



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

3 Jan 20

From: Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education) (N1)
To: President, FY-21 Active-Duty Navy and Reserve 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-21 ACTIVE-DUTY NAVY AND RESERVE LIMITED DUTY OFFICER AND CHIEF WARRANT OFFICER IN-SERVICE PROCUREMENT PROGRAMS
Encl: (1) Board Membership
(2) Recorder and Assistant Recorders
(3) Administrative Support Staff
(4) 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, the officers listed in enclosure (2) as recorder and assistant recorders and the personnel listed in enclosure (3) as administrative support staff, is ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, 9 January 2020, 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-21 Active-Duty Navy and Reserve 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

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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-21 Active-Duty Navy and Reserve Limited Duty Officer and Chief Warrant Officer IPP Selection Board Guidance, enclosure (4).

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, recorder, assistant recorders and administrative support personnel must comply fully with these requirements, and I expect you to emphasize the need for strict confidentiality.


JOHN B. NOWELL, JR

FY-21 Board #21181/#21315
Active-Duty Navy and Reserve LDO/CWO ISP Selection Board
Board Membership

RANK/NAME	USN/ USNR	DESIGNATOR	PRESIDENT/ MEMBER
CAPT REYNALDO T. TANAP	USN	6130	P
CDR MATTHEW P. BEARE	USN	6320	M
CDR ANTONIO C. TING	USN	6510	M
CDR JOHN G. JENSEN	USNR	6335	M
CDR ERIC C. MCAFEE	USNR	6495	M
CDR CONSTANCE L. SOLINA	USN	5100	M
CDR BRADLEY J. DAVIS	USNR	6235	M
CDR CHRISTOPHER J. TEJEDA	USN	1110	M
CDR STEPHEN A. FOLSOM	USN	6360	M
CDR DANIELLE S. WILLIAMS (6420)	USN	1820	M
CDR JACK E. MORRIS	USN	6390	M
CDR CURTIS BROWN	USNR	6330	M
CDR RUSSELL J. GOFF, JR.	USN	6110	M
CDR RAMON P. MARTINEZ, JR. (6460)	USN	1800	M
CDR FREDDIE B. KOONCE	USN	6310	M
CDR ROSS M. ANDERSON	USN	6160	M
CDR DEVRON L. EAKINS	USN	1830	M
CDR TANYA K. CORMIER	USN	3100	M
CDR SATONYA A. BROWN	USN	6180	M
CDR MANUEL SANCHEZ	USN	6330	M
CDR CRAIG M. GILKEY	USN	1820	M
CDR STEPHEN T. ANDROS	USN	1140	M
CDR MICHAEL J. FELDHUES	USN	6330	M
CDR JASON J. BECKER (6440)	USN	1810	M
LCDR EDWIN R. CATUBIG	USN	6130	M
LCDR SHAWN T. COLLINS	USN	6330	M
LCDR DAVID J. LATOUR	USN	6430	M
LCDR BRIAN J. BLANKENSHIP	USN	6120	M
LCDR KURT E. DAVIS	USN	6120	M
LCDR ROBERT GALLARDO	USN	6410	M
LCDR NATASHA NORRIS	USN	6490	M
LCDR JACK L. SMOCK, JR.	USN	6260	M
LCDR DANA S. CANBY	USN	1110	M
LCDR ANGEL O. OLIVERA	USN	6480	M
LCDR JOHN P. MOBIUS, JR.	USNR	6535	M

FY-21 Board #21181/#21315
Active-Duty Navy and Reserve LDO/CWO ISP Selection Board
Board Membership

RANK/NAME	USN/ USNR	DESIGNATOR	PRESIDENT/ MEMBER
LCDR JOHN J. ORAVITZ, JR.	USN	6230	M
LCDR JAMES M. FLAHERTY	USN	6280	M
LCDR GREGORY S. MILLER (6290)	USN	1820	M
LCDR DAVID D. NOVOTNEY	USN	1130	M
LCDR MICHAEL A. SCHMIDT (6810)	USN	1810	M
LCDR GREGORY L. CRUM	USN	6130	M
LCDR ALBETRO ALSHABAZZ	USN	6530	M
LCDR PAUL M. FOGEL	USN	6490	M
LCDR JAMES E. BARCLAY	USN	6260	M
LCDR ROBERT J. ANTONUCCI	USN	1310	M
LCDR YAMILETT T. BROWN	USN	6410	M
CWO5 KENNETH HELM, JR.	USNR	7138	M
CWO5 PATRICK M. O'NEAL	USN	7131	M
CWO5 DARRIOUS L. BURSON	USN	7411	M
CWO5 ALBERTINE C. MCALMAN	USN	7331	M
CWO5 JAMES BOSLEY	USN	7331	M
CWO5 SEAN M. NORTH	USN	7811	M
CWO5 HARRISON WRIGHT III	USN	7521	M
CWO5 MELISSA A. PUTNAM	USN	7181	M
CWO5 JOHN M. FREES	USN	7361	M
CWO5 REINALDO RODRIGUEZ	USN	7311	M
CWO4 WILLIAM B. EAST	USN	7111	M
CWO4 VANDERLA L. AKAKA	USN	7821	M
CWO4 TROY E. WILSON	USN	7151	M
CWO4 KRISTIAN O. CARINI	USN	7171	M
CWO4 JOHN R. PENICK, JR.	USN	7161	M
CWO4 MICHAEL D. MILLER	USN	7201	M
CWO4 CHRISTOPHER S. THREATT	USN	7281	M
CWO4 MELANIE S. G. KINCHEN	USN	7411	M
CWO4 SAMUEL A. FARRAH	USN	7831	M
CWO4 ROBERT A. CLARK, JR.	USNR	7838	M
CWO4 TYRONE P. GILYARD	USN	7831	M
CWO4 RYAN P. KEENAN	USN	7321	M

FY-21 Board #21181/#21315
Active-Duty Navy and Reserve LDO/CWO ISP Selection Board
Recorder and Assistant Recorders

RANK/WARFARE NAME	USN/USNR	DESIGNATOR	RECORDER/ASSISTANT RECORDERS
LCDR JON D. BURROW	USNR	6495	R
LT PETUNIA ORR	USN	6390	A
LT DOUGLAS A. KESTERSON	USN	6360	A
LT NICHOLAS J. GEGG	USN	6530	A
LT JEFFREY T. MOREHEAD	USN	1800	A
LT JRAY NORRIS	USN	6110	A
LT ELIOT J. FIASCHI	USN	6490	A
LT LUIS E. MARTINEZ	USN	6310	A
LTJG CELESTINO D. DULNUAN	USN	6510	A
LTJG JEFFREY C. BOUTIN	USN	6320	A
LTJG WILLIAM Z. PATE	USN	6260	A
CWO3 RAMON BETANCOURT, JR.	USN	7151	A
CWO3 JOE P. SWEETING	USN	7201	A
CWO3 KARL D. BARNES	USN	7831	A
CWO3 ANDREA S. PUCKETT	USN	7821	A
CWO3 KELVIN E. GUMBS	USN	7411	A
CWO3 DANIEL L. POTWIN	USNR	7138	A
CWO2 LETICIA S. LEE	USN	7411	A
CWO2 GREGORY W. NEUMAN	USNR	7168	A
CWO2 JOSEPH A. ALDANA	USN	7171	A

FY-21 Board #21181/#21315
Active-Duty Navy and Reserve LDO/CWO ISP Selection Board
Administrative Support Staff

(RANK/RATE/MR. OR MS.) NAME +A1:A55
RADM JEFFREY W. HUGHES
* CAPT EDWARD L. CALLAHAN
CAPT KATHLEEN A. ELKINS
CAPT ROBERT P. SCHULHOF
CAPT ELISABETH S. STEPHENS
CAPT JOSEPH A. TORRES
CDR BRIAN D. FREMMING
CDR CHAD C. KIRK
* CDR CHRISTOPHER LABISSIERE
CDR CHRISTOPHER J. OTTO
LCDR JULIAN W. CARSWELL JR.
* LCDR PHILLIP E. DAVIS
LCDR DAVID K. EDWARDS
LCDR JOSEPH A. GUEARY
LCDR ERICA R. HARRIS
LCDR SHANI K. HENRY
LCDR JASON B. KAPLAN
* LCDR CHRISTOPHER M. WEBSTER
LCDR STEPHEN P. WILLIAMS
LT CASSANDRA E. ABBOTT
LT RANDALL W. BEAL
LT ANDREW C. DOTSON
LT JORGE A. GUILLOT
LT JARROD D. HAMBY
* LT SHANIQUE D. HOWARD
LT JASON W. MCCLINTON
* LT WILLIAM S. RUTHART
LT KATHARINE M. SHUMWAY
LT DANIEL S. STEFANUS
LT PETER A. STEWART
LT MICHAEL P. WATROL
* ENS JENNIFER EDWARDS
* CWO5 HECTOR SANDOVAL
FORCM(SS/IUSS) SCOTT A. ROSSITER
CMDCM(SW/SCW/AW) STEPHEN B. GRAHAM
PSCM(AW) DEMETRIUS G. EUTSEY
PSCM(SW/AW) MATTHEW A. LUCAS
* YN1 LORENA B. SANTENS
* PSC CRYSTAL Y. HOFFMAN
MR. GEORGE N. BARNES II
MS. MARISA Y. BEAL
MR. JULION A. BEND
MS. DONNA M. CARPENTER
* MS. DAWN E. COLEMAN
MR. BRADLEY J. CORDTS
MR. JOHN R. CROTTS
MR. CHRISTOPHER J. GARNER
MR. ANTHONY P. GASTON
MR. PATRICK R. HARRIS
MR. MAX HODGE
MR. JUAN J. JIMENEZ
MR. ANTHONY MATTHEWS
MS. KARON D. MATTHEWS
MR. MIKE A. MCNAB

Note:

* OCMs will have no contact with board members or recorders.

FY-21 Board #21181/#21315
Active-Duty Navy and Reserve LDO/CWO ISP Selection Board
Administrative Support Staff

MR. TOMMY OWENS
MR. GARY C. PETERSON
MR. MARTIN L. POMPEO
MR. STEPHEN R. RANNE
MR. JAY A. RUBLAITUS
MR. ANTOINE SHARP
MS. EDNA SHANNON
MR. DAVID B. WHORTON
MR. DARRENCE A. WOLFE
MS. MINDEE M. WOLVEN

FY-21 ACTIVE-DUTY NAVY AND RESERVE LIMITED DUTY OFFICER AND
CHIEF WARRANT OFFICER IN-SERVICE PROCUREMENT PROGRAM
SELECTION BOARD GUIDANCE

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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 2i and 2j 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 2j 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-21 Active-Duty Navy and Reserve 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 8167 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 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 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 skill, 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 (including 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 (including 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 (including 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 innovative spirit and diverse experiences, perspectives, backgrounds, 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 innovate to address new threats and challenges, and take advantage of emergent opportunities, and maximize our warfighting capability.
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-21 Active-Duty Navy and Reserve 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-21 Active-Duty Navy 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 (including 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-21 Active-Duty Navy and Reserve 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 8167 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. Non-select 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?"