



DEPARTMENT OF THE NAVY
CHIEF OF NAVAL AIR TRAINING
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CNATRAINST 1412.1
N11
23 Dec 13

CNATRA INSTRUCTION 1412.1

Subj: AVIATION WARFARE COMMAND QUALIFICATION PROGRAM (AWCQ)
COMMAND QUALIFICATION ORAL BOARD (CQOB) AND EXECUTIVE
OFFICER FLEET-UP CERTIFICATION GUIDANCE

Ref: (a) OPNAVINST 1412.14
(b) COMNAVAIRPAC/COMNAVAIRSYS/COMNAVAIRLANT/
COMNAVAIRFORESINST 1412.2
(c) COMNAVAIRPAC/COMNAVAIRLANTINST 1412.3A
(d) COMNAVAIRFORESINST 1412.3
(e) MILPERSMAN 1301-800

Encl: (1) Sample Notification Letter
(2) Sample Convening Letter
(3) Sample Command Qualification Oral Board
Recommendation Letter
(4) Sample XO/CO Fleet-Up Commanding Officer
Certification Letter
(5) Sample XO/CO Fleet-Up ISIC Validation Letter
(6) Scenarios

1. Purpose. In response to requirements set out in the Chief of Naval Operations' Command Qualification Program, reference (a), and as companion instruction to the Type Commander Aviation Warfare Command Qualification Program (AWCQP), reference (b), this document promulgates guidance as a baseline for Command Qualification Oral Board (CQOB) preparation for candidates eligible for O-5 fleet squadron command, designated as Aviation Warfare Officers (13XX) or Aviation Limited Duty Officers (63XX).

2. Requirements. AWCQP requirements and specifics for conduct of the CQOB are outlined in reference (b). References (c) and (d) establish guidelines for the Oral Board process for each Type Wing in line with core requirements. NAVPERSCOM (PERS 43) administrative reporting processes (reference (e)) remain unchanged.

3. Discussion. The AWCQP process (Oral Board) and associated instructions are not intended to be a substitute for the judgment, leadership, and authority of sitting Commanding

Officers to assess those best-suited for aviation squadron command, nor supplant the Navy Personnel Command's Aviation Command Screen Board process. Administrative screening and selection for Commanding Officer will continue to be limited to those elite professionals whose superior character and personal integrity, coupled with their sustained superior performance in operational environments, qualifies them for this unique leadership role. The CQOB is intended to enhance the candidate's preparation to assume the responsibilities of command; it also serves as a mechanism within the aviation community to identify candidates who are not yet ready. With the unique structure of NATRACOM of active duty, FTS, and joint Commanding and Executive Officers along with OP-T designated Aviation Department Heads; Chief of Naval Air Training (CNATRA) is a designated community leader, per reference (b), for program execution.

4. Policy. Per reference (b), the Type Wings retain discretion how best to conduct CQOBs for candidates with potential within their respective communities. CNATRA has the latitude to increase the minimum requirements stipulated in references (a) through (d). Type Wings should use community Commanding Officers or Post-Command Officers to administer boards, but may coordinate alternatives when necessary (i.e. other-community Commanding Officers). TRAWING Commodores shall schedule, convene and report the results of each CQOB to CNATRA Headquarters (CNATRA HQ). TRAWING Commodores shall designate the senior member of each board as Board Chairman on the Convening Order. As all NATRACOM squadrons consist of Active Duty, FTS and SelRes personnel, the Board Chairman will normally be the same designator as the candidate.

a. Attainment of professional skills, aviation qualifications, and demonstration of the ability to safely conduct and lead flight operations, are all prerequisites for aviation command. It should be assumed by the CQOB that these capabilities and the passion for leadership have been closely observed through the candidate's Department Head tour, and have been appropriately assessed and documented via Fitness Reports.

b. The CQOB should engage the candidate on a variety of relevant topics. Board members should feel free to use their own personal experiences of leadership and challenges of command as a dialogue backdrop.

5. Requirements

a. TRAWING CQOB Members shall:

(1) Be serving as a Commanding Officer or have successfully completed an aviation command tour. Executive Officers are not eligible until Fleet-up certified by the CO.

(2) Not normally serve as board members for candidates that are their subordinates.

b. TRAWING CQOB Candidates shall:

(1) Be designated as an Aviation Warfare Officer (13XX) or Aviation Limited Duty Officer (63XX).

(2) Be serving in a CNATRA Department Head billet or successfully completed on a CNATRA Department Head tour.

(3) Have attained a Standardization Qualification in a CNATRA aircraft.

(4) Not have an approved resignation, retirement, or interservice transfer.

(5) Be screened by their CO for command suitability and nominated for a CQOB by letter using enclosure (1).

6. Preparation

a. TRAWING CQOB Members shall:

(1) Be designated as a CQOB Board Member in writing by the TRAWING Commodore.

(2) Review references (a) through (d) and enclosure (6) prior to the convening of the board.

b. TRAWING CQOB Candidates shall:

(1) Review references (a) through (d) and enclosure (6) prior to the convening of the board.

7. Execution. The NATRACOM CQOB will be primarily conducted in a question and answer format. The candidate will prepare for the CQOB by studying references (a) through (e) and enclosure (6). In addition to recommended reference material, enclosure (6) includes suggested scenarios with embedded leadership, character, moral and ethical dilemmas. Each board member will be prepared with relevant scenarios for the CQOB to use during the question and answer period. The candidate should not know what scenarios are chosen until the board has commenced. The candidate will open the CQOB with a brief (3-5 minute) opening statement that will provide a summary of what the candidate believes are the necessary components of naval leadership. This opening summary will be followed by the question and answer period. When the question and answer period is complete the CQOB will vote. A satisfactory demonstration of the required knowledge will result in recommendation from the senior CQOB member to the TRAWING Commodore that the candidate is "qualified" for command. An unsatisfactory result of "not qualified" will be handled per reference (b).

a. Board Administration

(1) Board size. A TRAWING sponsored CQOB shall consist of three qualified officers.

(2) Board Chairman. The Board Chairman will be identified in the Convening letter and will normally be of the same designator as the candidate.

(3) Once the Convening order is issued by the TRAWING Commodore, substitutions shall only be approved on a case by case basis.

(4) Location. To the maximum extent practicable, CQOB events will be held at CNATRA TRAWING bases. CQOB's held at other locations and/or Video Teleconference (VTC) will be at the discretion of CNATRA HQ.

(5) Duration. CNATRA sponsored CQOB events should be nominally 45 minutes, but normally no longer than one hour in length per candidate.

(6) Uniform. Uniform of the day at Board Chairman discretion.

b. Candidate Nomination and Notification. After preliminary screening by the candidate's Commanding Officer, the CO will prepare the nomination letter using enclosure (1) and forward to TRAWING or CNATRA (as applicable) within five (5) working days. TRAWING or CNATRA shall prepare and notify candidate by convening letter using enclosure (3) no earlier than 14 days prior to the event.

(1) CQOB scheduling takes priority over all squadron events. Once the convening letter has been signed, requests to reschedule will only be approved by the Board Chairman.

(2) Any candidate unable to physically participate in the CQOB at a CNATRA TRAWING command or other location may travel to a CNATRA TRAWING command or conduct the event via VTC.

c. Board Conduct. This is an important milestone in an officer's professional growth. Adequate advance preparation is specifically required by the candidate and board members to ascertain if a candidate is qualified for command.

(1) The board will be convened by the Board Chairman. Any necessary administrative or procedural concerns will be addressed and managed at this time.

(2) The candidate will be invited into the board spaces.

(3) The board members will introduce themselves to the candidate.

(4) The candidate will introduce themselves and provide the 3-5 minute verbal summary of why they think character, morals and ethics are important components of naval leadership.

(5) The question and answer period will begin and proceed until the board is satisfied and/or the established timelines are met.

(6) The candidate will be invited to leave the board spaces.

(7) The board will discuss the candidate's performance and vote.

(8) The candidate will be invited back into the board spaces.

(9) The Board Chairman will provide the candidate with the board's recommendation and the members will provide the candidate with any advice, concerns, or issues they may have. The chairman may also take the time to debrief the candidate's strengths and weaknesses identified by the board members.

(10) The Board Chairman will close the board and submit the recommendation letter using enclosure (3) to the member within 14 days.

d. Candidate Evaluation Criteria. The CQOB is a subjective event intended to provide Naval Aviation leadership with the assurance that the NATRACOM officers competing for command not only have tactical, leadership and management skills required, but also have demonstrated a thorough understanding of why the highest standards of character, morals and ethics are a foundational requirement.

(1) Opening Statement. The candidates opening statement provides a basis for the board question and answer period.

(2) Question and answer period. The candidate shall demonstrate an ability to conduct critical thinking under pressure and an acceptable understanding of the requirements and responsibilities of command, with a particular emphasis on leadership, character, integrity, morals and ethics. This question and answer period is the most important responsibility of the board. Each member should ask the candidate enough questions to assure themselves that their recommendation on the candidate's qualification status is well supported. Questions from the board members shall be confined to the requirements listed in references (b) and (c). The Board Chairman is responsible for maintaining the decorum of the board and keeping the question and answer period focused and professional.

(3) Board Vote. The board will discuss the candidate's performance and take a vote. Only a simple majority of members is required to determine whether a candidate is "qualified" or "not qualified."

NOTE: Deliberations of the board will remain confidential and shall not be discussed with any officer outside of the board process aside from the convening authority or the chain of command, as required.

8. Recommendation. The Board Chairman will ensure the CQOB recommendation letter using enclosure (3) is forwarded to the TRAWING Commodore the following business day.

a. Candidates who are suitably prepared will be recommended as "Qualified" per reference (b).

b. Candidates deemed "Not Qualified" will be recommended as "Not Qualified" per reference (b). The Board Chairman is encouraged to communicate clearly to the candidate the basis of the "Not Qualified" recommendation both verbally before the board is closed and in the recommendation letter forwarded to CNATRA. Unless waived by CNATRA HQ at the request of the candidates command, the candidate will be limited to two (2) Oral Board opportunities.

c. For "Qualified" candidates, the recommendation letter shall be submitted to the TRAWING Commodore the following business day. TRAWING Commodores will endorse/or reject the recommendation and forward to CNATRA HQ within two working days. CNATRA HQ will endorse and forward to NPC via official correspondence within seven days.

9. Exceptions. As described in reference (b), exceptions to the CQOB process may be granted only by CNATRA HQ and must be at the request of the candidate seeking command qualification. Full documentation detailing why the procedures could not be met must be provided in the written request.

10. Executive Officer (XO) to Commanding Officer (CO) Fleet-Up Certification.

a. Per references (a) and (b), CO's who will be relieved by their XO as part of the NATRACOM fleet-up program shall certify the XO is ready to assume command in writing to the TRAWING Commodore. The TRAWING Commodore will validate and endorse the certification using enclosure (4) to CNATRA HQ who will endorse the certification and provide a copy to COMNAVPERSCOM.

b. The CO's certification will be made to the TRAWING Commodore no later than six months prior to the Change of Command date.

c. The certification will discuss the Executive Officer's demonstrated leadership performance, personal behavior both on and off duty, and other professional characteristics.

d. If the CO does not certify, or the TRAWING Commodore chooses to not validate the fleet-up officer, COMNAVAIRPAC/COMNAVAIRFORRES in conjunction with PERS-43 and CNATRA HQ will adjudicate final disposition of the officer.

C. HOLLINGSWORTH
Chief of Staff

Distribution:
CNATRA Website

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SAMPLE NOMINATION LETTER

From: Squadron Commanding Officer
To: TRAWING Commodore

Subj: NOMINATION FOR COMMAND QUALIFICATION ORAL BOARD ICO
RANK FNAME M. LNAME

Ref: (a) COMNAVAIRPAC/COMNAVAIRSYSCOM/COMNAVAIRLANT/
COMNAVAIRFORESINST 1412.2
(b) CNATRAINST 1412

1. Under the provisions of reference (a) and (b), I hereby request a Command Qualification Oral Board for RANK LNAME to determine fitness for command. RANK LNAME is available for interview (date).
2. My request is contingent upon your verification that RANK LNAME meets the prerequisite eligibility requirements of reference (a) as stipulated by CNATRA.
3. (Additional Comments).
4. Point of contact information for Command Qualification Oral Board coordination:

Squadron Commanding Officer

Copy to:
Nominated Officer

Enclosure (1)

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SAMPLE CONVENING LETTER

From: TRAWING Commodore
To: CDR Smart, USN(R), Senior Member
Plus two other members

Subj: CONVENING LETTER FOR COMMAND QUALIFICATION ORAL BOARD ICO
RANK FNAME M. LNAME ON DAY MONTH YEAR

Ref: (a) COMNAVAIRPAC/COMNAVAIRSYSCOM/COMNAVAIRLANT/
COMNAVAIRFORESINST 1412.2
(b) CNATRAINST 1412

1. Under the provisions of reference (a) and (b), I hereby appoint you (to join me (if Commodore is a board member)) to conduct a Command Qualification Oral Board for RANK LNAME to determine fitness for command on day month year.

TRAWING Commodore

Copy to:
Nominated Officer
CNATRA HQ

Enclosure (2)

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SAMPLE COMMAND QUALIFICATION ORAL BOARD RECOMMENDATION LETTER

From: Board Chairman
To: Candidate
Via: TRAWING Commodore

Subj: COMMAND QUALIFICATION ORAL BOARD ICO RANK FNAME M. LNAME

Ref: (a) COMNAVAIRPAC/COMNAVAIRSYSCOM/COMNAVAIRLANT/
COMNAVAIRFORESINST 1412.2
(b) CNATRAINST 1412

Encl: (1) (Officer's Nomination Letter)

1. Under the provisions of reference (a) and (b), I served as board chairman on your Command Qualification Oral Board to determine fitness for command. The board members included (Insert names of board members here), (Here), and (Here).
2. The board recommends you be designated "Qualified/Not Qualified" for Command by TRAWING X.
3. Comments (mandatory for "Not Qualified" recommendation).

Board Chairman

Copy to:
CNATRA
Candidate's Reporting Senior
Board Members
"IF QUALIFIED"
PERS 43

Enclosure (3)

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SAMPLE XO/CO FLEET-UP COMMANDING OFFICER CERTIFICATION LETTER

From: Commanding Officer
To: Chief of Naval Air Training
Via: TRAWING Commodore

Subj: EXECUTIVE OFFICER/COMMANDING OFFICER FLEET-UP
CERTIFICATION ICO RANK FNAME M. LNAME

Ref: (a) COMNAVAIRPAC/COMNAVAIRSYSCOM/COMNAVAIRLANT/
COMNAVAIRFORESINST 1412.2
(b) CNATRAINST 1412

1. Under the provisions of reference (a) and (b), I certify that RANK LNAME (is/is not) ready to assume command.
2. Comments (mandatory).

Commanding Officer

Copy to:
Nominated Officer

Enclosure (4)

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SAMPLE XO/CO FLEET-UP ISIC VALIDATION LETTER

From: TRAWING Commodore
To: Chief of Naval Air Training

Subj: EXECUTIVE OFFICER/COMMANDING OFFICER FLEET-UP VALIDATION
ICO RANK FNAME M LNAME

Ref: (a) COMNAVAIRPAC/COMNAVAIRSYSCOM/COMNAVAIRLANT/
COMNAVAIRFORESINST 1412.2
(b) CNATRAINST 1412

1. Under the provisions of reference (a) and (b), I have reviewed the officer's eligibility for Command.
2. I have conducted a validation of all requirements outlined in reference (a) and (b), received a certification from the incumbent CO and have determined that RANK LNAME (does/does not) have the professional competence, intelligence, moral courage and personal honor needed for Command.
3. Comments (mandatory if Nominee found not valid).

TRAWING Commodore

Copy to:
CO, Squadron
PERS 43
Nominated Officer

Enclosure (5)

COMMAND QUALIFICATION ORAL BOARD SCENARIOS

The following scenarios are suggestions to generate thought and discussion. Board members are free to draw on their experience to tailor scenarios for relevance and fit during the question and answer portion of the board.

Scenario 1: You are the Safety Officer of a squadron. You know that the Operations Officer has a reputation for being hard to work with. You overhear one of the squadron's junior officers talking disparagingly about the Operations Officer to another officer while standing in Maintenance Control.

Scenario 2: You are the Administrative Officer. After the squadron conducts a Hail and Farewell in a local restaurant, you and several of the squadron's Junior Officers go to a local bar to continue the evening. During this period you see one of the officers, whom you know is married, flirting with a person who is not their spouse. Eventually you watch this officer leave the bar with this person and they don't return.

Scenario 3: You are a brand new Executive Officer. At a couple of command functions you observe that one of the Junior Officers is the "life of the party". The Junior Officer is a leader in the ready room and is well respected amongst the Junior Officers for his instructor knowledge and skill in the aircraft. Additionally, he has been the Schedules Officer for the last nine months and has a reputation for solid leadership. He is respected by the wardroom and by the the civilians in the command. At social functions you notice that he drinks heavily and has a tendency to push the limits for what is considered acceptable behavior for an Officer even though nothing has crossed into the area of an NJP offense.

Scenario 4: You are the Commanding Officer. What course of action would you take upon notification that one of your single officers is having an affair with a married officer from a different command?

Scenario 5: You are the Executive Officer of a squadron. The Commanding Officer's spouse is an energetic leader of the Squadron Spouse's Club. As you return from an extended training detachment you get an email that says the Spouse Club is

actively soliciting the community for expensive welcome home gifts for the squadron's flight instructors.

Scenario 6: You are the Commanding Officer. What do you tell your Administrative Officer when he tells you he was given two VIP suites, both at the government rate, for you and the Executive Officer during an upcoming detachment? These suites were not requested, but offered by the hotel as a gesture for the "executive level."

Scenario 7: How would you handle an individual in your command with two consecutive PFA failures, and who is clearly out of regulations when they show up at the scheduled PRT with a temporary LIMDU chit? What if this individual has been known to "shop around" for a sympathetic medical professional to issue the chit? What options would you consider?

Scenario 8: Your best Department Head has challenges with their weight and always struggles to meet the Navy's standards. You know that they have passed the PFA, but haven't wanted to ask how. Another member who fails the PRT complains that there is a double standard. How do you handle this situation?

Scenario 9: What, if ever, would trigger you as the Commanding Officer to authorize deviations from the Maintenance Contract? For example, the current instruction is very specific about what is allowed to be painted on jets, including names of deserving personnel. Would you ever authorize extra paint on the jet to accommodate the names of your SOY/BJOY, etc. if your current paint scheme limited these additions?

Scenario 10: What do you do when a Junior Officer comes to work with a black eye and their Department Head comes to you later in the day and explains that it was a result of a fist-fight with another Junior Officer at a private party? No enlisted or non-squadron personnel were present, and the JOPA seems to be unaffected by it.

Scenario 11: You are the Skipper and you find out that two of your JO's are dating (Senior female & Junior male, both LTs). They have kept their relationship quiet, but your DH's know about it, and bring it up to you. How do you handle it and what would you do? There have been no issues in the command with them and the female is leaving the squadron in about 2 months.

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Scenario 12: You are the Commanding Officer. You are out with your wife at a quiet location for dinner. You notice a Lieutenant Commander from another squadron having an intimate dinner that includes numerous public displays of affection, but he never saw you. Two weeks later, you see the same officer in the commissary with another woman with two kids and he introduces her as his wife. What do you do?

Scenario 13: You are the Executive Officer. During a Wing party a married Executive Officer is snuggling up next to a squadron Safety Officer and they are dancing a lot together. Some of the squadron's Junior Officers have noticed the situation and are trying to politely intervene. How do you handle it?

Scenario 14: You headed to a Red Flag detachment. Your Detachment Officer-in-Charge gets you a premium convertible as your rental car, but at the government rate. You fly in and see the car and the agency is closed for the day. How would you handle this situation?

Scenario 15: One of your top Junior Officers comes to you and tells you that he had a one night stand at the last detachment because he and his wife were not getting along. The reason he comes to you is because he trusts you and is looking for advice. He is sorry for his actions, but has not told his wife. He states that he loves his wife and kids and wants to work it out.

Scenario 16: Your rowdiest Junior Officer becomes inebriated at the command Holiday Party and accidentally touches a Sailor of the opposite sex in a suggestive manner while they were both on the dance floor. The Junior Officer immediately apologized and everything seemed fine after the incident. How do you handle it when the Sailor makes a complaint to the XO?

Scenario 17: You have been requested to be the retirement officer of one of your superstar First Class Petty Officers. The retirement ceremony goes well and you are invited to a party at his house. You go to the party alone and some of your other Sailors are there enjoying the party. When is the appropriate time to leave?

Scenario 18: One of the LT's at your command holiday party has had a little too much to drink. He makes some inappropriate

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comments to some of your junior personnel, who tell your CMC about it. CMC comes to inform you he saw LT Smith doing some inappropriate touching of your enlisted females. How would you handle this situation?

Scenario 19: Is it ever appropriate for you as the senior officer to have an evening of drinks with your Sailors? How would you handle it? What if your CMC is with you? Do you stay longer?

Scenario 20: One of your officers is being a little too friendly with some of your female maintainers, to the point of one saying something to another officer and it getting back to you as the Skipper. What would you do in this situation?

Scenario 21: You have an all-Khaki evening out in town and during the evening one of your chiefs says something inappropriate to one of your female officers. You all were joking during the event, but the next day, someone mentions it to you. You ask the female about it and she is a little disappointed too that no one said anything. How do you handle it with your Wardroom, the Chiefs, and the female officer?

Scenario 22: Two of your instructor pilots are out in town and see some flight students. They offer to buy them a drink for their progression through the syllabus. After 2 hours of drinking you show up with some of your Department Heads and it is obvious they have all had too much to drink. How do you handle this situation? What discussions do you have with the instructors?

Scenario 23: You are the Executive Officer. You are discussing issues with a junior officer. His cell phone is just sitting on the desk and a text pops up on his phone "Thanks for buying us a round last night." You didn't touch his phone, but see the name of a Junior Petty Officer in your squadron as the contact on there. What would you do, if anything with this information?

Scenario 24: You are TDY on a training detachment staying at a local hotel with the entire command. The hotel has a free happy hour daily. One week into the three week Det, you notice several of the same instructors hanging out with the same group of flight students at happy hour on a recurring basis. How would you handle this situation?

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Scenario 25: You are the Commanding Officer. You have had a string of DUIs/ARIs. The latest is a Junior Officer, who got arrested for being drunk, got into a fight, detained and released by police for fighting on Saturday night. It's Monday morning and the previous Friday you busted a 2nd Class Petty Officer to 3rd for a DUI. How do you handle this situation?

Scenario 26: You are the Executive Officer. One of your Sailors tells you that the troops have lost confidence in the Commanding Officer's ability to lead. What is your role in this situation?

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