



DEPARTMENT OF THE NAVY
BUREAU OF NAVAL PERSONNEL
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BUPERS-00B
8 Aug 26

From: Deputy Chief of Naval Personnel
To: FY-28 Administrative Selection Boards

Subj: FY-28 ADMINISTRATIVE SELECTION BOARD PRECEPT

Encl: (1) FY-28 Administrative Selection Board Guidance
(2) Unauthorized Disclosure of Sensitive Material
(3) SECNAV ltr dtd 15 May 26

1. **Applicability and Clarifying Information.** This precept applies to all Deputy Chief of Naval Personnel (DCNP) approved Administrative Selection Boards occurring within the FY-28 board season. The FY-28 Administrative Selection Board season encompasses boards convening 1 October 2026 through 30 September 2027.

2. **Function and Membership**

a. The function of Administrative Selection Boards (ASB) is to consider candidates for selection or screening for specific programs or career milestones indicated in each board's convening order. The boards shall consider carefully, without prejudice or partiality, the record of every eligible candidate. The records and names of all eligible candidates, determined as of the date the boards convene, will be furnished to the boards.

b. I will personally appoint the members of ASBs. During the board process, the personnel assigned as board members work directly for me, under oath. Board members are entrusted with selecting or screening the future leadership of the Navy. The performance of these duties will have a greater impact on the future of the Navy than any other duty they perform. During the board process, all other duties of an assigned member are secondary to the board process, and the utmost care will be given to ensure the process is not compromised or rushed to accommodate outside concerns. Each record reviewed represents years of service by the individual candidate. It is absolutely essential that your evaluation afford each eligible candidate fair and equitable consideration.

3. The boards shall proceed in accordance with the convening order, this precept, and the FY-28 Administrative Selection Board Guidance, enclosure (1). Additionally, board members, recorders, assistant recorders, and administrative support staff

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will be required to sign an Unauthorized Disclosure of Sensitive Material statement, enclosure (2), acknowledging their responsibilities to prevent the unauthorized disclosure of sensitive material. Furthermore, enclosure (3) shall be read by each board member prior to the execution of all Administrative Selection Boards convened by DCNP.

4. Best and Fully Qualified Selection Standard

a. Fully Qualified. All candidates recommended for selection must be fully qualified; that is, each candidate recommended must be capable of performing the duties of the program or milestone for which selected. Candidates who do not meet that standard shall not be recommended for selection. Candidates fully qualified for selection demonstrate an appropriate level of leadership, professional skills, integrity, management acumen, grounding in business practices, and resourcefulness in difficult and challenging assignments. Their personal and professional attributes include adaptability, intelligent risk-taking, critical thinking, innovation, adherence to Navy and Department of War standards of conduct, physical fitness, and Navy Core Values.

b. Best Qualified. Among the fully qualified candidates, you must recommend for selection the best qualified within their respective competitive category. Proven and sustained superior performance in command or other leadership positions in difficult and challenging assignments is a definitive measure of fitness for career milestones. Furthermore, successful performance and leadership in combat conditions demonstrate exceptional career milestone 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 candidates.

5. Additional Considerations

a. Commitment to Operational Excellence. Because Mission One for every candidate is the operational readiness of our Navy, the best qualified candidates will demonstrate an unrelenting commitment to operational excellence. This commitment will be evidenced by mastery of the skills critical to naval warfare. Additionally, the Navy values service and superior performance on operational fleet and subordinate command staffs.

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

The board may give favorable consideration to those candidates who have displayed superior performance while serving in Individual Augmentee (IA)/Overseas Contingency Operations (OCO) (also known as GSA; OSA for enlisted)/ Irregular Warfare/Afghanistan Pakistan Hands (APH) Program assignments in direct support of OCO and Irregular Warfare assignments and, in particular, those assignments that are extraordinarily arduous or which involve significantly heightened personal risk. Special attention must be taken in reviewing these candidates' records as IA/GSA/APH assignments may not be typical of the candidate's traditional community career path and may result in candidates missing the opportunity to serve in a community recognized milestone or career gate.

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

7. In order to continually improve the selection board process, each board president is invited to offer written feedback regarding all provided board guidance, to include the precept and convening orders, at the selection board call-outs. Feedback should include, for example, whether the guidance was sufficiently direct, clear, and concise to assist board members in performing their duties.


K. M. KENNEDY

FY-28 ADMINISTRATIVE SELECTION BOARD GUIDANCE

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APPENDIX - A

GENERAL GUIDANCE

1. Duties of the Board President. The president of the board is 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 candidates 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) must maintain the integrity and independence of this selection board, and foster careful consideration, without prejudice or partiality, of all candidates.

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 is precluded from consideration by a selection board. Base your recommendations on the material in each candidate's military record, any information I have provided to the board, and any information communicated to you by the candidates under regulations I have issued. In your deliberations, you may discuss your own personal knowledge and evaluation of the professional qualifications of candidates only to the extent that such matters are not precluded from consideration by a selection board or inclusion in their military personnel record. You may not discuss or disclose the opinion of any person not a member of the board concerning a candidate being considered unless that opinion is contained in official materials provided to the board.

d. In your deliberations, you may discuss your own personal knowledge concerning the professional qualifications of a candidate. 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 candidate's official record or other materials

placed before the board. In addition, should a record reveal the removal of an evaluation/fitness report, the member may not discuss any personal knowledge regarding the circumstance that resulted in the removal of the report.

e. I am the only person who may appear in person to address you on other than administrative matters. All communications with the 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 will designate in the convening order those persons authorized to provide routine administrative information to you. The exception to this rule is the Master Chief Petty Officer of the Navy, who may address enlisted boards as appropriate.

f. To ensure impartiality, you may not visit or communicate with detailers, placement officers, community managers, or any candidate immediately prior to or during the selection board. 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 are prohibited. Questions concerning the propriety of any communications prior to the board should be addressed to the board sponsors. Proceedings, deliberations, or recommendations of the selection board may not be disclosed unless expressly authorized or required by me or higher authority. If a detailer, placement officer, or community manager, is assigned as a board sponsor or recorder for the administrative board, their communications with board members must be limited to their responsibilities as a sponsor or recorder. A recorder or sponsor may not participate in the deliberation discussions or provide any additional information about an individual candidate eligible for consideration by the board that is not in the individual candidate's official record.

g. To ensure the integrity of the board process, it is imperative that you advise the board sponsors of any relationship with any eligible candidate 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 to protect

the integrity of the board process as outlined in paragraph 2.i below.

h. Before the report of the selection board is signed by each board member, recorder, and assistant recorder, the recommendations may be disclosed only to members of the board, recorder, assistant recorders, and those administrative support staff who have been designated in writing. After you sign the board report, only the recommendations of the board may be disclosed after I have made the recommendations public. Except as authorized by me, or higher authority, the proceedings and deliberations of the board may not be disclosed to any person who is not a board member, recorder, assistant recorder, or administrative support staff.

i. 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. Any such request will be honored. If a member, recorder, or assistant recorder believes 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, or believes someone is exerting or attempting to exert inappropriate influence over the board or its proceedings, he or she has a duty to request relief from the obligation not to disclose board proceedings and, upon receiving it, to report the basis for this belief.

3. Organizational Leadership

a. Our Navy's leaders must be able to powerfully lead every person, regardless of an individual's background, race, religion, color, sex (including pregnancy), sexual orientation, or national origin. To maximize our combat potential, every member of every team must feel respected, connected to mission and valued in contribution.

b. To win against any potential adversary, we must promote innovative and creative leaders who show a mindset of continuous self-improvement and a desire to "Get Real, Get Better" every day. In doing so, they must show boldness and the ability to think creatively, challenge assumptions, and take well-calculated risks to better prepare our Navy to win in combat.

4. Area Tours. If a candidate's record contains multiple or consecutive tours in a particular geographic location, it should

not be viewed negatively, provided the candidate has progressed in billet complexity, professional development, and leadership responsibility.

5. Adverse Information

a. Just as you must consider positive performance, you must consider incidents of misconduct and substandard performance documented in a candidate's official service record when determining those candidates who are best qualified for selection. Adverse information may reflect negatively on a candidate's suitability for selection and future service in positions of greater responsibility and trust. For those candidates who are recommended for selection and who have received disciplinary action, or whose privileged information record contains matters relating to conduct or performance of duty that occurred within the past five years, 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. Where a candidate has performed exceptionally well subsequent to a reportable incident, I consider that test to be substantially met. In selecting those you consider best and fully qualified, do not discount any candidate that except for a single incident, would otherwise be recommended for selection.

c. Selection boards will not consider any adverse information related solely to COVID-19 vaccine refusal in cases in which an accommodation was requested. Additionally, you shall not consider any other adverse information related solely to COVID-19 vaccine refusal. If adverse information related solely to COVID-19 vaccine refusal is identified in an eligible candidate's record, you will notify the board administrative support staff.

APPENDIX - B

EQUAL OPPORTUNITY

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 pregnancy), sexual orientation, or national origin. The Navy strives to maintain a professional working environment in which any of these bases will not limit a Sailor's professional opportunities. Discrimination on any of these bases is contrary to the Department's Core Values of honor, courage, and commitment. Accordingly, within this board's charter to determine the members who are "best and fully qualified," or "fully qualified," as applicable, you must ensure that members of every race, religion, color, sex (including pregnancy), sexual orientation, and national origin are given fair and impartial consideration.

2. Your evaluation of all candidates must be fair and impartial. You should evaluate each candidate's potential to assume the responsibilities of the position for which they are being selected or screened, with the overriding factor being performance of assigned duties.

3. Impermissible Considerations. Selection boards are prohibited from considering the following:

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

b. Any information regarding a candidate's spouse, including, but not limited to, civilian or military employment, education, race, religion, color, sex (including pregnancy), sexual orientation, national origin, and volunteer service;

c. Any adverse information related solely to COVID vaccine refusal in cases where religious accommodation was requested.

d. A member's previous decision to opt out of a promotion selection board; and

e. A member's previous participation in the Career Intermission Program.

4. The Navy has assigned some members outside of traditional career development patterns (including but not limited to the following types of assignments: institutional instructors, recruiting, and equal opportunity billets). These assignments,

though greatly beneficial to the Navy, may have precluded the assigned members from pursuing opportunities available to other members. 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 previous career opportunities. Such assignment practices should not prejudice the selection of these men and women for career milestones. Successful performance of duties assigned is the key in measuring a member's potential for selection; duty performed well by men and women affected by such utilization policies or practices should be given weight equal to duty performed well by a member not affected by such policies or practices.

5. This guidance shall not be interpreted as requiring or permitting preferential treatment of any member or group of members on the grounds of race, religion, color, sex (including pregnancy), sexual orientation, or national origin.

APPENDIX - C

BOARD REPORTS

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 the names of the candidates recommended for selection with appropriate selection statistics, as well as the following items:

a. Convening Order.

b. All instructions, information, and guidance that were provided to the board, except information concerning particular candidates, which must be retained by the Deputy Chief of Naval Personnel.

c. Certification that:

(1) To the best of your knowledge, the board complied with all instructions contained in the convening order and 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 record of each candidate whose name was furnished to the board;

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

(7) For those candidates who are recommended for selection and who have received disciplinary action, or whose privileged information record contains matters relating to conduct or performance of duty that occurred within the past five years, every board member has reviewed the information contained therein personally prior to the final board decision;

(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 Naval Regulations, you may never disclose the proceedings and deliberations of the board to any person who is not a board member, recorder, or assistant recorder.

d. A list of all candidates eligible for consideration, by category when appropriate.

e. This precept.

f. Adverse Information Memorandum, when required by the Deputy Chief of Naval Personnel.

2. The report shall be forwarded for approval to the Deputy Chief of Naval Personnel.

3. Records created as a result of this administrative selection board precept, regardless of format and media, will be managed and retained by the board sponsor per Secretary of the Navy Manual M-5210.1. In addition, an approved copy will be provided to the Navy Personnel Command Secretariat(PERS-00S) to maintain during the record's life cycle.

APPENDIX - D

OATHS

1. The president of the board or an authorized commissioned officer of the board support staff shall then administer the following oath or affirmation to the recorder and assistant recorders at board commencement and adjournment:

"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 Personnel or higher authority, so help you God?"

2. The president of the board or an authorized commissioned officer of the board support staff shall then administer the following oath or affirmation to the members of the board at board commencement and adjournment:

"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 candidates 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 Personnel or higher authority, so help you God?"

3. The president of the board or an authorized commissioned officer of the board support staff shall then administer the following oath or affirmation to any additional administrative support personnel at board commencement and adjournment:

"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 Personnel or higher authority, so help you God?"



THE SECRETARY OF THE NAVY
WASHINGTON, DC 20350-1000

15 May 2026

From: Secretary of the Navy
To: FY 27 Active-Duty and Reserve Navy Officer and Chief Warrant Officer Administrative Selection Boards

Subj: GUIDANCE FOR CONSIDERATION

Service on Administrative Selection Boards is a solemn duty and one you must prioritize. The actions and decisions you make today will impact the Department and its mission for generations.

Officers that are best prepared for the increased responsibility and that demonstrate an unwavering moral compass, accountability, and personal integrity are needed now. We need officers that take care of their teams by consistently holding them to a standard of excellence and driving continuous improvement.

We want individuals that display the initiative and independent thinking required to operate decisively under pressure. They must be willing to take informed, calculated risks to achieve success. Such leaders foster a climate of mutual trust where subordinates are empowered to act and where lessons are learned from failure, showing the resilience to face hard truths and act with transparency.

While career paths differ across communities, the Navy needs resilient officers that prove their mettle in the most demanding billets and operational assignments. As someone who wore the uniform and shared the privilege of being a naval officer, we know these are the kind of leaders we all aspire to serve alongside, shoulder to shoulder.

Thank you for your careful commitment and judgment and as you execute this solemn duty.


Hung Cao
Acting

Enclosure (3)