



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

10 May 16

From: Deputy Chief of Naval Operations (Manpower, Personnel,
Training and Education) (N1)
To: President, FY-16 Active-Duty Navy Officer Lateral
Transfer/Redesignation Selection Board
Subj: FY-16 ACTIVE-DUTY NAVY OFFICER LATERAL TRANSFER/
REDESIGNATION SELECTION BOARD PRECEPT AND CONVENING ORDER
Ref: (a) Community Briefs
(b) Glossary of Terms and Definitions
Encl: (1) Board Membership
(2) Administrative Support Staff
(3) FY-16 Active-Duty Navy Officer Lateral Transfer/
Redesignation Selection Board Guidance
(4) Quota Letter

1. Membership, Date, Location, and Function

a. This selection board, consisting of you as president, the officers listed in enclosure (1) as members, and the personnel listed in enclosure (2) as administrative support staff, is ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, 31 May 2016, or as soon as practicable thereafter.

b. The function of the lateral transfer/redesignation selection board is to consider officers for lateral transfer and/or redesignation in the Regular Navy. The board shall consider carefully, without prejudice or partiality, the record of every eligible officer. The records and names of all eligible officers, determined as of the date the board convenes, will be furnished to the board.

c. I have personally appointed the members of this board. During the board process, the officers assigned as board members work directly for me, under oath. Board members are entrusted with selecting the future leadership of the Navy. The performance of these duties will have a greater effect on the future of the Navy than any other duty they perform. During the board process, all other duties of an assigned member are secondary to the board process, and the utmost care will be

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given to ensure the process is not compromised or rushed to accommodate outside concerns. Each record reviewed represents years of service by the individual officer. It is absolutely essential that your evaluation afford each eligible officer fair and equitable consideration.

d. The board shall proceed in accordance with any guidance contained in this letter, and the FY-16 Active-Duty Navy Officer Lateral Transfer/Redesignation Selection Board Guidance, enclosure (3).

2. Reference (a) will be provided in the selection board spaces as general information and guidelines to inform the selection board members of community-specific information. The information contained in reference (a), must not be used as a substitute for the guidance in this letter and enclosure (3) and specifically shall not alter the "best and fully qualified" selection standard. This reference is not selection criteria, nor is it expected that each officer will meet the typical career path and guidelines contained in reference (a). Rather, the reference contains general information that is used to assist officers, community leaders, community managers, and detailers with career management. Additionally, I will provide reference (b), as a glossary of terms and definitions.

3. Authorized Selections. The number of officers that may be selected in each category is provided in enclosure (4).

4. 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 board. However, I may provide the recommendations of the selection board to the senior flag officer responsible for recommending community assignments and to senior community detailers to the extent necessary to facilitate community assignments. All board members, the recorder, assistant recorders, and administrative support staff must comply fully with these requirements, and I expect each board president to emphasize the need for strict confidentiality.

5. In order to continually improve the selection board process, you are directed to offer written feedback regarding the

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guidance contained in this precept at the selection board call out with me. Your feedback should include, for example, whether the precept guidance was sufficiently direct, clear, and concise to assist you and the other board members in performing your duties.



W. F. MORAN

BOARD MEMBERSHIP
FY-16 ACTIVE-DUTY NAVY OFFICER LATERAL TRANSFER/REDESIGNATION
SELECTION BOARD

1. FY-16 Lateral Transfer/Redesignation:

CAPT Michael W. Martin, USN, 1120 (President)
CAPT Randell W. Dykes, USN, 1110
CAPT Ruby M. Tennyson, MSC, USN, 2300
CAPT Thomas J. Anderson, USN, 1440
CAPT Robert H. Palm, Jr., USN, 1710
CAPT Brian L. Luke, USN, 1810
CAPT Laura R. Hatcher, USN, 1830
CAPT Armen H. Kurdian, USN, 1510
CAPT Gregory E. McRae, USN, 1120
CAPT Duane L. Decker, USN, 1520
CDR Wendy L. Snyder, USN, 1650
CDR Shawn A. Roberts, USN, 1820
CDR Lisa M. Sullivan, USN, 1510
CDR Antoinette M. McCann, USN, 1110
CDR Manuel A. Hernandez, USN, 1440
CDR Kambra R. Juve, USN, 1820
CDR Ann E. Casey, USN, 1810
CDR Alexander K. Hutchison, CEC, USN, 5100
CDR Derek R. Fix, USN, 1320
CDR Herman L. Reed, USN, 1200
CDR Quincy E. Beasley, USN, 1310
CDR Elizabeth M. S. Higgins, USN, 1800
CDR Matthew L. Bolls, SC, USN, 3100
CDR Nina M. Nicasio, USN, 1200
CDR Robert S. Smith, USN, 1200
CDR Christa D. Almonte, USN, 1710
CDR Aaron C. Peterson, USN, 1120

ADMINISTRATIVE SUPPORT STAFF
FY-16 ACTIVE-DUTY NAVY OFFICER LATERAL TRANSFER/REDESIGNATION
SELECTION BOARD

1. LCDR Isaac M. Pelt, USN, will act as recorder with the following personnel acting as assistant recorders:

LCDR Marques D. Jackson
LCDR Philip D. Henry
LT Ka Xiong

LCDR Nathaniel S. Edge
LT Kathryn E. Rosenberg

The recorder or an assistant recorder will be present during all deliberations.

2. The following administrative support staff is designated to serve as the board sponsor:

LCDR Jeremy S. Yarbrough

3. The following personnel are designated to serve as administrative support staff to the board:

RDML David F. Steindl	LT Beau J. Blanchard
CAPT Bradley J. Cordts	LT Claire Geilfuss
CAPT Paul L. Dinius	LT Erin T. Janofski
CAPT Mark C. Holley	LT Tramayne L. Jenkins
CAPT Douglas P. Howell	LT Jason C. Jensen
CAPT Jeri L. O'Neill	LT Matthew S. King
CAPT Martin L. Pompeo	LT Maura K. Leary
CAPT Henry P. Roux, Jr.	LT Christopher R. McHenry
CDR Howard M. Bryant	LT Vincent N. Perry
CDR Paul J. Dee	LT Edward R. Polk
CDR Benjamin J. Heinemeier	LT Van E. Stewart
CDR John C. Hazlett	LT Donald J. Todorowski
CDR Andrew M. McGinly	CWO4 Mitchell D. Allen
CDR Steven J. Skretkowicz	PSCM(SW/AW) C. E. Christiansen
LCDR Price W. Balderson	PSCM(AW) Robert A. Ferrari
LCDR Christopher C. Muller	YNCM(SW/AW/EXW) Leo S. Godet
LCDR David R. Flowers	BMC(EXW) Dana A. Brown
LCDR Michael S. Hill	NCC William Young
LCDR Johnny W. Kelley	PSC(SW/AW) Patrick R. Harris
LCDR Matthew M. Langreck	PSC(AW) Catherine P. Kuntz
LCDR Stephen P. Milloway	YNC(EXW/IDW) Byron J. Capps
LCDR Timothy D. O'Brien	YNC(SS) Michael W. Mason
LCDR Eric A. Polonsky	YNC(EXW) Marquell Vance
LCDR Jeremy S. Yarbrough	YNC(SW) Lazandra P. Wolf
LT Robert R. Allen	FC1(SW) Richard A. Neuer

ADMINISTRATIVE SUPPORT STAFF
FY-16 ACTIVE-DUTY NAVY OFFICER LATERAL TRANSFER/REDESIGNATION
SELECTION BOARD

OS1 Kathryn M. Paynter	Mr. William H. Green
YN1(SW) Joseph F. Scarlata	Mr. Keith Grover
LN2 Courtney E. Countiss	Mr. Richard M. Hammer
LN2 Lauren M. Hauck	Mr. Jim Hammerich
PS2 Latoya A. Roberts	Mr. Dave Hard
YN2 Brandon D. Franklin	Ms. Dorothy C. Harris
YN2 Frank L. Holland	Mr. Max H. Hodge
YN2 Aliscia L. Law	Mr. David L. Howard
YN2 Kemario J. Latson	Ms. Rosalind Hudson-Phillips
YN2(SW/AW) Alexis P. Williams	Mr. Michael Jennings
Mr. Rodger Abernathy	Mr. Juan J. Jimenez
Ms. Jacqueline S. Anderson	Mr. Douglas E. Johnson
Ms. Tracey Armstrong	Mr. John Johnson
Mr. Daryl L. Ballard	Ms. Lorraine A. Johnson
Ms. Alison Barnes	Ms. Patricia A. Johnson
Mr. Julion A. Bend	Ms. Crystal Jones
Ms. Wendy Beyer	Ms. Melissa D. Jones
Mr. Robert C. Black	Mr. Steven P. Jones
Mr. Brian D. Bourne	Ms. Shu J. King
Ms. Patricia O. Boothe	Mr. Alex Kraus
Mr. Doug Burgess	Ms. Karen M. Kumnick
Ms. B. J. Callis	Mr. Randy L. Kurschner
Mr. Clarence Carver	Mr. David B. Lanham
Ms. Pam Carter	Ms. Sonia Lewis
Ms. Janice Chambers	Mr. Thomas R. Lewis
Mr. James C. Clemmons	Ms. Diane L. H. Lofink
Ms. Linda M. Coffield	Mr. Victor A. Loy
Mr. Joel Cook	Ms. Nancy P. Lubiani
Ms. Sonya Y. Cox	Mr. Donald P. Marshall
Mr. John R. Crotts	Mr. Paul D. Martin
Mr. James Cutter	Mr. Paul L. Martin
Ms. Karen Dapsis	Mr. Richard P. Mason
Mr. Bennie Davis	Mr. Anthony L. Matthews
Mr. Jay C. Delfoe	Ms. Karon D. Matthews
Mr. Richard T. DeRousse	Mr. Martin McClain
Mr. Jeremy L. Fisher	Ms. Lynda C. McKinney
Mr. John Fleenor	Mr. Christopher J. Meunier
Mr. Mike Foldes	Ms. Angela S. Moyler
Mr. John Frantz	Mr. William H. Mummert
Mr. Christopher Garner	Mr. Pratap Muratee
Mr. Dennis Garza	Mr. Jason C. Myers
Mr. Cornell D. Gaulmon	Mr. Corey A. Nichols
Mr. Bryan Gillentine	Mr. Tommy D. Owens

ADMINISTRATIVE SUPPORT STAFF
FY-16 ACTIVE-DUTY NAVY OFFICER LATERAL TRANSFER/REDESIGNATION
SELECTION BOARD

Ms. Keisha R. Parker	Ms. Mindee M. Wolven
Ms. Doris A. Pembroke	Ms. Rebecca Yong
Mr. Chuck Pennington	Mr. Alan D. Young
Mr. Richard S. Perry	Mr. Christopher J. Zaller
Mr. James A. Price	
Mr. Stephen R. Ranne	
Ms. Amy C. Ray	
Mr. Dondi Reed	
Mr. Stanley Robinson	
Mr. Jay A. Rublaitus	
Mr. Tony V. Sanders	
Ms. Cheryl L. Scott	
Ms. Edna M. Shannon	
Mr. Antoine Sharp	
Mr. Michael P. Simrell	
Ms. Angie L. Smith	
Mr. Thor Smith	
Ms. Ruby D. Snowden	
Mr. Larry Sokoloski	
Mr. Lee K. Staley	
Mr. William A. Stephens	
Ms. Lynnette Stinnett	
Mr. Tim Suich	
Ms. Jennifer M. Summers	
Mr. Jim C. Tanner	
Mr. Horace Taylor	
Mr. Robert J. Thompson	
Mr. David C. Tidwell	
Ms. Elizabeth A. Vaughn	
Ms. Martha Uselton	
Mr. Carl R. Waelde	
Mr. Shawn Walther	
Mr. Brian L. Wenger	
Ms. Jessica Whitfield	
Mr. Christopher A. Wiley	
Mr. Bob T. Wilkinson	
Mr. Ed Willard	
Ms. Sharlene Williams	
Mr. Charles E. Wilson	
Ms. Deborah A. Wilson	
Mr. Jason T. Winfield	
Mr. Wiley P. Winter	
Mr. Darrence A. Wolfe	

**FY-16 ACTIVE-DUTY NAVY OFFICER LATERAL TRANSFER/REDESIGNATION
SELECTION BOARD GUIDANCE**

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APPENDIX - A

GENERAL GUIDANCE

1. Duties of the Board President. The president of the board has been appointed by me and shall perform prescribed administrative duties. The board president has no authority to constrain the board from recommending for selection those fully qualified officers 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 lateral transfer/redesignation selection board, and for fostering the careful consideration, without prejudice or partiality, of all eligible officers.

b. You must pay particularly close attention to the rules governing communications with and among other board members, the information authorized to be provided 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 precluded from consideration by a lateral transfer/redesignation selection board. You are to base your recommendations on the material in each officer's military record, any information I have provided to the board, and any information about his or her own record communicated to you by individual eligible officers 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 officers to the extent that such matters are not precluded by law or Navy Regulations from consideration by a lateral transfer/redesignation selection board or inclusion in an officer's military personnel record. You may not discuss or disclose the opinion of any person not a member of the board concerning an officer being considered unless that opinion is contained in material provided to the board.

e. When discussing your own personal knowledge concerning the professional qualifications of eligible officers, 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 officer's official record or other material placed before the board in compliance with the law and Navy regulation. In addition, should an officer's record reveal the removal of a fitness report, the member may not discuss any personal knowledge regarding the circumstances which resulted in the removal of the report, nor should any member conjecture or draw any inference as to the underlying 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 candidate immediately prior to or during the lateral transfer/redesignation selection board. As a general rule, communications of any kind or method with outside parties (i.e., persons other than board members, the 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. The proceedings, discussions, deliberations, or recommendations of the selection board may 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 2.i. or 2.j. below.

h. To ensure the integrity of the board process, it is imperative that you advise the board sponsors of any relationship with any eligible officer 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 will protect the integrity of the board process as outlined in paragraph 2.j below.

i. To ensure the integrity of the board process, before the report of the lateral transfer/redesignation selection board is signed by each board member, the recorder, and assistant recorders, the recommendations and proceedings may be disclosed only to members of the board, the 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. However, prior to the public release, I may provide the recommendations of the selection board to the senior flag officer responsible for recommending community assignments and to senior community detailers to the extent necessary to facilitate community assignments. 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 Navy Regulations. 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 Navy Regulations, as discussed in paragraph 2.j.

j. If at any time you believe that you cannot in good conscience perform your duties as a member of the board without prejudice or partiality, you have a duty to request relief by me from this duty. I will honor any such request. If you believe that the integrity of the board's proceedings has been affected by improper influence of military or civilian authority, misconduct by the board president or a member, or any other reason, you have a duty to request from me or higher authority relief from your obligation not to disclose board proceedings and, upon receiving it, to report the basis for this belief.

3. **Marital Status**. Selection boards are prohibited from considering the marital status of an eligible officer or the employment, education, gender, or volunteer service of an eligible officer's spouse.

4. **Leadership of Diverse Organizations**

a. Our differences give us the strength, courage, and creativity necessary to accomplish our mission in, and meaningfully contribute to, an ever-changing world. The ability to maintain current and future readiness requires that we understand our differences, and recognize the valuable contributions our differences make to the Department of the Navy and to our Nation. As we build the Navy of the 21st Century we must be able to operate successfully, and with credibility, across our Nation and in a challenging multi-cultural world. When reviewing an officer's potential for lateral

transfer/redesignation, 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 who 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 officers 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 officers who are best and fully qualified for selection.

5. **Area Tours.** If an officer's record contains multiple or consecutive tours in a particular geographic location, it should not be viewed negatively, provided the officer 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 officer's official service record when determining those officers who are best qualified for lateral transfer/redesignation. Adverse information may reflect on an officer's suitability for lateral transfer/redesignation and future service in positions of greater responsibilities and trust. Members must give careful consideration to each incident. For those eligible officers who are recommended for lateral transfer/redesignation and who have received disciplinary action, or whose privileged information record (Fiche Five/EMPRS Code 17) 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 officers to meet the future needs of our Navy, you should not automatically discount any officer 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 officer's overall record is necessary to ensure the board recommends the officers best and fully qualified for lateral transfer/redesignation.

APPENDIX - B

BEST AND FULLY QUALIFIED SELECTION STANDARD

1. **Fully Qualified.** All officers recommended for lateral transfer/redesignation must be fully qualified; that is, each officer recommended must be capable of performing the duties of their current pay grade in their new community. Officers who do not meet that standard shall not be recommended for lateral transfer/redesignation.

a. Officers fully qualified for lateral transfer/redesignation 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 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 officers must be capable of leading personnel from a 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 officers, you must recommend for lateral transfer/redesignation the best qualified officers 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 lateral transfer/redesignation. Furthermore, successful performance and leadership in combat conditions demonstrate exceptional lateral transfer/redesignation 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 officers.

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 officers 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 officer's traditional community career path, and the officer may be rated by a reporting senior unfamiliar with the officer's specialty and the Navy fitness report system.

(2) IA/GSA/OCO assignments may take an officer 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 officer out of the normal community career path for periods of up to 3 1/2 years.

b. Education and Professional Development. The board shall give favorable consideration to those officers with relevant graduate education, experience in specialized areas, and Navy and Joint Professional Military Education (JPME).

(1) The Navy values completion of graduate education and development of a subspecialty. Degrees from the Naval Postgraduate School, the Naval War College and equivalent Service institutions, and civilian education programs that result in assignment of a subspecialty code or award of Additional Qualification Designation (AQD) codes are desirable. Proven expertise from an experience tour utilizing that subspecialty is fundamental to development of Navy Leaders.

(2) The Navy values competitive scholarships and fellowships, examples of which include: Olmsted Scholar, Marshall Scholar, Rhodes Scholar, White House Fellowship, SECDEF Corporate Fellowship, and Federal Executive Fellowships (e.g., Politico-Military and Cyber).

(3) Best qualified officers seek opportunities to broaden their cultural awareness through experiences and education and to enable better communication in a global operating environment.

c. **Innovation and Efficiency.** A critical goal of the Navy is to encourage -- to demand -- innovation and efficiency to ensure that we retain an adaptive, flexible, and effective naval force able to anticipate events and win across the spectrum of conflict. In your consideration, recognize that the continued preeminence of the Navy in the future is inextricably linked to its ability to successfully change and to manage for efficiency. Our future depends on male and female leaders who have demonstrated their awareness of this fact. Within the charter of best and fully qualified, seek to select these officers.

(1) In this age of limited resources and fiscal constraints, application of energy resource management and technology is of vital importance. Our institution must create energy solutions that make facilities and installations more energy efficient and encourage superior management of energy resources.

(2) Likewise, we must not restrict or limit the opportunity of any officer to think creatively, develop new ideas, take prudent risks, and maximize capabilities through sound management practices. Bear in mind that, in the context of a changing Navy, officers demonstrating innovative thinking, efficient management skills, prudent risk taking, and effective business practices, may reflect a variety of backgrounds.

APPENDIX - C

EQUAL OPPORTUNITY AND DIVERSITY GUIDANCE

1. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, religion, color, gender, 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, religion, color, gender, sexual orientation, or national origin will not limit his or her professional opportunities. Accordingly, within this board's charter to determine the officers who are "best and fully qualified," you must ensure that officers of every race, religion, color, gender, sexual orientation, and national origin are given fair and equitable consideration.

2. Your evaluation of all officers must be fair and equitable. You should be particularly vigilant in your evaluation of records to take care that no officer's lateral transfer/redesignation opportunity is disadvantaged by service utilization policies or practices. You should evaluate each officer's potential to assume the responsibilities of a member of a new community. This includes 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 maximize our warfighting capability, innovate to address new threats and challenges, and take advantage of emergent opportunities.

4. The Navy has assigned some officers outside of traditional career development patterns (e.g., institutional instructors, diversity officers, recruiting, and equal opportunity billets). These assignments, though greatly beneficial to the Navy, may have foreclosed to the officers so assigned opportunities available to other officers. 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 lateral transfer/redesignation; 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 is the key in measuring an officer's potential for selection; duties performed well by men and women affected by such utilization policies or practices should be given weight equal to duties performed well by an officer not affected by such policies or practices.

5. This guidance should not be interpreted as requiring or permitting preferential treatment of any officer or group of officers on the grounds of race, religion, color, gender, 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 personnel. 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 officers recommended for lateral transfer, a list of officers recommended for redesignation, and the following items:

a. All instructions, information, and guidance that were provided to the board, except information concerning particular officers, which must be returned and transferred to the Chief of Naval Personnel.

b. Certification that:

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

(6) The officers recommended for lateral transfer/redesignation 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 officers whose names were furnished to the board;

(7) The officers recommended for lateral transfer/redesignation, 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 officers whose names were provided to the board, consistent with the exemplary conduct requirements of section 5947 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 recommended selectees until the names are released to the public; and

(9) You understand that, except as authorized by DoD Instruction 1320.14, Secretary of the Navy Instruction 1420.1 (Series), and sections 613a, 616(e), 618, 14104, 14108, 14110, and 14112 of title 10, U.S. Code, 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 all officers eligible for consideration.

d. This precept and convening order.

2. The report shall be forwarded for approval to the Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education), via the Deputy Chief of Naval Personnel.

APPENDIX E

OATHS

1. The president of the board(s) shall administer the following oath or affirmation to the recorder and assistant recorders:

"Do you, and each of you, solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and you will not divulge the proceedings of this board except as authorized or required by the Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education) (N1) or higher authority, so help you God?"

2. The recorder shall then administer the following oath or affirmation to the members of the board(s):

"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 officers 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 shall then administer the following oath or affirmation to administrative support personnel:

"Do you, and each of you, solemnly swear (or affirm) that you will not divulge the proceedings of this board except as authorized or required by the Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education) (N1) or higher authority, so help you God?"