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COMNAVSURFPAC/
COMNAVSURFLANTINST 1412.3B
N002
16 Dec 2025

COMNAVSURFPAC/COMNAVSURFLANT INSTRUCTION 1412.3B

From: Commander, Naval Surface Force, U.S. Pacific Fleet
Commander, Naval Surface Force Atlantic

Subj: SURFACE LIMITED DUTY OFFICER COMMAND ASHORE QUALIFICATION
PROGRAM

Ref: (a) OPNAVINST 1412.14
(b) MILPERSMAN 1301-800

Encl: (1) Surface LDO Command Ashore Qualification Booklet
(2) Sample Oral Board Nomination Letter
(3) Sample Command Qualification Oral Board Recommendation Letter

1. Purpose. To formally promulgate command qualification standards, requirements, and procedures for Surface Limited Duty Officer (LDO) community within surface designators of 61XX, 641X, and 649X.

2. Cancellation. COMNAVSURFPAC/COMNAVSURFLANTINST 1412.3A CH-1.

3. Requirements. Preparation for command ashore is an evolving process that builds upon experience, qualifications, judgment, knowledge, and demonstrated leadership acquired during multiple tours, preparatory schools, and extensive training. The following requirements are prescribed for Surface LDO Command Ashore candidates preparing for command selection.

a. Per reference (a), effective 4 June 2013, all officers detailed to a Navy Officer Billet Classification (NOBC) coded initial Commanding Officer (CO) billet, as delineated in reference (b), will comply with the command qualification standards as detailed in this instruction prior to taking command, regardless of command screening status.

b. To achieve command eligibility, candidates must have satisfactorily performed in community specific milestone billets and must have obtained community specific qualifications. In addition, they must meet the following criteria for their respective type of command

(1) Surface LDO Commander Command

(a) Must be designated a Surface LDO in designators 61XX, 641X, and 649X.

(b) Must be selected for promotion to Commander / O-5 to be eligible for Administrative Screening Board consideration.

(c) Cannot have an approved redesignation, lateral transfer, resignation, retirement or inter-service transfer.

c. Additionally, candidates must:

(1) Successfully complete Surface LDO Command Ashore Qualification Booklet, enclosure (1), and a Command Qualification Oral Board as specified in paragraph 2 below.

(a) This board and completion of the LDO Qualification Booklet are prerequisites to Administrative Screening Board consideration.

(b) After verification that established requirements for command have been met, a nominating letter will be sent from the candidate's Reporting Senior to the Administrative Control (ADCON) Immediate Superior in Command (ISIC) requesting a Command Qualification Oral Board. See enclosure (2) for sample letter.

(2) Upon completion of the Surface LDO Command Ashore Qualification Booklet, and successful completion of the Command Qualification Oral Board, once Commander, Naval Personnel Command (COMNAVPERSCOM), Surface LDO Assignments Branch Head (PERS-414) is in receipt of the candidates electronic copy of their completed enclosures (1) and (3), the Command Qualified Additional Qualification Designation (AQD) 2D1 will be entered in the candidates record.

(3) Be selected for Command by Administrative Board.

d. Prior to assuming command, selectees must complete at a minimum the following:

(1) Attend Command Leadership School (CLS).

(2) Attend Navy Legal Senior Officer.

(3) Joint Professional Military Education (JPME). The Surface LDO (61XX, 641X, and 649X) communities are waived from the JPME requirement to assume command

4. Command Qualification Oral Board. The establishment of Command Qualification Oral Boards within and across the multitude of commands occupied is mandatory. As directed in

reference (a), the board must be conducted by a group of COs (minimum one year in command) and/or Post-Command Officers, all senior to the officer being considered. Additionally, consideration should be made to include board members that have had command ashore, when possible. Board composition should be at least three officers and board length should be at least one hour. The ADCON ISIC of the unit to which the candidate is attached retains discretion in the manner of execution of this particular requirement of the Command Qualification Program, as applicable. If the ADCON ISIC is unable to preside as board chairman, he/she will designate the senior member of the board as board chairman.

a. The board will be conducted near the completion of a candidate's last operational assignment prior to screening for command, e.g., as he/she is completing a department head or equivalent tour. Since the Surface LDO community does not administratively screen for command until selected for Commander, the best time to start this process is typically when the candidate has selected to Lieutenant Commander and has decided that they will remain in the Navy for a promotion opportunity to Commander.

b. The board should focus on, but is not limited to, the candidate's understanding of general unit readiness, mission execution, ethical leadership and command responsibilities, operational risk management, pay/personnel responsibilities, and other mission areas appropriate for the specific shore command. Primarily, the board should assess competency in sound decision making, ethics, character and integrity, and adherence to Navy Core Values. In addition, the board should ensure the candidate understands the importance of maintaining good order and discipline, and comprehends the requirements to lead a command through the training and inspections that support overall command readiness and mission success.

c. Finally, it is imperative the board ensures each candidate fully grasps the depth of character and personal integrity required to succeed in command. These attributes cannot be overstated and must be fully appreciated by all future Commanders. A thorough evaluation of the officer's leadership potential is critical to the Command Qualification Program and should yield an assessment of a candidate's preparedness to succeed personally and professionally as a CO.

d. Upon completion of deliberations, the Command Qualification Oral Board chairman will report the board's proceedings as follows:

(1) For officers found "Qualified," a letter setting forth the findings of the board will be signed by the board chairman and sent to the candidate via the nominee's reporting senior, with copies to Commander, Naval Surface Force, U.S. Pacific Fleet (COMNAVSURFPAC) / Commander, Naval Surface Force Atlantic (COMNAVSURFLANT), command's ADCON

(2) For officers deemed "Not Qualified," the board chairman will forward the board's findings, the reasons therefore and, if appropriate, a recommended date for re-board to the

candidate via the nominating command and copy the command's ADCON ISIC, as applicable. If reasons behind a "Not Qualified" recommendation do not merit disqualification, in the ADCON ISIC's opinion, the ADCON ISIC will forward the board results, all pertinent information, and their endorsement to COMNAVSURFPAC or COMNAVSURFLANT, as appropriate, for final adjudication.

e. Upon receipt of a successful Command Qualification Oral Board report, COMNAVPERSCOM, Surface LDO Assignments Branch Head (PERS-414) will ensure the appropriate entry in the candidate's official record.

5. XO to CO Fleet-Up Certification. The XO to CO Fleet-Up Certification does not apply to the Surface LDO community.

6. Exceptions. Command Ashore Qualification procedures prescribed in this instruction may only be granted exceptions by the Surface Force Type Commanders and must be at the request of the officer seeking command qualification. Full documentation detailing why the procedures could not be met must be provided in the written request.

7. Records Management. Records created as a result of this instruction, regardless of media and format, must be managed per Secretary of the Navy Manual 5210.1 of September 2019

8. Review and Effective Date. Per OPNAVINST 5215.17A, COMNAVPERSCOM, Surface LDO Branch Head (PERS-414) will review this instruction annually around the anniversary of its issuance date to ensure applicability, currency, and consistency with Federal, DoD, SECNAV, and Navy policy and statutory authority using OPNAV 5215/40 Review of Instruction. This instruction will be in effect for 10 years, unless revised or cancelled in the interim, and will be reissued by the 10-year anniversary date if it is still required, unless it meets one of the exceptions in OPNAVINST 5217.17A, paragraph 9. Otherwise, if the instruction is no longer required, it will be processed for cancellation as soon as the need for cancellation is known following the guidance in OPNAV Manual 5215.1 of May 2016.



E. S. KELLUM
Chief of Staff



A. L. WEBBER
Chief of Staff

Releasability and distribution: This instruction is cleared for public release and is available electronically only via COMNAVSURPAC directives website, <https://flankspeed.sharepoint-mil.us/sites/CPF-CNSP-HQ/directives/Forms/Active.aspx>, and COMNAVPERSCOM, Surface LDO/CWO Assignments (PERS-414) website, <https://www.mynavyhr.navy.mil/Career-Management/Detailing/Officer/Pers-41-SWO/LDO-CWO/>.

COMNAVSURFPAC/
COMNAVSURFLANTINST 1412.3B
16 Dec 2025

The Surface LDO Command Ashore Qualification Booklet, enclosure (1), is available for download from the COMNAVPERSCOM, Surface LDO/CWO Assignments (PERS-414) website, <https://www.mynavyhr.navy.mil/Career-Management/Detailing/Officer/Pers-41-SWO/LDO-CWO/>



Surface Limited Duty Officer (LDO)

Command Ashore

Qualification Booklet

(December 2025)

Name (Rank) _____

Enclosure (1)

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PREFACE

10 USC 551 requires all Commanding Officers and others in authority in the naval service to show in themselves a good example of virtue, honor, patriotism, humility, and subordination; to be vigilant in inspecting the conduct of all persons who are placed under their command; 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.

Command Ashore commands are challenging assignments which place extraordinary demands on professional skills in the areas of leadership, resource management, judgment, and ethics. Qualification must be limited to those officers who have both met the requirements and who, by their outstanding performance over a breadth of tours, have clearly demonstrated their potential for command. While this qualification standard focuses on professional military knowledge, it also accounts for command as an evolving process that builds upon experience, integrity, qualifications and sound judgment that runs 24 hours a day and seven days a week from the day of assumption of command to the moment of relief. The following requirements are prescribed for Surface LDO's pursuing command ashore.

INTRODUCTION

QUALIFICATION PROGRAM

The Surface LDO command ashore qualification is designed to develop and qualify those individuals who possess the knowledge, skills and abilities to assume command ashore. It is a compilation of the minimum knowledge set and tasking that an individual must demonstrate in order to be detailed to command.

The objective of these standards is to provide awareness into processes and topics necessary to meet mission requirements and handle a myriad of challenges facing our Navy. Experience has shown administrative, technical, and tactical acumen are not singularly sufficient for a successful command tour; instead, it is essential that every Commanding Officer be completely familiar with policy, processes, procedures, risk management, and utilization of a variety of fundamental leadership tools in order to maintain mission readiness while successfully executing the command's current and future obligations.

ELIGIBILITY

All Surface and General Line LDOs selected as Lieutenant Commanders and senior are eligible to earn this command qualification. Completion of the Booklet is mandatory to be screened and slated for a command ashore billet and will result in "command qualified" and award of the 2D1 AQD.

Eligible Surface and General Line designators are as follows: 611X (Deck), 612X (Operations), 613X (Engineering), 618X (Electronics), 641X (Administration), and 649X (Security).

CONTENTS

This booklet contains knowledge items and tasking necessary for satisfactory understanding of the roles and responsibilities required of a Surface or General Line LDO Commanding Officer Ashore.

REFERENCES

The references used during the writing of this qualification booklet were the recent revisions; however, ensure the most current versions are used when completing the qualification. References and links to specific websites are listed in the appropriate sections of this booklet.

TAILORING

Individual tailoring of the command ashore qualification is not authorized. In several instances qualifying officers will be afforded the opportunity to select from equally viable means of meeting specific line item requirements; however, the qualification booklet is intended to be general in nature towards the community with the expectation that oral boards will be specifically tailored to general command ashore billets.

QUALIFIERS

Those qualified to sign off line items Qualifiers eligible to sign off line items within this command qualification must have completed a minimum of one year in command at the level, or above, that which the qualifying officer is seeking. Certified specialists or subject matter experts, such as the Staff Judge Advocate General, Equal Employment Opportunity, Human Resources Officer representatives, etc., are authorized to sign off training conducted within their area of expertise.

Requirements for qualifiers:

- * LCDR Command: Any LCDR currently in command with 1 year command experience, all post command LCDRs, CDRs, or CAPTs.

- * CDR Command: Any CDR currently in command with 1 year command experience, all post command CDRs, or CAPTs.

- * Major Command: Any CAPT currently in major command with 1 year command experience, all post major command CAPTs.

CONTENT/ QUALIFICATION FEEDBACK

The COMNAVPERSCOM, Surface LDO/CWO Assignments Branch Head (PERS-414) is designated as the manager for the Surface LDO Command Ashore Qualification program. Qualification questions or any recommended changes to the qualification program should be forwarded to the manager.

INTRODUCTION TO FUNDAMENTALS

100.1 INTRODUCTION

This Qualification begins with a Fundamentals section covering the basic knowledge and principles needed to understand the duties to be studied. Normally, you would have acquired the knowledge required in the Fundamentals section during the school phase of your training. If you have not been to school or if you need a refresher, the references listed at the beginning of each fundamental will aid you in a self-study program. All references cited for study are selected according to their credibility and availability.

100.2 HOW TO COMPLETE

The final qualifications you have to complete are listed in section 301. You should complete all level 100 series Qualification line items before starting the final qualification portion of this booklet. Knowledge gained from fundamentals in this 100 series will aid you in understanding the level of knowledge for your Final Qualification. You will be required to pass an oral board for final designation and may be asked questions from any of the line items in this qualification booklet.

**101 ROLE AND RESPONSIBILITY OF THE COMMANDING
OFFICER ASHORE**

References:

- [a] OPNAVINST 3120.32(series), Standard Organization and Regulations of the U.S. Navy (SORM)
 - [b] U.S. Navy Regulations Chapters 8 and 11
 - [c] CNO 34 memo 7 Nov 25 (The Charge of Command) <https://www.navy.mil/Leadership/Chief-of-Naval-Operations/display-cnotes/Article/4329147/cno-34-charge-of-command/>
 - [d] USFF actions on the USS ENTERPRISE investigation <http://usfleetforces.blogspot.com/2011/03/uss-enterprise-cvn-65-video.html>
 - [e] DoDI 5400.17(series), Official Use of Social Media for Public Affairs Purpose
 - [f] Social Media <https://www.navy.mil/social-media/>
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- 101.1 Define the foundation of command, responsibility, authority, and accountability, state the relationship between them, and describe how they relate to the Commanding Officer.

(Signature and Date)

- .2 Explain from where the Commanding Officer derives his/her authority.

(Signature and Date)

- .3 Explain the importance of trust between a Commanding Officer, his/her superiors, and the Sailors of his/her command. Explain how trust is related to responsibility, authority, and accountability.

(Signature and Date)

- .4 Describe the requirement for Exemplary Conduct as outlined in Navy Regulations article 1131.

(Signature and Date)

- .5 Describe the relationship between the Commanding Officer and Installation Commander, Immediate Superior in Charge, and Type Commander.

(Signature and Date)

- .6 Describe the relationship between the Commanding Officer and Executive Officer.

(Signature and Date)

- .7 Describe the relationship between the Commanding Officer and Command Master Chief or Senior Enlisted Leader and the Chief Petty Officer's Mess.

(Signature and Date)

- .8 Briefly describe the difference between the command mission and vision.

(Signature and Date)

- .9 Briefly describe the Commanding Officer's philosophy.

(Signature and Date)

- .10 Explain the purpose and contents of the Commanding Officer's Standing Orders.

(Signature and Date)

- .11 Describe how to assess a command's organizational capacity or performance both internally and externally.

(Signature and Date)

- .12 Explain the difference between fair and equal.

(Signature and Date)

- .13 Explain the difference between climate and culture.

(Signature and Date)

- .14 Describe the strategic communications plan of the Commanding Officer with regards to the following:
- a. CO Suggestion Box (Virtual & Non-Virtual)
 - b. Social Media
 - c. All Hands Call
 - d. Chief's Mess
 - e. Wardroom
 - f. Families
 - g. Email
 - h. Billboards
 - i. Standing Orders, Required Reports, and Special Permission Items
 - j. Open Door Policy
 - k. Unit Core Values

(Signature and Date)

- .15 Briefly describe the responsibilities of both the relieved and relieving officer upon a change of command.

(Signature and Date)

- .16 Describe the Surface LDO Command Qualification process from initial interest to serving in Commander Command and Major Command.

(Signature and Date)

**102 ADMINISTRATION, PAY AND PERSONNEL MANAGEMENT,
AND MANPOWER**

References:

- [a] OPNAVINST 5400.44(series), Navy Organization Change Manual
 - [b] OPNAVINST 3120.32(series), Standard Organization and Regulations of the U.S. Navy (SORM)
 - [c] OPNAVINST 1740.3(series), Command Sponsor and Indoctrination Program
 - [d] SECNAV M-5216.5(series), Department of the Navy Correspondence Manual
 - [e] SECNAV M-5210.2(series), Department of the Navy Standard Subject Identification Code (SSIC) Manual
 - [f] SECNAVINST 5400.15 (series), Appendix A, Standard Navy Distribution List (SNDL)
 - [g] OPNAVINST 1500.75(series), Navy Training System Policy
 - [h] SECNAVINST 1650.1(series), Navy and Marine Corps Awards Manual
 - [i] BUPERSINST 1610.10(series), Navy Performance Evaluation System
 - [j] NPC website: <https://www.mynavyhr.navy.mil/>
 - [k] BUPERSINST 1430.16(series), Advancement Manual for Enlisted Personnel of the U.S. Navy and U.S. Navy Reserve
 - [l] OPNAVINST 1120.3(series), Inactive Reserve Direct Appointment Program
 - [m] OPNAVINST 1000.16(series), Navy Total Force Manpower Policies Procedures
 - [n] DoD 7000.14-R, Volume 7A, Military Pay Policy, Active Duty and Reserve Pay
 - [o] MILPERSMAN 1800(series), Retirements
 - [p] U.S. Office of Personnel Management website: <http://www.opm.gov/oca/leave/>
 - [q] Department of the Navy 2019-2030 Civilian Human Capital Strategy
 - [r] Federal Employees Family Friendly Leave Act (Public Law 103-388)
-

102.1 Administration

102.1.1 Describe a command's Mission, Function, and Tasks (MF&T).

(Signature and Date)

.2 Explain the importance of the SORM and its use.

(Signature and Date)

- .3 Briefly describe the Command Sponsor and Indoctrination Program.

(Signature and Date)

- .4 Explain the purpose of the following documents:
a. Correspondence Manual
b. SSIC Manual
c. SNDL

(Signature and Date)

- .5 Describe the various types of required Navy training.

(Signature and Date)

- .6 Describe the policies and procedures for military awards.

(Signature and Date)

- .7 Explain the purpose of the Navy Performance Evaluation System and the periodicity of Officer and Enlisted Reports.

(Signature and Date)

- .8 Briefly explain the Department of the Navy Integrated Risk Management Program Implementation and describe the objectives of the program.

(Signature and Date)

102.2 Pay and Personnel Management

- 102.2.1 Describe the relationship between the Commanding Officer and Navy Personnel and Pay Support Center (NPPSC), Transaction Service Center (TSC), and Regional Support Centers (RSC).

(Signature and Date)

- .2 Briefly explain the role of the Command Pay and Personnel Administrator (CPPA) and their responsibilities.

(Signature and Date)

- .3 Briefly discuss the Enhanced Unit Commander's Financial Report (eUCFR) and the Advanced Analytics (ADVANA) platform.

(Signature and Date)

- .4 Explain the career development board process and its importance and its use.

(Signature and Date)

- .5 Briefly describe the different levels of enlisted advancement to include billet based advancement (A2P, DMAP, CA2P) meritorious advancement program (MAP) and its use.

(Signature and Date)

102.3 Manpower

- 102.3.1 Describe the relationship between the Commanding Officer and the NPC Placement Officer, Enlisted Community Manager (ECM), Officer Community Manager (OCM), Navy Manpower Analysis Center (NAVMAC), and Budget Submitting Office (BSO).

(Signature and Date)

- .2 Describe the policies and procedures for a Shore Manpower Requirements Determination (SMDR).

(Signature and Date)

- .3 Describe the difference between military and civilian manpower and manning.

(Signature and Date)

- .4 Describe the various Navy accession avenues for both Active (AC) and Reserve (RC) Components.

(Signature and Date)

- .5 Describe the Navy advancement policies/procedures for both AC and RC.

(Signature and Date)

- .6 Describe the Navy officer commissioning sources for both AC and RC.

(Signature and Date)

- .7 Describe the policies and procedures for retirement/fleet reserve for AC and RC.

(Signature and Date)

- .8 Describe the impact of the following programs and force shaping tools:

- a. Career Waypoints (C-WAY)/MyNavy Assignment (MNA)
- b. Billet Based Advancement (BBA)
- c. Senior Enlisted Marketplace (SEM)
- d. Enlisted Retention Board (ERB)
- e. Selective Early Retirement (SER)
- f. Continuation Retention Board (CRB)
- g. Selective Reenlistment Bonus (SRBs)
- h. High Year Tenure (HYT)

(Signature and Date)

- .9 Discuss elements or procedures for civilian personnel with respect to the following:

- a. Accrual, request and approval of Annual Leave
- b. Request and approval of Sick Leave

- c. Other types of Leave and Absences (i.e., LWOP, Court, Excused, Training, Admin, Blood Donations, Voting, etc.)
- d. Discuss the Family & Medical Leave Act of 1993
- e. Civilian Workweek, Flexible and Compressed Work Schedules
- f. Compensatory Time Off

(Signature and Date)

- .10 Discuss elements and responsibilities under the Civilian Personnel Performance Management Program with respect to the following:
- a. Performance Plan and Appraisals
 - b. Monitoring Performance
 - c. Awards Program
 - d. Other Incentive Awards

(Signature and Date)

- .11 Discuss Civilian Personnel Employee Grievance and Appeals System

(Signature and Date)

- .12 Discuss your responsibilities under the Civilian Employee Assistance Program

(Signature and Date)

103 FINANCIAL MANAGEMENT

References:

- [a] U.S. Navy Regulations Chapters 8 and 11
 - [b] SECNAVINST 7000.30(series), The Planning, Programming, Budgeting, and Execution Process
 - [c] OPNAVINST 5420.117(series), Resources and Requirements Review Board and Naval Capabilities Board
 - [d] OPNAVINST 4650.15(series), Navy Passenger Travel
 - [e] OPNAVINST 1740.5(series), United States Navy Personal Financial Management Program
 - [f] OPNAVINST 5200.25(series), Integrated Risk Management Program Implementation
-

- 103.1 Describe the Planning, Programming, Budgeting, and Execution (PPBE) and Resources and Requirements Review Board (R3B) purpose and process.

(Signature and Date)

- .2 Describe the responsibilities of the Commanding Officer outlined in Navy Regulations chapter 8 and 11 with regards to the following:
- a. Administrative control, obligation, and safeguarding of official funds, including discovery of waste, fraud or abuse.
 - b. Discovery of missing or excess public property.
 - c. Postal activities.

(Signature and Date)

- .3 Describe the purpose of the Defense Travel System (DTS).

(Signature and Date)

- .4 Describe the responsibility of the Commanding Officer for the Government Travel Charge Card (GTCC) program.

(Signature and Date)

- .5 Define Individually Billed Account (IBA). List examples of when use of the IBA is mandatory, allowable, and prohibited.

(Signature and Date)

- .6 Define frequent traveler and explain how that pertains to use of the IBA.

(Signature and Date)

- .7 Explain the purpose of and role of the Navy Passenger Transportation Office (NAVPTO) and CWT Scheduled Airline Ticket Office (SATO).

(Signature and Date)

- .8 Describe the purpose of and the relationship between the National Defense Authorization Act (NDAA) and Defense Working Capital Fund (DWCF).

(Signature and Date)

- .9 Describe the purpose of the Government Services Administration (GSA) SmartPay Purchase Card program and authorized usages.

(Signature and Date)

- .10 Define and state the relationships between the following terms:
- a. Unqualified Statement of Assurance
 - b. Qualified Statement of Assurance
 - c. Statement of No Assurance
 - d. Material Weakness
 - e. Reportable Conditions
 - f. Items to be Revisited

(Signature and Date)

- .11 Explain the responsibilities of the Commanding Officer for the Personal Financial Management Program, including the following:
- a. Designation of Command Financial Specialists
 - b. Training of personnel
 - c. Screening of personnel
 - d. Inspect-able elements of the program

(Signature and Date)

104 **EQUAL OPPORTUNITY AND EQUAL EMPLOYMENT
OPPORTUNITY**

References:

- [a] SECNAVINST 5354.2(series), Department of the Navy Equal Opportunity, Equal Employment Opportunity and Diversity Oversight
 - [b] OPNAVINST 5354.1(series), Navy Equal Opportunity Policy
 - [c] SECNAVINST 1610.2(series), Department of the Navy Policy on Hazing
 - [d] OPNAVINST 5370.2(series), Navy Fraternization
-

104.1 Equal Opportunity (EO) – Military

104.1.1 Explain requirements for annual command self-assessments.

(Signature and Date)

.2 Discuss the triangulation method of the command self-assessment and its importance to the process.

(Signature and Date)

.3 Outline the difference in the duties/responsibilities of an Equal Opportunity Advisor (EOA) and the Command Management Equal Opportunity (CMEO) Advisor/Manager for a given command.

(Signature and Date)

.4 Explain the reporting requirement for a substantiated EO incident to include: reports to the chain of command, recording in personnel records and use of the formal complaint process.

(Signature and Date)

- .5 List the differences between the informal resolution process and informal complaint process.

(Signature and Date)

- .6 Explain the Navy definition of hazing and discuss relevant Uniform Code of Military Justice (UCMJ) articles pertaining to hazing.

(Signature and Date)

- .7 List the five protected categories under Navy Equal Opportunity.

(Signature and Date)

- .8 Understand the differences between discrimination and fraternization.

(Signature and Date)

104.2 Equal Employment Opportunity (EEO) - CIVPERS

- 104.2.1 Identify the seven protected categories under Department of Navy EEO.

(Signature and Date)

- .2 Articulate the difference between Navy EO and Department of the Navy EEO.

(Signature and Date)

105 PERSONAL, PERSONNEL, AND FAMILY READINESS

References:

- [a] Culture of Excellence <https://www.mynavyhr.navy.mil/Support-Services/Culture-Resilience/Culture-of-Excellence/>
 - [b] Command Support Team (CST) https://ffr.cnlic.navy.mil/portals/76/Family_Readiness/Documents/Command%20Support%20Team.pdf
 - [c] OPNAVINST 1740.5(series), U.S. Navy Personal Financial Management Program
 - [d] OPNAVINST 6110.1(series), Physical Readiness Program
 - [e] MILPERSMAN 1306-1200, Limited Duty
 - [f] OPNAVINST 1750.1(series), Navy Family Ombudsman Program
 - [g] Fleet and Family Support Program (FFSP) <https://ffr.cnlic.navy.mil/Family-Readiness/Fleet-And-Family-Support-Program/>
 - [h] Navy-Marine Corps Relief Society https://www.nmcrrs.org/?gad_source=1&gad_campaignid=19754182067&qclid=Cj0KCQjwwsrFBhD6ARIsAPnUFD0Favc6YneeCAA5LXKxDqKFScBP6iSv1hVdmmmf4cjRTy36kC3HGmEaAotEEALw_wcB
 - [i] Navy Family Care Plan <https://www.mynavyhr.navy.mil/Support-Services/Culture-Resilience/Family-Readiness/Family-Care-Plan/>
 - [j] MILPERSMAN 1300-1000, Military Couple and Single Parent Assignment Policy
 - [k] MILPERSMAN 1300-500, Reassignments for Humanitarian Reasons (HUMS)
 - [l] Exceptional Family Member Program (EFMP) <https://www.mynavyhr.navy.mil/Support-Services/Exceptional-Family-Member/>
 - [m] MILPERSMAN 1300-306, Overseas Screening Deficiency Reports and Early Return Request
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105.1 Commanding Officer's Personal Readiness

105.1.1 Discuss the resources available to the Commanding Officer.

(Signature and Date)

.2 Briefly describe how the Commanding Officer should maintain personal readiness.

(Signature and Date)

- .3 Explain the necessity of work/life balance.

(Signature and Date)

- .4 What is the role of the Commanding Officer's Spouse? Explain how the spouse can assist with command readiness.

(Signature and Date)

105.2 Personnel Readiness

- 105.2.1 Describe the priority of mission versus Sailor leave and liberty.

(Signature and Date)

- .2 Describe the relationship between the Commanding Officer and Chaplain, and the role and responsibilities of the Chaplain.

(Signature and Date)

- .3 Explain the purpose of and the role of the Command Financial Specialist.

(Signature and Date)

- .4 Discuss the purpose of the Command Fitness Program and how the Commanding Officer may implement strategies to improve command performance.

(Signature and Date)

- .5 Explain the difference between light duty and limited duty.

(Signature and Date)

105.3 Family Readiness

- 105.3.1 Explain the relationship between the Commanding Officer and the Ombudsman, and the role and responsibilities of the Ombudsman.

(Signature and Date)

- .2 Briefly discuss the programs and services offered by the Fleet and Family Service Center.

(Signature and Date)

- .3 Explain the purpose of the Navy-Marine Corps Relief Society and the support services offered to the fleet.

(Signature and Date)

- .4 Discuss the requirements for Sailors who are single parents and dual military parents, and options that are available to assist in their readiness.

(Signature and Date)

- .5 Briefly describe the purpose and requirements for the following programs:
a. Humanitarian/Hardship Reassignment (HUMS)
b. Navy's Exceptional Family Member Program (EFMP)
c. Early Return (ER) and Early Return of Dependents (ERD)

(Signature and Date)

- .6 Discuss the requirements for Sailors who are single parents and options that are available to assist in their readiness.

(Signature and Date)

106 **SAFETY, SECURITY, AND PREVENTION PROGRAMS**

References:

- [a] OPNAVINST 5100.23(series), Navy Safety and Occupational Health Program Manual
 - [b] Navy Safety Command <https://navalsafetycommand.navy.mil/>
 - [c] COMPACFLT/COMUSFLTFORCOM/COMNAVEUR/COMNAVAFINST 5100.9(series), Fleet Safety Management System
 - [d] OPNAVINST 5530.14(series), Navy Physical Security and Law Enforcement Program
 - [e] SECNAV M-5510.36(series), Department of the Navy Information Security Program Manual
 - [f] OPNAVINST 3030.4(series), Continuity of Operations Program (COOP)
 - [g] OPNAVINST 1752.1(series), Navy Sexual Assault Prevention and Response (SAPR) Program
 - [h] OPNAVINST F3100.6(series), Special Incident Reporting Procedures
 - [i] OPNAVINST 5350.4(series), Navy Alcohol and Drug Abuse Prevention and Control
 - [j] Drug and Alcohol Deterrence <https://www.mynavyhr.navy.mil/Support-Services/Culture-Resilience/Drug-Alcohol-Deterrence/>
 - [k] COMNAVAIRFORINST 5420.2(series), Human Factors Council and Human Factors Board Policy and Procedures
 - [l] Culture and Resilience <https://www.mynavyhr.navy.mil/Support-Services/Culture-Resilience/>
 - [m] Suicide Prevention <https://www.mynavyhr.navy.mil/Support-Services/Culture-Resilience/Suicide-Prevention/>
 - [n] MILPERSMAN 1300-1205, Expedited Transfers
-

106.1 Safety

106.1.1 State and discuss the role of the Navy Safety Center.

(Signature and Date)

.2 Explain the safety resources available to the Commanding Officer.

(Signature and Date)

.3 Discuss the difference between the Safety Management System and a Safety Management Plan

(Signature and Date)

- .4 Define the different types of Class MISHAPs.

(Signature and Date)

- .5 Describe how the Commanding Officer could use Operational Risk Management (ORM) to create a culture of safety, mitigation, and prevention.

(Signature and Date)

- .6 Explain Expanded Operational Stress Control.

(Signature and Date)

- .7 Briefly discuss the following safety programs:

- a. Hearing and Vision Conservation
- b. Electrical
- c. Motorcycle
- d. High-risk activities
- e. Fall Protection
- f. Heat/Cold Stress
- g. Respiratory Protection

(Signature and Date)

106.2 Security

- 106.2.1 State and discuss the role of the Navy's Physical Security Program and the role of the Commanding Officer.

(Signature and Date)

- .2 Discuss the purpose of and the role of the Information Security Program and Security Manager duties.

(Signature and Date)

- .3 Explain the purpose of Continuity of Operations Program (COOP) and the main elements.

(Signature and Date)

106.3 Sexual Assault Prevention and Response Program (SAPR)

- 106.3.1 Define sexual harassment and discuss how command culture and leadership practices influence sexual harassment and may even contribute to an environment conducive to sexual assault.

(Signature and Date)

- .2 Discuss the legal rights related to SAPR, including initial disposition authority, special court martial convening authority and unlawful command influences as pertaining to sexual assault cases.

(Signature and Date)

- .3 Explain the roles of the individuals within the Command SAPR.

(Signature and Date)

- .4 Explain the differences of restricted and unrestricted reports. Discuss the implications related to each.

(Signature and Date)

- .5 Explain when NCIS must be notified and the role they play in a reported sexual assault incident.

(Signature and Date)

- .6 What is the purpose of the Sexual Assault Case Management Group (SACMG)

(Signature and Date)

- .7 Discuss the expedited transfer process.

(Signature and Date)

106.4 Navy Alcohol and Drug and Abuse Prevention and Control Program

- 106.4.1 Read and describe the components of the Navy Alcohol and Drug Abuse Prevention and Control Program.

(Signature and Date)

- .2 Read and discuss the Urinalysis Testing Program.

(Signature and Date)

- .3 Read and discuss the Synthetic Compound Urinalysis Testing.

(Signature and Date)

- .4 Read and discuss the Drug Abuse Zero Tolerance Policy and Prohibition on Possession of Certain Substances.

(Signature and Date)

106.5 Human Factors Program

- 106.5.1 Briefly explain the purpose of the Human Factors Program.

(Signature and Date)

- .2 Discuss the core elements of Human Factors Analysis and Classification System (HFACS).

(Signature and Date)

106.6 Casualties and Operational Stress

- 106.6.1 Briefly explain and describe the purpose of the following items:
a. Command Resilience Training (CRT)
b. Sailor Assistance and Intercept for Life (SAIL)
c. Ask, Care, Treat (ACT)

(Signature and Date)

- .2 Explain the items the Commanding Officer should emphasize during command resiliency training.

(Signature and Date)

107 QUALITY OF LIFE PROGRAMS

References:

- [a] Morale, Welfare, and Recreation (MWR) <https://www.navymwr.org/>
 - [b] Military One Source <https://www.militaryonesource.mil/resources/external/navy-mwr/>
 - [c] Navy College Program <https://www.navycollege.navy.mil/>
 - [d] Navy Credentialing Opportunities On-Line (COOL) <https://www.cool.osd.mil/usn/index.html>
 - [e] Veterans Affairs Education and Training <https://www.choose.va.gov/education-and-training>
 - [f] Navy EMPLOY
https://www.mynavyhr.navy.mil/Portals/55/Messages/NAVADMIN/FACT_SHEETS/Fact_Sheet_NAV_126_25.pdf?ver=WOVnq1omtXbEstbUj1Qqiw%3D%3D
 - [g] OPNAVINST 5726.8(series), Navy Community Outreach: America's Warfighting Navy
 - [h] SECNAVINST M-1650.1(series), Navy and Marine Corps Awards Manual
 - [i] SkillBridge <https://www.mynavyhr.navy.mil/Career-Management/Transition/SkillBridge/>
 - [j] Transition Assistance Program (TAP) <https://www.mynavyhr.navy.mil/Career-Management/Transition/Transition-TAP/>
 - [k] Retired Pay <https://militarypay.defense.gov/pay/retirement/>
-

107.1 Briefly explain the role and purpose of the Morale, Welfare, and Recreation (MWR) program.

(Signature and Date)

- .2 State and discuss the following education and certification benefits:
- a. Tuition Assistance (TA)
 - b. Navy College Program for Afloat College Education (NCPACE)
 - c. Credentialing Opportunities On-Line (COOL)
 - d. Post-9/11 GI Bill and the Montgomery GI Bill-Active Duty (MGIB-AD)

(Signature and Date)

- .3 Discuss the role and purpose of EMPLOY.

(Signature and Date)

- .4 What is the Commanding Officer's role in professional organizations, such as Petty Officer First Class Mess, Chief Petty Officer's Mess, etc.

(Signature and Date)

- .5 Discuss the role and purpose of the Navy Community Service Program.

(Signature and Date)

- .6 Explain how the Commanding Officer can promote community relations projects.

(Signature and Date)

- .7 Discuss the purpose and basic criteria of Skillbridge.

(Signature and Date)

- .8 Explain the Transition Assistance Program and the benefits.

(Signature and Date)

- .9 Briefly discuss the following retirement plans:
a. Blended Retirement System (BRS)
b. High 36 System
c. Career Status Bonus/REDUX System

(Signature and Date)

108 ETHICS AND LEGAL MATTERS

References:

- [a] Joint Ethics Regulation <https://dodsoco.ogc.osd.mil/Ethics-Program-Resources/Ethics-Laws-and-Regulations/>
- [b] The Ethics Compass <https://www.secnnav.navy.mil/Ethics/Pages/default.aspx>
- [c] SECNAVINST 7042.7(series), Use of Official Representation Funds
- [d] DoDI 5400.17(series), Official Use of Social Media for Public Affairs Purpose
- [e] Social Media <https://www.navy.mil/social-media/>
- [f] DoDD 1344.10(series), Political Activities by Members of the Armed Forces
- [g] USN/USMC Commander's Quick Reference Handbook for Legal Issues <https://www.jag.navy.mil/about/organization/ojag/njs/publications/>
- [h] Manual for Courts-Martial [https://jsc.defense.gov/Portals/99/2024%20MCM%20files/MCM%20\(2024%20ed\)%20\(2024_01_02\)%20\(adjusted%20bookmarks\).pdf](https://jsc.defense.gov/Portals/99/2024%20MCM%20files/MCM%20(2024%20ed)%20(2024_01_02)%20(adjusted%20bookmarks).pdf)
- [i] JAG Manual Investigations Handbook <https://www.jag.navy.mil/about/organization/ojag/njs/publications/>
- [j] OPNAVINST 5350.4(series), Navy Alcohol and Drug Abuse Prevention and Control
- [k] Drug and Alcohol Deterrence <https://www.mynavyhr.navy.mil/Support-Services/Culture-Resilience/Drug-Alcohol-Deterrence/>
- [l] MILPERSMAN 1900(series), Separations
- [m] DoDD 7050.06(series), Military Whistleblower Protection <https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodd/705006p.pdf>

(HIGHLY RECOMMENDED TO BE COMPLETED WITH THE ASSISTANCE OF A JAG / SECURITY OFFICER / NCIS AGENT)

108.1 Ethics

108.1.1 State and discuss commercial dealings between members.

(Signature and Date)

.2 State and discuss conflicts of interest.

(Signature and Date)

.3 Discuss fundraising efforts, including the types of fundraising efforts commands may officially endorse and/or support, types of coercive fundraising practices, and when raffles are authorized.

(Signature and Date)

- .4 Discuss when personal service requests are authorized.

(Signature and Date)

- .5 Define "gift."

(Signature and Date)

- .6 Explain the General Rule of Gifts, gifts between employees, any exceptions, group gifts, gifts from outside sources, and foreign officials.

(Signature and Date)

- .7 Define "prohibited sources."

(Signature and Date)

- .8 Define Official Representation Funds (ORF).

(Signature and Date)

- .9 List individuals eligible for ORF courtesies.

(Signature and Date)

- .10 Discuss ORF ratios, authorized ORF expenses, and unauthorized ORF expenditures.

(Signature and Date)

- .11 Explain the U.S. Navy's social media policy and the role of the Commanding Officer.

(Signature and Date)

- .12 Briefly describe the only political activities authorized by military personnel and the role of the Commanding Officer.

(Signature and Date)

108.2 Legal Matters

- 108.2.1 Describe the relationship between the Commanding Officer and the Installation Security Officer, Judge Advocate General (JAG) and Naval Criminal Investigative Service (NCIS).

(Signature and Date)

- .2 Discuss the purpose and differences between discuss the difference between a Preliminary Inquiry and Command Investigation.

(Signature and Date)

- .3 Define the purpose of Non-judicial Punishment (NJP).

(Signature and Date)

- .4 Define who has the authority to impose NJP and when it may be delegated.

(Signature and Date)

- .5 Define the maximum punishment that can be awarded at NJP.

(Signature and Date)

- .6 Define and explain the effect of prior civilian action of an offense.

(Signature and Date)

- .7 Define and explain the CO's responsibilities if a service member self-reports involvement in civilian offense.

(Signature and Date)

- .8 Define Pre-Mast Proceedings, including Disciplinary Review Board (DRB) and Executive Officer's Inquiry (XOI).

(Signature and Date)

- .9 Define the rights of a service member at NJP.

(Signature and Date)

- .10 Define the standard of proof at NJP.

(Signature and Date)

- .11 Define the Commanding Officer's options at NJP.

(Signature and Date)

- .12 Explain the publication of NJP results.

(Signature and Date)

- .11 Define the grounds for appeal and the time limit, and explain the procedures for submitting and reviewing an appeal.

(Signature and Date)

- .12 Briefly discuss the five parts of the MCM.
- a. Part I – Preamble
 - b. Part II – Rules for Court-Martial
 - c. Part III – Military Rules of Evidence
 - d. Part IV – Punitive Articles
 - e. Part V – Nonjudicial Punishment

(Signature and Date)

- .13 Define and explain searches and seizures.

(Signature and Date)

- .14 Define and explain types of Courts-Martial.

(Signature and Date)

- .15 Explain Pre-Trial Restraint.

(Signature and Date)

- .16 Discuss Pre-Trial Agreements.

(Signature and Date)

- .17 Discuss Post-Trial Review process.

(Signature and Date)

- .18 Review and discuss the bases for involuntary separation.

(Signature and Date)

- .19 Review and discuss the bases for voluntary separation.

(Signature and Date)

- .20 Discuss mandatory separation.

(Signature and Date)

- .21 Discuss the two types of administrative separation notification.

(Signature and Date)

- .22 Describe an Administrative Board and its procedures.

(Signature and Date)

- .23 Describe an individual's rights as they pertain to an administrative separation.

(Signature and Date)

- .24 Define separation authority.

(Signature and Date)

- .25 Define the types of characterization of discharge authorized for administrative separation.

(Signature and Date)

- .26 Briefly describe the role of the Urinalysis Program Coordinator (UPC).

(Signature and Date)

- .27 Review and discuss the following drug and alcohol deterrence systems:
a. Alcohol and Drug Management Information and Tracking System (ADMITS)
b. Internet Forensic Toxicology Drug Testing Laboratory Portal (iFTDTL)
c. Web Drug Testing Program (WebDTP)
d. Drug Testing Program Lite (DTPLite)

(Signature and Date)

- .28 Explain the concepts of whistle blower and reprisal.

(Signature and Date)

INTRODUCTION TO TASKS AND PERFORMANCE

200.1 INTRODUCTION

Demonstrating various tasks and performance functions measures readiness by showcasing proficiency in required skills and decision-making under pressure. It confirms your ability to perform effectively, adapt to changing situations, and fulfill your role with competence, ensuring you're prepared for challenges and leadership responsibilities.

200.2 HOW TO COMPLETE

The tasks and performance final qualifications you have to complete are listed in section 201. You should complete all level 100 series qualification line items before starting the tasks and performance portion of this booklet. Knowledge gained from fundamentals in this 200 series will aid you in understanding the level of knowledge for your Final Qualification. You will be required to pass an oral board for final designation and may be asked questions from any of the line items in this qualification booklet or from the experiences of the board members.

201 **OBSERVATIONS AND DEMONSTRATIONS**

201.1 Observations and Demonstrations

.1 Observe a Non-judicial Punishment (NJP).

(Signature and Date)

.2 Observe an Administrative Board or Board of Inquiry.

(Signature and Date)

.3 Create and brief a command philosophy.

(Signature and Date)

.4 Create and brief Commanding Officers standing orders, notifications, and required reports.

(Signature and Date)

.5 Read and understand the CNO memo on the charge of command.

(Signature and Date)

INTRODUCTION TO FINAL QUALIFICATION

300.1 INTRODUCTION

The Final Qualification section of your Booklet illustrates you have demonstrated to an authorized qualifier that you can put the knowledge you have gained in the previous sections to use. It also demonstrates you have completed all 100 and 200 series prerequisites that pertain to the performance of that particular task. Satisfactory completion of all prerequisites is required prior to achievement of final qualification.

300.2 HOW TO COMPLETE

All officers attempting their initial qualification as a Commanding Officer Ashore must complete section 301 in order to be qualified. You should complete the Prerequisites and all level 100 and 200 series Booklet Fundamentals before starting the final qualification portion of this Booklet. Knowledge gained from fundamentals in the 100 and 200 series will aid you in understanding the level of knowledge for your Final Qualification. You will be required to pass an oral board for final designation and may be asked questions from any of the line items in this qualification booklet or from the experiences of the board members.

301 COMMANDING OFFICER ASHORE FINAL QUALIFICATION

NAME _____ RANK _____

This page is to be used as a record of satisfactory completion of designated sections of the booklet. Only authorized qualifiers may signify completion of applicable sections either by written or oral examination, or by observation of performance. The examination or checkout need not cover every item; however, a sufficient number should be covered to demonstrate the level of knowledge.

A copy of this completed page will be maintained by the individual officer.

The officer has completed all booklet requirements for final qualification. Recommend designation as a qualified Surface LDO Commanding Officer Ashore.

RECOMMENDED _____ DATE _____
Board Chair (President)

RECOMMENDED _____ DATE _____
Commanding Officer

QUALIFIED _____ DATE _____
Surface LDO/CWO Assignments Branch Head

SERVICE RECORD ENTRY _____ DATE _____

301 **COMMANDING OFFICER ASHORE FINAL QUALIFICATION**

301.1 Fundamentals

301.1.1 101 Role and Responsibility of the Commanding Officer Ashore

(Signature and Date)

.2 102 Administration, Pay and Personnel Management, and Manpower

(Signature and Date)

.3 103 Financial Management

(Signature and Date)

.4 104 Equal Opportunity and Equal Employment Opportunity

(Signature and Date)

.5 105 Personal, Personnel, and Family Readiness

(Signature and Date)

.6 106 Safety, Security, and Prevention Programs

(Signature and Date)

.7 107 Quality of Life Programs

(Signature and Date)

.8 108 Ethics and Legal Matters

(Signature and Date)

301.2 Tasks and Performance

301.5.1 201 Observations and Demonstrations

(Signature and Date)

301.3 Oral Board

301.3.1 Pass an oral examination.

(Signature and Date)

301.3.2 Board Composition

Board Chair (President)

(Printed Name, Rank, Designator)

Board Member

(Printed Name, Rank, Designator)

Board Member

(Printed Name, Rank, Designator)

COMNAVSURFPAC/
COMNAVSURFLANTINST 1412.3B
16 Dec 2025

Sample Oral Board Nomination Letter

1412
Ser/
D Mmm YY

From: Reporting Senior
To: ADCON ISIC

Subj: NOMINATION FOR SURFACE LIMITED DUTY OFFICER COMMAND
ASHORE ORAL BOARD ICO LT FIRST M. LAST, USN, 6XXX

Ref: (a) COMNAVSURFPAC/COMNAVSURFLANTINST 1412.3B

Encl: (1) (Rank and Name) complete Command Ashore Qualification Booklet

1. Under the provisions of reference (a), (Rank and Name) is nominated for designation as "Qualified for Command Ashore." I request a Surface Limited Duty Officer (LDO) Command Ashore Qualification Oral Board be designated to conduct the formal interview. (Rank and Name) is available for interview (Date(s)).

2. I certify that (Rank and Name) meets the eligibility and prerequisite requirements of reference (a) as recorded in enclosure (1).

3. (Additional Comments as necessary).

4. Point of contact information for Surface LDO Command Ashore Qualification Board coordination:

I. M. REPORTING SENIOR

Copy to:
Nominated Officer

Enclosure (2)

COMNAVSURFPAC/
COMNAVSURFLANTINST 1412.3B
16 Dec 2025

Sample Command Qualification Oral Board Recommendation Letter

1412
Ser/
D Mmm YY

From: Board Chairman
To: Nominee
Via: Nominee's Reporting Senior

Subj: SURFACE LIMITED DUTY OFFICER COMMAND ASHORE QUALIFICATION
ORAL BOARD ICO LT FIRST M. LAST, USN, 6XXX

Ref: (a) COMNAVSURFPAC/COMNAVSURFLANTINST 1412.3B

Encl: (1) (Nominating Officer's Letter)

1. Under the provisions of reference (a), I served as board chairman on your Surface Limited Duty Officer (LDO) Command Qualification Oral Board to determine your fitness for command ashore. The board members included _____, _____, and _____.
2. The board found you "Qualified / Not Qualified."
3. Comments (mandatory for "Not Qualified" determination).

I. M. CHAIRMAN
Board Chairman

Copy to:
COMNAVPERSCOM (PERS-414)
COMNAVSURFPAC/COMNAVSURFLANT (as appropriate)
ADCON ISIC
Board Members

Enclosure (3)