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

DEC 11 2012

From: Secretary of the Navy
To: FY-14 Active-Duty and Reserve Navy Officer and Chief Warrant Officer Promotion Selection Boards

Subj: FY-14 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-14 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 our 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-14 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 guidance to inform the selection board members of community-specific and competency/skill-specific information. 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. These references are not selection criteria, nor is it expected that each officer will meet the typical career path and guidelines depicted in the briefs contained in reference (a). Rather, both references contain general information that is 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. Nevertheless, the Chief of Naval Personnel may provide the recommendations of the selection boards 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 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 is directed to provide written feedback immediately after the board regarding the guidance contained in the precept to me and the Chief of Naval Operations. 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. Feedback should include, for example, whether the precept guidance was sufficiently direct, clear, and concise to assist board members in performing their duties.

Ray Mabus

FY-14 ACTIVE-DUTY AND RESERVE NAVY PROMOTION SELECTION BOARD GUIDANCE

Appendix	Subject
A	**General Guidance** - Duties of the Board President - Board Proceedings - Marital Status - Area Tours - Adverse Information - Show Cause Determination - CWO Performance Review
B	**Equal Opportunity 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) must maintain the integrity and independence of this promotion selection board, and foster careful consideration, without prejudice or partiality, of all eligible officers. DoD Instruction 1320.14 provides specific rules governing the conduct of officer 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 furnished 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. 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 communicated to you by individual eligible officers under regulations I have issued. 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 under the provisions of DoD Instruction 1320.14.

d. 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.

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 have designated in writing those persons authorized to provide routine administrative information to you.

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 promotion 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 personnel) before, during, or after the board relating in any way to the promotion 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 promotion selection board may not be disclosed unless expressly authorized or required by the President of the United States, the Secretary of Defense, or me.

g. Before the report of the promotion 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 personnel I have designated in writing. Except as authorized by DoD Instruction 1320.14 and sections 613a, 616(e), 14104, or 14108(d) of title 10, U.S. Code, the proceedings and deliberations of the board may not be disclosed to any person who is not a board member, recorder, or assistant recorder.

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. I will honor any such request. 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 from me or the Secretary of Defense relief from the obligation not to disclose board proceedings and, upon receiving it, to report the basis for this 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**. 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 with a depth and breadth of vision. 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. In light of this diversity, you should give careful attention to selecting officers who have demonstrated the potential to lead large organizations 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 our entire Navy who reflect our very best, including performance, 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. 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:

a. Substandard performance of duty;

b. Moral or professional dereliction;

c. Misconduct; or,

d. Because the officer's retention is clearly inconsistent with the interests of national security.

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 board, their unfitness or unsatisfactory performance.

APPENDIX - B

EQUAL OPPORTUNITY 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. 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 are not disadvantaged because of their race, religion, color, gender, or national origin.

2. Your evaluation of all officers must afford them fair and equitable consideration. 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, the overriding factor being performance of assigned duties.

3. The Navy has assigned some officers outside of traditional career development patterns, e.g., institutional instructors, recruiting, and equal opportunity billets. 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. These assignments, though beneficial to the Navy, may have foreclosed to the officers so assigned opportunities available to other officers. Such assignment practices should not prejudice the selection of these officers for promotion. Successful performance of assigned duties is the key in measuring an officer's potential for promotion. Accordingly, in determining the qualification for promotion of any officer who has been affected by such utilization policies or practices, duty performed well in such assignments should be given weight equal to duty performed well by an officer not affected by such policies or practices.

4. 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 of title 10, U.S. Code.

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

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 record 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 for promotion to meet the needs of

the Navy among those officers whose names were furnished to the board;

(7) A majority of the members of the board, after consideration by all members of the board of any adverse information about the officers selected for promotion that is provided to the board, finds that the officers selected for promotion are best qualified for promotion to meet the needs of the Navy consistent with the requirements of exemplary conduct set forth in 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 and sections 613a, 616(e), 14104, or 14108(d) of title 10, U.S. Code, 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 officers eligible for consideration.

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

f. This precept.

g. Convening order.

h. 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."

i. 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."

j. 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 Chief of Naval Personnel; 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 Chief of Naval Personnel; 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?