In addition to existing Navy policy and higher headquarters guidance for decisions mandating specific approval of the Commanding Officer (CO) or Unit Commander, the following subjects address areas for the CO’s specific interest and understanding at NAVSCHOOL:O:

- **Directing** reductions in capabilities or trade-offs between capacity, limitations, and risk.

- **Forming** a ‘reserve’ e.g. qualified people not performing assigned duties; people departing or changing positions earlier than expected; or assigning people responsibilities that exceed requirements or vice versa.

- **Not achieving** any objective or the spirit and intent of the EOD Strategic Concept, Naval Education and Training Command (NETC) Vision, Center for EOD and Diving and other service higher headquarters’ Operational Philosophy (Vision, Mission, Guiding Principles).

- **Saying** “no” to another command or organization.

- **Not manning** any staff section in accordance with established policies or visions.

- **Recommending** changes to manpower or funding authorizations i.e. increases or decreases.

- **Initiating** an internal or external process or policy, especially those involving higher headquarters, other commands, organizations, or individuals e.g. doing something for the first time. Consider, anything for which you are asking my advice, opinion, or decision, even if it is an established process with precedence, is something we are doing together for the first time.

- **Directing** anyone to work involuntarily outside established norms.

- **Disapproving** leave, special requests, or recognition.

I owe you sincerity, objectivity, patience, and an open mind. I owe you an explanation if my decision is contrary to your recommendation. I believe our collective, clear, and informed decisions will provide the greatest value to our people, our Community, and the Joint force if they are supported by incontrovertible facts, effective research, thorough analysis, meaningful assessments, and minimal assumptions. We must know why and how we decide to include subjectivity in our decision-making process. If I am involved in your thought processes and planning well before a decision must be made, I can provide interim guidance that may help us make decisions together. What a team can accomplish together will always outweigh what any individual does alone.

C. H. ANDREWS