let the staff at NAVPERSCOM know immediately. If in doubt, call PERS-8 at 901-874-4162/DSN 882 or the board sponsor. Your dealings with the staff must be limited to administrative matters related to your board service.

While at the Board

Only the convening authority, or an individual specified in writing by the convening authority, may speak to board members in person about substantive matters once the board convenes. Designated support staffs are authorized to speak to you about administrative matters only.

All substantive communications to the board must be in writing, be given to each member, and made a part of the board's record.

Limit all substantive conversations about the board to the officially designated board spaces, i.e., the boardroom and voting tank. Do not discuss substantive board matters with anyone, anywhere else, e.g., in heads, lunchroom, in the van en route to and from the board spaces, or at the bachelor quarters. All substantive discussions must take place in the boardroom or voting tank. A recorder must be present for all voting tank deliberations.

No lists, notes, or writing you compile during the board may leave the selection board area. At the end of the board, all lists, notes, and other writings must be left in the red shred bins in the deliberation room.

You may only consider official records and written or published material furnished to you by the selection board administrative staff.

You may not consider any written or published material not provided to you by the selection board administrative staff.

You may not discuss anything adverse about an officer that is not in the official record provided to you at the board.

After the Board

Your duty to maintain the confidentiality of the board's proceedings, deliberations, and results is required by law and policy. Do not disclose anything about your board's proceedings, deliberations, or results to anyone unless specifically authorized by competent authority.

You may not counsel or advise officers who failed to select for promotion at your board as to why they may not have been selected. Direct the officers to contact their detailers or community managers for counseling.

Do not disclose the proceedings, deliberations, vote of the board, including how you voted, or names of officers selected or not selected for promotion to anyone unless authorized by competent authority to do so.

At All Times

If you believe that the integrity of the board process or board proceedings has been affected by improper influence from an outside source, misconduct by a board member, or for any other reason, or you believe someone is exerting or attempting to exert inappropriate influence over you or the board proceedings, report it to the board president, board recorder, board sponsor, or PERS-8 staff immediately. When in doubt, report.