COMNAVAIRFORCES INSTRUCTION 5400.7H

Subj: SELECTION BOARD PROCEDURES FOR RESERVE COMPONENT SQUADRON AUGMENT UNIT COMMANDING OFFICERS AND TRAINING COMMAND RESERVE COMPONENT COMMANDERS

Ref: (a) BUPERSINST 1001.39F CH-1
(b) RESPERS M-1001.5
(c) SECNAVINST 5211.5E

Encl: (1) Sample Board Precept
(2) Sample Command Billet Application Format

1. **Purpose.** To delineate standardized procedures and guidelines for selection processes.

2. **Cancellation.** COMNAVAIRFORCESINST 5400.7G

3. **Background.** Strong leadership is essential for continued Commander, Naval Air Force Reserve (COMNAVAIRFORCES) mission accomplishment. Therefore, it is paramount that the best and brightest of our officer corps are selected for the key leadership roles of tomorrow. To ensure this, selection of Selected Reservists (SELRES) as Reserve Component (RC) Type Wing (TYPEWING), Fleet Replacement Squadron (FRS), and Chief of Naval Air Training (CNATRA) Squadron Augment Unit (SAU) Commanding Officers (CO), as well as Training Air Wing (TRAWING) and CNATRA Reserve Component Commanders (RCC) shall be achieved through a national board process. This board will be called the National RC SAU CO and RCC Selection Board, and shall be handled per references (a) through (c) and using enclosures (1) and (2) of this instruction. Only individuals selected by a board process will assume the positions of RC SAU CO and RCC. However, under extenuating circumstances the convening authority may grant an “interim status” to a non-boarded individual to carry out the duties associated with that role when deemed appropriate until such time as a board process can reasonably be convened. COMNAVAIRFORCES is the approval authority for interim TYPEWING/FRS SAU COs. CNATRA is the approval authority for interim CNATRA SAU COs and RCCs.

4. **Discussion**

   a. **Board Guidelines.** COMNAVAIRFORCES is the convening authority for the National RC SAU CO and RCC Selection Board. The board is separated into two panels, COMNAVAIRFORCES and CNATRA. The COMNAVAIRFORCES panel will select the TYPEWING/FRS SAU COs, TRAWING RCCs, and CNATRA RCC. The CNATRA panel will select the CNATRA SAU COs.
b. Action items

(1) COMNAVAIRFORCES will annually convene the National RC SAU CO and RCC Selection Board to select TYPEWING/FRS/CNATRA SAU COs, TRAWING RCCs, and CNATRA RCC.

(2) In convening, COMNAVAIRFORCES will designate a minimum of seven “core” board members, including the President. This “core” membership will constitute the COMNAVAIRFORCES panel and the bulk of the CNATRA panel. If there are any Selected Marine Corps Reservist (SMCR) applicants for a CNATRA SAU CO position, CNATRA will designate two U.S. Marine Corps Officers to serve as additional members on the CNATRA panel. This will bring the total minimum membership for the CNATRA panel to nine members when there are SMCR applicants for CNATRA SAU CO billets.

(3) The Board President must:

   (a) Conduct board proceedings per enclosure (1) of this instruction.

   (b) Ensure strict compliance with the Privacy Act requirements per reference (c).

   (c) Submit the Report of Board Proceedings to COMNAVAIRFORCES for final approval and dissemination of the board results. Board results for CNATRA SAU CO, TRAWING RCC, and CNATRA RCC positions will be briefed to CNATRA prior to notification of non-selects and selects.

(4) COMNAVAIRFORCES (N37) must:

   (a) Annually review this instruction for validity and update as appropriate.

   (b) In concert with COMNAVAIRFORCES N3 and the CNATRA Operational Support Officer (OSO), organize the National RC SAU CO and RCC Selection Board and announce the date via message.

   (c) In concert with COMNAVAIRFORCES N3 and the CNATRA OSO, appoint the “Sponsor,” “Head Recorder,” and “Assistant Recorders” for the National RC SAU CO and RCC Selection Board. COMNAVAIRFORCES N3 and the CNATRA OSO should normally alternate between the “Sponsor” and “Head Recorder” duties annually.

   (d) Within 60 days of the board’s convening date, issue any additional requirements, guidelines, and the list of units eligible for that fiscal year’s National RC SAU CO and RCC Selection Board.

(5) CNATRA (N00R) must:

   (a) As directed, annually submit a list of units requiring SAU CO or RCC
selection to COMNAVAIRFORCES (N37) (SAU CO and RCC billets that expire within the 15-month period following the board’s convening date shall require selection).

(b) Consolidate all CNATRA SAU CO, TRAWING RCC, and CNATRA RCC application packages and validate each for compliance with applicable guidelines and requirements.

(c) Submit a list of validated candidates to COMNAVAIRFORCES (N37) no later than 30 days prior to the board’s convening date.

(d) Hand-deliver all validated packages to the board.

(e) Ensure SMCR records are manually loaded into the PERS record screening system.

(6) TYPEWING Commanders (or respective COMNAVAIRFORCES Program Managers) must:

(a) As directed, annually submit a list of units requiring SAU CO selection to COMNAVAIRFORCES (N37) (SAU CO billets that expire within the 15-month period following the board’s convening date shall require selection).

(b) Consolidate all TYPEWING/FRS SAU CO application packages within their wing or program and validate each for compliance with applicable guidelines and requirements.

(c) Submit a list of validated candidates to COMNAVAIRFORCES (N37) no later than 30 days prior to the board’s convening date.

(d) Deliver all validated packages to COMNAVAIRFORCES (N37) no later than 14 days prior to the board’s convening date.

(7) Applicants for all positions must:

(a) Be a Commander or selected for Commander and not expected to attain a date of rank for Captain during the command tour. (Exception: For CNATRA RCC applicants must be a Captain Select or Captain.)

(b) TYPEWING/FRS SAU CO applicants must submit completed application packages to the respective TYPEWING or COMNAVAIRFORCES Program Manager as delineated at the board’s convening message. Packages shall be routed via their unit CO and cognizant Echelon IV Command.

(c) CNATRA SAU CO, TRAWING RCC, and CNATRA RCC applicants must
submit completed application packages to the CNATRA OSO delineated in the board’s convening message.

(d) In the application, include enclosure (2) of this instruction and any additional requirements delineated in the annual National RC SAU CO and RCC Selection Board convening message.

c. Community guidelines

(1) Tactical Support Wing (TSW) SAU CO

(a) TSW SAU CO positions will be an XO to CO fleet-up tour. Tour lengths will be 18 months. Tour length adjustments shall be forwarded to COMNAVAIRFORCES (N1) for approval.

(b) Requirements for currency in Type/Model/Series are determined by Commander, Tactical Support Wing.

(c) Prior FRS instructor experience is desired.

(2) Maritime Support Wing (MSW) SAU CO

(a) Normal tour length for an MSW SAU CO is 24 months. Tour length adjustments must be forwarded to COMNAVAIRFORCES (N1) for approval.

(b) Requirements for currency in Type/Model/Series are determined by the Commander, Maritime Support Wing.

(3) CNATRA SAU CO

(a) Normal tour length is 24 months. Tour length adjustments must be forwarded to CNATRA (N00R) for approval.

(b) Should be current in Type/Model/Series and have previous experience in the syllabus taught at the squadron to which the applicant is applying.

(4) TRAWING RCC

(a) Normal tour length is 24 months. Tour length adjustments must be forwarded to CNATRA (N00R) for approval.

(b) Must not be a Captain select. TRAWING RCCs who obtain a date of rank for Captain must receive an individual waiver per the annual Commander, Navy Reserve Forces
Command manpower policy guidance to remain in their paid billet through the end of the fiscal year.

(c) Must have completed a previous Reserve Aviation Commander Command tour (RESFORON or SAU CO).

(d) Prior CNATRA or FRS instructor experience is desired.

(5) CNATRA RCC

(a) Normal tour length is 24 months. Tour length adjustments must be forwarded to COMNAVAIRFORCES (N1) for approval.

(b) Must hold the rank of Captain upon assuming command.

(c) Must have completed a previous Reserve Aviation Commander Command tour (RESFORON or SAU CO).

5. Reports. Report of Board Proceeding will remain in effect for three years from the issue date of this instruction.

6. Records Management. Records created as a result of this instruction, regardless of media and format, must be managed per Secretary of the Navy Manual 5210.1 of January 2012.

7. Review and Effective Date. N3 will review this instruction annually on the anniversary of the effective date to ensure applicability, currency, and consistency with Federal, DoD, SECNAV, and Navy policy and statutory authority using OPNAV 5214/40 Review of Instruction. This instruction will automatically expire 5 years after effective date unless reissued or otherwise canceled prior to the 5-year anniversary date, or an extension has been granted.

P. A. LAUBE
Deputy

Releasability and Distribution:
This instruction is not cleared for public release and is available electronically only via the COMNAVAIRFORCES website to users with common access card authorization, http://www.navyreserve.navy.mil (choose the e-mail certificate) in the “COMNAVAIRFORCES Instructions” folder
SAMPLE BOARD PRECEPT

From: Commander, Naval Air Force Reserve
To: President of the Board (Board #)

Subj: PRECEPT FOR CONVENING FISCAL YEAR XXXX NATIONAL RESERVE COMPONENT SQUADRON AUGMENT UNIT COMMANDING OFFICER AND RESERVE COMPONENT COMMANDER SELECTION BOARD

Ref: (a) BUPERSINST 1001.39F CH-1
     (b) RESPERS M-1001.5
     (c) COMNAVAIRFORESNST 5400.7G
     (d) DODD 1350.2 CH-2 of 8 Jun 15

Encl: (1) Board Composition
      (2) Selection Board Guidance
      (3) Report of Board Proceedings

1. Date and Location
   a. The selection board (hereafter referred to as “the board”) consists of you as the President and the officers listed in enclosure (1) of this letter.
   
   b. The board is ordered to convene at (command/location) at (time/date) per references (a) through (d).

2. Function. The function of the board is to recommend the best qualified:
   a. Selected Reserve (SELRES) Commanders and Commanders (Select) for Type Wing (TYPEWING)/Fleet Replacement Squadron (FRS) Squadron Augment Unit (SAU) Commanding Officer (CO).
   
   b. SELRES Commanders and Commanders (Select) for Chief of Naval Air Training (CNATRA) SAU CO.
   
   c. SELRES Commanders for Training Wing (TRAWING)/CNATRA Reserve Component Commander (RCC).

3. Eligibility/Community Guidelines
   a. The following officers are eligible for TYPEWING/FRS or CNATRA SAU CO: Officers promoted to O-5 in Fiscal Year (FY) XXXX, FY-XX, and officers promoted or selected to promote to O-5 in FY-XX.
   
   b. Current or former board selected SAU COs/Reserve Force Squadron (RESFORON) COs shall not be screened for follow-on SAU CO tours.
c. Applicants for TRAWING RCC must be a post-command (SAU or RESFORON) SELRES O-5 and not be selected to O-6 at the time of the board.

d. Officers who have previously declined SAU or RCC Command for those billets to which the member specifically applied will not be considered for selection for SAU or RCC command.

4. Board Authorized Selections. Selection board panels, tanks, and available billets are organized as follows:

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<th>TANK</th>
<th>BILLETS</th>
<th>COMMANDS</th>
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<td>VT-X SAU</td>
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<tr>
<td>COMNAVARFORESES Panel</td>
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<td>TRAWING RCC</td>
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5. Additional Guidance

a. The board will carefully consider, without prejudice or partiality, the qualifications of each eligible officer and will recommend for selection via confidence factor those officers whom a majority of the members consider best qualified. Due consideration will be given to the needs of the Navy, qualifications of the officer, billet requirements, and mission of the unit.

b. Due to the differences in eligibility criteria the board will be selecting officers for billets in two distinct categories: SAU CO and RCC. Since the SAU CO billet is considered a "production" position in which currency and experience in each Type/Model/Series (T/M/S) is highly desired, the SAU CO category must be further sub-divided into aircraft and mission-specific categories. It is the board's responsibility to screen and rank by confidence factor all applicants in each of these competitive categories (tanks) based upon documented performance.

c. The board itself will consist of seven to nine members as designated in enclosure (1) of this letter. This board is charged with selecting officers in the respective competitive categories.

d. Before conducting the first record briefing and vote, each board member must be knowledgeable of the review and briefing process. Voting members will conduct "dry runs" until all members feel prepared to vote for the record.

e. When deliberating the records in each competitive category, strong consideration should be given to those individuals demonstrating the requisite leadership skills who are also current in the T/M/S required for the category billet.

f. Qualified/Insufficient Opportunity (QIO). There will be officers who miss selection because of limited quotas but whose records clearly meet selection criteria. The board should identify such officers to the Recorder. Those names will not be promulgated with the Post Board Report, but ranked in order of confidence factor (priority) by the board. Should a need arise for an additional officer to fill a SAU or RCC command billet, an officer so identified in the ledger
shall be considered qualified and additional administrative screen procedures need not be pursued. Officers shall be selected according to their confidence scores.

g. An officer may choose to decline SAU or RCC command. If an officer declines a command billet for which he/she specifically applied, he/she will be removed from all future SAU or RCC command-eligible lists.

h. The board need not select to the numbers provided. The authorized number to select should only be attained if there are a sufficient number of candidates determined fully qualified.

i. Should the board deem that an insufficient number of officers of command caliber exist in a particular category, this finding will be included in the Post Board report.

j. Slating to specific billets will be conducted following approval of the board report. Since applicants may apply for more than one competitive category or unit, board members are asked to screen all applicants within each tank without regard to their preference for duty location. The slating process that will occur post-board will determine individual locations.

k. Enclosure (2) of this letter contains supplemental guidance for your deliberation and the oath that shall be administered to all recorders, support personnel, and members of the board.

6. Board Conclusion

a. Immediately following the board’s adjournment, the Senior Recorder will witness and observe the complete destruction of all records, materials, and notes of the board proceedings including, but not limited to, applications, worksheets, photographs, fitness reports, Officer Summary Records (OSR), and Personnel Summary Records (PSR). The recorder will certify, in writing to the convening authority, compliance with action directed by this precept paragraph.

b. Report of the Board. The Report of the Board will be in writing and signed by each member and assistants. The report will contain the names of the selectees and their command groups. The names of those officers identified as QIO will not be promulgated with the board report but will be annotated in the recorder’s ledger and listed as an enclosure with the report, ranked in order of merit by the board. Additionally, the report will certify that the Board carefully considered the record of each applicant whose name was furnished to the Board, and in the opinion of a majority of the members of the Board, the officers selected by the Board are best qualified to meet the needs of the Navy.

c. Once the President of the board has signed the proceedings of the board, enclosure (3) will be forwarded to Commander, Naval Air Force Reserve.

X. X. XXXXXX

Enclosure (1)
### SELECTION BOARD COMPOSITION

#### Voting Members

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#### Head Recorder

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#### Assistant Recorders

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### SELECTION BOARD GUIDANCE

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<td>- Addresses Equitable Consideration for all Officers</td>
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APPENDIX A

BOARD INSTRUCTIONS

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 constraining the board from recommending those fully qualified officers whom the majority finds best qualified to meet the needs of the Navy.

2. Board Proceedings. The following instructions concerning communications and information apply to the board proceedings:

   a. Each of you (President, members, recorders, and support personnel) is responsible for maintaining the integrity of this board and for fostering careful consideration, without prejudice or partiality, of every eligible officer.

   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 board has been improperly affected.

   c. You may not receive, initiate, nor participate in communications or discussions involving information precluded from consideration by this board. You are to base your recommendations on the material in each officer’s military record 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 in law or service regulation from consideration by a 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.

   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 which resulted in the removal of the report.

   e. 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, senior recorder, assistant recorder(s), the board sponsor, and administrative support personnel) before, during, or after the board relating in any way to the selection board or its proceedings are completely prohibited. Questions concerning the propriety of any
communications prior to the board should be addressed to the board sponsor. Proceedings, deliberations, or recommendations of the selection board may not be disclosed unless expressly authorized or required by higher authority or myself.

f. Before the report of the selection board is signed, the recommendations may be disclosed only to members of the board, recorder, assistant recorders, and those administrative support personnel I have designated in writing. After you sign the board report, only the recommendations of the board may be disclosed. Except as authorized by higher authority or myself, the proceedings and deliberations of the board may not be disclosed to any person who is not a board member, board senior recorder, board assistant recorder, or administrative support personnel.

g. 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, senior 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 higher authority relief from the obligation not to disclose board proceedings and, upon receiving it, to report the basis for this belief.

3. Marital Status. Selection 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. 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. Likewise, you may positively consider those officers who have demonstrated the ability to succeed in challenging assignments in diverse geographic locations, particularly overseas.

5. 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 selection. Adverse information may reflect negatively on an officer’s suitability for selection 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 selection 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 individual, his or her character and 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 selection.
APPENDIX B

BEST AND FULLY QUALIFIED SELECTION STANDARD

1. Fully Qualified. All officers selected must be fully qualified; that is, each officer recommended must be capable of performing the duties of a TRAWING Commander or SAU Commanding Officer. Officers who do not meet that standard shall not be recommended for selection.

   a. Officers fully qualified for selection demonstrate an appropriate level of leadership, professional skills, integrity, management acumen, grounding in business practices, and resourcefulness in difficult and challenging assignments. Their personal and professional attributes include adaptability, intelligent risk-taking, critical thinking, innovation, adherence to Navy and DoD ethical standards, physical fitness, and loyalty to the Navy Core Values.

   b. The Navy is comprised of Sailors representing 24 different ethnic groups and hundreds of cultural heritages. Fully qualified officers must be capable of leading personnel from widely varying backgrounds while executing the Navy’s strategic diversity initiatives. The Navy’s ability to meet this leadership challenge depends, in part, on having leaders who reflect our very best, including performance, professional experience, education and the spectrum of professional communities.

2. Best Qualified.

   a. Among the fully qualified officers, you must recommend for selection the best qualified officers within their respective competitive category. Proven and sustained superior performance in command or other leadership positions in difficult and challenging in-service assignments, joint assignments, individual augmentation assignments, and GWOT Support Assignments (GSA) is the definitive measure of fitness for selection. Furthermore, successful performance and leadership in combat conditions demonstrate exceptional selection potential and should be given special consideration. Each board member shall apply this guidance when deliberating and voting. Additionally, members will use the considerations below to guide their determination of the best qualified officers.

   b. Additional Skill Requirements. The Navy must focus on the skill sets mandated by current needs and to developing the professional competencies required in our future leadership. The Navy and Joint Force leadership needs to be comprised of a diverse blend of officers that have excelled in both traditional and specialized career paths. Give due consideration to demonstrated performance and expertise in the following competency/skill areas.

      (1) Joint Experience

      (a) The Navy’s ability to operate effectively with multiple military forces in operations conducted across domains such as land, sea, air, space, or in the information
environment depends on providing fully qualified and inherently joint strategic leaders, critical thinkers and skilled warfighters. To foster this ability, a number of officers are, or have been assigned to joint billets or other joint assignments and to assignments for joint military training and education.

(b) The Navy must ensure our future leaders are well versed in joint matters and designated as a Joint Qualified Officer. Give due consideration to demonstrated performance in a joint duty assignment, as well as Joint Professional Military Education (JPME Phase I and II).

(2) Language, Regional Expertise and Cultural Experience (LREC). Officers 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, and provide the Navy the capability to support both current and future operational requirements. These skills are particularly critical in the development of cooperative relationships with emerging partners, which, in turn is central to theater engagement, security cooperation and the execution of the overarching Maritime Strategy. Give due consideration to demonstrated performance and expertise of officers who have served in or are serving in assignments requiring language, regional expertise, and cultural knowledge, including assignments as Naval Attaches and members of the Personnel Exchange Program.

(3) Navy Operational Planner. Naval Operational Planner Course (NOPC) graduates use knowledge of operational planning to specifically address the operational art and its application within and throughout the Navy and Joint Planning Process. NOPC planners calculate the operational planning considerations at the functional component level of a Joint Task Force as the Joint Force Maritime Component Commander (JFMCC). NOPC planners comprehend JFMCC’s unique operational/tactical level force employment considerations. Additionally, they have knowledge of the command element of the Joint Task Force Commander (CJTF) organization, functions, and operational force employment considerations. Give due consideration to the demonstrated performance of officers with these skills and this expertise.

(4) Revolution in Training. The Navy’s ability to support future operational requirements depends on a well-educated and trained officer and enlisted work force. The Navy requires those officers who have led the Navy’s rapidly expanding revolution in training, who are familiar with the use of the Science of Learning and Human Performance for mission accomplishment, and who have helped create a culture of continuous learning. Give due consideration to officers who have successfully led training or educational organizations or otherwise contributed significantly to the development of the current and future workforce through revolutionary individual or team training innovations in support of the enterprises, who have proven expertise in this area.

c. Additional Considerations. The following are additional considerations in determining the best qualified officers:

B-2

Appendix B to
Enclosure (1)
(1) Individual Augmentee (IA)/GWOT Support Assignments (GSA)

(a) The board shall give favorable consideration to those officers who have displayed superior performance while serving in IA/GSA/mobilization assignments in direct support of the Global War on Terrorism and in particular those assignments that are extraordinarily arduous or which involve significantly heightened personal risk. These individuals are developing valuable combat and nation-building skills under stressful conditions that must be retained and used in the future. IA/GSA/mobilization assignments may not be typical of the officer’s traditional community career path but are considered vital to the successful joint prosecution of the Global War on Terrorism.

(b) Due to operational demands, IA/GSA/mobilization assignments may result in an officer missing a community recognized milestone or career gate. Additionally, officers may not be competitively ranked against other officers of the same competitive category, and the officer may be rated by a reporting senior unfamiliar with the officer’s occupational specialty and the Navy fitness report system. Therefore, special attention must be taken in reviewing these officers’ records.

(2) Education and Professional Development. The board shall give favorable consideration to those officers with relevant graduate education, experience in specialized areas, and Professional Military Education (PME). Best qualified officers seek opportunities to broaden their cultural awareness through experiences and education and to enable better communication in a global operating environment.

(a) Obtaining and applying advanced education in specialized competencies that result in Additional Qualification Designator Codes (AQDs) are significant career achievements. Additionally, the Navy values competitive scholarships and fellowships, examples of which include: Olmsted Scholar, Marshall Scholar, Morrison Scholar, Rhodes Scholar, Conrad Scholar, JSC Intern, White House Fellowship, SECDEF Fellowship, and Federal Executive Fellowship.

(b) The PME Continuum integrates four components of education: Advanced Education, Navy Professional Military Education (NPME), Joint Professional Military Education (JPME), and Leadership Development.
APPENDIX C

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 selection 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. Successful performance of assigned duties is the key in measuring an officer’s potential for selection. Accordingly, in determining the qualification for selection 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 should 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 D

OATHS

1. Once the board has convened, the President of the board will administer the following oath to the recorder, assistant recorders, and support personnel prior to the tank:

   “We, and each of us, do solemnly swear (or affirm) that we will keep a true record of the proceedings of the board, that we will not divulge the proceedings of the board except as authorized or required by the convening authority or higher authority. So help us God.”

The recorder will then administer the following oath or affirmation to the members of the board:

   “We, and each of us, do solemnly swear (or affirm) that we will perform our duties as a member of the board without prejudice or partiality, having in view both the special fitness of officers and the efficiency of the Naval Service, and that we will not divulge the proceedings of the board except as authorized or required by the convening authority or higher authority. So help us God.”

2. The Senior Member of the board has been appointed as the president and will perform the prescribed administrative duties. A board President has no authority to determine any matter that would constrain the board from recommending for appointment those officers deemed best qualified to meet the needs of the Navy.

3. Any board member who believes that they cannot, in good conscience, perform their duties as a member of the board, without prejudice or partiality, has a duty to request relief by the convening authority from such duty. Such a request will be honored. In addition, if any board member believes that the integrity of the board’s proceedings has been adversely affected by improper influence of military or civilian personnel, misconduct of the board President, a member, or any other reason, that member has a duty to request relief from their obligation from the convening authority. Upon receiving relief from their obligation, the member must report the basis for their belief to the convening authority or higher authority.

4. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, creed, color, sex, or national origin. Aggressive commitment to equal opportunity is critical. In evaluating the records of minority officers, the board should be aware that past discrimination might have operated to the disadvantage of these officers. Such discrimination may have manifested itself in fitness reports, assignment to nontraditional roles, or billets of lesser scope and importance. The aforementioned should not adversely influence the consideration for assignment.
REPORT OF BOARD PROCEEDINGS

From: (Grade/Full Name), USN, (Designator)
To: Commander, Naval Air Force Reserve

Subj: FISCAL YEAR XXXX NATIONAL RESERVE COMPONENT SQUADRON AUGMENT UNIT COMMANDING OFFICER AND RESERVE COMPONENT COMMANDER SELECTION BOARD (#) RESULTS

Ref: (a) Board Precept

Encl: (1) Command Selections
(2) Qualified/Insufficient Opportunity (QIO) Selection List

1. Per reference (a), the subject board met at (command/location) at (time/date). Enclosure (1) contains the results of these deliberations.

2. We the undersigned board members, hereby certify:

   a. The board has complied with all instructions in the precept.

   b. The board has carefully considered the record of each officer whose name was furnished to this board as a billet applicant.

   c. In the opinion of the majority of the members of this board, the officers selected for assignment are the best qualified to meet the needs of the Navy from among those officers whose names were furnished to this board as billet applicants.

   d. Confirmed National Reserve Component Squadron Augment Unit Commanding Officer and Reserve Component Commander Selection Board results are submitted in enclosure (1).

3. Additionally, in each Selection Group, those officers who were not selected because of limited quotas but whose records clearly met selection criteria were identified as QIO. The board identified such officers to the recorder. Those names listed in enclosure (2) will not be promulgated with the board report but will be annotated in the recorder's ledger ranked in order of merit by the board. Should a need arise during the year for an additional officer to fill a command billet, an officer so identified in the ledger shall be considered qualified and additional
administrative screen procedures need not be pursued. Officers shall be selected from the board report according to their confidence scores.

4. The Board adjourned at (time) on (date).

X. X. XXXX  
(Rank)  
U. S. Navy  
Board President