



DEPARTMENT OF THE NAVY  
CHIEF OF NAVAL PERSONNEL  
701 SOUTH COURTHOUSE ROAD  
ARLINGTON VA 22204-2472

22 Jan 21

From: Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education) (N1)

To: President, FY-22 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-22 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, 25 January 2021, 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-22 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

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secondary to the board process, and the utmost care will be given to ensure the process is not compromised or rushed to accommodate outside concerns. Each record reviewed represents years of service by the individual 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-22 Active-Duty Navy and Reserve Limited Duty Officer and Chief Warrant Officer ISP 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-22 Board #22181/#22315  
Active-Duty Navy and Reserve LDO/CWO ISP  
Selection Board Membership

RANK/NAME	STATUS		DESIG	DECK/OPS/ ENG/BOAT/ ELEC	ADMIN/CEC/ BAND/FOOD / SUPPLY	SUB ENG/ ELEC/DIVE/ EOD/NSW	AVIATION DECK/ORD/ MAINT/OPS	IW/IP/ INTEL/ CYBER
CAPT RICHARD R. GROVE, JR.	USN	ADL	6330	P	P	P	P	P
CDR ROBERT J. LOPEZ	USN	ADL	6280	M	M	M	M	M
CWO5 CHRISTOPHER B. CHANDLER	USN	ADL	7331	M	M	M	M	M
CDR KEITH B. FOSTER	USN	ADL	6130	M				
CDR RAYBURN B. MASSIAH	USNR	RASL	1117	M				
CDR CRAIG H. MACDONALD	USN	ADL	6120	M				
CDR LENTEISA L. HILL	USN	ADL	6180	M				
CDR YILEI LIU	USN	ADL	1110	M				
LCDR STEPHEN J. HARTLEY, JR.	USN	ADL	6130	M				
LCDR QUENTIN M. COOPER	USN	ADL	6130	M				
LCDR MARK A. HOVAN	USN	ADL	6180	M				
LCDR JERROD S. HALL	USN	ADL	6130	M				
LCDR SUZANNE E. SCHRUMP	USN	ADL	6180	M				
LCDR ROY A. ADUNA	USN	ADL	6110	M				
LCDR DARRELL L. COOK	USN	ADL	6110	M				
CWO5 JONATHAN M. DAVIS	USN	ADL	7181	M				
CWO5 DAVID L. SLEDGE	USN	ADL	7181	M				
CWO4 JACK C. SIMS III	USN	ADL	7121	M				
CDR DAVID GLOVER	USN	ADL	6510		M			
CDR MIKE E. SVATEK	USN	ADL	1800		M			
CDR VINCENT M. AMBROSINO, JR.	USN	ADL	3100		M			
CDR NIKOLAS G. RONGERS	USN	ADL	1310		M			
CDR ROBERT G. KNAPP	USN	ADL	6410		M			

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CDR CHRISTOPHER VERDELL	USN	ADL	6410		M			
LCDR JOSE RIVERA III	USNR	RASL	6415		M			
LCDR KIMBERLY M. CAUDLE	USN	ADL	5100		M			
LCDR GRANT C. GLOVER	USN	ADL	6530		M			
LCDR DAVID H. GUILD, JR.	USNR	RASL	6535		M			
LCDR BRUCE J. MANSFIELD	USN	ADL	6430		M			
CWO5 JONATHAN MANGILIT	USN	ADL	7411		M			
CWO5 BENNY BROCKINGTON, JR.	USN	ADL	7521		M			
CWO4 KENYATTA J. MCCAIN	USN	ADL	7411		M			
CAPT ALAN R. WING	USN	ADL	1130			M		
CDR GREGORY B. PRICE	USN	ADL	6260			M		
CDR EDWIN S. MANANQUIL	USNR	RASL	6495			M		
CDR DILLON J. TOLMIE	USN	ADL	1120			M		
LCDR JOHN R. BELCHER	USN	ADL	6290			M		
LCDR RICARDO LOPEZ, JR.	USN	ADL	6260			M		
LCDR PATRICIA M. LEE	USNR	RASL	6495			M		
LCDR FREDRICK W. MASTEN, JR.	USN	ADL	6490			M		
LCDR JACK L. SMITH	USN	ADL	6490			M		
LCDR JOHN B. BURKHART	USN	ADL	6480			M		
LCDR GREGORY T. JOHNSON, JR.	USN	ADL	6230			M		
LCDR JAMES E. GUTHRIE, JR.	USN	ADL	6490			M		
CWO4 AARON L. HOY	USN	ADL	7151			M		

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CWO4 COY EVERAGE, JR.	USN	ADL	7201			M		
CWO4 JOSHUA G. HUMMEL	USN	ADL	7171			M		
CWO4 ERIC T. HEIM	USN	ADL	7281			M		
CDR SHAWN T. RUMBLEY	USN	ADL	6330				M	
CDR ANTHONY C. BARBER	USN	ADL	6330				M	
CDR DEAN S. SCHOENROCK	USN	ADL	6320				M	
CDR KENT L. DAVIS	USN	ADL	6310				M	
CDR ROBERT W. ANDERSON IV	USN	ADL	1310				M	
CDR ARTHUR G. STEWART II	USN	ADL	6390				M	
CDR ANTHONY B. FRIES	USN	ADL	6360				M	
CDR GARRETT T. PANKOW	USN	ADL	1140				M	
LCDR RILEY E. SWINNEY, JR.	USN	ADL	6330				M	
LCDR MICHELLE V. HIGINGBOTHAM	USN	ADL	6330				M	
CWO5 SIGFRIDO T. CRUZPENA	USN	ADL	7331				M	
CWO4 KALVIN C. GLIENKE	USN	ADL	7321				M	
CWO4 WILLIAM J. BENJAMIN	USNR	RASL	7168				M	
CWO4 DORIAN T. FAIR	USN	ADL	7311				M	
CDR DOUGLAS W. PEARMAN (6460)	USN	ADL	1800					M
CDR BILLY W. YOUNG (6820)	USN	ADL	1820					M
CDR CHRISTOPHER M. MICHALSKI	USN	ADL	1830					M
LCDR DONALD K. MOARATTY, JR. (6440)	USN	ADL	1810					M
LCDR JASON K. DALRYMPLE	USNR	RASL	6835					M
CWO5 BRYANT O. WALKER	USN	ADL	7821					M

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CWO4 KENNETH D. BAIR	USN	ADL	7831					M
CWO4 BRADLEY R. BOLLINGER	USN	ADL	7831					M
CWO4 RODERRICK J. MCPHAUL	USN	ADL	7821					M
CWO4 DAVID B. SNYDER	USNR	RASL	7838					M
CWO4 DAVID H. NORMAN	USN	ADL	7811					M
CWO4 LAILA R. SALAAM	USN	ADL	7821					M
<b>(Members' Select Status)</b>				18	17	19	17	15



FY-22 Board #22181/#22315  
 Active-Duty Navy and Reserve LDO/CWO ISP Selection Board  
 Administrative Support Staff

(RANK/RATE/MR. OR MS.) NAME
RADM ALVIN HOLSEY
CAPT DAVID J. CASTEEL
CAPT DAVID DWYER *
CAPT KATHLEEN A. ELKINS
CAPT BRIAN D. FREMMING
CAPT LAURIE R. GIBBENS
CAPT DAVID D. NEAL
CAPT JOSEPH A. TORRES
CDR CHRISTOPHER LABISSIERE
CDR CHRISTOPHER J. OTTO
CDR CHRISTOPHER N. SEELEY
LCDR RANDALL W. BEAL
LCDR JULIAN W. CARSWELL JR
LCDR ANDREW EDWARDS
LCDR DAVID K. EDWARDS
LCDR SHANI K. HENRY
LCDR SIDNEY E. LARSON
LCDR XIAO SUN
LCDR CHRISTOPHER M. WEBSTER *
LCDR STEVEN A. WHATLEY
LCDR STEPHEN P. WILLIAMS
LT JASON D. BENTLEY
LT JILL M. BOLDEN
LT AARON U. BOLIN
LT TABITHA M. CALLOWAY
LT ANDREW C. DOTSON
LT KIMBERLY M. FOWLER
LT JARROD D. HAMBY
LT SHANIQUE HOWARD *
LT PATRICE HERNANDEZ
LT ERIC M. KEMP
LT JASON W. MCCLINTON
LT JESSICA M. O'CONNOR
LT KATHARINE M. SHUMWAY
LT EMILIE F. TORIELLI
CWO5 HECTOR SANDOVAL *
FORCM(SW) CHRISTIAN D. DETJE
CMDCM(SW/SCW/AW) STEPHEN B. GRAHAM
PSCM(AW) DEMETRIUS G. EUTSEY
PSCM(SW/AW) MATTHEW A. LUCAS
YNCM(SW/AW) ROY K. LAMBERT
YNCS(SW/AW) DAVID R. PETERSON
LSC CHRISTOPHER A. STAUFFER
PS1 PAULA N. ROSS
YN1(SW/AW/IW) RUBEN K. CUADRADO
YN1 MATTHEW M. NOLAN
YN1(EXW/SW/AW) JAMES M. PAINO
ET2 ERVIN F. ROMERO
IT2 WILLIE J. ALLEN
AO3 DAVID T. PAISANO
MR. GEORGE N. BARNES II
MS. MARISA Y. BEAL
MR. JULION A. BEND

* OCM's will have no contact with Board Members
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FY-22 Board #22181/#22315  
Active-Duty Navy and Reserve LDO/CWO ISP Selection Board  
Administrative Support Staff

(RANK/RATE/MR. OR MS.) NAME
MS. DONNA M. CARPENTER
MR. BRADLEY J. CORDTS
MR. JOHN R. CROTTS
MR. PARK H. DINWIDDIE JR. *
MR. CHRISTOPHER J. GARNER
MR. ANTHONY P. GASTON
MR. PATRICK R. HARRIS
MR. MICHAEL J. HIGGS
MR. MAX HODGE
MR. JUAN J. JIMENEZ
MS. PRISCILLA L. JONES
MR. CHRISTOPHER A. LEIGH
MS. MARSEA K. LEWIS
MR. JOSEPH J. LIPKO
MR. ANTHONY MATTHEWS
MS. KARON D. MATTHEWS
MR. MICHAEL A. MCNAB
MR. LEO D. METOYER
MR. TOMMY OWENS
MS. LESLIE J. PITTS
MR. MARTIN L. POMPEO
MR. STEPHEN R. RANNE
MR. JAY A. RUBLAITUS
MR. ANTOINE SHARP
MS. EDNA SHANNON
MR. STEVEN J. SKRETKOWICZ
MS. RUBY D. SNOWDEN
MR. DAVID B. WHORTON
MR. DARRENCE A. WOLFE
MS. MINDEE M. WOLVEN



**FY-22 ACTIVE-DUTY NAVY AND RESERVE 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
- Impermissible Considerations
- Leadership of Diverse Organizations
- Area Tours
- Adverse Information

**B**

**Best and Fully Qualified Selection  
Standard**

- Fully Qualified
- Best Qualified

**C**

**Equal Opportunity and Diversity  
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- 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 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 have 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. **Impermissible Considerations.** Promotion boards are prohibited from considering the following:

a. The marital status, civilian employment, religion, or volunteer service of an officer;

b. Any information regarding an officer's spouse, including, but not limited to, civilian or military employment, education, race, religion, color, sex (including pregnancy),

gender identity, sexual origination, national origin, and volunteer service;

c. An officer's previous decision to opt out of a promotion selection board; and

d. An officer's previous participation in the Career Intermission Program.

#### 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-22 Active-Duty Navy and Reserve Limited Duty Officer and Chief Warrant Officer ISP Board, 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 a 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 may give favorable consideration to those applicants with professional military education, relevant higher education and experience in specialized areas. Best 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 valuable career milestones.

**c. Skill Requirements.** The Navy must focus on the skill sets mandated by current needs and on developing the professional competencies required in our future leadership. The Navy and joint force leadership needs to 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, ethnicity, religion, color, sex (including gender identity), sexual orientation, or national origin. Discrimination on any of these bases is contrary to the Department's core values of honor, courage, and commitment. The Navy strives to maintain a professional working environment in which an individual's race, ethnicity, religion, color, sex (including gender identity), national origin, or sexual orientation will not limit his or her professional opportunities. Accordingly, within this board's charter to determine the candidates who are "best and fully qualified," you must ensure that candidates of every race, ethnicity, religion, color, sex (including gender identity), sexual orientation, and national origin are given fair and equitable consideration.

2. Your evaluation of all candidates must be fair and equitable. You should be particularly vigilant in your evaluation of records to take care that no candidate's selection opportunity is disadvantaged by service utilization policies or practices. You should evaluate each candidate's potential to assume the responsibilities of a specific program or career milestone, 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 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-22 Active-Duty Navy and Reserve Limited Duty Officer and Chief Warrant Officer ISP; 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-22 Active-Duty Navy and Reserve Navy Limited Duty Officer and Chief Warrant Officer ISP. Duties performed well by men and women affected by such utilization policies or practices should be given weight equal to duty 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-22 Active-Duty Navy and Reserve Limited Duty Officer and Chief Warrant Officer ISP, 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 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 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, 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?"