THE SECRETARY OF THE NAVY
WASHINGTON, D.C. 20350-1000

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From: Secretary of the Navy
To: FY-16 Active-Duty and Reserve Navy Officer and Chief Warrant Officer Promotion Selection Boards

Subj: FY-16 ACTIVE-DUTY AND RESERVE NAVY OFFICER AND CHIEF WARRANT OFFICER PROMOTION SELECTION BOARD PRECEPT

Ref: (a) Community Briefs
(b) Competency/Skills Information
(c) Glossary of Terms and Definitions

Encl: (1) FY-16 Active-Duty and Reserve Navy Promotion Selection Board Guidance

1. **Function and Membership**

a. The function of the promotion selection boards is to consider officers for promotion to the grade indicated in each board's convening order. Promotion selection boards 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 boards convene, will be furnished to the boards. The names of those officers who are above, in, and, when applicable, below the promotion zone will be indicated, as appropriate.

b. I will personally appoint the members of promotion selection boards. 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 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.

2. Promotion boards shall proceed in accordance with the convening order, any guidance contained in this letter, and the FY-16 Active-Duty and Reserve Navy Promotion Selection Board Guidance, enclosure (1).

3. Reference (a), and when applicable, reference (b), will be provided in the selection board spaces as general information and guidelines to inform the selection board members of community-specific and competency/skill-specific information, respectively. The information contained in references (a) and (b) must not be used as a substitute for the guidance contained in the convening order and specifically shall not alter the "best and fully qualified" selection standard. References (a) and (b) are not selection criteria, nor is it expected that each officer will meet the typical career path and guidelines contained in reference (a). Rather, both references contain general information and guidelines that are used to assist officers, community leaders, community managers, and detailers with career management. Additionally, I will provide reference (c) as a glossary of terms and definitions.

4. Unless expressly authorized or required by the President, Secretary of Defense, or me, no member of the board, recorder, assistant recorder, or administrative support personnel may disclose the proceedings, deliberations, or recommendations of the promotion selection boards. All board members, recorders, assistant recorders, and administrative support personnel 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, each board president will report out to me and the Chief of Naval Operations via written feedback immediately after the board. The board president should indicate whether all written guidance to the board (for example, the precept and convening order) was sufficiently direct, clear, and concise to assist board members in performing their duties. The report should also assess board support and the administration of the board. Further, an office call and debrief regarding the board process should be offered to both of us. The Chief of Naval Operations and I will typically choose to accept the office call based on the written feedback.

Ray Mabus

FY-16 ACTIVE-DUTY AND RESERVE NAVY PROMOTION SELECTION BOARD GUIDANCE

Appendix	Subject
A	**General Guidance** - Duties of the Board President - Board Proceedings - Marital Status - Leadership of Diverse Organizations - Area Tours - Adverse Information - Show Cause Determination - CWO Performance Review
B	**Equal Opportunity and Diversity Guidance** - Addresses Equitable Consideration for All Officers
C	**Board Reports** - Addresses Content and Routing of Promotion Selection Board Reports
D	**Oaths** - Provides Oaths for Board Members, Recorder, Assistant Recorders, and Administrative Support Personnel

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 promotion 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 personnel) is responsible for maintaining the integrity and independence of this promotion selection board, and for fostering careful consideration, without prejudice or partiality, of all eligible officers. DoD Instruction 1320.14 provides specific rules governing the conduct of officer promotion selection boards and the actions of promotion selection board personnel.

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 promotion selection board has been improperly affected.

c. You may not receive, initiate, or participate in communications or discussions involving information that DoD Instruction 1320.14 precludes from consideration by a promotion 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 in accordance with DoD Instruction 1320.14, 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, DoD Instruction 1320.14, or Service regulations from consideration by a promotion 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 in accordance with DoD Instruction 1320.14.

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 Service 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 circumstance that resulted in the removal of the report.

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 promotion selection board. As a general rule, communications of any kind or method with outside parties (i.e., persons other than board members, recorders, assistant recorders, board sponsors, and administrative support personnel) before, during, or after the board relating in any way to the promotion selection board or its proceedings, discussions, deliberations, or recommendations are prohibited. Questions concerning the propriety of any communications prior to the board should be addressed to the board sponsors. The proceedings, discussions, deliberations, or recommendations of the promotion selection board shall not be disclosed, nor shall any written or documentary record of such proceedings, discussions, deliberations, or recommendations be used for any purpose, unless expressly authorized or required by the President of the United States, the Secretary of Defense, me, or as outlined in paragraphs 2.h and 2.i below.

h. Before the report of the promotion selection board is signed by each board member, recorder, and assistant recorder, the recommendations and proceedings may be disclosed only to members of the board, recorders, assistant recorders, and those administrative support personnel I have designated in writing.

After you sign the board report and the public release has been made, only the recommendations of the board may be disclosed. Procedures and processes of the board may be discussed only in general terms. The disclosure of recommendations and proceedings of the board are governed by DoD Instruction 1320.14; 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. The proceedings of the board may not be disclosed to any person not a board member, recorder, or assistant recorder, except to request relief from board duties in accordance with the law and DoD Instruction 1320.14.

i. If at any time you believe that you cannot in good conscience perform your duties as a member of the board without prejudice or partiality, you have a duty to request relief by me from this duty. 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 the Under Secretary of Defense for Personnel and Readiness relief from your obligation not to disclose board proceedings and, upon receiving it, to report the basis for your belief.

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

4. **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 an officer's potential for the next higher grade, consider that the Navy benefits when the officer corps possesses a broad spectrum of experience, background, perspective, innovative talent, and a depth and breadth of vision, drawn from every facet of the society it serves and understanding of the world within which it operates. The Navy needs innovative and bold male and female leaders to lead, think creatively, challenge assumptions, and take well-calculated risks that maximize effectiveness. 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 promotion. Adverse information may reflect negatively on an officer's suitability for promotion and future service in positions of greater responsibility and trust. Members must give careful consideration to each incident. For those eligible officers who are recommended for promotion and who have received disciplinary action, or whose privileged information record (Fiche Five/EMPRS Field 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 promotion, and who satisfy the exemplary conduct requirements of section 5947 of title 10, U.S. Code.

7. **Show Cause Determination**. In addition to determining which officers are best qualified for promotion, boards considering officers other than chief warrant officers shall review each record carefully to determine whether the officer's performance is such that the individual is considered suitable for retention.

a. The board shall notify me of the name of each officer whose record, in the opinion of a majority of board members, indicates the officer should be required to show cause for retention due to:

(1) Substandard performance of duty;

(2) Moral or professional dereliction;

(3) Misconduct; or,

(4) Because the officer's retention is not clearly consistent with the interests of national security.

b. Negative reports shall state: In the opinion of the majority of the members of the board, there were no officers recommended to show cause for their retention. Per SECNAVINST 1920.6 (Series), the Chief of Naval Personnel (CHNAVPERS) has been designated as the show cause authority for the Navy. If the board recommends an officer be required to show cause, then the board shall provide, under separate cover signed by the president and the recorder, a supplemental memorandum to CHNAVPERS containing a brief explanation of the basis for the board's opinion that an officer should be required to show cause for retention on active duty.

c. CHNAVPERS retains the discretion to direct a more detailed inquiry into the matter.

8. **CWO Performance Review**. In addition to determining which officers are best qualified for promotion to chief warrant officer W-3, W-4, or W-5, boards must ensure that all officers considered are fully qualified to perform the duties of their current grade. Accordingly, boards considering chief warrant officers shall carefully review each record to determine whether the officer's performance is such that the individual is considered suitable for retention. The board shall then notify me of the names of those chief warrant officers considered whose records establish, in the opinion of the majority of the board members, their unfitness or unsatisfactory performance. Negative reports shall state: In the opinion of the majority of the members of the board, there were no officers whose records establish their unfitness or unsatisfactory performance. Per SECNAVINST 1920.6 (Series), CHNAVPERS has been designated as the show cause authority for the Navy. If the board finds that an officer's record establishes his or her unfitness or unsatisfactory performance, then the board shall provide, under separate cover signed by the president and the recorder, a supplemental memorandum to CHNAVPERS containing a brief explanation of the basis for the board's opinion that the officer's record establishes unfitness or unsatisfactory performance. CHNAVPERS retains the discretion to direct a more detailed inquiry into the matter.

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, 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, 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, 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 promotion opportunity is disadvantaged by service utilization policies or practices. You should evaluate each officer's potential to assume the responsibilities of the next higher grade, 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 officers outside of traditional career development patterns, e.g., institutional instructors, recruiting, diversity officers, and equal opportunity billets. These assignments, though greatly beneficial to the Navy, may have foreclosed to the 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 promotion; to do so may deny the Navy the diversity of talent, background, and experience we should seek and which is necessary for sustained

success in our changing world. Successful performance of duties assigned is the key in measuring an officer's potential for promotion; duty performed well by men and women affected by such utilization policies or practices should be given weight equal to duty performed well by an officer not affected by such policies or practices.

5. This guidance shall not be interpreted as requiring or permitting preferential treatment of any officer or group of officers on the grounds of race, religion, color, gender, or national origin.

APPENDIX - C

BOARD REPORTS

1. The record of the board's proceedings shall be compiled by the recorder, assistant recorders, and administrative support personnel. 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 officers recommended for promotion with appropriate selection statistics as required by DoD Instruction 1320.14, as well as the following items:

a. Convening notice required by section 614 or 14105 of title 10, U.S. Code.

b. All instructions, information, and guidance that were provided to the board, under section 615 or 14107 of title 10, U.S. Code and DoD Instruction 1320.14, except information concerning particular officers, which must be retained and transferred to the CHNAVPERS.

c. Certification that:

(1) To the best of your knowledge, the board complied with DoD Instruction 1320.14, 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 records of each officer whose name was furnished to the board;

(6) The officers recommended for promotion 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 provided to the board;

(7) The officers recommended for promotion, 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 the 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.

d. A list of all officers eligible for consideration.

e. A sampling of records prepared by the board president under procedures prescribed by the CHNAVPERS / Deputy Chief of Naval Operations (Manpower, Personnel, Training, and Education) for use in convening special selection boards.

f. This precept

g. Convening order

h. Nonselect list

i. For boards considering officers other than chief warrant officers, the show-cause list shall contain the names of those officers whose records, in the opinion of a majority of the members of the board, indicate the officer should be required to show cause for his or her retention. It shall also contain a brief explanation of the basis for the board's opinion. Negative reports shall state: "In the opinion of a majority of the members of the board, there were no officers recommended to show cause for their retention."

j. For boards considering chief warrant officers, a list of the names of those officers whose records, in the opinion of a majority of the members of the board, establish their unfitness or unsatisfactory performance. It shall also contain a brief explanation of the basis for the board's opinion. Negative reports shall state: "In the opinion of a majority of the members of the board, there were no officers whose records establish their unfitness or unsatisfactory performance."

k. A list of the names of all officers considered by the board who submitted letters for board consideration requesting that they not be selected for promotion or who have otherwise directly caused their non-selection through written communication to the board. Negative reports shall state: "No officers requested that they not be selected by the board or otherwise caused their non-selection through written communication to the board."

2. The report of boards considering officers other than chief warrant officers shall be forwarded for approval to the Principal Deputy Under Secretary of Defense for Personnel and Readiness via, first, the CHNAVPERS; second, the Chief of Naval Operations; third, the Judge Advocate General of the Navy for legal review; and fourth, me. In addition, reports of active-duty promotion selection boards that consider officers with service in joint duty assignments, as noted in the board's convening order, will be forwarded to the Chairman, Joint Chiefs of Staff for review.

3. The report of boards considering chief warrant officers shall be forwarded to me for approval via, first, the CHNAVPERS; second, the Chief of Naval Operations; and third, the Judge Advocate General of the Navy for legal review.

APPENDIX - D

OATHS

1. The president of the board 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 Secretary of the Navy or higher authority, so help you God?"

2. The recorder or an assistant recorder shall then administer the following oath or affirmation to the members of the board:

> "Do you, 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 Secretary of the Navy or higher authority, so help you God?"

3. The recorder or an assistant recorder shall then administer the following oath or affirmation to the administrative support 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 Secretary of the Navy or higher authority, so help you God?"