DEPARTMENT OF THE NAVY
NAVY PERSONNEL COMMAND
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From: Commander, Navy Personnel Command
To: FY-18 Administrative Selection Boards

Subj: FY-18 ADMINISTRATIVE SELECTION BOARD PRECEPT

Encl: (1) FY-18 Administrative Selection Board Guidance

1. **Applicability and Clarifying Information**. This precept applies to all Commander, Navy Personnel Command approved Administrative Selection Boards occurring within the FY-18 Board Season. The FY-18 Administrative Selection Board Season encompasses boards convening 1 October 2016 through 30 September 2017.

2. **Function and Membership**

a. The function of the Administrative Selection Boards is to consider candidates for a specific program or career milestone 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 Administrative Selection Boards. During the board process, the personnel assigned as board members work directly for me, under oath. Board members are entrusted with selecting the future leadership of the Navy. The performance of these duties will have a greater effect on the future of the Navy than any other duty they perform. During the board process, all other duties of an assigned member are secondary to the board process, and the utmost care will be given to ensure the process is not compromised or rushed to accommodate outside concerns. Each record reviewed represents years of service by the individual candidate. It is absolutely essential that our evaluation afford each eligible candidate fair and equitable consideration.

3. The boards shall proceed in accordance with the convening order, any guidance contained in this precept, and the FY-18 Administrative Selection Board Guidance, enclosure (1).

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 selected for. Candidates that 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 Defense ethical standards, physical fitness, and loyalty to Navy Core Values.

b. **Best Qualified**. Among the fully qualified candidates, you must recommend for selection the best qualified within their respective competitive category.

5. 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.

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

David F. Steindl

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FY-18 ADMINISTRATIVE SELECTION BOARD GUIDANCE

Appendix	Subject
A	**General Guidance** - Duties of the Board President - Board Proceedings - Individual Augmentee (IA)/Overseas Contingency Operations (OCO) (also known as GSA; OSA for enlisted)/Irregular Warfare/Afghanistan-Pakistan Hands (APH) Program Assignment - Marital Status - Leadership of Diverse Organizations - Area Tours - Adverse Information
B	**Equal Opportunity and Diversity Guidance** - Addresses Equitable Consideration for All Eligibles
C	**Board Reports** - Addresses Content and Routing of Selection Board Reports
D	**Oaths** - Provides Oaths for Board Members, Recorder, Assistant Recorders, and Administrative Support Staff

APPENDIX - A

GENERAL GUIDANCE

1. **Duties of the Board President**. The president of the board 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 eligible'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 material provided to the board that are in compliance with Navy regulation.

d. When discussing 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 material placed before the board in

compliance with the law and Service regulation. 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 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 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 officer eligible for consideration by the board that is not in the individual officer's official record.

g. 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.

h. 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. **Individual Augmentee (IA)/Overseas Contingency Operations (OCO) (also known as GSA; OSA for enlisted)/Irregular Warfare/Afghanistan-Pakistan Hands (APH) Program Assignment**

a. Officers serving in IA/GSA/APH assignments in direct support of OCO, Irregular Warfare, and the National Defense Strategy and, in particular, those assignments that are extraordinarily arduous or which involve significantly heightened personal risk, are developing valuable combat and nation-building skills under stressful conditions that should be retained and used for future application. IA/GSA/APH assignments may not be typical of the candidate's traditional community career path, but are considered vital to the successful joint prosecution of OCO, Irregular Warfare, and the National Defense Strategy.

b. Due to operational demands, IA/GSA/APH assignments may result in candidates missing the opportunity to serve in a community-recognized milestone or career gate. Additionally, candidates may not be competitively ranked against other candidates of the same competitive category, and the eligible may be rated by a reporting senior unfamiliar with the candidate's occupational specialty and the Navy fitness report system. Therefore, special attention must be taken in reviewing these candidates' records.

4. **Marital Status**. Boards are prohibited from considering the marital status of a candidate or the employment, education, gender, or volunteer service of an eligible's spouse.

5. **Leadership of Diverse Organizations**. 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 a candidate's potential selection, consider that the Navy benefits when the Navy Leadership possesses a broad spectrum of experience, background, perspective, innovative talent, and a depth and breadth of vision, drawn from every facet of the society it serves and understanding of the world within which it operates. The Navy needs innovative and bold male and female leaders to lead, think creatively, challenge assumptions, and take well-calculated risks that maximize effectiveness. 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, Navy leaders must draw upon the Navy's rich diversity of experience, backgrounds, perspective, innovative talent, and depth and breadth of vision. You should give careful attention to selecting candidates 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 the best candidates for selection.

6. **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.

7. **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.

APPENDIX - B

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, national origin, or sexual orientation. 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, national origin, or sexual orientation will not limit his or her professional opportunities. Accordingly, within this board's charter to determine the candidates who are "best and fully qualified," you must ensure that candidates of every race, religion, color, gender, national origin, and sexual orientation are given fair and equitable consideration.

2. Your evaluation of all candidates must be fair and equitable. You should be particularly vigilant in your evaluation of records to take care that no candidate's selection opportunity is disadvantaged by service utilization policies or practices. You should evaluate each candidate's potential to assume the responsibilities of a specific program or career milestone, including his or her ability to successfully lead a diverse organization, the overriding factor being performance of duties assigned.

3. The Navy benefits when we capitalize on the diverse experience, perspective, innovative spirit, background, and ideas in our ranks. Diversity is not founded on statistics, percentages, or quotas. Diversity is about achieving peak performance. Our Navy should draw upon the entire possible set of talents and backgrounds to maximize our warfighting capability, innovate to address new threats and challenges, and take advantage of emergent opportunities.

4. The Navy has assigned some candidates 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 candidates so assigned opportunities available to other candidates. 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 candidates; to do so may deny the Navy diversity of talent, background, and experience we should seek and which is necessary for sustained success in our

changing world. Successful performance of duties assigned is the key in measuring a candidate'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 candidate not affected by such policies or practices.

5. This guidance should not be interpreted as requiring or permitting preferential treatment of any candidate or group of candidates on the grounds of race, religion, color, gender, national origin, or sexual orientation.

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 Commander, Navy Personnel Command.

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 Memo, when required by Commander, Navy Personnel Command.

2. The report shall be forwarded for approval to Commander, Navy Personnel Command.

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 PERS-00S to maintain in the Total Records and Information Management System for records 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:

> "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 Commander, Navy Personnel Command 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:

> "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 Commander, Navy Personnel Command 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:

"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 Commander, Navy Personnel Command or higher authority, so help you God?"