



DEPARTMENT OF THE NAVY
CHIEF OF NAVAL PERSONNEL
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6 Feb 14

From: Chief of Naval Personnel
To: President, FY-15 Active-Duty and Reserve Navy Senior
Enlisted Advancement Selection Board

Subj: FY-15 ACTIVE-DUTY AND RESERVE NAVY SENIOR ENLISTED
ADVANCEMENT SELECTION BOARD PRECEPT

Ref: (a) Enlisted Career Paths

Encl: (1) FY-15 Active-Duty and Reserve Navy Senior
Enlisted Advancement Selection Board Guidance

1. **Function and Membership**

a. The function of the administrative selection board is to consider Active-Duty and Reserve senior enlisted candidates for advancement to the rank indicated in the convening order. The 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 as well as those subsequently validated during the board, will be furnished to the board.

b. I shall personally appoint the members of this advancement selection board. 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 the evaluation affords each eligible candidate fair and equitable consideration.

2. The board shall proceed in accordance with the convening order, the FY-15 Active-Duty and Reserve Navy Senior Enlisted Advancement Selection Board Guidance (enclosure (1)), the cycle NAVADMIN, and any other guidance contained in this letter. Reference (a) will be provided in the selection board spaces as

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general guidance to the selection board members. This reference is not selection criteria, nor is it expected that each eligible will meet the typical career path and guidelines depicted in reference (a). The information contained in reference (a) 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.

3. **Best and Fully Qualified Selection Standard**

a. **Fully Qualified**. All eligible candidates recommended for selection must be fully qualified; that is, capable of performing the duties of the higher paygrade. Eligibles fully qualified for selection demonstrate an appropriate level of leadership, technical and managerial skills, integrity, commitment to the personal and professional development of subordinates, and resourcefulness in difficult and challenging assignments. Their attributes include rating expertise, demonstrated ability to communicate up and down the chain of command, loyalty to seniors, subordinates, peers and the command, and recognition of our Navy's heritage. Fully qualified eligibles must clearly demonstrate adherence to Navy and Department of Defense ethical and physical fitness standards, and loyalty to Navy Core Values. Eligibles that do not meet the above standard shall not be recommended for selection.

b. **Best Qualified**. Among the fully qualified eligibles, you must recommend for selection the best qualified within their respective competitive category. The following considerations should guide your recommendations. Members assigned to brief individual records are expected to use these considerations to guide their briefs' review and composition. Each board member is expected to apply this guidance when deliberating and voting. These considerations are:

(1) **Leadership**. Proven, sustained superior performance in difficult and challenging joint and in-service leadership positions is the number one factor for selection. When applying this factor, you must consider that the future Navy and joint force leadership will comprise a mix of service members that have excelled in both traditional and alternate career paths. Demonstrated skill in enhancing teamwork and individual performance should be considered along with subordinate achievements and accomplishments. Eligibles must have clearly demonstrated leadership by enforcing all standards; participating

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in Career Development Boards, CPO 365, and other Sailor leadership and mentoring roles; and taking an active leadership role in their mess. You also must consider the attributes developed by eligibles that excelled in alternate career paths. Eligibles should show competency in mentoring and developing junior officers.

(2) **Education and Professional Development.** You shall consider professional military education giving consideration to those having completed advanced education, Professional Military Education (PME), Joint Professional Military Education (JPME), and Leadership Development (e.g., Senior Enlisted Academy, Navy Senior Leaders Course, Keystone Course, etc). Our Navy's future senior enlisted leaders hone and develop leadership skills from these courses required to function as future Departmental Leading Chief Petty Officers, and the Senior Enlisted Academy in particular is a prerequisite to Command Master Chief/Command Senior Chief positions. Education and professional development is in keeping with MCPON's "Zeroing in on Excellence" initiative and CNO's "Sailing Directions" tenets of Warfighting First, Operating Forward and Being Ready, and should be given consideration.

(3) **Competency/Skill Information.** Within the board's charter to recommend for selection those candidates who are best qualified among those fully qualified, the board shall give consideration to the needs of the Navy for leaders with particular demonstrated competencies/skills. Documented rating expertise during the period of consideration must be considered when determining an eligible's fitness for selection. Consider an eligible's demonstrated knowledge of rate and the extent to which that eligible used that knowledge to positively impact his/her command.

(a) Key to individuals' military competency and performance is their degree of loyalty to seniors, peers, and subordinates that shall also be given consideration. Dedication to Sailors and the command should be viewed through mission success and the success of the Sailors led by each eligible.

(b) You should consider documented performance in teaching and upholding standards, as well as the eligible's professionalism and military demeanor. An eligible's emphasis on procedural compliance among those he/she leads, as well as peers, is a strong indication of their ability to enforce standards across the command.

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(c) You should consider communication skills and the degree to which the eligible contributes to division or departmental success within the framework of a triad of Division Officer, Chief Petty Officer, and First Class Petty Officer as these are crucial in determining those best qualified for advancement. The most-qualified eligibles will also effectively communicate principles of leadership, professionalism, and heritage.

(4) **Language, Regional Expertise, and Culture Experience.**

Eligibles who gain competence through assignments requiring foreign language, regional expertise, and cultural knowledge provide the Department of Defense a unique combination of technical experience and operational leadership. This will enhance Navy capability to support future operational requirements. When selecting the best qualified eligibles to meet the needs of the Navy, you must consider the quality of performance required of eligibles who have served in assignments requiring language, regional expertise, and culture knowledge, many of which are critical.

(5) **Special Programs and Duties.** Although eligibles presented to the board compete within their respective ratings, they are frequently detailed to duty outside of their rating specialties. Many such types of duty required selectivity in assignment and special qualifications. In determining which eligibles are best and fully qualified, bear in mind that members serving in these types of highly selective assignments compete within a group of individually selected personnel with equally superb records. The "best and fully qualified" remains the standard which should be used for consideration. Additional guidance on special programs and duties is located in enclosure (1).

(6) **Collateral Duties.** Consideration shall be given to the successful accomplishment of major collateral duties affecting mission effectiveness, retention, and morale.


W. F. MORAN

**FY-15 NAVY ACTIVE-DUTY AND RESERVE SENIOR ENLISTED ADVANCEMENT
SELECTION BOARD GUIDANCE**

Appendix	Subject
A	General Guidance <ul style="list-style-type: none">- Duties of the Board President- Board Proceedings- Special Programs and Duties- Marital Status- Leadership of Diverse Organizations- Area Tours- Adverse Information
B	Equal Opportunity Guidance <ul style="list-style-type: none">- Addresses Equitable Consideration for all eligibles
C	Board Reports <ul style="list-style-type: none">- Addresses Content and Routing of Selection Board Reports
D	Oaths <ul style="list-style-type: none">- 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 a 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 personnel) 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. You are to 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. 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 is in compliance with Navy regulations.

d. Board members may not introduce anything that is not documented in the candidate's record or letter to the board. In addition, should a record reveal the removal of an evaluation report, the member may not discuss any personal knowledge regarding the circumstance that resulted in the removal of the report.

e. I, the Master Chief Petty Officer of the Navy, and for reserve boards, the Reserve Force Master Chief Petty Officer 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. Commander, Navy Personnel Command will designate in the convening order 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 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 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 recommended selectees of the board may not be disclosed unless expressly authorized or required by me or Commander, Navy Personnel Command.

g. Before the report of the selection board is signed by each Board Member, Recorder, and Assistant Recorder, the recommended selectees may be disclosed only to members of the board, Recorder, Assistant Recorders, and those administrative support personnel designated in writing. After you sign the board report, only the recommended selectees of the board may be disclosed after I have made the recommended selectees public. Except as authorized either by myself 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 personnel.

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.

i. During the period the board is in session, you are not authorized to hold social gatherings/meetings that involve groups of Board Members/Recorders and non-board members. Discussions involving board actions may only be held in board spaces with recorders present.

3. Special Programs and Duties

a. **Individual Augmentee (IA)/Overseas Contingency Operation Support Assignments (OSA) (also known as GSA)/Afghanistan-Pakistan Hands (APH) Program Assignment**

(1) The board shall give consideration to those candidates who have displayed superior performance while serving in IA/OSA/APH assignments in direct support of OSA and the National Defense Strategy and, in particular, those assignments that are extraordinarily arduous or that involve significantly heightened personal risk. These individuals are developing valuable combat and nation-building skills under stressful conditions that should be retained and used for future application. IA/OSA/APH assignments may not be typical of the candidate's traditional community career path, but are considered vital to the successful joint prosecution of Overseas Contingency Operations and the National Defense Strategy.

(2) Due to operational demands, IA/OSA/APH assignments may result in a candidate 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 evaluation report system. Therefore, special attention must be taken in reviewing these candidates' records.

b. **Naval Special Warfare Experience.** Naval Special Warfare Forces play a crucial role in the global struggle against terrorism. Service members assigned to Naval Special Warfare Forces are routinely assigned duties that are not within their rating scope, but are critical to our nation's success in overseas contingency operations. Service members with experience in coalition special operations and interagency forces that may not be a typical career path include, but are not limited to, those assigned to Naval Special Warfare Command, Joint Special Operations units, and U.S. Embassies abroad. These actions are vital to the successful joint prosecution of overseas contingency operations and therefore give consideration to these records. Repeat tours of duty with Naval Special Warfare Forces ensure continuity of expertise and contribute to increased mission capability and therefore should not be considered negative to career diversity.

c. **Naval Expeditionary Force Experience.** Naval Expeditionary Forces play a crucial role in the global struggle against terrorism. Service members assigned to Naval Expeditionary

Forces are routinely assigned duties that are not within their rating scope or normal career path, but are critical to our nation's success in overseas contingency operations. These assignments are considered vital to the successful prosecution of the ongoing operations and therefore give consideration to these records. Repeat or out of rate career path tours of duty with Naval Expeditionary Forces ensure continuity and therefore should not be considered negative to career diversity.

d. **Senior Chief and Master Chief Boards.** You should also consider for selection those eligible who have successfully completed, or are currently serving in the extremely demanding tours of duty as Command Senior Enlisted Leader, as they demand leadership responsibilities inherent in Command Master Chief billets, but for smaller commands.

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

5. **Leadership of Diverse Organizations.** When reviewing a candidate's potential for selection, consider that the Navy benefits when Navy leadership possesses a broad spectrum of experience with a depth and breadth of vision. The Navy needs innovative and bold leaders who think creatively, challenge assumptions, and take well-calculated risks that maximize effectiveness. Leadership results and command success through team performance are significant criteria for consideration. Today's Navy is manned by Sailors representing dozens of different ethnic groups and literally hundreds of cultural heritages. In light of this diversity, you should give careful attention to selecting eligibles who have demonstrated the potential to lead a diverse workforce, and create circumstances for the success of all Sailors. The Navy's ability to meet this leadership challenge depends, in part, on having CPO leaders capable of influencing diverse groups of people to successfully complete their assigned mission.

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 eligible has progressed in billet complexity, professional development, and leadership responsibility. Likewise, you may positively consider those candidates who have demonstrated the ability to succeed in challenging assignments in diverse geographic locations, particularly overseas.

7. Adverse Information

a. Just as you must consider positive performance, you must consider incidents of misconduct or substandard or marginal performance documented in a candidate's official service record when determining those eligibles who are best and fully 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 official military personnel file contains matters relating to conduct or performance of duty, that is documented within the past five years, every board member in that respective tank shall be briefed on the adverse information contained therein 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 eligible that except for a single incident, would otherwise be recommended for selection.

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 candidates who are "best and fully qualified," you must ensure that candidates are not disadvantaged because of their race, religion, color, gender, or national origin.
2. Your evaluation of all candidates must afford them fair and equitable consideration. You should be particularly vigilant in your evaluation of records to take care that no eligible's selection opportunity is disadvantaged by service utilization policies or practices. You should evaluate each candidate's potential to assume the responsibilities of the next higher rank, the overriding factor being performance of assigned duties.
3. The Navy has assigned some candidates outside of traditional career development patterns. 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 candidate so assigned opportunities available to other eligibles. Such assignment practices should not prejudice the selection of these candidates for selection. Successful performance of assigned duties is the key in measuring a candidate's potential for selection. Accordingly, in determining the qualification for selection of any candidate 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 eligible not affected by such policies or practices.
4. This guidance shall not be interpreted as requiring or permitting preferential treatment of any candidate or group of eligibles 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 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, Naval 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 or best qualified for selection to meet the needs of the Navy among those eligibles whose names were furnished to the board;

(7) 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

(8) 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.

e. This precept.

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

APPENDIX - D

ENLISTED BOARD 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 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 Chief of Naval Personnel or higher authority, so help you God?"

3. The President of the board or a Commissioned Officer 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 Chief of Naval Personnel or higher authority, so help you God?"