



DEPARTMENT OF THE NAVY  
CHIEF OF NAVAL PERSONNEL  
701 SOUTH COURTHOUSE ROAD  
ARLINGTON VA 22204-2472

30 Nov 18

From: Chief of Naval Personnel  
To: President, FY-19 Navy Active-Duty and Navy Reserve Senior Enlisted Performance-Based Continuation Board  
Subj: PRECEPT CONVENING THE FY-19 SENIOR ENLISTED CONTINUATION BOARD (SECB)  
Encl: (1) Board Membership  
(2) Recorder and Assistant Recorders  
(3) Administrative Support Staff  
(4) FY-19 Navy Active-Duty and Reserve Senior Enlisted Performance-Based Continuation Board Guidance

1. Date, Location, and Function

a. The continuation board, consisting of you as president, the personnel listed in enclosure (1) as members, the personnel in enclosure (2) as a recorder and assistant recorders, and the personnel listed in enclosure (3) as administrative support staff, is ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, 3 December 2018, or as soon as practicable thereafter.

b. The function of the continuation board is to consider active-duty, selected reserve and voluntary training unit enlisted members with greater than 19 years of service for continuation on active duty or in a selected reserve status or voluntary training unit. The continuation board 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 board convenes, will be furnished to the board.

c. I have personally appointed the members of this continuation board. During the board process, the personnel assigned as board members work directly for me, under oath. 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

Subj: PRECEPT CONVENING THE FY-19 SENIOR ENLISTED CONTINUATION BOARD (SECB)

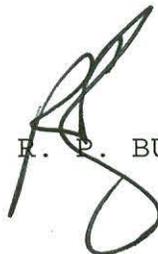
years of service by the individual candidate. It is absolutely essential that your evaluation affords each eligible candidate fair and equitable consideration.

d. The continuation board shall proceed in accordance with the guidance contained in this letter and enclosure (4).

2. Authorized Recommendations. No minimum or maximum recommendations are set for this board. The board is directed to recommend for non-continuation as many candidates as it deems appropriate within the continuation guidance provided.

3. Unless expressly authorized or required by me, no member of the board, recorder, assistant recorder, or administrative support staff may disclose the proceedings, deliberations, or recommendations of the continuation board. All board members, the recorder, assistant recorders, and administrative support staff must comply fully with these requirements, and I expect you to emphasize the need for strict confidentiality.

4. In order to continually improve the continuation board process, you are directed to provide written feedback immediately after the board to me via the Deputy Chief of Naval Personnel (DCNP), regarding all written guidance that I provided for the continuation board. Your feedback should indicate whether all written guidance to the board 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 a debrief regarding the board process should be offered to me and DCNP. DCNP and I will only direct an office call if written feedback warrants one.

  
R. P. BURKE

FY-19 Senior Enlisted Continuation Board  
Board #19478  
Board Membership

RANK/WARFARE NAME	USN/USNR	DESIG	PRESIDENT/ SEA/MEMBER
RDML LEONARD C. DOLLAGA	USN	1120	P
CAPT BETH A. CREIGHTON	USNR	1315	M
CAPT RACHEL E. HENRY	USNR	1115	M
CAPT MICHAEL S. GILES	USNR	3107	M
CAPT RICHARD G. ZEBER	USN	2300	M
CAPT RYAN P. CROLEY	USN	1130	M
CAPT MICHAEL CHIN	USNR	1125	M
CAPT DAVID M. RAY	USN	1110	M
CAPT JEFFREY T. GRANT	USNR	1117	M
CMDCM(SW) RICHARD P. ORAWE	USN		AC SEA
HMCM(FMF/SW) CHRISTOPHER D. KOTZ	USNR		RC SEA
AFCM(AW) VAN C. LOUVIER	USNR		M
AVCM(AW) TRACY M. LYON	USNR		M
AVCM(AW) JON D. RANEY	USNR		M
CMDCM(AW/SW) DEANDRE D. BEAUFORT	USN		M
CMDCM(SW/AW) STEPHEN J. BRONDER	USN		M
CMDCM(AW/SW) CHRISTOPHER W. CHELBERG	USN		M
CMDCM(AW/IW/PJ/EXW) WILLIAM L. CLARK	USN		M
CMDCM(SW) RAUL M. DELACRUZ	USN		M
CMDCM(FMF) FRANK DOMINGUEZ	USN		M
CMDCM(FMF) JODY G. FLETCHER	USN		M
CMDCM(SW/AW/EXW/IW) RONNIE C. FREEMAN	USN		M
CMDCM(AW/SW/EXW) STEVEN M. GARROW	USN		M
CMDCM(SW) JACK D. GARZA	USN		M
CMDCM(IW/SW/SG/AW) JESSEE L. HESS	USN		M
CMDCM(SW/AW/IW) JOSHUA J. JACKSON	USN		M
CMDCM(SCW/EXW) JOSEPH L. JOHNSON	USN		M
CMDCM(SW) MICHAEL D. KASZUBOWSKI	USN		M
CMDCM(SW/AW/IW) JASON A. KNUPP	USN		M
CMDCM(SW/AW/FMF) CHAD L. LUNSFORD	USN		M
CMDCM(SW/FMF/AW) PATRICKPAUL C. MANGARAN	USN		M
CMDCM(AW/SW) DAVID P. MARTINEZ	USN		M
CMDCM(AW/SW) RICHARD L. MENGEL	USN		M
CMDCM(SW/SS/AW) TIMOTHY A. NEWELL	USN		M

FY-19 Senior Enlisted Continuation Board  
Board #19478  
Board Membership

RANK/WARFARE NAME	USN/USNR	DESIG	PRESIDENT/ SEA/MEMBER
CMDCM(SW) JASON R. ORTEGA	USN		M
CMDCM(AW/EXW/SW) EBONY L. PINNOCK	USN		M
CMDCM(SW/AW) STEVEN P. QUICK	USN		M
CMDCM(AW/EXW/SW/IW/SG) JASON T. REYNOLDS	USN		M
CMDCM(SW/AW/EXW/FPJ) MICHAEL W. ROLL	USN		M
CMDCM(SW/AW) LOREN D. RUCKER	USN		M
CMDCM(SS) KEVIN A. SCARFF	USN		M
CMDCM(AW/SW/IW) JAMES W. STEDDING	USN		M
CMDCM(SW/AW/EXW/IW) MAURICE R. SUTHERLAND	USN		M
CMDCM(SCW/FMF) DELBERT M. TERRELL	USN		M
CMDCM(SS) ANTHONY P. TORRES	USN		M
CMDCM(AW/SW) CHRISTOPHER R. ZEIGLER	USN		M
EODCM(EWS/FMF/SW/AW) RYAN P. BURTON	USN		M
EODCM(EWS/DSW/SW) CHAD L. HARRIS	USN		M
EODCM(EWS/EXW/SW) SEAN C. ODAY	USN		M
EODCM(EWS/EXW/SW/AW) ANTHONY J. SCHMIT	USN		M
EQCM(SS/SCW) WILLIAM F. MCCRAE	USNR		M
ETCM(SW) GLENN R. DANIEL	USNR		M
ETVCM(SS) ROLAND R. MIDGETT, JR.	USN		M
FORCM(EXW) JEFFREY A. COVINGTON	USN		M
FORCM(SS) JOHN J. PERRYMAN IV	USN		M
HCMC(FMF/AW) RYAN N. STRACK	USNR		M
ITCM(IW/SW/EXW/AW) MARISOL S. DURLAO	USNR		M
LSCM(EXW/AW) NICOLE C. RIOS	USNR		M
MTCM(SS) ADRIAN D. WATKINS	USN		M
NDCM(DSW/EXW/SW) MICHAEL J. SONNENBERG	USN		M
PSCM(SW/AW) O'NEIL A. STEER	USNR		M
SBCM(SWCC) MIKE B. DAVIS	USN		M
SBCM(SWCC) JOSEPH E. SIMON	USN		M
SOCM(SEAL) TIMOTHY M. IGE	USN		M
YNCM(AW/IW/EXW/SW) WILLIAM T. LOWE	USNR		M

FY-19 Senior Enlisted Continuation Board  
Board #19478  
Recorder and Assistant Recorders

RANK/WARFARE NAME	USN/USNR	RECORDER/ASSISTANT RECORDERS
LSCS (AW/SW/EXW) KESHAWN A. SPENCE	USNR	R
YNCM (SW/SCW/AW) STEPHEN B. GRAHAM	USNR	A
HMCS RALPH C. PITTMAN	USNR	A
MNCS KEVIN S. LANDERS	USNR	A
AMC (AW) DAMON A. BREWER	USN	A
CTRC (IW) NATHAN B. HEIDRICH	USN	A
ETC (SW/IW/AW) LUCAS J. MEMMEL	USN	A
ISC (IW/SW/AW) JESSICA S. STEMPLES	USN	A
LSC (AW/EXW) TERESA F. DEARMON	USNR	A
LSC (EXW) DANA M. RENDER	USNR	A

FY-19 Senior Enlisted Continuation Board  
Board #19478  
Administrative Support Staff

(RANK/RATE/MR. OR MS.) NAME
RADM JEFFREY W. HUGHES
CAPT JAMES M. LUCCI
CAPT NICK A. SARAP, JR.
CAPT ROBERT P. SCHULHOF
CAPT ELISABETH S. STEPHENS
CAPT JOSEPH A. TORRES
CDR DAVID R. FLOWERS
CDR CHRISTOPHER J. OTTO
LCDR BEAU J. BLANCHARD
LCDR WALTER C. DEHNER
LCDR JOSEPH A. GUEARY
LCDR SHANI K. HENRY
LCDR CHAD C. KIRK
LCDR KEVIN M. LOUGHMAN
LT CASSANDRA E. ABBOTT
LT RANDALL W. BEAL
LT PETER A. STEWART
LT MICHAEL P. WATROL
LT JOSHUA S. WILLIAMS
CMDCM(SW/AW/EXW) AMY M. KELLY
PSCM(SW/AW) MATTHEW A. LUCAS
MS. MARISA Y. BEAL
MR. JULION A. BEND
MS. DONNA M. CARPENTER
MR. JOHN R. CROTTS
MR. PATRICK R. HARRIS
MR. MAX HODGE
MR. JUAN J. JIMENEZ
MR. ANTHONY MATTHEWS
MS. KARON D. MATTHEWS
MS. LYNDA MCKINNEY
MR. TOMMY OWENS
MR. MARTIN L. POMPEO
MR. STEPHEN R. RANNE
MR. JAY A. RUBLAITUS
MS. EDNA SHANNON
MR. ANTOINE SHARP
MS. MINDEE M. WOLVEN

**CONTINUATION BOARD GUIDANCE**  
**FY-19 SENIOR ENLISTED CONTINUATION BOARD (SECB)**

Appendix

Subject

**A**

**General Guidance**

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- Duties of the Board Senior Enlisted Advisors (SEA)
- Board Proceedings
- Special Programs and Duties
- Marital/Dependency Status
- Leadership of Diverse Organizations
- Area Tours
- Record Review
- Substandard Performance Information

**B**

**Continuation Standard**

- Qualified
- Best Interest of the Navy

**C**

**Equal Opportunity and Diversity Guidance**

- Addresses Equitable Consideration for All Candidates

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**Board Execution**

- Provides Amplification to the Board Process

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**Board Report**

- Addresses Content and Routing of Continuation Board Report

**F**

**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 has been appointed by me and shall perform prescribed administrative duties. The board president has no authority to constrain the board from recommending candidates for continuation or non-continuation.

2. Duties of the Board Senior Enlisted Advisors (SEAs). The SEAs of this board are appointed by me and shall serve as the Board President's advisors and a voting member of all tank groups. The SEAs shall raise important issues before the board in the interest of full disclosure to help clarify selection standards, provide institutional expertise and assist in deliberative matters during the board's execution. The SEAs have no authority to constrain board members from recommending or not recommending candidates for continuation or non-continuation.

3. 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 continuation board, and for fostering careful consideration, without prejudice or partiality, of all eligible candidates.

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 shall follow if you believe that the integrity of this continuation board has been improperly affected.

c. You may not receive, initiate or participate in communications or discussions involving information precluded from consideration by a continuation board. You are to base your recommendations on the material in each candidate'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 candidates in accordance with regulations I have issued.

d. In your deliberations, 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 in accordance with Navy regulations. You may not introduce anything about a candidate that is not documented in the candidate's record or letter to the board.

e. In addition, should a candidate's record reveal the removal of an evaluation, a member may not discuss any personal knowledge regarding the circumstance which resulted in the removal of the evaluation, nor should any member conjecture or draw any inference as to the underlying circumstances involved.

f. The Master Chief Petty Officer of the Navy and I are the only persons 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 continuation 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 board or its proceedings are prohibited. Questions concerning the propriety of any communications prior to the board shall be addressed to the board sponsors. The proceedings, discussions, deliberations or recommendations of the continuation 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, Deputy Chief of Naval Personnel or higher authority, or as outlined in paragraphs 3i or 3j below.

h. To ensure the integrity of the board process, it is imperative that you advise the board sponsors of any relationship with any candidate 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.

i. Before the report of the continuation board is signed, 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 the board's report is approved, I will release the names of the selectees and non-selectees for notification. After you sign the board report and I have made the notification release, only the names of those recommended for continuation may be disclosed, the names of those not recommended for continuation shall not. Procedures and processes of the board may be discussed only in general terms. The proceedings of the board may not be disclosed to any person who is not a board member, recorder, assistant recorder or administrative support staff, except to request relief from board duties, as discussed in paragraph 3j below.

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 your belief.

k. During the period the board is in session, you are not authorized to hold social gatherings/meetings that involve personnel not listed on the precept. Discussions involving board actions may only be held in board spaces with the recorder or an assistant recorder present.

#### 4. Special Programs and Duties

a. Every job in the Navy is important and candidates can be frequently detailed to duty outside of their community, which may not be typical of the candidate's traditional career path. Each of the specific types of special programs and commands cannot be listed in this document, but many such types of duty are considered arduous and require selective assignment and

special qualifications. In determining a candidate's continuation status, you must consider that candidates serving in these types of highly selective assignments compete within a group of individually selected personnel with equally superb records. Repeat tours in special programs should not be viewed negatively.

b. Due to needs of the Navy, some candidates may be assigned outside of community-recognized milestone assignments and cannot be competitively ranked on an evaluation. A candidate serving in one of these assignments may be rated by a reporting senior unfamiliar with the candidate's occupational specialty and the Navy evaluation report system. Therefore, special attention must be taken in reviewing these candidates' records.

5. Marital/Dependency Status. Continuation boards are prohibited from considering the marital or dependency status of an eligible candidate or the employment, education, gender, or volunteer service of an eligible candidate's spouse.

6. Leadership of Diverse Organizations

a. Our differences give us the strength, courage and creativity necessary to accomplish our mission 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 21<sup>st</sup> 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 for continuation, 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.

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, Navy leaders

must draw upon the Navy's rich diversity of experience, backgrounds, perspective, innovative talent and depth and breadth of vision. You shall 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 determining which candidates are qualified and whose continuation is in the best interest of the Navy.

7. 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. Likewise, those candidates who have demonstrated the ability to succeed in challenging assignments in diverse geographic locations, particularly overseas, may be viewed positively.

8. Record Review. Commands should have taken proactive steps to ensure candidates have properly updated and reviewed their Official Military Personnel File (OMPF) and Performance Summary Record (PSR) for accuracy and submit letters to the board (LTBs) as appropriate. If the OMPF or PSR does not get updated, candidates had the opportunity to provide the missing or corrective documentation via his or her LTB. If there is missing information in the record, board members shall evaluate the record with what is available. Candidates are not required to submit a LTB to notify the board that everything is complete and accurate in their record.

9. Substandard Performance Information. Just as you must consider positive performance, you must consider incidents of misconduct or substandard performance documented in a candidate's official service record when determining whether that candidate is qualified and his or her continuation is in the best interest of the Navy. For those candidates who have received disciplinary action, or whose OMPF contains substandard performance relating to conduct or performance of duty, either of which is documented within the past 3 years, every board member in that respective tank shall be briefed on the adverse information contained therein prior to the final board decision. We are not a "single-defect and you're out" Navy. However, as

leaders, some single failures may not be recoverable. The board must debate this. Similarly, the board must also consider recent incidents in the context of time-has there been sufficient time to show recovery in the formal performance record? You must strive to be consistent between those with failures years ago and those with recent failures.

APPENDIX - B

CONTINUATION STANDARD

1. Qualified. All candidates recommended for continuation must be qualified; that is, each candidate's qualifications and performance of duties must clearly demonstrate that they are fully capable of performing the duties normally associated with their current pay grade. Candidates who do not meet this standard are not qualified and shall not be recommended for continuation because their continued service is not in the best interest of the Navy.

2. Best Interest of the Navy

a. You must recommend for continuation only those candidates whose continued service is considered to be in the best interest of the Navy by at least 67 percent of the members of the respective tank group.

b. Substandard performance indicators listed below that are documented within the past three years shall be specifically addressed when considering whether a candidate's continuation is in the best interest of the Navy. Physical Fitness Assessment (PFA) failures shall not be considered substandard performance when determining continuation.

(1) Any evaluation with an individual trait grade of 2.0 or below. If 2.0 trait was specifically due to PFA failure cited in narrative, then this shall not be considered substandard performance.

(2) Any promotion recommendation of "significant problems" or "progressing". If a promotion recommendation was specifically due to a PFA failure cited in the narrative, then it shall not be considered substandard performance.

(3) Any documented circumstance that results in a candidate's inability to perform in their assigned duties. For example, an official revocation of security clearance in a rating that requires a member to maintain continuous eligibility. Inability to perform duties due to medical issues does not in itself constitute an indicator.

(4) Moral or professional dereliction such as detachment for cause or being relieved of duties.

(5) Courts-martial, non-judicial punishment, or civilian convictions.

(6) Any evaluation containing substandard performance comments. When reviewing evaluations consider the following:

(a) A decline in performance is a drop of two or more evaluation trait grades by the same reporting senior on subsequent reports within the same paygrade, promotion status, or billet subcategory resulting in a decline in cumulative performance mark average (PMA). If the comments specifically state it is not a decline in performance or is otherwise explained as a positive evaluation, it is not considered an indicator. A decline in trait grades due to a transfer between a command's shore and sea components with the same reporting senior is not considered an indicator.

(b) A decline in performance also occurs when there is a drop in promotion recommendation by the same reporting senior on subsequent reports within the same paygrade, promotion status, or billet subcategory. If comments clearly state it is caused by forced distribution or is otherwise explained as a positive evaluation, it is not considered an indicator.

(7) Evaluation gaps in excess of 18 months.

(8) The candidate's record shall also be reviewed for other documented substandard performance indicators which demonstrate that the candidate's continuation may be inconsistent with national security interests or may otherwise not be in the best interest of the Navy. This does not include PFA failures.

## 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, national origin, sex (including gender identity) or sexual orientation. Discrimination on any of these bases is contrary to the Navy'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, national origin, sex (including gender identity) or sexual orientation will not limit his or her professional opportunities. Accordingly, within this board's charter to determine the qualified candidates whose continued service is in the best interest of the Navy, you must ensure that candidates of every race, religion, color, national origin, sex (including gender identity) or sexual orientation are given fair and equitable consideration.

2. Your evaluation of all candidates must be fair and equitable. You shall be particularly vigilant in your evaluation of records to take care that no candidate's continuation opportunity is disadvantaged by service utilization policies or practices. You shall evaluate each candidate's potential to continue to serve in his or her current pay grade and rating. 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 candidates outside of traditional career development patterns. 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 recommendation of these men

and women for continuation, 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 continuation, duties performed well by men and women affected by such utilization policies or practices should be given weight equal to duties performed well by a candidate not affected by such policies or practices.

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

## APPENDIX - D

### BOARD EXECUTION

1. The board will be conducted using appendixes A, B and C in determining those candidates who are qualified and whose continued service is in the best interest of the Navy. Records are reviewed for substandard performance indicators listed in appendix B, paragraph 2b.
2. The continuation of candidates who have no documented substandard performance indicators as described in appendix B, paragraph 2b shall be presumed to be in the best interest of the Navy.
3. The continuation of a candidate who has documented substandard performance indicators as described in appendix B, paragraph 2b shall not be presumed to be in the best interest of the Navy. 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. Candidates with documented substandard performance indicators will be reviewed against the standard for performance set forth in appendix B. A candidate's entire record is available for review in determining his or her continuation status. Continuation is initially not presumed to be in the best interest of the Navy. Their records are individually briefed in the tank for voting to determine whether a candidate's demonstrated performance of duties is commendable enough to overcome the documented substandard performance indicators so that his or her continued service is in the best interest of the Navy. Board members shall not rely upon other Navy programs or policies to take administrative separation action against a candidate. There shall be no comparison of one record to another. Each record has its own unique set of circumstances to consider. Continuation requires a majority vote of at least 67 percent of the members of the respective tank group.
4. The Master Chief Petty Officer of the Navy (MCPON) Leadership Mess is defined as fleet, force and command master chiefs that are serving on flag or general officer staffs. To ensure appropriate review of candidates in these leadership positions, such records will not be randomly distributed to board members, but will be reviewed by designated MCPON

Leadership Mess members that are currently serving at the three-star and four-star flag level. These designated members will review the records of the MCPON Leadership Mess in addition to their other board duties. MCPON shall provide the names of those serving in his Leadership Mess to the board sponsor so that such records can be identified and randomly distributed to these designated members. Any MCPON Leadership Mess record which contains a documented substandard performance indicator, as detailed in appendix B, will be briefed in the tank using the same standard for performance, set forth in appendix B, as other records. Voting in the tank on the records of the MCPON Leadership Mess will include every board member in that respective tank group.

5. Candidates continued by a previous board are subject to review by this board. A candidate's continuation by a previous board does not limit review by this board of any aspect of the candidate's record within the past 3 years.

APPENDIX - E

BOARD REPORT

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, separately, the names of the candidates recommended for continuation and names of the candidates not recommended for continuation with appropriate statistics as well as the following items:

a. All instructions, information and guidance that were provided to the board, except information concerning individual candidates, which must be retained at the Office of the Chief of Naval Operations.

b. Certification that:

(1) To the best of your knowledge, the board complied with all instructions contained in this 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 candidate whose name was furnished to the board.

(6) The candidates who have no documented substandard performance indicators within the past 3 years and who are recommended for continuation were determined to be qualified among those candidates whose names were furnished to the board, and it is presumed that their continuation is in the best interest of the Navy.

(7) The candidates who have documented substandard performance indicators within the past 3 years and who are recommended for continuation are, in the opinion of at least 67 percent of the members of the respective tank group, qualified for continuation, and their continuation is in the best interest of the Navy.

(8) You are aware that the names of those recommended for continuation will be released via BUPERS Online (<https://www.bol.navy.mil/>) after the board report is approved, and you know that you shall not disclose the names of those recommended for continuation until the names are released.

(9) You are aware that the names of those not recommended for continuation will be released privately after the board report is approved, and you know that you shall never disclose the names of those not recommended for continuation.

(10) You understand that, except as authorized by Navy regulations, you may never disclose the proceedings, discussions, deliberations, or recommendations of the continuation board to any person who is not a board member, recorder or assistant recorder.

c. A list of all candidates eligible for consideration.

d. This precept.

2. The report shall be forwarded to me for approval via Deputy Chief of Naval Personnel.

APPENDIX - F

OATHS

1. The president of the board or a commissioned officer 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 Chief of Naval Personnel or higher authority, so help you God?"

2. A commissioned officer of the administrative support staff shall 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 Chief of Naval Personnel or higher authority, so help you God?"

3. The president of the board or a commissioned officer shall 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 Chief of Naval Personnel or higher authority, so help you God?"